**INSTITUTE OF RURAL DEVELOPMENT PLANNING**

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**DEPARTMENT OF DEVELOPMENT FINANCE AND MANAGEMENT STUDIES**

**CONTRIBUTION OF OPEN PERFORMANCE REVIEW AND APPRAISAL SYSTEM (OPRAS) ON EMPLOYEES’PERFORMANCE IN LOCAL GOVERNMENT AUTHOURITIES: A CASE OF LUSHOTO DISTRICT COUNCIL**

**BY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULLFILLMENT FOR THE REQUIREMENTS OF THE WARD OF BACHELOR DEGREE IN HUMAN RESOURCE PLANNING AND MANAGEMENT OF THE INSTITUTE OF RURAL DEVELOPMENT PLANNING, DODOMA, TANZANIA**

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## ABSTRACT

The introduction of OPRAS as a performance management too in July 2004 precipitated by problems of poor work performance, low productivity, poor accountability, corruption, and weak local government management systems. This study evaluates the contribution of OPRAS on employee performance of local government staff in Tanzania, taking a case of Lushoto District Council. Data in this study were collection through interview and questionnaires. A total of 97 respondents were involved, including director and the heads of departments.

Data collected were analyzed by a computer software program known as statistical package for social sciences (SPSS) or IBM 20 version.

Based on the study, it was found that lack of performance feedback, insufficient availability of fund, lack of enough required knowledge on OPRAS, low staff involvement in implementation of OPRAS are the challenge that face implementation of OPRAS on improving employees performance, although the respondent understand the important of OPRAS in their performances but OPRAS in LDC are not used as intended.

The researcher, therefore, recommends that, in order to make proper use of OPRAS, the management and employees have to first accept it as a profitable tool in the organization; the Government of Tanzania should provide enough resources for OPRAS implementation, together with training for all employees to understand the aims of OPRAS on their performance of activities.

## RESEARCHER DECLARATION

I Hellen O. Mchome declare that the dissertation entitled “CONTRIBUTION OF OPEN PERFORMANCE RIVIEW AND APRAISAL SYSTEM ON EMPLOYEES PERFORMANCE IN LUSHOTO DISTRICT COUNCIL” is my own original work and that has not been presented to any other Institute for a similar or any other degree award

Candidate Name: Hellen O. Mchome.

Signature:…………………………………………..

2020.

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## CERTIFICATION

I certify that I have read and hereby recommend for acceptance by the institute of Rural Development Planning the dissertation entitled “Contribution of open performance review and appraisal system on employee performance in fulfillment of the requirements thebachelor degree in human resource planning and management of the Institute of Rural Development Planning.

Name of the supervisor…………………………………….

Signature………………………………………………

Date……………………………………………………

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## LIST OF ABBREVIATIONS AND ACRONYMS

OPRAS- Open Performance Review and Appraisal System

LGAs- Local Government Authorities

IRDP- Institute of Rural Development Planning

DHRO- District Human Resource Officer

HRO- Human Resource Officer

DED- District Executive Officer

LDC- Lushoto District Council

URT- United Republic of Tanzania

CAG- Controller and auditor General

LGRP- Local Government Reform Programmers

SPSS - Statistical Package for Social Science

## DEFINITIONS OF KEY TERMS/ VARIABLES

**Employee Performance**

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output (Ciner, 2019)

**Open Performance Review and Appraisal System**

The Open Performance Review and Appraisal system (OPRAS) is an open formal form and systematic procedures designed to assist both employer and employees in planning, managing, evaluating and realizing performance improvement in the organization with the aim of achieving organizational goals.

 **Performance Appraisal**

Employee performance appraisal refers to an opportunity to take overall view of work content (loads and volume), and to look back at what has been achieved during the reporting period; and agreed objectives for the next planning period.

**Organizational Performance**

Cole (2002) defines organizational performance as a measure of how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals.

# CHAPTER ONE

##  INTRODUCTION

### 1.1 Background of the Study

Performance appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. According to Rao (2005) argues that performance appraisal is a method of evaluating the behavior of employees in the work place, this normally including both the quantitative and qualitative aspect of job performance. There is evidence in the history of Performance Appraisal that suggests formal performance appraisal began to materialize and be used in the evaluation of work performance as early as in the 20th century from the time of the First World War (Fletcher & Williams, 1992). In the world to day, every organization is working toward ensuring high performance; psychologists have found out that non-financial reward can be more powerful motivators than an external reward system like employee bonus program (Armstrong, 2010).

 In Kenya, the government of Kenya in order to ensure performance of employee introduced Result Based management. This is carried out by redefine public sector ‘performance’ to mean focusing on outputs and outcome, instead of being overly pre-occupied with inputs and processes. Under the Results Based Management, a number of flagship programmers were introduced, to propel the change to focus on results. These included Performance Contracts, Citizens service delivery charters and Rapid Result Initiatives. These reform initiative, on a continuous basis, by intensive capacity building in the entire public service in diverse area to support effective implementation of the performance management system (Mahe, 2009).

