

PERFORMANCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN MTN, UGANDA

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**UGANDA CHRISTIAN
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DECLARATION

I, **Atukwatse Jackline** declare that this work is entirely mine and solely a result of my own efforts. It has never been submitted to any institution for any academic award.

Signature *Atukwatse Jackline*

Date *30th APRIL 2026*

APPROVAL

This research proposal has been supervised and approved by me and is therefore ready for submission to the School of Business.

Signature:.......... Date: 30/4/2026.....

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ABBREVIATIONS AND ACRONYMS

CSRP - Civil Service Reform Programme

HRM - Human Resource Management

NRB - National Registration Bureau (NRB)

PM - Performance Management

PMP - Performance Management Plan

PC - Performance Contracting

MTN- Mobile Telephone Network

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ABSTRACT

The purpose of the study was to determine the effect of performance management (PM) practices on employee performance in MTN, Uganda. More specifically, the study thought to assess the effect of performance appraisals on employee performance in MTN, Uganda, to assess the effect of training and development on employee performance in MTN, Uganda and to assess the effect of performance feedback on employee performance in MTN, Uganda. The study employed a cross-sectional survey design in the research. Data was collected using a structured questionnaire.

In conclusion, MTN, Uganda, actual performance could be compared to the desired performance; therefore, the outcome is evaluated and a development plan is set based on the weakness. MTN, Uganda therefore needs to put more investments on training to maximize performance of its employees by making them more effective and efficient. To increase and maximize performance, MTN, Uganda needs to carry out performance reviews through giving performance feedback to its employees so as to motivate them, and in doing so, they not only reduce staff turnover but also attract the right kind of people who can give maximum performance.

The researcher recommended that MTN, Uganda needs to realize that it is a telecommunication firm that is there to serve Ugandans. The telecommunication firm should turn around the challenges it faces, re-inventing their workforce, processes, procedures and practices by embracing the performance management (PM) aspects of; performance appraisal, training and development and performance feedback. For further research, the researcher would suggest that a survey of different company in a different sector in the country should be carried out on performance feedback instead of focusing on MTN, Uganda. This will enable the other researchers to collect information relating to performance feedback from staff of different service firms.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

In any organization, employee performance determines the achievement of organizational objectives, and it involves the measure of the efficiency of a person, machine, factory, or system in converting inputs into useful outputs (Marsor, 2011).. The sources of performance growth and production volume growth are explained by (Jorgenson et al., 2014) as follows: Performance growth is seen as the key economic indicator of innovation. Introduction of new products or new or modified processes, organizational arrangements, systems, and business models leads to increased output growth over input growth. This is because of growth

in performance or output for every unit of input. Growth in income may also occur without innovation through replication of established technologies. With only replication and without innovation, output will increase in proportion to inputs (Jorgenson et al., 2014).

For any organization to be successful in achievement of high performance, it is very important for management to consider the key Performance Management Practices (PMPs). According to Storey and Sisson (2013), Performance Management Practices involve an interlocking set of policies and practices that focus on the enhanced achievement of organizational objectives through a concentration on individual performance.. (Fletcher, 2012) views Performance Management practices involves an approach to creating a shared vision of the purposes and aims of the organization, helping each individual employee undertake and recognize their part in contributing to them and in so doing manage and enhance the performance of both individuals and the organization.

Paying no attention to Performance Management Practices can negatively influence employee production, job satisfaction and organizational commitment of employees. Whereas MTN, Uganda has tried to put in place a number of human resource measures for example salary payment based on a tier system, annual Christmas bonuses and non-monetary rewards like recognizing long serving employees among others, commitment has not been fully obtained evidenced by high level of absenteeism, late coming, low levels of staff engagement and involvement especially during official staff day functions, high levels of material wastage for example water and electricity and poor customer care towards clients.

Much as Management has endeavored to devise ways to improve the commitment of the employees, the above-mentioned problems are still persistent and if this is to continue then it may eventually affect the long-term existence of the company. As such, the objective of this research paper is to find out whether there is any impact that performance management practices may have on the performance of employees at MTN Uganda. The introduction of this paper contained the following aspects: background of the study, problem statement, purpose of the study, study objectives, research questions, scope of the study, significance, justification and definitions of terms.

1.1 Background to the study

1.1.1 Historical Perspective

Globally, an organization that is performing well is one that is successfully attaining its objectives. In other words, one that is effectively implementing an appropriate strategy (Otley, 2019). Performance management is a function of employees' ability, motivation and opportunity to participate (Yilmaz, 2021). This means that an organization will benefit most if it organizes the work process in such a way that non-managerial employees have the opportunity (O) to contribute discretionary effort and it could be achieved by giving them autonomy in decision making, by providing in good communication and by employee membership in self-directed and/or off-line teams (Nielsen, 2018).

In Africa, the use of Performance Management was prompted by issues arising from attempts by African countries to control the efficiency of their government agencies. In the 1980s, the African nations were under pressure following the aftermath of Structural Adjustment Programs, as they faced economic problems associated with globalization (Jackson & Schuller, 2020). In France, Performance Management was first introduced in the Directorate General for Taxes (DGI) specifically designed to respond to two main concerns, first, as tools meant to ensure consistency in a decentralized context and second, as tools to enhance pressure on the entire services network in order to improve organizational performance (Flaherty, 2019).

In E. Africa, it is manifested in the employees' acceptance of organizational values and goals and their loyalty to the organization reflects by their continual desire to remain in the organization. (Mackson & Munteza, 2017) said that highly motivated employees and high-commitment environment improves employee retention rate, reduces operating costs and promotes employee performance and efficiency.

In Uganda, performance enhancement is not only dependent on the well-functioning system but also on effective human resource strategies that succeed in improving employee performance (Mukose, 2020). According to (Ahmed, 2019), Performance Management (PM) has been one of the most positive and crucial developments in the field of management. He further added that Performance Management is an umbrella term for all processes that ensure the organization's goals are consistently met in a timely and efficient manner.

In June 1998, MTN Uganda was licensed in Uganda. The company launched its commercial operations on 21st October 1998. Today, it has become one of the largest telecom companies in the country with more than 3,500,000 customers.

In MTN, like other companies, performance appraisal feedback plays an important role in employee performance. This gives an opportunity for feedback on the past performance against objectives set earlier as well as to identify any performance gap. For managers and supervisors this is the process that identifies the current performance level, discuss strengths and weaknesses and future opportunities (Jackson & Schuller, 2020).

1.1.2 Theoretical perspective

The study was also guided by **goal theory** which was developed by Mullins in (2010). The theory states that the motivation of direct behavior and goal setting is to direct behavior. In order to have high performance, goals need to be set at a realistic and challenging level within human resource practices. Another way to make sure there is high performance is through the provision of feedback as a way of measuring whether the goals have been achieved and as a basis for revising goals. When the goals are set by others like managers, it is important to involve the people who are responsible for achieving the goals. This theory is significant to the research because it covers all the performance management practices and can therefore be used by the business organizations to formulate performance management programs.

1.1.3 Conceptual perspective

Performance Management Practices served as an independent variable while Employee Performance served as a dependent variable in the research.

As per (Kentucky & Kendir, 2019), Performance Management Practices are said to refer to systems and approaches that are implemented by leaders as well as employees of an organization for creating work exception and goals of the organization. It is also useful in providing performance feedback, identifying development needs and measuring performance.

Thus, studies regarding PM have gained popularity among human resource management scholars. It involves deploying and managing the components of the causal model that lead to the timely attainment of stated objectives within constraints specific to the firm and to the situation (Lebas, 2015).

According to (Baqerrkord, 2018), Performance management comprises all activities that guarantee that organizational objectives are constantly being attained in an efficient and effective manner.

