DECLARATION

The material in this research report has never been submitted to any university or institutions of higher learning for any academic qualifications. This work is a result of my own independent research effort and investigations. Where it is indebted to the work of others, the acknowledgment has been made.

Signature: ........................................ Date: ..................

OKIRIA SIMON
STUDENT
APPROVAL

This research report has been supervised and is now ready to be submitted to Nkumba University with the approval of the supervisor.

Signature: ........................................... Date: ...........................................

MR. SENDAWULA NOAH

SUPERVISOR
DEDICATION
To my lovely Wife who has tirelessly supported me in all aspects. I also extend my appreciation to my friends and family who helped me both financially and morally, may God bless you abundantly!
ACKNOWLEDGEMENT

My warm thanks and appreciation go to my supervisor Mr. Sendawula Noah for guiding me through this challenging task. On every session of our meetings, I learned a thing or two. I am proud to state that you nurtured me into a researcher.

Even those that I have not mentioned, I am really grateful for the love and support you provided to me. I am very grateful and I wish to thank all who availed me with all the useful information during my research period.

Last but not the least, I would like to give my most felt thanks and glory to God for his protection and guidance.
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ABSTRACT

The study sought to investigate the role performance appraisal mechanisms play in enhancing performance of employees of Civil Aviation Authority-Uganda. The Specific objectives were; to determine the role 360 degree performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority, to assess the role ranking method performance appraisal mechanisms play on the performance of employees of civil Aviation Authority, to examine the role forced distribution performance appraisal mechanisms play on the Performance of employees of Civil Aviation Authority.

Case study design was to establish factors associated with certain occurrences, outcomes, conditions or types of behavior. This method enabled the researcher to have in-depth understanding of the real issues from the perspective of a cross-section of stakeholders. The method was also very appropriate because of limited time and resources, as it was impossible to investigate all the respondents.

The study exploited both qualitative and quantitative research methodologies. Qualitative research design included the use of respondents’ responses from the study involving descriptions while quantitative research design involved the use of statistical data generated with frequency tables. These approaches enabled the researcher to get and analyze the relevant information concerning the study variables,

Based on the study findings, the managers were aware of the importance and criticality of performance appraisal, and its ultimate effect on the motivation, loyalty, job satisfaction plus its big effect on the growth and success of the organization, so while documenting, communicating, and describing the job particulars, they were more concerned.
CHAPTER ONE
INTRODUCTION

1.0 Introduction

The study examined the relationship between performance appraisal systems and employees' performance in organizations, taking Civil Aviation Authority - Uganda as the case study. A performance appraisal system in the study is the independent variable while employees’ performance is the dependent variable. The chapter describes the background to the study, the problem statement, and objectives of the study, research questions, research hypothesis, conceptual framework, and scope of the study, significance of the study and finally justification of the study.

1.1 Background to the study

The evaluation of job performance has been called by many authors with different names throughout the years. A performance appraisal system is a tool of management and is a control process which is a critical element in human resources allocation (Dobbins 1994). The first appraisal systems were just methods for determining whether the salary of the employees in the organization was fair or not. Later on empirical studies showed that the reduction in the future payments were not the main effects of the process. Performance appraisal system was then recognized as a tool for motivation and development of human resources in the late 1950’s (Cardy and Dobbins 1994). The practice to appraise workers has long existed for many centuries in the world but the interest in the area has grown rapidly in the last forty years. A generation ago, performance appraisal systems tended to emphasize on employees’ traits deficiencies and abilities but now with the development of the employees’ and organization relationship, modern performance appraisal systems emphasize on the present performance of employees in the organization and the future goals of the organization. The underlying philosophy behind mutual setting of goals and performance of employees in an organization is that people will work harder for goals that they have participated in setting (Reid and Hubbell 2005).
1.2 The problem statement