In Cameroon, it is infirmed that public servant need to be managed in order to improve the performance .the national program on government was approved in June 2000 containing several sector component amongst which is the “Public Administration “component aimed at improving performance. Same of the initiatives implemented to improve public sector performance include streamlining organization structure, modernizing human resource management; developing output standard to assess public servants based o result and drawing up administrative procedures manuals (Mahe, 2009)

The government of Tanzania introduces Open Performance Review and Appraisal System in 2004. The aim of OPRAS is to improve employee performance. OPRAS replace the formal system of appraisal in local government authorities which is confidential Performance Appraisal System because was high confidential and bureaucratic in nature. OPRAS play an important role in the improvement of employee performance that eventually was expected to improve service delivery and in implementing the public service Act which define OPRAS as a compulsory performance appraisal in the public sector (URT 2011).

However, the experience has shown that the open performance review appraisal system (OPRAS) is poorly performed in most national and district levels in work organizations (Bana, 2009). The organization need to understand the performance of each employee in the organization in order to motivate them, so this is the purpose of performance appraisal in the organization. In order organization to achieve well it need to understand the performance of each employee and that will help the employer to understand the ability of each employee in a specific job in the organization and to understand the type of training needed to each employee.

According to Rao (2005) argues that performance appraisal is a method of evaluating the behavior of employees in the work place, this normally including both the quantitative and qualitative aspect of job performance. Employee performance evaluation is a key factor to inspire the employees, improve the quality of work and keep them motivated and this is not only for understanding how employees in the organization are performing but also to get feedback about how the organization is operating whether the employee are working positively towards achieving organization goal and what can be done to improve employee engagement.

### 1.2 Statement of the Problem

The Government of Tanzania introduced Local Government Reform Program to facilitate LGAs to enable them deliver sufficient, reliable, predictable and quality service delivery to the majority of the citizen in country. These reforms were supported by introduction of new system on measuring performance of employees in 2004 (URT 2004). Therefore, OPRAS was introduced in 2004 in order to improve performance of the employees as well as achievement of organizational goals.

A large number of literatures exist on this topic showing many researches have been conducted concerning OPRAS, but they put much focus on other areas such as OPRAS practices in public organization and effectiveness of OPRAS of public primary teachers (Setumbi, 2015 and Mpululu, 2014). Since OPRAS was established in local government authorities in Tanzania with the overall aim to ensure all employed staff in various sectors performs as required to achieve the development plans, but in Lushoto District council it is not known whether OPRAS is achieving what it is expected from workers in different sectors. For example in the CAG report 2018-2019 it is seen there is inadequate implementation of OPRAS in Lushoto District Council. This could Imply that the importance and contribution of OPRAS in Lushoto District council is not known by the majority of work or assumption which we do not know if is true or not. Thus, the study intends to assess the contribution of OPRAS on employees’ performance in local government authorities at Lushoto District Council.

### 1.3 Significance of the Study

The result of this study will help the Lushoto district authority to improve work performance of employees. This will further help the district sectors to achieve development goals of education, health, and administration. Through OPRAS it is believed more committed in order to achieve organization goals.

The study will broaden the researchers understanding on various performances appraisal management practices influencing employee’s motivation. In that regard different researchers, academician and students may benefit by using this study, also will help to plan how to implement OPRAS by focusing on the most important factors and challenges. Also will be useful to the managements and administrations in conducting rewards and recognitions to the employees according to the task performances so as to increase organizational performance and growth.

In addition, it will enable policy makers in the development of appropriate and adequately competitive incentive regime with appropriate reward to adequately motivate public servants towards acceptable standards of performance.

### 1.4 Research Objectives

## 1.4.1 General objective

To assess the contribution of OPRAS on employees’ performance in local government authorities at Lushoto District Council.

## 1.4.2 Specific objective

1. To explore the awareness on the importance of OPRAS among different staff.
2. To assess the benefit of OPRAS to employee performance at selected study council
3. To identify challenges/factors affecting effective implementation of OPRAS at the study area.

### 1.5 Research Questions

In my research I wanted to answer the following three main questions in order to achieve the objective above.

1. To what extent are workers in the sectors of education, health and administration are aware on the OPRAS practices and its important of implementation.

 **Variables**

* Time consuming
* Difficulty to fill forms
* Performance assessment
1. What are the views of workers on the benefit of participating in the OPRAS practices and if there are any other criteria which can be used to evaluate work performance.

 **Variables**

* Motivation
* Rewards
* Promotion
* Engagement
* Commitment

iii) What are the views of workers on influential factors, challenges and the way forward to improve OPRAS practices in Lushoto district council?

 **Variables**

* Performance culture
* Perception of employees
* Budget
* Knowledge of appraisers

### 1.6 Scope of the Study

This study was conducted at Lushoto District Council where OPRAS was introduced almost sixteen years ago. The study covered health workers, Education sector and those who are working purely in administration. The focal point of the study was to assess the contribution of OPRAS on employees’ performance at Lushoto District Council, to understand the awareness of employees on OPRAS on the importance of OPRAS among different staff, factor and challenge that facing OPRAS and its benefit to the employees.