According to (Werner, 2020), performance management focuses on the organizational performance, employees, departments, and to some extent, the processes that are usually employed to build a service or product, as well as other key areas in an organization that would lead to employee productivity.

According to (Maxwell, 2017), Employee performance is an assessment of the efficiency of a worker or group of workers. Performance The productivity of an individual can be judged on the basis of the performance of an employee in a certain amount of time. Usually, the productivity of an individual is measured by comparing it with the average productivity of others who perform similar tasks. Since most of the achievements made by any company depend on its employees, employee performance is an important factor that must be taken into account by any firm. Simply put, performance is the result of productivity. All managers in any business organization have the task of motivating their employees to help achieve organizational objectives.

As per (Marsor, 2011), “Employee Performance” refers to the measurement of efficiency of a person, machine, factory, system etc. in converting inputs into useful outputs. Employee Performance means a measure of efficiency of an individual or individuals. Productivity can thus be evaluated using performance levels of employees over a certain period of time.

1.1.4 Contextual Approach

The study was conducted within the context of MTN, Uganda. The corporate headquarters for the firm are situated along 69-71 Jinja Road, Kampala Central division. MTN Uganda started operating commercially in Uganda on the 21st October 1998, six months after acquisition of the licence. MTN has since grown to be the leading telecommunications company in Uganda servicing in excess of 3500,000 customers (MTN Uganda annual Report, 2021). MTN, Uganda is one of the organizations in Uganda that treasure much performance

management in assessing employee performance, hence the researcher will get the necessary and enough data from the organization.

1.2 Problem statement

Performance management process is momentarily valuable to all organizations as it is likely to give a hand in ensuring employees are working hard towards the attainment of organization's mission and objectives, hence, better employee performance (Kimani, 2013). Whereas there has been an attempt to improve the situation of low employees productivity in the government sector, it seems not much has been achieved (Okello. 2017)

In MTN, Uganda, like other companies, performance appraisal feedback plays an important role in employee performance. This gives an opportunity for feedback on the past performance against objectives set earlier as well as to identify any performance gap. However, MTN, Uganda experiences the problem of delayed performance feedbacks from supervisors in different departments for example in 2019, performance feedbacks delayed by 2 months while in 2020, performance feedbacks from supervisors delayed by 3 months, this could be due to lack of enough training among the supervisors (MTN Uganda annual report, 2021). This has led to a decline in employee performance. Studies on performance management and employee performance have been in developed countries for example (Baruchi, 2016), (Dechey, 2020) & (Jackson & Schuller, 2020) however few studies have been done in Kampala. This prompts the researcher to carry out a study on the effect of performance management practices on employee performance in MTN, Uganda.

1.3 General objective of the study

The general objective of this study was to examine the effect of performance management practices on employee performance in MTN, Uganda

1.4 Objectives of the Study

- i) To assess the effect of performance appraisals on employee performance in MTN, Uganda
- ii). To assess the effect of training and development on employee performance in MTN, Uganda
- iii). To assess the effect of performance feedback on employee performance in MTN, Uganda

1.5 Research Questions

- i). What is the effect of performance appraisals on employee performance in MTN, Uganda?

ii). What is the effect of training and development on employee performance in MTN, Uganda?

iii). What is the effect of performance feedback on employee performance in MTN, Uganda?

1.6 Scope of the study.

1.6.1 Geographical Scope

The study was carried out in MTN, Uganda company limited. The company headquarters are located at 69-71 Jinja Road in Kampala Central division.

1.6.2 Content Scope

The study focused on the effect of performance management practices (Performance appraisal, Training and development, performance feedback) on the employee's performance (Meeting targets, Meeting deadlines, Arriving at work on time and Arriving for meetings on time).

1.6.3 Time Scope

The study was conducted for two months, that is, from August, 2025 to October, 2025.

1.7 Conceptual framework

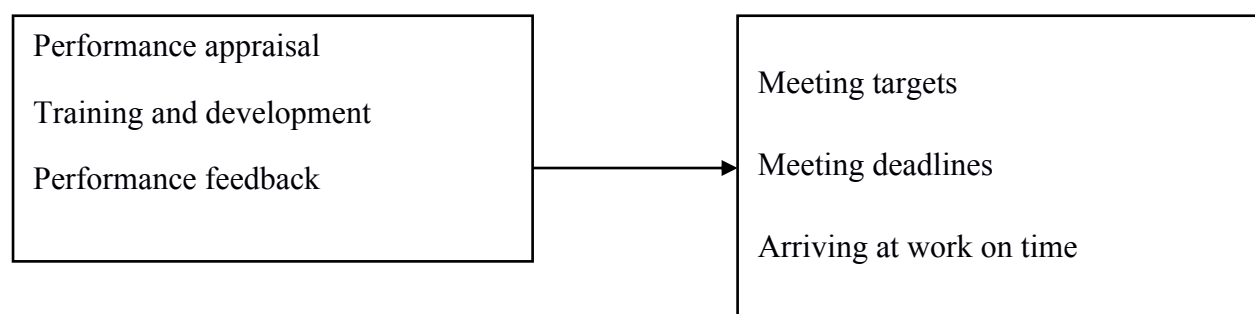
Figure 1.1: Conceptual framework showing the relationship between Performance management practices on employee performance

Independent variable

Dependent variable

Performance management practices

Employee performance



Source: Adapted from Bukenya, (2012) and modified by the researcher (2025)

The above graph illustrates how the dependent variable and the independent variable were operationalized. The dependent variable was measured in terms of;

- Meeting targets,
- Meeting deadlines,

- Attending work punctually,
- Attending meetings punctually,

While the independent variable will be measured in terms of;

- Performance appraisals,
- Training and Development,

Performance Feedback.

1.8 Justification of the study

Researchers have studied the Performance Management Practices and employee performance and concluded that Performance Management Practices significantly influence employee performance. However, most of the research made has been quantitative and they lack the in depth understanding of the phenomena which would help make practical interventions to the problem. However, it is important to get extensive knowledge of how Performance Management Practices contributes to employee performance using qualitative methods. Also, to note there is no reliable research that has been done on understanding the how Performance Management Practices contribute to employee performance in an organization setting the research available has been done in manufacturing and public service for example (Zhou, Plaisent, Zheng, & Bernard, 2014) & (Kasekende, 2017). Despite the monetary and non-monetary incentives MTN, Uganda has done to obtain better employee performance, there is low level of employee performance evidenced by high levels of absenteeism, late coming, poor customer care and material wastage. If this is to continue, it will end up being detrimental to the continued existence. Therefore, this study will help in understanding the effect of performance management practices on employee performance in MTN, Uganda

1.9 Significance of the Study

This research will make a valuable contribution to existing literature since it will concentrate on one company operating in Uganda. This study will help the following groups of stakeholders:

Academics and Researchers

This research will contribute to academic literature regarding performance management and specifically concerning its application in Uganda. There exists little material concerning performance management and performance, which is up to date. Therefore, this research will make a valuable contribution to current literature by providing current data.

Policy Makers

Policy makers and stakeholders associated with human resource management, including government agencies and employer associations, such as Federation of Uganda Employers (FUE), will be able to develop appropriate policies and procedures and implement best practices aimed at improving employee performance based on the findings of the case study. Moreover, the findings can be used when developing performance management processes. The research will provide human resource departments with a proper assessment of performance management techniques and suggest ways to improve them.

MTN, Uganda

The results obtained from the study will be valuable to the human resource management and line management of MTN Uganda limited as far as knowing the best way of increasing the performance of the employees in the organization.

1.10 Definition of key terms

Performance Appraisal: This is the process of evaluating the performance of an employee over a given period of time for purposes of appraisal and instituting changes where necessary, correcting possible mistakes and making future development plans.