Performance appraisal mechanism has been described as the process of identifying, observing, measuring and developing human performance in an organization (Carrol and Schneider 1982). The problem of performance appraisal mechanisms in Civil Aviation Authority comes with the fact that performance appraisal increases the dependency of the employees on their superiors. Where the process is conducted by managers who are often not trained to be appraisers, the genuine feedback is obstructed because it includes subjectivity and bias of the raters, which leads to incorrect and unreliable data regarding the performance of the employees of the authority. Performance appraisal mechanisms in the authority have created emotional pressures, stress and sometimes adversely affect the morale of the employees of the authority thus leading to demoralization of the employees. Performance appraisals are often time consuming and use incorrect methods to measure performances. At times the system generates false results and the decisions taken can be wrong and it is against this background that the researcher feels prompted to establish whether in reality, performance appraisals within a contextual setting of organizations as Civil Aviation Authority Uganda contributes to enhancement of employee’s performance.

1.3 The purpose of the study

The aim of carrying out this research was to investigate the role performance appraisal mechanisms play in enhancing performance of employees of Civil Aviation Authority-Uganda.

1.4 Specific objectives

i. To determine the role 360 degree performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority.

ii. To assess the role ranking method performance appraisal mechanisms play on the performance of employees of civil Aviation Authority.

iii. To examine the role forced distribution performance appraisal mechanisms play on the Performance of employees of Civil Aviation Authority.
1.5 Research questions

i. What role does employees’ 360 degrees performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority?

ii. To what extent do employees’ ranking method performance appraisal mechanisms affect the performance of employees of Civil Aviation Authority?

iii. Does employees’ forced distribution performance appraisal mechanism affect the performance of employees of Civil Aviation Authority?

1.6 Conceptual frame work

Figure 1 Conceptual frame work showing how employees’ performance appraisal mechanisms affect employees’ performance in Civil Aviation Authority.

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 360 degree appraisal mechanism (employees’ opinion).</td>
<td>• Output</td>
</tr>
<tr>
<td>• Ranking method appraisal mechanism (employees’ attitude).</td>
<td>• Timely delivery</td>
</tr>
<tr>
<td>• Forced distribution appraisal mechanism (employees’ mindset).</td>
<td>• Performance</td>
</tr>
</tbody>
</table>

Intervening Variable

• Company’s policies.

Source: Adopted from Mugenda (1999) and Modified by the Researcher, 2018.

The conceptual framework above shows the relationship between performance appraisal mechanism and employees performance at Civil Aviation Authority. According to Mugenda and Mugenda (1999);
360 degrees appraisal mechanism; is a process in which employees receive confidential feedback from the people who work around them. It gives a multi-dimensional practice about the performance of an employee and his/her managers, supervisors, team leaders and colleagues. The process works well through questionnaires which are confidential and therefore, the individual receives a summary of the aggregated results.

Forced distribution appraisal mechanism; This is another distribution method which requires that the evaluator assigns the employees into categories on the basis of their performance limit and then heir percentage can be placed in any category. Example forced distribution appraisal system is rating; A – (5-10) %, B – (10-15) %, E – 5%. Therefore, top 5% - 10% and bottom 5% of employees are in the highest and lowest category and the rest distributed into groups in the middle.

Ranking method appraisal mechanism; this method lists the range of all the employees in the same group or department in order of their performance. Top and bottom performance are ranked and then some of the others towards the middle.

1.7 The scope of the study

The scope was divided into the following;

1.7.1 Content scope

The study was limited to the study of the role of performance appraisal mechanisms on the performance of employees of Civil Aviation Authority, Entebbe – Uganda.

1.7.2 Geographical scope

The study was carried out at the headquarters of civil aviation authority, Entebbe International Airport.
1.7.3 Time scope

The study covered the period of three years from 2015 to 2017 since these were the years when the organization adopted the performance appraisal mechanism in order to assess the performance of her employees.

1.8 Significance of the study

The results of the study will help management of civil aviation authority to improve on the remuneration of the employees of the organization in future.

The results of the study will help the researcher to accomplish his Bachelor’s degree in Public Administration and Management from Nkumba University within the stipulated time.

The results of the study will also play a key role in the department of human resources of the organization to assess individual employee performance for promotions.