# CHAPTER TWO

##  LITERATURE REVIEW

### 2.1 Theoretical Review

Several theories provides theoretical basis for understanding the contribution of performance appraisal on employee performance. The main instrument used to control the organization as far as human resources are concerned is performance measurement (Armstrong, 2008). This entails evaluating employees and managers in the performance of the organization by assessing the individuals and groups‟ performance with the predetermined standards (Grote, 2010).Expectance theory explain behavior of supervisor and supervisee (Anderson, 2002) while goal theory state that motivation and performance are higher when individual set specific goal with feedback mechanism and these goals inform individuals to achieve particular performance levels. A goal is the aim of an action or a task that a person desires to achieve or obtain (Locke and Lathan, 2002).

**2.1.1 Definition of Key Terms**

**Open Performance Review and Appraisal System**

The Open Performance Review and Appraisal system (OPRAS) is an open formal form and systematic procedures designed to assist both employer and employees in planning, managing, evaluating and realizing performance improvement in the organization with the aim of achieving organizational goals. The government introduces the use of OPRAS in July 2004, through establishment circular No. 2 of 2004.

**Employee Performance**

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output (Ciner, 2019)

Becker et al, (2011) stated that employee’s performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. Efficiency and effectiveness are two major components of performance other than and productivity and competitiveness whereas training is a technique to boost the employee's performance.

**Performance Appraisal**

Employee performance appraisal refers to an opportunity to take overall view of work content (loads and volume), and to look back at what has been achieved during the reporting period; and agreed objectives for the next planning period.(URT, 2011)

Rao (2005) opines that performance appraisal is a method of evaluating the behavior of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance.

### 2.2 Empirical Literature Review

The part reviews various studies by other researchers on the topic under study. It looks at their findings and conclusion so that at the end there are compared with the result of this study in order to analyze the gap for the study. Songstand et al (2012) conducted a study which aimed to assess the performance enhancement tools in the public health as health worker did not see OPRAS is leading them to financial nor did it provide feedback on performance.

The study conducted by Mpanda (2015) revealed that OPRAS has great important feature that can be used in the process of identifying employee training needs. Despite the government effort to introduce the systematic procedures in conducting training issues, training need identification are neglected. This state of affairs has continuously led to presence of training which does not reflect the need for job and organization in general in public sectors.

To this end commitment to the OPRAS process is essential to improving employee productivity. Aswathapa (2005) noted that a lot of commitment from the supervisor and supervisee is needed from the beginning of the exercise to the end of the process. It is therefore crucial that an annual agreement on objective targets, performance criteria and the resources required that agreed upon by both the achievement of the desired objective (Armstrong, 2012). Therefore, it is advised that supervisors and subordinates staff should discuss and agree on the objective to ensure clarity and details of the job on which performance of the supervisee will be appraised during the appraisal period and the rewards or sanctions expected by the appraise

**2.2.2 Concept and Practice of OPRAS**

 The Open Performance Review and Appraisal System (OPRAS) is an open, formal, and systematic procedure designed to assist both employers and employees in planning, managing, evaluating and realizing performance improvement in the organization with the aim of achieving organizational goals. OPRAS has the following unique features that can be differentiated from the previous confidential appraisal system:

 **Openness:** allows both employee and employer to discuss and agree on the organizational and individual objectives that are to be achieved during the year openly;

 **Participation**: involves employees in the process of setting objectives, performance targets and criteria as well as determining, assessing and recording performance;

 **Accountability:** individual employees are required to sign annual performance agreements and account for their performance against agreed targets and resources allocated for each activity;

 **Ownership:** shows linkage between individual objectives and the overall organizational objectives in a given period. This helps the employee understand own role and contribution thus creating commitment in achieving organizational goals.

**2.2.3 OPRAS process flow**

 Implementation of OPRAS follows a series of interlinked processes that has roots from the Annual Planning process and ends with the feedback on annual overall performance providing input to the following annual planning process as shown in figure 1 below.



Figure 1: Process Flow of OPRAS

### 2.3 Information Gap

Local governments in Tanzania evolved since independence in 1961, and Tanzanian

Government set out public service reforms early 1990s and civil service reform

Programmers as an implement, together with local government reform programmers

(LGRP) to enhance effective and efficient service delivery at the lower levels of the country. However the Controller and Auditor General (CAG) report of 2018-2019 showed that the performance of Lushoto District Council in OPRAS was inadequate, this is showing that although the undertaken efforts from far way back still performance in OPRAS is inadequate.

Therefore since OPRAS was introduced and replaced the former appraisal system in order to enhance performance of employees but still at Lushoto there are poor performances according to CAG report of the year 2018-2019. Thus, the study intended to assess the contribution of OPRAS on employees’ performance in local government authorities at Lushoto District Council.