Employee Performance: Employee performance involves the ability of the employee to perform his/her assigned duties effectively and efficiently at the appropriate time, as set by the employer.

Performance Management: This is the use of techniques by the organizational leaders and their employees to develop work standards and objectives, give and receive performance feedback, develop performance needs and evaluate performance.

Performance Feedback: This is information relating to past performance and results that the manager gives to the employee.

Training and Development: Training and development are activities that improve individual and organizational performance in an organizational setting.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter included literature review on the variables of study referred to as theoretical literature review, conceptual literature review, and objectives-based literature review.

2.1 Theoretical review

The study shall also employed the guiding concept of goal theory, which was propounded by Mullins in (2010). The goal theory holds that the process of behavior and sustaining motivation involve identifying and setting performance goals that would direct behaviors. For the purpose of ensuring performance, the HR management practice goals should be set at a difficult yet attainable level. Besides, performance can only be assured when feedback is provided for checking whether the performance goals have been achieved.

When goals are set by other people for instance managers, participation of those tasked with achievement of goals is of paramount importance. (Schultz & Schelles, 2002) say it is manifested in the employees' acceptance of organizational values and goals and his loyalty to the organization reflected by his continual desire to remain in the organization. (McMahon, 2007) claimed that it is what binds an employee to the organization. (Liou, 2008) attributes the success of an organization to the employees' commitment and participation. She said that a high-commitment environment improves employee retention rate, reduces operating costs and promotes employee performance and efficiency. This theory is relevant to the study because it addresses all the performance management mechanisms and such can be used by the enterprise owners so as to design a performance management system which is appropriate and also to ensure high performance.

2.2 Conceptual Review

2.2.1 Performance management practices

Performance Management Practices can be described as the mechanisms and systems used by organizational leaders and their employees to develop work exceptions and objectives of the organization. It is also used to deliver and receive performance feedback, identify development needs and evaluate performance. The study of PM has therefore been popular within human resource management study. It involves deploying and managing the components of the causal model that lead to the timely attainment of stated objectives within constraints specific to the firm and to the situation (Lebas, 2015).

An organization that is performing well is one that is successfully attaining its objectives; in other words, one that is effectively implementing an appropriate strategy (Otley , 2019). The AMO-model (Appelbaum et al., 2016) claims performance which is a function of employees' Ability, Motivation and Opportunity to participate. This means that an organization will benefit most if it organizes the work process in such a way that non-managerial employees have the opportunity (O) to contribute discretionary effort and it could be achieved by giving them autonomy in decision making, by providing in good communication and by employee membership in self-directed and/or off-line teams.

Performance appraisal is a systematic process in which an employee's job performance and overall contribution to an organization are evaluated periodically. It involves reviewing an employee's skills, achievements, strengths, areas for improvement, and setting future performance goals (Dattner, 2020). This process typically happens annually, semiannually, or quarterly and is used by management to provide feedback, inform compensation decisions, identify training needs, and support career growth (Dessler, 2020).

Performance appraisal is a regular review meeting where management discusses the value of an employee's work, their accomplishments, and opportunities for growth. It is also known as performance review, employee evaluation, or annual review. This process helps companies assess contributions and guide decisions on pay, promotions, or terminations (Robbins et al., 2019).

Training and development is a process designed to help employees acquire new skills or improve existing ones to perform their job better. It plays a crucial role in enhancing employee performance, workplace safety, compliance with laws, and overall company culture (Abdus, 2018). Training can take many forms, including orientation for new hires,

technical training on new tools, compliance with policies, and general skills development. Employee training is any instruction or activity that teaches employees new skills or improves their current skills and performance. The term may describe anything from safety training for an entire staff to introducing a new hire to the ins and outs of a particular job to training an existing employee how to use new technology (Khawaja, et al., 2016).

Performance feedback is a structured process where managers provide employees with clear, specific, and actionable information about their job performance to foster growth and improvement. Effective performance feedback should be clear, timely, balanced between positive reinforcement and constructive criticism, thoughtful, and future-oriented (Jackson & Schuller, 2020).

Performance feedback is essential for continuous improvement, employee engagement, and organizational success. It helps clarify expectations, recognize achievements, address challenges, and plan employee development paths. Regular feedback fosters a culture of openness and trust, which supports stronger relationships and promotes sustained performance enhancement (Solmon & Podgursky, 2016).

2.2.2 Employee performance

Employee's performance is one of the most important dependent variables and has been studied for a long decade. (Borman & Motowidlo, 1993) identified two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes (Werner, 2020). These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes (Werner, 2020).

(Schultz & Schelles, 2002) say it is manifested in the employees' acceptance of organizational values and goals and his loyalty to the organization reflected by his continual desire to remain in the organization. (McMahon, 2007) claimed that it is what binds an employee to the organization. (Liou, 2008) attributes the success of an organization to the employees' commitment and participation. She said that a high-commitment environment improves

employee retention rate, reduces operating costs and promotes employee performance and efficiency.

Meeting targets are specific objectives set during meetings to ensure productive collaboration and successful outcomes. Effective meeting targets help define clear goals, maintain focus, and promote accountability (Sims, 2016). To successfully meet targets, goals should follow frameworks like SMARTER, ensuring they are specific, measurable, achievable, relevant, time-bound, and regularly evaluated. Clear, realistic objectives shared with all participants enhance engagement and accountability (Caroll & Schneier, 2018). Meeting targets promotes efficiency, keeps meetings focused, prevents digressions, and helps teams achieve organizational goals more effectively. Leaders should define targets clearly, delegate responsibilities, and provide necessary support to ensure targets are met

Reporting on time is a critical aspect of managing productivity, resources, and project success within organizations. It involves recording and analyzing the actual time spent on tasks and projects to generate insights that drive better decision-making and efficiency (Mondy, 2018).

Time reporting provides a factual basis for assessing employee productivity, project costs, and resource allocation. It plays a key role in ensuring transparency, fairness, and accuracy in tracking work hours, which is essential for managing both individual and team performance. Effective time reporting is more than a record-keeping exercise; it is a strategic tool that enhances transparency, optimizes resources, and drives organizational success by providing clear, actionable insights into how time and efforts are utilized (Robert, 2015).

Meeting deadlines is crucial for productivity, project success, and professional credibility. Effective strategies to meet deadlines include creating a clear action plan that breaks projects into manageable tasks, delegating responsibilities based on team members' strengths, using a shared deadline calendar or tracker software, and communicating deadlines clearly and consistently to avoid ambiguity (Omaha, 2016). Additional tips include setting SMART (Specific, Measurable, Attainable, Realistic, Time-bound) goals, being flexible when delays occur, and managing workload realistically with buffer time to accommodate unexpected issues. These approaches help ensure tasks are completed on time without excessive stress while improving team collaboration and accountability (Borman & Motowidlo, 1993).

2.3 Review according to Objectives

2.3.1 Performance Appraisal and employee performance

The function of performance appraisal has evolved from being a device to evaluate employees to becoming a mechanism through which the expected behaviors and performance competencies of employees are reinforced. Performance appraisal can be said to be the best way of mobilizing employees within a complex and organized organization in achieving strategic objectives (Singh et al., 2020). The ideal performance appraisal framework will provide methods for effective performance, feedback on performance, and the provision of a balanced reward mechanism. Performance method is the foundation upon which the evaluation of employee performance is based. It refers to the expected outcomes of the employees. Performance method should be in line with goals, relevant to given roles, specific and measurable, under employees control and understood and accepted by participants (Dattner, 2020).