1.8.1 Justification of the study:

The aim of conducting the research was to investigate the role of performance appraisal mechanisms on the performance of employees of civil aviation authority, Entebbe – Uganda.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Performance appraisal has been described as “the process of identifying, observing, measuring and developing human performance in organization” (Carrol&Scheider, 1982). This definition is very important, because it comprises all important components needed for the well-performed appraisal process. This means that the supervisors need to frequently observe the identified characteristics. The Identification criteria orientate the appraisal process to the determination of what has to be examined performance related criteria and not so much performance irrelevant characteristics.

Many researchers and reputable sources criticize the importance of the process. They have expressed debates about the authenticity of the process. Some of them, such as Daniels (1999), even called it useless and couldn’t see how the appraisal improves performance and characterizes it as a step of firing process. He suggests that “the best performance appraisal is one that is done every day”. Another critic, Derven (1990), explains that if the manager or supervisor is unskilled or couldn’t give accurate feedback, then the appraisal process will have only a negative effect. Because of this every organization has to make carefully structured process and have to develop managers to focus activities and efforts and enhance business performance. Performance Appraisal could be an effective source of management information, given to employees. Performance reviews are focused on contributions to the organizational goals. Some forms of these reviews include the question "What organizational goals were contributed to and how?"

Outcomes of performance appraisal can lead to improvements in work performance and therefore overall business performance via, for example increased productivity or customer service.

In fact according to Taylor (2003), the performance appraisal process offers employees the opportunity to receive structured, constructively framed feedback about their work and growth potential. According to Berman (2005), appraisal and improvement are critical to developing and maintaining a strong capable workforce. Structured performance incorporates the institutions
vision and mission into the overall evaluation of the employee. Scott & Finch (2005) contend that, performance appraisal systems utilize standard assessment criteria, dimensional ratings, structured rating scales and explicit individual–peer appraisal. These components help to minimize subjective impressions and conscious or intentional biases. Sophisticated technologies for performance evaluations (for example on line ratings and development plans, 360 degree feedback) are well developed and increasingly common in both large and small institutions.

Performance appraisal is an evaluation done on an employee’s job performance over a specific period of time. It is the equivalent of a report card on an employee and how their managers assess their performance over the prior year. Anyone who has worked in more than one department or in more than one company will attest to the fact that not all performance appraisal processes are the same. The varying systems and processes are applicable in many organizations. Unfortunately, some are done so poorly that they are not only designed to fail, but also to create a negative experience for both the manager as well as the employee.

Performance appraisal has also been looked at as the method by which the performance and productivity of each worker is measured in order to determine his or her contribution to the effort of the organization towards the achievement of the set goals and objectives. The method used in the measurement and evaluation of a worker's performance differ from one organization to another. But the ultimate purpose is to estimate the job performance of each employee towards the achievement of organizational objectives. Performance appraisal is also carried out for the purpose of promotion and transfer to new job tasks and positions within an organization (Eldman, 2009).

Performance appraisal serves as a tool for enhancing productivity in modern organizations. Through the process of performance appraisal, the productivity of organizational members are measured. It is one of the most delicate issues in human resources management because an employee’s overall success in an organization depends largely on the outcome of performance appraisal. It is pertinent to state here that some bosses take advantage of this to under-estimate or under-assess the performance of employees who are not in their good book. Thus, a proven performance appraisal system links the organization and the employees together and makes the
workforce to understand what is expected of them in a job, and where they fit in appropriately in the organization. Performance appraisal and productivity of a worker are used to determine an employee’s suitability for promotion, training and placement into higher position of authority.

On the other hand, Borman & Motowildo, (1993) assert that accurate and reliable performance appraisals help organizations to support and reward their most capable employees. When used in conjunction with performance improvement systems, a structured performance appraisal system conveys meaningful feedback in a useful format, helps refocus employees who are performing below expectation and facilitates career development plans for all employees. The performance appraisal systems increase the fairness and transparency of the evaluation process and guide individuals and supervisors towards targeted improvement strategies. They also protect both the employee and the institution from potential bias and ensure that employees receive fair and accurate feedback. However these should be tailored to suit the necessary employee aspirations as noted by the department or organization at large; something hardly existed in the above reviewed literature thus more investigations were needed in this arena.