A large body of literature exists on this topic showing many researches have been conducted concerning on OPRAS, but they put much focus on other areas such as impact of OPRAS in improving teachers work performance in Tanzania primary school, perceived benefits of the OPRAS and Performance appraisal and local government staff in Tanzania (Simbamwene, 2017, Matimbwa and Mwasimba, 2018, Bernard, 2013).

It is in the interest of the researcher therefore to localize the study of contribution of OPRAS on employee performance in Lushoto District Council which in most cases hasn’t been used as a point of focus of OPRAS.

### 2.4 Conceptual Framework

Minde (2008) defines conceptual framework as narrative outline presentation of variables to be studied and hypothetical relationship between and among variables. It shows variables which have influence on dependent variable. Also there are intermediate variables between independent variables and dependent variables. The study assumes that if there is proper utilization of OPRAS by proper goal setting, mid performance review, performance assessment appraisal and feedback that lead to effective performance appraisal. However effective performance should pass through presence of human resource policy, organization culture, budget and presence of knowledge of OPRAS.

Independent variable

Intermediate variable

* Human resource policy
* Organization culture
* Budget
* Knowledge of OPRAS

 Open performance review and appraisal system

* Goal setting
* Mid review
* Performance Assessment
* Appraisal meeting
* Feedback

Dependent variable

Contribution of OPRAS on employees’ performance

* Training
* Motivation
* Compensation
* Recognition
* Work environment
* Commitment
* Engagement

Figure 2: Conceptual Framework

# CHAPTER THREE

## RESEARCH METHODOLOGY

This chapter describes methodology used in the study. It describes the study area, research design, data collection method, sampling unit, sampling size, sampling procedures, data analysis and presentation.

### 3.1 Study Area

The study was conducted at Lushoto District Council located in Tanga region. The reason for choosing Lushoto District Council based on the fact that is among areas where am familiar with the environment and I have experience in the study under subject matter in which it will be simple in data collection.Also OPRAS are not well implemented by the management in Lushoto District Council that make employees to feel are not part and parcel of the organization where this feelings leads to poor performance to employees and job dissatisfaction.

### 3.2 Research Design

Kothari (1990) explain a research design as a conceptual framework or structure in which a research is conducted. The study used survey design which assists each other in exploring the study problem in hand so as to accomplish the study objectives of the contribution of OPRAS on the employees performance of local government staffs, the data were collected from chosen sample who were representative of the Lushoto District Council employees. Instruments used in data collection included questionnaires.

### 3.3 Data Type and Source

In this study two types of data was used, qualitative and quantitative data.

Qualitative data are a data that cannot be expressed in form of numbers, this study was use some of explanations and description that was aim to understand the social reality of individual, group and cultures as nearly as possible as its participants feel it or live it. This type of data was collected through interview and documentary review methods (Punch, 1998).

Quantitative data are data that is expressed in term of numbers or numerical form which can be put into categories or in raking order or measured in units. This type of data was used in the study to construct tables and graphs of raw data. The aim of using this type of data is to test a theory and ultimately support or reject and establish general laws of behaviors and phenomenon across different settings or context. Methods in this type of data will be interview and questionnaire.

In the study two sources of data was collected: Primary data and Secondary data. Primary data was collected using questionnaire. Secondary data was obtained from different official documents such as file records and report from district offices, library, Institutions and websites and all documents relate and relevant to the study was used in order to complement the data obtained from simple respondents.

### 3.4 Data Collection Methods and Tools

**3.4.1 Data Collection tools**

1. **Questionnaire**

There was a provision of a list of questions to the sampled population and the respondents were required to fill in answers to the questions. The questionnaires consisted of both open ended closed ended questions. This tool is costless, simple and removes fear to the respondent because there was no names of respondent appeared anywhere in the questionnaires.

1. **Checklist tool**

This tool is a list structure of points which need to be observed or evaluated. Checklist helped the researcher to gather information and make judgment about what they should know in relation to the outcome. The data was collected on specific behavior, knowledge and skills criteria.

**3.4.2 Data Collection Methods**

1. **Interview**

This is a common method of data collection that involves oral questions to individual respondent and it is termed as structured interview (MC Namara, 2009). The study included a set of questions relating to recognition and job satisfaction that a researcher will ask respondent during interview.

### 3.5 Sampling

**3.5.1 Sampling Frame**

The population based on the public servant working at Lushoto District Council which could make a total population of 2972 employees, from which the researcher chosen individuals to represent the entire population.

**3.5.2 Sampling Unit**

The population included respondents from Lushoto District Council whom are public servants from different levels of management and positions within the organization.