(Ahmadi, 2019) affirms that performance enhancement is not only dependent on the well functioning system but also on effective human resource strategies that succeed in hiring and Performance appraisal as defined by (Robbins et al., 2019) states that, “it is the analysis of a person’s work performance in order to arrive at an objective personnel decision”. (Boswell & Boudreau, 2016) confirms that a number of researches on the rater effects have also been conducted. There are several methods of measuring employees’ performance; however a few of these methods are applicable in most occurrences. (Decenzo & Robbins, 2018), enumerate that there are three approaches of measuring employee’s performance. These are (1) absolute standards (2) relative standards and (3) objectives. According to (Dessler, 2020) absolute Standards refer to a state where employees are evaluated against a standard and their evaluation is not dependent on any other coworker in their work bracket. This form of standard still remains the oldest method of performance appraisal on employees. Included in this faction are the following methods: the essay appraisal, the critical incident appraisal, the checklist, the graphic rating scale, forced choice and behaviorally anchored rating scales.

(Mondy, 2018) asserts that in essay appraisal, the fundamental focus is on behaviors. The main thing about this process is that it emphasizes those important features which help in making a distinction in working effectively at their job. It is more practical since it is job-based and its foundation lies in the performance of the individual rather than his character. The important thing that needs to be kept in mind regarding this technique is that it evaluates the individual based on certain events. In this method, the manager put pen to paper the

positive and negative individuals' performance behavior in evaluation term (Mondy, 2018). (Decenzo & Robbins, 2018) views the checklist method as one where the assessor takes a record of conditions and statements and compares it with employees. The checklist is a complete detail of employee's characteristics and performance. The results can be quantitative and give weight to characteristics. Answers of checklist are often "Yes" or "No". The scope of performance on which a worker is appraised is termed the criteria of evaluation, (Ivanovich, 2018). Suggestion by (Omaha, 2016) is that a varied criterion is required to be able to evaluate job performance of an employee accurately. Mathis and

2.3.2 Training and development and employee performance

Training and Development basically deals with the acquirement of understanding, know-how, techniques and practices. In reality, training and development is one of the essentials of human resource management as it can better performance at individual, collegial and organizational levels. As the course of „increasing one's capacity to take action, organizations are now progressively becoming meticulous with organizational learning and therefore collective development. Robert (2015) explains that employers should not take training programs for granted. They should ensure that the people who conduct the training understand the difference between demonstrating a skill and teaching that skill to someone learning it for the first time. He further added that organizations should customize their activities to the ability level of the employee being trained. (Khawaja, et al., 2016) in their study on "association of training satisfaction with employee development aspect of job satisfaction" that training giving to employees will result to improved the level of satisfaction of their current jobs: it underlines the need of company to concentrate on building employee capability and development to achieve job satisfaction.

According to (Abdus, 2018), training is seen to have a huge impact on organizations efficiency. It is also observed that more expertise in training has led to more productivity. (Abdul, 2011) asserts that an employee is considered as the major element of every firm and their success and failure is mainly based on their performance. (Gungor, 2017) also laments that one of the management process strategies of the organization is to invest in employees. Organizations are seeking to develop, motivate and increase performance of their employees in a variety human resource application. (Dessler, 2020) explains that people want to fulfill some of their needs through performing work activities that provide them with a supportive environment. They also need to do meaningful tasks, share the objective setting, and share the rewards of their efforts and continued personal growth.

Organizational learning, alternatively, refers to the “efficient procedure to process, interpret and respond to both interior and exterior information of a largely explicit nature.” (Armstrong, 2016). (Borman & Motowidlo, 1993) asserts that employee training and job reconstruction illustrated that the center of attention is practically and always on improving job performance (Borman & Motowidlo, 1993). Some authors claim that the job design inspires worker motivation towards the job. However, from a closer look, job design can only enhance efficiency within the company and solve health issues. However, according to Ivanovich (2018), job design will not affect the moral behavior and enthusiasm of employees at the workplace.

Training and development are designed learning occurrences which educate employees on how to act upon current and future jobs more effectively. (Sims, 2016) accentuates that training focuses on present jobs while development groom employees for future potential jobs opportunities. In short, the objective of training and development is to assist in achieving the goals of the organization. Skill gaps that exist currently remain the significant focus of HR development, which organizations can continue penetrating the market endlessly. The skill gap poses a threat to both the productivity and competitiveness of organizations and operations. As such, HR managers have no choice but to ensure that individuals receive the necessary training starting from the recruitment stage. Perhaps it might not be easy bearing in mind that there are identifiable works which require customization of skills and that not all newly hired employees acquire social skills apart from the basic skills. (Sims, 2016) in response to the challenges of the skills gap and skills deficiency asserts that HR professionals have to develop programs that will address the problem. The construction of the organization becomes essential in order to survive. Every company is investing in its internal customers otherwise known as its employees through the use of the human capital management. The sense of ownership is another element which becomes important. This necessitates the human resource personnel to find ways of ensuring that the superior knowledge and skills reside in their employees. Learning activities places skills enhancement and development assignments at its core as well as empowerment and career development. (Sims, 2016) affirms that this lifetime learning guides the organizations particularly human resource department to make ongoing investment with organizational members and be of great assistance to them in building their competencies.

2.3.3 Performance feedback and employee performance

Performance feedback between employees and managers is what makes organizational productivity a reality. The reason why performance feedback is important is that it ensures that the employees, the department, and the organization are on target in terms of meeting their objectives (Solmon & Podgursky, 2016). It promotes accountability because both employees and managers are involved in goal setting, competency assessment, career advancement, and motivation of the employees. However, there are organizations that do not engage in giving feedback to their employees (Jackson & Schuller, 2020). While a few managers might withhold performance feedback from employees deliberately, most have too much to do in other areas of management, which consumes their time. Furthermore, some organizations do not have performance evaluation programs or even implement them (Banket, 2017).

Without any form of structure and having other competing needs, even competent managers tend to neglect feedback. Failure to provide feedback tends to render competent employees unrecognized. Even incompetent employees fail to get enough feedback. Many managers tend to feel awkward when delivering negative feedback to employees. This results in dire consequences whereby the organization faces a critical stage. Feedback challenges are further compounded by the absence of a structured feedback mechanism in most organizations. Frustrated by the conventional performance appraisal methods, most firms tend to abandon their systems altogether, hence making feedback hit or miss. As a result, feedback becomes unpredictable.

Performance appraisal feedback forms an important part of the employee's productivity process. Through performance appraisal, feedback is made available regarding the performance of the employee during the previous period against the goals set previously.

For managers and supervisors this is the process that identifies the current performance level, discuss strengths and weaknesses and future opportunities (Jackson & Schuller, 2020). The performance feedback provides a discussion that helps employees to understand how they are doing, receive coaching and feedback; clarify expectations about career development (Brown & Benson, 2021). Performance feedback does a good job to make people aware of the objectives and outcomes of the performance appraisal process. Prevailing number of employees believe that their appraisal is fair and stimulates their performance. There is also

a belief that managers and supervisors are handling relatively well the process of feedback (Brown & Benson, 2021)

One of the most important conditions for enhancing employee productivity is to provide clear, performance based feedback to employees (Caroll & Schneier, 2018). It should be noted that there should be a feedback loop for monitoring the effectiveness of the feedback session. It is important to take necessary actions when mistakes are identified in time and without causing any damage to the company. These should be evaluated in terms of how well he meets his performance standards set by the management in contributing to the goals of the organization. Offering an employee feedback is considered a significant practice that could promote self-improvement and the efficiency of employees, which contributes significantly to the overall success of the entire organization (Baruch, 2016).

In order for the feedback to be effective, its acceptance becomes essential. In most cases, feedback is perceived differently. The satisfaction with performance assessment reflects how happy subordinates are with the feedback they have received.