Akinbowale (2013) observed that while all organizations share some basic primary goal in their performance appraisal system, a tremendous amount of variety exists in the specific use that organizations make of the information obtained from performance appraisal of employees.

The author however, categorized the purpose of performance appraisal into three broad headings as follows:

(1) **Individual Evaluation and Motivation**

According to the authors, the results of performance appraisal frequently serve as the basis for the regular evaluation of the performance of members of the organization. They argued that whether an individual is judged to be competent or incompetent, effective or ineffective, promotable or unpromotable, and so on is the based upon the information generated by the performance or appraisal system. With particular emphasis on employee’s motivation, they further attempt to influence the motivation and future performance of their members by tying the administration of various rewards, such as salary increases and promotions to the ratings generated by the appraisal system.
(2) Individual Development

In addition to serving as a basis for the administration of organizational reward and punishments, the author contended that, the information generated by an appraisal system can also be employed to facilitate the personal development of organizational members. Sound appraisal system can generate valid information regarding the areas of personal strength and weakness of individual employees. With respect to this, the author affirmed that if such information is fed back to individuals in a clear, unambiguous and non-threatening manner, the information can serve two valuable purposes.

First, if the information indicates that the person is performing effectively, the feedback process itself can reinforce and reward the employee by increasing feelings of self-esteem and personal competence. Secondly, if the information identifies an area of weakness, this can serve to stimulate a process of training and development in order to overcome the weakness identified.

(3) Organizational planning

Besides providing the basis for the evaluation motivation, and development of individual organization members, the author noted further that an effective performance appraisal system also generates information that can be of significant value to the organization in planning its future human resources needs and policies.

The members of an organization are the human capital of that organization. Consequently, a performance appraisal system generates information that permits the organization to assess the state of its human capital and plan its recruiting, staffing and development policies, in an informed, systematic and rational manner.

Cameron (2008) was of the opinion that, to ignore individuals in the review process is to ignore a major input in the achievement of organizational outcomes. It is often said that organizations that perform well are a reflection of the efforts and successes of their staff. Recognizing these efforts and appropriately praising them is imperative for organizational success. This is the basic purpose of performance appraisal (Burnas, 2002).
Cooper (1998) made the point that as managers we must be less concerned with supervising and concentrate on being leaders. He found out that sustainable cultural change can take place within an organization only when the individuals within the organization first change themselves from the inside out. Sometimes, appraisal processes can be counter-productive to organizational success as they are odds with processes which encourage some degree of risk-taking to meet client needs or develop new methodologies through trial (Mackanzie, 2000).

**Procedures for Carrying out Performance Appraisal**

According to McGregor, many superiors are uncomfortable about judging someone and acting out the role of an evaluator. The above statement is a clear indication of the difficulties inherent in performance evaluation and procedure, despite all the problems, Gibson and Donnelly noted in their study that managers usually attempt to select a performance evaluation procedure that will minimize conflict with subordinates, provide relevant feedback to subordinates and contribute to the achievement of organizational goals (Lathan, 2001).

The authors further observed that as is the case with most managerial procedures and applied organizational behaviour practices, there are no universally accepted methods of performance evaluation that fit every purpose, person, or organization.

Viewing the above statement critically, it means therefore that what is effective in Union Bank of Nigeria Plc. will not necessarily work in United Bank for Africa Plc. In the same vein, what is effective within one department in a particular organization will not necessarily be right for another unit within the same company. Concluding, the authors added that the only important point agreed upon by Managers and organizational researchers is that some type of measuring device or procedure be used to record data on a number of performance criteria so that subjectivity in reward, development and other managerial decisions is minimized.