**3.5.3 Sample Size**

The sample size obtained through the following formula, derived by Yamane, 1967.

$$n=\frac{N}{1+N \left(e\right)}$$

Where: n = sample size =? N = respondents = 2972 e = error term 10%

n = 2972

 1+2972(10%) 2 n = 97

|  |
| --- |
| **Table 1: Sample Size** |
|  | Frequency | Percent |
| Teacher | 35 | 36.1 |
| Nurse | 16 | 16.5 |
| Laboratory Technician | 4 | 4.1 |
| Record Management Assistant | 6 | 6.2 |
| WEO | 4 | 4.1 |
| Trade Officer | 1 | 1.0 |
| Accountant | 6 | 6.2 |
| Human Resource Officer | 3 | 3.1 |
| Planning Officer | 1 | 1.0 |
| Community Development Officer | 3 | 3.1 |
| Environmental Officer | 2 | 2.1 |
| Information officer | 1 | 1.0 |
| Lawyer | 1 | 1.0 |
| Internal Auditor | 1 | 1.0 |
| VEO | 3 | 3.1 |
| Good Governance Officer | 1 | 1.0 |
| Academic Officer | 6 | 6.2 |
| SLO | 3 | 3.1 |
| Total | 97 |  100.0 |

**3.5.4 Sampling Procedures**

1. **Purposive Sampling**

This sampling procedure was used to the top manager and supervisor. The advantage of this method is that it provides an opportunity to get data from at least those who are at the key positions who could at least give full information of what they see and understand about OPRAS.

1. **Simple Random Sampling (SRS)**

This technique was used to ordinary employees who will cover large number of the organization.

### 3.6 Data Processing, Analysis and Presentation

**3.6.1 Data processing**

Data processing was involved data editing, coding, entering and cleaning by using special computer software program known as statistical package for social sciences (SPSS) or IBM 20 version.

**3.6.2 Data analysis**

This study was analyze qualitative data mostly obtain through interview with the use of checklist techniques. Also quantitative data was analyzed by using questioners’ technique. The study will use SPSS20 version as software to assist data analysis.

**3.6.3 Data presentation**

The research findings presented with world, table, and graphs and charts this were considering the nature of findings the researcher is to obtain from the field.

### 3.7 Limitations of the Study

The researcher encountered some limiting factors during the study. Such obstacles included budget constrains to facilitate the movement in searching for data, scarcity of data from office, delayed responses especially in filling questionnaires, some respondents lost the questionnaire papers which forced the researcher to print for them for the second time.

#

# CHAPTER FOUR

##  FINDINGS AND DISCUSSION

This Chapter presents the findings that were obtained from the study. The study intended to evaluate how OPRAS can contribute to the performance of local development staff as a tool of measuring performance and determine promotion or demotion to local government staff. The findings include characteristics of respondents in terms of education level, sex, position of employee in the organization, experience. Awareness of OPRAS by these staff is also determined together with important component of OPRAS such as performance feedback.

### 4.1 Respondents’ Personal Characteristics

**4.1.1 Age of Respondents**

Results in the Table 1 indicate that majority (43.3%) of respondents were in age group of 29-39 years. This can be associated with the Government policy of increasing secondary school in all wards in Tanzania Mainland together with Health Centers and dispensaries in all villages. This Policy culminate direct employment for college leavers specialized in education and health disciplines, so this implies that currently there are many employees from health and education department. Few respondents (9.3%) belonged to age group of 50 years and above, this is because Tanzania employment policy and circulars prohibit recruitment of employees above 45 years. Remaining respondents, (28.9%) of respondents were in age group of 40-50 years and (18.6%) of respondents were in age of 18-28 years. For this study, this implies that the results are valid because OPRAS started to be implemented in Government institutions in July 2004, the period which majority of respondent (43.3%) were already employed, not only that but also the other age groups of 40-50 years (28.9%) and group of 50 years and above (9.3%) were able to provide reliable information about OPRAS because they were employed before introduction of OPRAS in Tanzania Public Service in July 2004.

|  |
| --- |
| **Table 2: Age of Respondents** |
| **Age** | **Frequency** | **Percent** |
| 18-28 | 18 | 18.6 |
| 29- 39 | 42 | 43.3 |
| 40-50 | 28 | 28.9 |
| 50 and above | 9 | 9.3 |
| **Total** | **97** |  **100.0** |

**4.1.2 Gender of Respondent**

The researcher conducted a study at Lushoto District Council among other things was to identify the sex distribution of the respondents from where the research findings were obtained. The researcher distributed the sex of respondents into two genders of male and female to ease the responses from the respondents. The following table shows the distribution of the findings on the gender of respondents as obtained directly from the field.

**Table 3: Gender of Respondents**

|  |  |  |
| --- | --- | --- |
| **Gender/sex** | **Frequency** | **Percent** |
| Male | 45 | 46.4 |
| Female | 52 | 53.6 |
| **Total** |  |  **97** |  **100.0** |

**4.1.3 Marital Status of the Respondent**

The researcher had the idea of being able to diversify the study in consideration of several possible marital statuses of the respondents in order to identify the possible distinctions of the obtained information in the consideration of such distribution of the marital status of the respondents who took part in the study. The following table of information shows the distribution of the marital status of the respondents.

|  |
| --- |
| **Table 4: Marital Status of Respondents** |
| **Marital status** | **Frequency** | **Percent** |
| Married | 70 | 72.2 |
| Single | 25 | 25.8 |
| Widow | 2 | 2.1 |
| **Total** | **97** | **100.0** |  |

The above table displaying the distribution of the 97 respondents’ marital statuses shows that 70 respondents which equals to 72.2% where married, 25 respondents which equals to 25.8% where single, 2 respondents which equals to 2.1% where widow. This information was regarded crucial by the respondent in building the characteristic profile of the respondents.