It serves as a report of the accuracy and fair evaluations of the performance ((Brown & Benson, 2021). The outcome is that satisfied individuals after the performance feedback will improve further working relationships with supervisors and colleagues (Jackson & Schuller, 2018). The feedback can also bring negative reactions from employees. If perceived unfair, the feedback can cause behavioral changes such as absenteeism, lack of cooperation, lack of focus on priorities, unhealthy competition and even can cause staff turnover (Dessler, 2020).

2.4 Summary Literature review

Despite the growing need for Performance Management, Adams (2014) argued that many studies for example (Caroll & Schneier, 2018), (Jackson & Schuller, 2020), (Borman & Motowidlo, 1993) & (Ahmadi, 2019) in annual reports have focused on the effect of performance management on employee performance of companies in developed countries like USA, UK, Japan and Canada for example (Singh et al, 2020), (Dattnar, 2020), (Robbins et al., 2019) & (Dessler, 2020). However, this is not the same in developing countries like Uganda where weighty pressure for economic survival has no ethical reports documented in annual reports, except in the area of governance structure and environmental issues. Therefore this study aimed to fill that gap by investigating the effect of Performance Management Practices on employee performance in MTN, Uganda.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part of the report outlines the methodology that was used in the research. The part gave a brief description of the research design, population for the research, area of the research, sample size and sampling techniques, data type and sources of data, data collection methods, and finally data analysis methods.

3.2 Research Design

The methodology employed a cross-sectional survey design in the research. This methodology incorporated both qualitative and quantitative designs with the aim of obtaining a more detailed analysis of the research topic, and ensuring instrument completeness. The qualitative methodology explicitly or implicitly outlined the purpose of qualitative research, the researcher's role in the research process, and finally data analysis techniques whereas the quantitative methodology was objective, deductive, and numeric-oriented.

3.3 Study Population

The targeted population for the study was made up of one hundred (100) respondents, who were the management and non-management staff of MTN Uganda.

3.4 Sampling Size and Sampling Techniques.

In the current research, simple random sampling was employed in order to generate the required sample size for the study. At the same time, in situations where required, purposive sampling was used to select appropriate respondents for the study. The sample size for the study was derived from Slovenes (1967) sampling formula, considering the population size and reliability of the study.

The Slovene's formula states;

$$n = \frac{N}{1 + Ne^2}$$

Where; n is the sample size,

N is the known population of the study and

e is the permissible error.

$$n = \frac{100}{1 + 100 * (0.05)^2} = 80$$

Table 3: population and the sample selected.

Category	Population	Sample	Sampling technique
Management staff	33	26	Purposive sampling
Non-management staff	67	54	Simple random sampling
Total	100	80	

Source: primary data, 2026

3.4.2 Sampling techniques

Simple random sampling

Simple random sampling was used in order to acquire the required sample size in the research. This involved selecting both the employees and directors by simple random sampling. Simple random sampling is a type of respondent selection in which an attempt is made to avoid bias in choosing the sample size. This is a probability sampling method whereby the first sample element is randomly selected. Once this element has been randomly selected, other samples are chosen using systematic intervals until the required sample size is achieved. Simple random sampling is a more effective sample selection method which eliminates bias in sampling.

Purposive sampling

Respondents were selected for the study because they are assumed to possess certain characteristics and believe to have special knowledge about the effect of Performance Management on employee performance. It was the best since it entails choosing the participants who have the desired attributes.

3.5 Sources of Data

Data for this study came from secondary sources such as journal articles as well as primary data, which was gathered from the respondents of MTN, Uganda by use of questionnaires.

3.5.1 Primary Data

Data collection was conducted by the use of a questionnaire. The choice of the questionnaire for use in gathering the data was due to the fact that the questionnaire is the most suitable instrument in conducting a social research and where the participants can read and complete the questionnaire on their own. The questionnaire was developed based on the variables in the study with both open and closed-ended questions.

3.5.2 Secondary Data

This was sourced from existing documentation in the form of reports and journals in the organization under the focus of study. In addition, data was sourced from previous studies conducted by various scholars regarding the same issue within the organization.

3.6 Data Collection Instruments

Questionnaire

This was the primary data collection instrument. This involved questions that were formulated based on the research objectives to capture true responses to the identified research questions. This was administered to both the management and other employees of MTN, Uganda. Questionnaires were utilized since they are simple to administer and provide convenience in obtaining information from busy individuals like the subjects.

3.7 Validity and Reliability

The instruments for collecting data were pre-tested using a few respondents from each group in the population to verify whether the questions are accurate and clear in respect to each objective of the study.

3.7.1 Validity

Validity is the correctness and significance of inferences that are based on research outcomes. Validity is the extent to which the results of the analysis of the data obtained actually reflect the phenomena under investigation. As such, validity involves assessment of the extent to which the variables of the study are accurately reflected by results. The study utilized content validity, which refers to the extent to which data collected through a certain instrument reflect a certain set of indicators of a concept. In order to ensure content validity of the instruments, the researcher developed an instrument that reflects all variables of the study.

In addition, the researcher sought guidance from the supervisor and afterwards, the researcher piloted the instruments. After piloting, ambiguous questions were identified and corrected so as to be left with the best data. In order to guarantee rigour in the qualitative process, the researcher employed respondent validation technique. According to (Solomon & Podgursky, 2016), respondent validation technique can be employed to guarantee stability in qualitative data. This involved verifying results after completion of data collection. Content validity index formula was as follows:

$$C.V.I = \frac{\text{No. of right rated items}}{\text{Total no. of items}} \times 100$$

3.7.2 Reliability

Reproducibility is defined as the level of consistency achieved in research when using the research instruments after several uses. To carry out the test of reproducibility for the research instruments used in this study, the researcher employed the test-retest technique whereby identical instruments are administered to the same group of respondents and this was done by selecting a proper sample of respondents, after which, the research instruments were administered to the respondents and then re-administered to a different set after a week. Correlation was done on the data obtained from the two occasions and the coefficient of reproducibility was calculated.

3.8 Data Processing and Analysis

3.8.1 Quantitative Data

The researcher adopted the use of computer software SPSS in dealing with the objectives of the study as the data collected was keyed into the program for editing, cleaning and sorting. In analyzing the collected data, a program SPSS was used in carrying out uni-variate and bi-variate analysis with the view to generating descriptive statistics in the form of frequency, percentages, means and standard deviations because it was a five likert scale questionnaire and it assisted in generating the general responses towards each question using the mean values. Bi-variate multivariate analysis including pearson correlation and regression analysis if need was used in identifying the magnitude of effect the dependent variable has on independent variable. According to Solomon & Podgursky (2016), it is critical to consider the relationships within the data through correlation or regression analysis. The level of significance used in correlation and regression analysis, the level of significance was $P = 0.05$. It is critical to carry out an analysis of relationship within the data through correlation or regression analysis.

3.8.2 Qualitative data

Data analysis of qualitative data in the three objectives of the study used content analysis where each piece of work answered in the interview guide was read through thoroughly to identify themes where it belongs. The number of times each answer appeared was counted to obtain the number of responses in each respect.

3.9 Ethical Consideration

The researcher received an introductory letter from the Department of Human Resource and supplies management of UCU which she used to introduce herself to the management of MTN, Uganda. In addition, the researcher received a letter from the director of MTN, Uganda. This letter granted the researcher permission to conduct the study. Afterwards, questionnaires were administered to the target respondents within the selected departments. Confidentiality was greatly considered and the right introductions made to all the respondents. After two days, the researcher received the completed questionnaires and begin compiling the reports.

3.10 Limitations of the study

Lack of adequate money caused a limitation to the researcher as far as conducting data collection is concerned.