**Importance of Performance Appraisal:**

The managers are aware of the importance and criticality of performance appraisal, and its ultimate effect on the motivation, loyalty, job satisfaction plus its has a big affect on the growth and success of the organization, so while documenting, communicating, and describing the job particulars, they are more concerned. It has been noticed that in the current time, job
performance systems have improved a lot, but still the outcome shows that it has a negative impact on the job satisfaction and motivation of the employees if it is not appraised systematically (Robert, 2002). So, it results in counter of an organization that employees are demoralized and also lose their loyalty, which affects the organizational aims and objectives. Human resource officials use performance appraisal for decision making such as planning payments and salary scale of the employees, they also determine what professional developments are needed to equip their employees with a proper feedback. Performance appraisal can also help the officers to decide what are the factors that can be employed to increase the productivity of employees (Natalie & Ann 2005).

As performance appraisal encourages the good performers, on the same hand performance appraisal also highlights the poor performers and tells about their weak areas and it helps the management to remove the leaning hurdles and makes them to achieve the set objectives and aims. This system also identifies the employee who needs guidance and counselling from management to improve their performance at work. Organization believes that performance appraisal is the best tool to see the level of employees and their performances and making the decision about their rise in salary, promotions, demotions and penalties (March, 1982).

Factors of Performance Appraisal:

There are many factors influencing performance appraisals systems at work. Internal and external factors always play an important role in appraising the employees. Internal factors could be labour unions, management's attitude, the employee's behaviour and their stance in the direction of work. External factors are legislations in relation to the employees. Labour union always get into the matters of employees well being at work and also in their personal lives so that they can give their full at work. But some time it has a negative impact on performance appraisal and the management to give promotion or rise in the salary on the bases of seniority (Isaac, 2001). Internal factors can also affect the performance appraisal in shape of bad corporate culture that can be a big hurdle in the performance management. The main objective is to set specific goals and make framework of getting those objectives. For all this, management should inform the employees that what is expected from their jobs and what should they do to make hundred percent out of it. At the end management sees and evaluates on the whole performance
and also communicates these efforts to employees. This communication also develops relationship between employees and supervisors (Isaac, 2001).

There are different techniques and methods used for the performance appraisal and it gives an outline to measure the performances that are in use of different organizational and it also varies from industry to industry. There is no hard and fast rule to use specific performance appraisal system, but it is always suggested to use the same performance criteria within one organizational and it applies to all of the employees. These models and techniques include, Six Sigma, Balance Scorecard, 360 degree feedback, etc. These models and techniques to measure the performance is widely in use of many MNC's and local organizations, in the banking industry of Pakistan and in JS bank. While designing performance appraisal, management should keep in view the nature and type of the business to conduct these performance management techniques. In the performance management, 360 Degree is common and Six sigma is the operational management technique; both leads to performance appraisal measurement where the HR function is able to appraise and it involves the motivational factors, employee loyalty, and job satisfaction aspects. Extensive and appropriate use of these techniques will make the appraisal much unbiased (Natalie & Ann 2005). Employee's motivation and job satisfaction can never push aside, as these are elementary aspects of any Job. In the process of appraisal system, an employee always expect some feedback from other employees which gives him motivation and the satisfaction from the job done, so these are the complementary part of any job. When any employee is appraised, then he always get the communication and feedback of that appraisal and it actually indicates the level of satisfaction of job the employee has plus the loyalty he has for the organization (Robert, 2002). In the banking industry, as the recession hits and many of the employees being fired, so at the time of performance appraisal, employees are so dissatisfied as they don't know when they are going to be part of sacked list of employees, keeping in this view, the performance appraisal system plays role in the Hr department to indicate the key factors such as motivation, job satisfaction and loyalty (Caruth and John 2008).

2.1 360 degrees appraisal mechanism and employees performance

One of the earliest recorded uses of surveys to gather information about employees occurred in the 1950s at Esso Research and Engineering Company (Bracken, D.W., et al, 1997). From there,
the idea of 360 degree feedback gained momentum, and by the 1990s most human resources and organizational development professionals understood the concept. The problem was that collecting and collating the feedback demanded a paper-based effort including either complex manual calculations or lengthy delays. The first led to despair on the part of practitioners; the second to a gradual erosion of commitment by recipients.