**4.1.4 Educational Level of Respondents.**

The findings show that (47.4%) of respondents were having university level, 51.5% of respondents had college level and 1 were having secondary level. This implied that Lushoto District council has different levels of education and hence this enabled the spread knowledge and enable them to perform well their duties

|  |
| --- |
| **Table 5: Educational Level of Respondents** |
| **Education level** | Frequency | Percent |
|  | Secondary | 1 | 1.0 |
| College | 50 | 51.5 |
| University | 46 | 47.4 |
| Total | 97 | 100.0 |

**4.1.5 Time Served at the Organization**

The below table displaying the distribution of the 97 respondents’ time served at the organization shows that 24 respondents which equals to 24.7% are below 5 years of serving, 35 respondents which equals to 35.1% where 6-10 years, 16 respondents which equals to 16.5%where 11-15years,23 respondent which equals to 23.7 where over 15 years. This shows that many of employees are understand about OPRAS because are employed after and before OPRAS introduced.

|  |
| --- |
| **Table 6: Time Served at the Organization** |
| **Time served** | **Frequency** | **Percent** |
|  | Below 5 years | 24 | 24.7 |
| 6- 10 years | 34 | 35.1 |
| 11-15 years | 16 | 16.5 |
| Over 15 years | 23 | 23.7 |
| **Total** | **97** | **100.0** |

### 4.2. The awareness on the importance of OPRAS among different staff.

The findings on the staff awareness of open performance review and appraisal system (OPRAS) indicated in Table 6, shows that majority (97.9%) of respondents in Lushoto District Council are aware about OPRAS. The findings from respondents explain that they know OPRAS was introduced with the aim to measure staff performance which could enhance their promotion and demotion too if they performed very low. This has been depicted in the study that OPRAS is practiced in most of the organizations as many of the respondents agreed that OPRAS practices are used to evaluate performance of staff in their organization. Table 6 shows that 97.9 % agreed that OPRAS used to evaluate employees performance, while only 2.1 % disagreed.

|  |
| --- |
| **Table 7: OPRAS Practices used to Evaluate Performance of Staff in Organization** |
|  | Frequency | Percent |
|  | Yes | 95 | 97.9 |
| No | 2 | 2.1 |
| Total | 97 | 100.0 |

**4.2.1** **The important of OPRAS in your organization**

The findings on the important of open performance review and appraisal system (OPRAS) indicated in Table 7, shows that majority (91.8%) of respondents in Lushoto District Council understand the importance of OPRAS. The findings from respondents explain that they know OPRAS was introduced in order to help them to increase their performance in order to achieve its target and also to help to increase commitment.

|  |
| --- |
| **Table 8: Perception on the Importance of OPRAS in Organization** |
| **Perception** | **Frequency** | **Percent** |
|  | Yes | 89 | 91.8 |
| No | 8 | 8.2 |
| **Total** | **97** | **100.0** |

**4.2.2 Importances of OPRAS known by respondents**

Most of the employees in the organization seemed to have awareness on the importance of OPRAS as at least 91.8 % agreed that OPRAS is important but only 8.2 % do not see the essence of OPRAS. Hereunder are some of the importances which were given out by the respondents:

1. Help to identify work needs and budget
2. Help to measure work experience
3. Self evaluation
4. Help to make work plans and strategies
5. Make employee to work hard and increase commitment
6. Help to identify work needs for training
7. Create promotion
8. Help to measure performance

**4.2.3 Criteria used to evaluate performance**

Table 8 shows that most of the responts they believe that OPRAS is the only criteria for evaluation of employees’ performance, 57.7 % accepted that OPRAS is the only criteria to be used in evaluating workers performance and 42.3 % of respondents said there are other criteria that can be used to ervaluate workers performance.

|  |
| --- |
| **Table 9: OPRAS is the Only Criteria for Evaluating Performance** |
| **Perception** | **Frequency** | **Percent** |
|  | Yes | 56 | 57.7 |
| No | 41 | 42.3 |
| **Total** | **97** | **100.0** |

There are other criteria that were given by respondents those who said OPRAS is not the only criteria for evaluating performance, figure below shows this