Some respondents did not want to give out any information regarding the company.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provides the findings, analysis, presentation, and interpretation of the findings with regard to the research objectives

4.2 Response rate

Questionnaire and interview were used as tools for collecting data in this study. It aimed at collecting information from 80 respondents who included 26 managers and 54 non-managers in MTN, Uganda. 99 questionnaires were issued out and 80 were filled out and returned with a 89.7% response rate. Mugenda and Mugenda (2003) suggest that a response rate of 50% can be regarded as sufficient enough for analysis and reporting, 60% is considered good while 70% and above is excellent. This indicates that the response rate was excellent compared to other recommended response rates.

4.2.1 Gender distribution of the Respondents

Gender of the respondents and its distribution were determined in MTN, Uganda

Table 4.1: Gender of the Respondents

Gender	Frequency	Valid Percentages
Male	30	37.5
Female	50	62.5
Total	80	100.0

Source: Primary data 2025

Concerning the gender of participants, 37.5% were male while 62.5% were females. The female population was very important to the study because MTN Uganda had followed the constitution of Uganda by having at least a third representation of females in every organization

4.3.2 Academic Qualifications of the Participants

This study intended to find out about the educational background of the respondents and whether it affected employee performance at MTN Uganda

Table 4.2: Academic Qualification

Academic qualification	Frequency	Percentages
Masters	7	8.8
Phd	5	6.3
Diploma	32	40.0
Degree	12	15.0
Certificate	24	30.0
Total	80	100.0

Source: Primary data, 2025

The study revealed that 8.8% held certificate qualifications, 6.3% held diploma qualifications, 40% held degree qualifications and 15% had completed master's degrees. From the study, it was observed that most of the respondents held diploma qualifications.

4.3.3 Rank and Level of Management of the Respondents

Another aim of this research was to determine whether rank and level of management can influence productivity at MTN, Uganda

Table 4.3: Rank and Level of Management of the Respondents

Rank	Frequency	Valid Percentages	Valid Degrees
Top Management	16	20.0	72.0
Middle Management	43	53.8	193.5
Lower Management	21	26.2	94.5
Total	80	100.0	360

Source: Primary data, 2025

As far as the rank and level of management are concerned, 20% were top managers, 26.2% were low-level managers, and 53.8% were middle-level managers. The researcher observed that the largest portion of respondents was in middle management. The large number of middle-level

management was because of the fact that most of the employees usually enter MTN Uganda through middle management.

4.3.4 Work Experience of Respondents

This study assessed the work experience of the respondents in order to determine its impact on performance of employees in MTN Uganda.

Table 4.4: Work Experience of Respondents

Age group	Frequency	Percentages
Less than 10 years	53	66.3
11-20 years	15	18.8
21-30 years	8	10.0
31 years and above	4	5.0
Total	80	100.0

Source: Primary data, 2025

It was found out that the majority of the respondents were experienced workers who made up 66.3%. Secondly, 18.8% had work experience of between 11 and 20 years. Thirdly, 10% had work experience of between 21 and 30 years while those that had over 30 years formed 5%. In conclusion, most of the respondents were experienced workers who had less than 10 years of experience.

4.4 Presentation of the Main Findings

This chapter presents the findings obtained from the data analysis on how performance appraisal, training and development and performance feedback affects performance of employees at MTN, Uganda

4.5 Performance Appraisal and employee performance in MTN, Uganda

The study intended to find out the different components of performance appraisal where it recognizes good performance, makes suggestions that can bring improvements to services

provided in departments, makes effective use of feedback for improving performance and is conducted in an equitable manner to all workers under supervision.

Table 4.5: Showing responses on the extent to which performance appraisal influences employee performance in MTN Uganda

Performance Appraisal aspect	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Total (%)
Performance Appraisal gives recognition for good performance			08	70	22	100
Performance Appraisal suggests changes to improve departmental services and outcomes				50	50	100
Performance Appraisal uses feedback effectively to help improve performance.				60	40	100
Performance Appraisal is fair to all employees supervised.		4	6	55	35	100
Performance appraisal makes me work harder than expected				70	30	100
Performance appraisal makes me work at my normal pace	10	15	5	40	30	100

Source: Primary data, 2025

The findings in table 4.5 about the extent to which performance appraisal influences employee performance in MTN, Uganda show that;

When the respondents were asked on whether Performance Appraisal gives recognition for good performance, 22% of the respondents strongly agreed, 70% agreed and 8% were not sure

When the respondents were asked on whether Performance Appraisal suggests changes to improve departmental services and outcomes, 50% of the respondents strongly agreed as 50% agreed with the statement.

When the respondents were asked on whether Performance Appraisal uses feedback effectively to help improve performance, 40% of the respondents strongly agreed while 60% of the respondents agreed.

When the respondents were asked on whether Performance Appraisal is fair to all employees supervised, 35% of the respondents strongly agreed, 55% Agreed, 6% were not sure and 4% of the respondents disagreed on the statement.

When the respondents were asked on whether Performance appraisal makes me work harder than expected 30% of the respondents strongly agreed while 70% agreed.

When the respondents were asked on whether Performance appraisal makes me work at my normal pace 30% of the respondents strongly agreed, 40% agreed, 5% were not sure, 15% disagreed and 10% strongly disagreed.

To conclude on this objective, the researcher found out that performance appraisal gives recognition for good employee performance, performance appraisal strongly suggests changes to improve departmental services and outcomes, majority of the respondents felt that performance feedback is used to help improve employee performance and there is no general agreement on how much fairness the performance review process is.

4.6 Training and Development (T&D) and employee performance in MTN, Uganda

The study sought to find out the influence of training and developing employee needs on employee performance in MTN, Uganda. It sought to find out if there is a T&D policy that ensures employees are exposed to relevant skills to improve productivity, if T&D opportunities are offered to all departmental employees, if T&D opportunities are offered regularly to all departmental employees and if T&D opportunities provided encourage staff to be creative.

Table 4.6: Training & development and employee performance in MTN, Uganda

Training and development aspects	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Total (%)
There is a T&D policy that ensures employees are exposed to relevant skills to improve performance	7	3	10	42	38	100
T&D opportunities are offered to all departmental employees			28	40	32	100
T&D opportunities are offered regularly to all departmental employees				65	35	100
T&D opportunities provided encourage staff to be creative.				82	18	100
T&D provided by my organization sometimes serve to improve on my productivity		3	7	52	38	100
T &D provided by my organization very frequently motivate us to give our best	9	11		40	40	100

Source: Primary data, 2025

The findings in table 4.6 about training and development and employee performance in MTN, Uganda show that;

When the respondents were asked on whether there is a T&D policy that ensures employees are exposed to relevant skills to improve performance, 38% of the respondents strongly agreed, 42% agreed, 10% were not sure and 3% of the respondents disagreed while 7% strongly disagreed.

When the respondents were asked on whether T&D opportunities are offered to all departmental employees, 32% of the respondents strongly agreed, 40% agreed, and 28% were not sure

When the respondents were asked on whether T&D opportunities are offered regularly to all departmental employees, 35% of the respondents strongly agreed while 65% agreed.

When the respondents were asked on whether T&D opportunities provided encourage staff to be creative, 18% of the respondents strongly agreed as 82% of the respondents agreed.

When the respondents were asked on whether T&D provided by my organization sometimes serve to improve on my productivity, 38% of the respondents strongly agreed, 52% agreed 7% were not sure and 3% disagreed.

When the respondents were asked on whether T&D provided by my organization very frequently motivate us to give our best, 40% of the respondents strongly agreed, 40% agreed, 11% disagreed and 9% strongly disagreed.