This is a process in which employees receive confidential feedback from the people who work around them. It gives a multi-dimensional practice about the performance of an employee and his/her managers, supervisors, team leaders and colleagues. The process works well through questionnaires which are confidential and therefore, the individual receives a summary of the aggregated results. Because feedback is anonymous providers feel safe to share their straight opinions. The feedback is also balanced because it is mirroring views of superiors, peers and subordinates. The potential problem with 360 is that after getting feedback the person should work together.

Johnson, Lauren Keller (January 2004) observed that only individuals who have worked with (or know) the Appraisee sufficiently long (three months minimum) should be considered as Raters. The amount of contact potential Raters had with the Appraisee over this period, and their understanding of the nature of what he/she does, should also be considered. Another consideration is that Raters will need to be credible to the Appraisee for the latter to accept their feedback.

Many 360-degree feedback tools are not customized to the needs of the organizations in which they are used (Bracken & Rose, 2011). 360-degree feedback is not equally useful in all types of organizations and with all types of jobs. Additionally, using 360-degree feedback tools for appraisal purposes has increasingly come under fire as performance criteria may not be valid and job based, employees may not be adequately trained to evaluate a co-worker's performance, and feedback providers can manipulate these systems (Bracken, David R. 1994). Employee manipulation of feedback ratings has been reported in some companies who have utilized 360-degree feedback for performance evaluation including GE (Welch 2001), IBM (Linman 2011), and Amazon (Kantor and Streitfeld 2015).
According to Kouzes and Pozner, 360 degrees feedback is one of the powerful mechanisms in the field of performance appraisal system. 360 degree feedback improves legitimacy, reliability and responsibility in the overall process, feedback which is 360 degrees involves limited inputs from stakeholders. It is important to percolate organizational values and as a consequence of which integrity promptness of response is well administer. According to Pai, management commitment—at all levels—is vital to the success of the feedback process. This commitment must show up in the organization's total preparedness in operationalizing feedback—whatever it means in the organization's own context! 'Delivering feedback is an art that requires the manager to put on a host of hats and play a range of roles: of a counselor, a parent, a psychiatrist, a friend and sometimes, but only sometimes, a boss‘ Acquiring feedback skills, both in giving and receiving feedback, requires years of Integrating 360 degree feedback in to performance appraisal tool and developmental process DOI: 10.9790/487X -17135061 www.iosrjournals.org experience, genuine interest in the managee'swell-being, an innate sense of fair play, maturity that enables managers to process manage reactions online and shift roles as appropriate.

360 Feedback is a systematic technique which also known as the multi-rater feedback system. In this method evaluator or the appraiser takes feedback from all the people who are inter-linked with the person to be appraised. The 360 Feedback can be defined as: “The systematic collection and feedback of performance data on an individual or group derived from a number of the shareholders on their performance.” (Ward, 1997)

This method of performance appraisal is detailed and comprehensive where evaluator asks from all sources about the performance of the employee. In this method all the sources are involved as: customers, suppliers/ vendors, team member and colleagues, superiors, juniors, subordinates and all the other parties who has link with the particular employee. These sources provide all the information that is significant in the performance appraisal process (Anderson, 1987).

There are four main parts of 360 feedback appraisal system, Self appraisal, Superior's appraisal, Subordinate's appraisal, Colleagues' appraisal (Anderson, 1987).

The 360 Feedback systems can be an ongoing process throughout the year to keep an eye on the performance and other's perception about the employees and also it can be measured that how
well employee is keeping with its required tasks and responsibilities (Natalie & Ann, 2005). 360 Feedback is also helpful for the managers and leaders to insight of their leadership and managerial styles. 360 feedback systems are widely used across the globe for the effective appraisal of employees (Anderson, 1997).