**Figure 3: Other Criteria for Evaluating Performance**

### 4.3 Benefit of OPRAS to employee performance at selected study council

|  |
| --- |
| Respondents argued differently on the benefits of OPRAS but most of the benefit that seemed to be a leading benefit to many respondents is promotion which covered 59.4 %, this shows many respondents were promoted through performance appraisal report. Another benefit that rose from the discussion was that it improves work experience 35.4 %.**Table 10: Benefit from Performance Appraisal Report** |
| **Benefit** | **Frequency** | **Percent** |
|  | Promotion | 57 | 58.8 |
| Salary Increment | 2 | 2.1 |
| Improve work experience | 34 | 35.1 |
| Improve CV | 3 | 3.1 |
|  **Total** | **97** | **100.0** |

### 4.4 Challenges/factors affecting effective implementation of OPRAS and the way forward to improve OPRAS practices.

**4.4.1 Getting performance feedback from your supervisor after performance appraisal**

Results of the study, as presented in Table 11, show that performance feedback is returned to the subordinates in Lushoto District Council but also is inadequate . The results indicated that (44.3%) of respondents in Lushoto District Council explained that no feedback is given to the subordinate and (55.7) explain that there is a feedback after evaluation .this show that in Lushoto district council there are low performance feedback because the range between 44.3% to 55.7% is small .

|  |
| --- |
| Table 11: Do you get any Performance Feedback from your Supervisor after Performance Appraisal |
| **Performance feedback** | **Frequency** | **Percent** |
|  | Yes | 54 | 55.7 |
| No | 43 | 44.3 |
| **Total** | **97** | **100.0** |

**4.4.2 Perception on the existence of challenges and factors in implementing OPRAS in the organization.**

Results of the study, as presented in Table 12, show that there are challenge which face implementation of OPRAS in Lushoto District Council. The results indicated that (68.0%) of respondents in Lushoto District Council explained that there is a challenge in OPRAS implementation and (32.0%) explain that there is no challenge. This show that in Lushoto district council there is a challenge in implementing OPRAS because there is high difference between 68.0% to 32.0%.

|  |
| --- |
| **Table 12: Challenges or Factors in Implementing OPRAS in your Sectors** |
| **Perception** | **Frequency** | **Percent** |
|  | Yes | 66 | 68.0 |
| No | 31 | 32.0 |
| Total | 97 | 100.0 |

**4.4.3 Challenges or factors in implementing OPRAS**

 Results of the study, as presented in figure 4, show the different challenge which face implementation of OPRAS in Lushoto District Council. The results indicated that (45.4%) of respondents in Lushoto District Council explained that there is a need of training that means some of employees they don’t understand well about OPRAS and (11.3%) explain that there is a need of fund in order to achieve the target that targeted in OPRAS because if the employee need material to accomplish its duties and there is no any material to accomplish that task it make employees to see there is no need of OPRAS. 5.2% explain that it time consuming,3.1% explain it is work load, 3.1% state that no feedback,2.1% state that no clear follow up,1.0% explain that OPRAS is legal aspect. This show in Lushoto district council there is a different challenge in implementing OPRAS.

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Figure 4: Challenges or Factors for Implementing OPRAS

**4.4.4 Respondents’ opinion on the performance appraisal system being used in the organization**

From the findings some of the respondents 5.3% argued that instead of using OPRAS alone as a means for evaluation of employees there are other criteria than OPRAS such as general work result, daily activities, work report, punctuality and discipline, and commitment.

Also results shows that OPRAS implementation is not well administered as 13.8% of respondents gave out their opinion that OPRAS should be proper administered, but from the results seems that the majority (31.9) had no opinion this indicates that they are not very much aware of the implementation of OPRAS.

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**Figure 5: Opinion on the Performance Appraisal System being used in Organization**

# CHAPTER FIVE

## CONCLUSION AND RECOMMENDATIONS

### 4.1 Conclusions

On the basis of the findings obtained from the field of study, the researcher concludes as follows, the findings show that staffs in Lushoto District Council are aware about OPRAS. It is obviously understood that OPRAS is important in addressing the organization and staff needs, but involvement in the whole process is not effective and the findings shows that OPRAS has got no advantage it is a weak tool of measuring staff performance because it is not provided to all employees equally, and it has been introduced in Lushoto District Council with no preparation for its implementation, this resulted into too little positive impact on OPRAS in improving performance of staff.

Respondents in this study argued that lack of performance feedback, resources limitation, insufficient OPRAS knowledge and lack of proper administration among supervisors are the major challenges which faced OPRAS during its implementation, without all these mentioned important components in OPRAS implementation process, there will be no positive impact of OPRAS as a tool of measuring staff performance.

Further, respondents explained that, so as to bring about a positive impact as expected, there is a need for training to all employees to create awareness. Other respondents explained that lack of commitment by supervisors, lack of enough resources and OPRAS knowledge among employees’ results to the ineffective implementation of OPRAS.