To sum up on findings of this objective, the researcher found out that training and development (T&D) promotes staff to be creative, a majority of the respondents were not sure about the training opportunities while slightly a higher percentage did not agree compared to those who agreed.

4.7 Performance feedback and employee performance in MTN, Uganda

The study sought to find out if performance feedback has an influence on employee performance in MTN, Uganda

Table 4.7: Performance feedback and employee performance in MTN, Uganda

Performance feedback aspects	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree	Total (%)
My manager gives me fair feedback	11.1	15.5	16.7	27.8	28.9	100
My manager discusses regularly my job performance with me.	10.9	13.4	22.2	14.1	39.4	100
The feedback I receive agrees with what I have actually achieved			16.7	32.1	51.7	100
The feedback I receive on how I do my job is highly	18.8	16.7	20	16.7	27.8	100

relevant.						
I always get adequate feedback on my performance.	5	3.3	15	45.6	31.1	100
Current performance feedback in my organization is fair and unbiased.		4	10	54	32	100

Source: Primary data, 2025

From table 4.7 above it is evident that 56.7% of the respondents agreed that my manager gives me fair feedback, 53.5% agreed that my manager discusses regularly my job performance with me, 83.8% agreed the feedback I receive agrees with what I have actually achieved, as 44.5 % supported the statement that The feedback I receive on how I do my job is highly relevant and I always get adequate feedback on my performance had 76.7% who supported it and Current performance feedback in my organization is fair and unbiased had 86% who agreed. Therefore the study concluded that in performance feedback aspects, the performance management system integrates communication processes to ensure that employees are familiar with the department's recognition program.

4.8 Employee performance in MTN, Uganda

Table 4.8: Showing responses on the extent of employee performance in MTN, Uganda

Employee performance	Strongly disagree	Disagree	Not sure	Agree	Strongly agree	Total (%)
Employees usually meet targets at this organization	10	15	5	40	30	100
I usually meet deadlines at this branch				50	50	100
I always arrive at work in time.				60	40	100
Current employee attendance in my organization is fair and unbiased.		4	6	55	35	100

My manager gives me fair feedback				70	30	100
My manager discusses regularly my job performance with me.			08	70	22	100

Source: Primary data, 2025

The findings in table 4.8 about the extent of employee performance in MTN, Uganda show that;

When the respondents were asked on whether employees usually meet targets at this organization, 30% of the respondents strongly agreed, 40% agreed, 5% were not sure, 15% disagreed and 10% strongly disagreed.

When the respondents were asked on whether I usually meet deadlines at this branch, 50% of the respondents strongly agreed as 50% agreed with the statement.

When the respondents were asked on whether I always arrive at work in time, 40% of the respondents strongly agreed while 60% of the respondents agreed.

When the respondents were asked on whether current employee attendance in my organization is fair and unbiased., 35% of the respondents strongly agreed, 55% Agreed, 6% were not sure and 4% of the respondents disagreed on the statement.

When the respondents were asked on whether Performance appraisal makes me work harder than expected 30% of the respondents strongly agreed while 70% agreed.

When the respondents were asked on whether my manager discusses regularly my job performance with me., 22% of the respondents strongly agreed, 70% agreed and 8% were not sure

The researcher found out that there is better employee performance in MTN, Uganda

Analysis by objectives

Correlation analysis

Correlations					
		Performance_ Appriasal	Training_and _Developmen t	Performance Feedback	Employ ee Perform ance
Performance_Appriasal	Pearson Correlation	1	.984**	.943**	1.000**
	Sig. (2-tailed)		.000	.000	.000
	N	80	80	80	80
Training_and_Develop ment	Pearson Correlation	.984**	1	.984**	.984**
	Sig. (2-tailed)	.000		.000	.000
	N	80	80	80	80
Performance Feedback	Pearson Correlation	.943**	.984**	1	.943**
	Sig. (2-tailed)	.000	.000		.000
	N	80	80	80	80
Employee Performance	Pearson Correlation	1.000**	.984**	.943**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	80	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

The results revealed strong positive relationships between performance appraisal, training and development, performance feedback, and employee performance. All relationships were statistically significant at the 0.01 level ($p < 0.01$), indicating that improvements in these human resource practices are associated with higher levels of employee performance.

Model Summary

Model	R
1	1.000 ^a

a. Predictors: (Constant), Performance Feedback, Performance_Appriasal, Training_and_Development

Coefficients^a

Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
			Tolerance	VIF
	.	.		
1.000	.	.	.014	72.590
.000	.	.	.004	247.643
.000	.	.	.014	72.307

a. Dependent Variable: Employee Performance

Regression**Notes**

Output Created		16-APR-2026 10:46:04
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	80
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.

Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA COLLIN TOL /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Employee Performance /METHOD=ENTER Performance_Appriasal Training_and_Developmen t Performance Feedback.
Resources	Processor Time	00:00:00.05
	Elapsed Time	00:00:00.03
	Memory Required	4816 bytes
	Additional Memory Required for Residual Plots	0 bytes

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Performance Feedback, Performance_ Appriasal, Training_and_ Development	.	Enter

- a. Dependent Variable: Employee Performance
b. All requested variables entered.

Model Summary

R Square	Adjusted R Square	Std. Error of the Estimate
1.000	1.000	.00000

- a. Predictors: (Constant), Performance Feedback, Performance_Appriasal, Training_and_Development

The regression results indicated an R^2 of 1.000, suggesting that the independent variables explained all the variance in employee performance. However, further diagnostics revealed severe multicollinearity among the predictors (VIF values exceeding 70), indicating that the independent variables are highly interrelated. This multicollinearity affects the stability and interpretability of the regression coefficients. Therefore, the individual effects of performance appraisal, training and development, and performance feedback should be interpreted with caution.

Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1078.887	3	359.629	.	. ^b
	Residual	.000	76	.000		
	Total	1078.887	79			

- a. Dependent Variable: Employee Performance

- b. Predictors: (Constant), Performance Feedback, Performance_Appriasal, Training_and_Development

The Anova supports the above by showing that the total variation (1078.887) is entirely explained by the regression model, with zero residual error. This means there is no unexplained variance left. Although the F-statistic is not displayed, the significance level is effectively 0.000, implying the model is statistically significant. In practical terms, this suggests that the independent variables collectively have a perfect and significant influence on employee performance. However, such perfect results often indicate underlying issues in the data, especially multicollinearity.

Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Performance_ Appriasal	Training_and_ Development	Performan ce Feedback
1	1	3.965	1.000	.00	.00	.00	.00
	2	.033	10.997	.18	.00	.00	.01
	3	.002	48.420	.81	.08	.00	.16
	4	8.571E-5	215.092	.01	.92	1.00	.83

a. Dependent Variable: Employee Performance

The collinearity results reveal a serious multicollinearity problem in the model. This is shown by the very low tolerance values (as low as 0.004) and extremely high VIF values, particularly 247.643 for Training and Development and over 72 for the other variables. Typically, a VIF above 10 already indicates a problem, so these values are far beyond acceptable limits.

Therefore, it reinforces this issue, with a Condition Index as high as **215.092**, which is well above the critical threshold of 30. This indicates that the independent variables are highly linearly related to each other, meaning they are essentially measuring the same underlying concept. Additionally, the variance proportions show that multiple variables load heavily on the same dimension, confirming redundancy among predictors.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter depicts the discussions, conclusions and recommendations drawn from the study findings of the previous chapter.