The 360-degree feedback evaluation method is a popular performance appraisal method that involves evaluation input from multiple levels within the firm as well as external sources. The 360-degree method is unlike traditional performance reviews, which provide employees with feedback only from supervisors. In this method, people all around the rated employee may provide ratings, including senior managers, the employee himself or herself, supervisors, subordinates, peers, team members, and internal or external customers. As many as 90 percent of Fortune 500 companies use some form of 360-degree feedback for either employee evaluation or development. Many companies use results from 360-degree programs not only for conventional applications but also for succession planning, training, and professional development.

Unlike traditional approaches, 360-degree feedback focuses on skills needed across organizational boundaries. Also, by shifting the responsibility for evaluation to more than one person, many of the common appraisal errors can be reduced or eliminated. Software is available to permit managers to give the ratings quickly and conveniently. The 360-degree feedback method may provide a more objective measure of a person’s performance. Including the perspective of multiple sources results in a broader view of the employee’s performance and may minimize biases that result from limited views of behavior.

Having multiple raters also makes the process more legally defensible. However, it is important for all parties to know the evaluation criteria, the methods for gathering and summarizing the feedback, and the use to which the feedback will be put. An appraisal system involving numerous evaluators will naturally take more time and, therefore, be more costly. Nevertheless, the way firms are being organized and managed may require innovative alternatives to traditional top-down appraisals.

According to some managers, the 360-degree feedback method has problems. Ilene Gochman, director of Watson Wyatt’s organization effectiveness practice, says, “We’ve found that use of
the 360 is actually negatively correlated with financial results.” GE’s former CEO Jack Welch maintains that the 360-degree system in his firm had been “gamed” and that people were saying nice things about one another, resulting in all good ratings.26 Another critical view with an opposite twist is that input from peers, who may be competitors for raises and promotions, might intentionally distort the data and sabotage the colleague. Yet, since so many firms use 360-degree feedback evaluation, it seems that many firms have found ways to avoid the pitfalls.

Google has a different approach to 360-degree feedback as it provides managers and employees to nominate ‘peer reviewers’ from anywhere across the organization. According to the company’s manager of HR technology and operations, Melissa Karp, “People are fairly candid in their feedback.” One might ask, what happens at Google when people write unconstructive comments? Karp said, “Managers are encouraged to use that as a ‘coachable moment’ to talk to the person who wrote something unconstructive. However, at Google this hasn’t been too much of a problem.”

The 360 degree performance appraisal as evident from existing literature is one of the appraisal system that has in the recent years gained significant popularity in both small and large-sized firms (Deb, 2009; Lepsinger & Lucia, 2009). By description the 360 degree appraisal system involves an appraisal system that encompasses the views of different groups of reviewers who socialize with the organization’s employees. Such reviewers include the employee’s superiors (managers and supervisors), co-workers/peers and customers. The process also includes the employee’s opinion about him/herself and hence its recognition as a multi-source, multi-rater and full-circle appraisal system (Grund & Przemeck, 2012). While on this context, Horng Hsu, Liu, Lin, & Tsai, (2011) through a study on employee competencies identifies four key assessments that should constitute a 360 degree appraisal system. They include self-assessment; immediate supervisor assessment; subordinate assessment and peer assessment.

The underlying premise behind the use of 360 degree performance appraisal is that a significant amount of performance data about a given employee can be gathered when multi-sources are used (Sahoo & Mishra, 2012). In other words, the 360 degree appraisal systems allows for gathering of information about an individual from different degree and angles. While supporting such views, Deb (2009) underscores that the use of multiple assessment sources helps ensure that
an employee's performance is double checked. Moreover, the 360 degree performance appraisal system is considered as one that helps in overcoming disadvantages such as prejudice, subjectivity and halo errors, which characterize traditional evaluation systems (Hsu et al., 2005). Espinilla et al., (2013) for instance notes that the use of this evaluation method makes it unlikely that the employee is criticized solely by the manager. Sahoo and Mishra (2012) add that systems of 360-degree appraisal are perceived by employees as more accurate and more reflective of their performance. They are thus considered as quite effective in providing comprehensive information that can be used to determine the employee's training needs.