### 4.2 Recommendations

From the research findings and conclusions drawn in the previous sections, the following are recommendations and way forward:

* The awareness on the importance of OPRAS among different staff;the findings on the staff awareness of open performance review and appraisal system (OPRAS), the awareness on the importance of OPRAS, understanding the OPRAS as the criteria for measuring performance, help to identify work needs and budget, help to measure work experience, self-evaluation and help to make work plans and strategies. The study recommends that OPRAS is important in addressing the organization needs as well as employee needs. Through OPRAS, organizations can observe the performance of its employees and then determine the means of improving their performance through human resources functions such as training, motivation, discipline, etc. Thus, OPRAS implementation should consider team work, commitment and mutual understanding among the local government staffs like Ward Executive Officer and Village Executive Officers.
* Benefit of OPRAS to employee performance at selected study council; respondents argued differently on the benefits of OPRAS but most of the benefit that seemed to be a leading benefit to many respondents is promotion, respondents were promoted through performance appraisal report. And another benefit that rose from the discussion was that it improves work experience. Other benefits are salary increment and improve CV. It is recommended, in this study, that management should provide performance feedback which is a very important appraisal component for management in terms of recognizing strengths and weakness of employees, evaluating job progress, and then designing training for the further development of skills and strengths.
* Challenges/factors affecting effective implementation of OPRAS and the way forward to improve OPRAS practices; The study recommended that the government must provide enough resources needed to effectively implement OPRAS to all local governments in Tanzania and civil service in general. An effective performance appraisal process can only be achieved if an employer is willing to invest the resources (time, money, training for supervisors) to make it work. Also the feedback to the employees is very important for self-evaluation.

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**APPENDICES**

Appendix 1: Questionnaire for staff of Lushoto District Council

The questionnaire is designed to capture information that will be used to analyze the contribution of OPRAS on employee performance in Local Government Authority, Lushoto District Council. The information will be treated with highest confidentiality and shall be used mainly for academic purposes. I am requesting your support and cooperation in this task by responding to the following questions.

**QUESTIONNAIRE NUMBER: ………………………………..**

**DATE OF INTERVIEW: ……………………………………….**

Please answer all the questions as best as you can.

**Part I: Demographic Characteristics**

1. Gender (Male) [ ] (Female) [ ]
2. Department ………………………
3. Age bracket (18-28) [ ] (29- 39) [ ] (40-50) [ ] (50 and above) [ ]
4. What is your position in the Organization? ………………………
5. Marital status………………….
6. What is your highest level of education? Primary [ ] Secondary [ ] College [ ] University [ ] others [ ] specify…………………………………………………
7. For how long have you served at the organization? (Below 5 years) [ ] (6- 10 years) [ ] (11-15) [ ] (Over 15 years) [ ]
8. **Part II: The awareness on the importance of OPRAS among different staff.**
9. Is there any OPRAS practices used to evaluate performance of staff in your organization?
10. YES ( )
11. No ( )
12. If No why…………………………………………………………

……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………….

1. Do you think OPRAS is important in your organization?
2. Yes ( )
3. No ( )
4. If yes list two importance of OPRAS in your organization
5. ………………………………………………………………………
6. ………………………………………………………………………
7. If No why………………………………………………………………….
8. Have you filled performance appraisal forms?

i) Yes ( )

ii) No ( )

13. If yes how many time do you fill in a year?

i) Once ( )

ii) Twice ( )

iii) Thrice ( )

14. If not why?

1. ……………………………………………………………………………………………………………………………………………………………….
2. ……………………………………………………………………………………………………………………………………………………………

**Part III: benefit of OPRAS to Employee Performance at Selected Study Council**

15. What do you benefit from performance appraisal report?

1. Promotion ( )
2. Salary increment ( )
3. Improve work experience ( )
4. Improve the CV ( )

16. Do you think OPRAS is the only criteria for evaluate your performance?

1. Yes ( )
2. No ( )

17. If No, list the other criteria’s you known which can be used to evaluate your performance.

1. ………………………..
2. …………………………………
3. Are you happy with the system used to evaluate your performance?
4. Yes ( )
5. No ( )
6. What is your opinion on the performance appraisal system being used in your organization?
7. …………………………………………………………………………………………………………………………………………………………………
8. …………………………………………………………………………………………………………………………………………………………………….

**Part IV: Factors/ Challenges Affecting Effective Implementation of OPRAS and the way forward to improve OPRAS practices in Lushoto.**

20. Do you get any performance feedback from your supervisor after performance appraisal?

i) Yes ( )

ii) No ( )

21. Have performance appraisal improve your work performance?

i) Yes ( )

ii) No ( )

22. If Yes how?

…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

23. Do you think there any challenges and factors in implementing OPRAS in your sectors.

1. Yes ( )
2. No ( )

24. If Yes, then what are the challenges /factors .

1. No training
2. Fund
3. Workload
4. Legal aspect.
5. Time consuming in filling OPRAS forms

Appendix 2: Checklist for Head of Department in Lushoto District Council.

1. Is OPRAS applied in your organization?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. Is OPRAS improving your employee performance?

…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. What are the challenges of implementing OPRAS in your organization?

……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………..

1. What is your opinion in implementing OPRAS in your organization?

……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………