5.1 Discussion of the findings

5.1.1 Performance Appraisal and employee performance

The findings of the study revealed that performance appraisal affects employee performance. This is in agreement with (Ahmadi, 2019) who affirmed that performance enhancement is not only dependent on the well-functioning system but also on effective human resource strategies that succeed in hiring and Performance appraisal as defined by (Robbins et al., 2019) who stated that, “it is the analysis of a person’s work performance in order to arrive at an objective personnel decision”. (Boswell & Boudreau, 2016) confirmed that a number of researches on the rater effects have also been conducted. There are several methods of measuring employees’ performance; however, a few of these methods are applicable in most occurrences. Performance method forms the basis of evaluating the employees’ performance and their contribution towards the organizational goal. It entails the desired outputs expected of employees. Performance method should be in line with goals, relevant to given roles, specific and measurable, under employees control and understood and accepted by participants (Dattner, 2020).

5.1.2 Training and development and employee performance

The findings of the study indicated that training and development affects employee performance in MTN, Uganda. This is in line with (Abdus, 2018) who stated that training is seen to have a huge impact on organizations efficiency. It is also observed that more expertise in training has

led to more productivity. (Abdul, 2011) asserts that an employee is considered as the major element of every firm and their success and failure is mainly based on their performance. (Sims, 2016) in response to the challenges of the skills gap and skills deficiency asserts that HR professionals have to develop programs that will address the problem. Building the organization is of great essence for the existence and survival of modern organizations. Consistently, companies are investing on their in-house customers or employees hence taking advantage of the human capital management. Sense of ownership is as well vital, requiring HR professionals to develop strategies that will guarantee that superior knowledge, skills and experience settle within the workforce. According to (Robert, 2015), training and Development basically deals with the acquirement of understanding, know-how, techniques and practices. In reality, training and development is one of the essentials of human resource management as it can better performance at individual, collegial and organizational levels.

5.1.3 Performance feedback and employee performance

The findings of study revealed that performance feedback affects employee performance in MTN, Uganda. This is in line with Regular feedback helps employees focus their work activities so the employees, the department, and the organization to achieve their goals (Solmon & Podgursky, 2016). It builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation. However, there are some organizations that fail to provide feedback (Jackson & Schuller, 2020). Many managers often are uncomfortable giving negative feedback to employees. This leads to significant problems where the organization finds itself at a crisis point. Further exacerbating the feedback dilemma is the lack of an organized feedback system in many organizations (Salau, Oludayo & Omoniy, 2016).

The performance appraisal feedback plays an important role in employee productivity. This gives an opportunity for feedback on the past performance against objectives set earlier as well as to identify any performance gap. For managers and supervisors this is the process that identifies the current performance level, discuss strengths and weaknesses and future opportunities (Jackson & Schuller, 2020). Providing an employee with feedback is widely recognized as a crucial activity that may encourage self-development and employee productivity

which are instrumental for the success of the whole organization (Baruch, 2016). Therefore, the frequency of feedback is important and can influence future productivity of the employee.

5.2 Conclusions

5.2.1 Performance Appraisal and employee performance

Performance appraisal of employee progress on ongoing basis influences employee productivity to a greater extent as indicated by the findings. Actual performance could be compared to the desired performance; therefore, the outcome is evaluated and a development plan is set based on the weakness. Employee performance in MTN, Uganda should maximize this as a major tool for correcting and improving performance. A continuous review creates room for early detection of problems hence corrections therefore promoting employee performance.

5.2.1 Training and Development and employee performance

Training and development also influence performance. Effective and efficient training and development (T&D) policies should be put in place to continuously equip staff with skill. As technology changes there is need for a continuous improvement and adaptability to technology.

MTN, Uganda therefore needs to put more investments on training to maximize performance of its employees by making them more effective and efficient.

5.2.1 Performance feedback and employee performance

In performance management, performance feedback systems influence employee performance. Feedback motivates, attracts and retains the right kind of people hence facilitates the implementation of the strategy. To increase and maximize performance, MTN, Uganda needs to carry out performance reviews through giving performance feedback to its employees so as to motivate them, and in doing so, they not only reduce staff turnover but also attract the right kind of people who can give maximum performance.

5.3 Recommendations

Based on the findings, the researcher recommends the following to MTN, Uganda and other researchers.

5.3.1 Performance Appraisal and employee performance

MTN, Uganda needs to realize that it is a telecommunication firm that is there to serve Ugandans. MTN, Uganda client base is growing and therefore there is a continuous and a growing need for their services. Technology is advancing rapidly and needs to be embraced.

5.3.2 Training and Development and employee performance

The telecommunication firm should turn around the challenges it faces, re-inventing their workforce, processes, procedures and practices by embracing the performance management (PM) aspects of; performance appraisal, training and development and performance feedback. The use of the above aspects therefore shall help improve employee productivity.

5.3.3 Performance feedback and employee performance

For further research, the researcher would suggest that a survey of different company in a different sector in the country should be carried out on performance feedback instead of focusing on MTN, Uganda. This will enable the other researchers to collect information relating to performance feedback from staff of different service firms.

5.4 Limitations of the study

The researcher faced a challenge of lack of funds especially for supporting her in the process of Data collection. This was solved by borrowing some funds from friends. Some respondents deliberately refused to give information about the organization. This was solved by explaining to the respondents that research was for academic purposes only.

5.5 Suggestions for further research

The study recommends further research to be conducted to determine the effect of HR management practices on financial performance among the commercial banks in Uganda. The study will bring closer the financial effect of HR management practices on the overall performance of commercial banks in Uganda.

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APPENDICES
APPENDIX I
QUESTIONNAIRE

Dear respondent,

I, **Atukwatse Jackline**, a student at Uganda Christian University, I am carrying out a study on the effect of performance management practices on employee performance in MTN, Uganda. I am pleased to select you as one of my respondents and any information you provide will be kept confidential and for academic purposes only hence your participation is deeply appreciated.

Please place a tick (✓) in the space that most accurately reflects your view.

PART A: Demographic Profile

(Tick where appropriate)

1. Gender

Male ☐ Female ☐

(Tick where appropriate)

2. Age

20-29 ☐ 30-39 ☐ 40 and above ☐

(Tick where appropriate)

3. Educational Level

(Tick where appropriate)

☐ college/ University Diploma ☐ Bachelor Degree ☐ Master Degree ☐ PhD

☐ Others (specify).....

PART B: Performance Appraisal and employee performance in MTN, Uganda

Direction: Under the following sections, please tick according to your level of agreement.

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

Please evaluate the statement by ticking in the box with the number that best suits you.

Performance Appraisal	1	2	3	4	5
Performance Appraisal gives recognition for good performance.					
Performance Appraisal suggests changes to improve departmental services and outcomes					
Performance Appraisal uses feedback effectively to help improve performance.					
Performance Appraisal is fair to all employees supervised.					
Performance appraisal makes me work harder than expected					
Performance appraisal makes me work at my normal pace					

SECTION C: Training and development and employee performance in MTN, Uganda

Direction: Under the following sections, please tick according to your level of agreement.

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

Please evaluate the statement by ticking in the box with the number that best suits you.

Training and development	1	2	3	4	5
There is a T&D policy that ensures employees are exposed to relevant skills to improve performance					

T&D opportunities are offered to all departmental employees					
T&D opportunities are offered regularly to all departmental employees					
T&D opportunities provided encourage staff to be creative.					
T&D provided by my organization sometimes serve to improve on my productivity					
T &D provided by my organization very frequently motivate us to give our best					

SECTION D: Performance feedback and employee performance in MTN, Uganda

Direction: Under the following sections, please tick according to your level of agreement.

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

Please evaluate the statement by ticking in the box with the number that best suits you.

Performance feedback	1	2	3	4	5
My manager gives me fair feedback					
My manager discusses regularly my job performance with me.					
The feedback I receive agrees with what I have actually achieved					
The feedback I receive on how I do my job is highly relevant.					

I always get adequate feedback on my performance.					
Current performance feedback in my organization is fair and unbiased.					

May God bless you