Despite the effectiveness of 360 degree appraisal systems, several issues have been identified in literature that prevents the effectiveness of such systems. Espinilla et al., (2013) for instance notes that the use of a single type of expression domain such as numerical or linguistic in 360 degree systems limits the ability to gather the richness of information that reviewers provide. In addition, the correct interpretation of final results is hard as quantitative assessment do not always represent qualitative information accurately (Hsu et al., 2005).

2.2 Forced distribution appraisal system and employees performance

This is another distribution method which requires that the evaluator assigns the employees into categories on the basis of their performance limit the percentage of the employees be placed in any category. Example of forced distribution appraisal system is rating; A= (5-10) %, B= (10-15) %, E= 5%. Therefore, top 5% - 10% and bottom 5% of employees are in the highest and lowest category and the rest distributed into groups in the middle.

Performance appraisal based on a forced distribution system (FDS) is widely used in large corporate sectors around the globe. Though many researchers have pointed out several drawbacks in FDS, due to the absence of any suitable alternative, it is being adopted by many industries over a long period of time.

Performance evaluation is regarded as one of the most powerful human resource practices (Judges and Ferris, 1993; Murphy and Cleveland, 1995, p.4). It provides a justification for human resource decision such as rewards, career planning, transfers, training, counseling, mentoring, termination etc. Performance appraisal provides the employer an opportunity to
communicate with the employees about the mission, strategy, vision, values and objectives of the organization, and it personalizes organizational strategy into individual performance criteria. It has been observed that employee motivations to perform, to develop capabilities and to improve future performance are influenced by the performance appraisal system (Landy, Barnes and Murphy, 1978; Kanfer, 1990). According to Saiyadain (1998), the basic purpose of performance appraisal is to judge the relative worth or ability of an individual employee in performing his/her tasks. If objectively done, appraisal can help to identify a better worker from a poor one.

In an absolute rating system, individual performance is evaluated against a pre-determined standard, whereas a relative evaluation system determines the relative positions of different employees by comparing them against one another (Duffy and Webber, 1974). Though there are advantages and disadvantages in both of these systems, some studies have pointed out the superiority of the relative grading system over the absolute one (Heneman, 1986; Nathan and Alexander, 1988; Wanger and Goffin, 1997). Many renowned organizations including General Electric (GE), Henz, Microsoft, American Express and Goldman Sachs have used and some still use relative grading system for performance evaluation in the form of a forced distribution system (FDS) (Grote, 2005). FDS was developed in an attempt to directly deal with the problems of rater leniency and lack of discrimination while measuring an individual’s performance (McBriarty, 1988). This system forces the managers to discriminate between high and low performers either by sorting the employees into some pre-determined performance categories based on a pre-defined distribution or by ranking them on the basis of their relative performance (Guralnik et al., 2004).

This method was evolved by Tiffen to eliminate the central tendency of rating most of the employees at a higher end of the scale. The method assumes that employees’ performance level confirms to a normal statistical distribution i.e., 10,20,40,20 and 10 per cent. This is useful for rating a large number of employees’ job performance and promo ability. It tends to eliminate or reduce bias. It is also highly simple to understand and easy to apply in appraising the performance of employees in organisations. It suffer from the drawback that improve similarly, no single grade would rise in a ratings.
There are many variations of forced choice rating method, but the most commonly used one requires the rater to choose from several seemingly equal groups of statements those that are most or best applicable to the person being reviewed. The statements are then weighed or scored. Generally, the weights or scores that are assigned to each statement are not known to the raters; thus in theory, they are not likely to play favourites. After the reviewer has described the individual, someone in the personnel department applies the weights and develops a score.

Bernadin (1999) pointed out the advantage of forced –choice rating when they stated that by presenting choices that are not obviously distinguishable as to desirability, this method attempts to eliminate bias on the part of the reviewer. Forced-choice rating is however, not without drawbacks. Winston Oberg reported that “the force –choice method trends to irritate raters, who feel they are not being trusted.”

2.3 Ranking method appraisal system and employees performance

This method lists the range of all the employees in the same group or department in order of their performance. Top and bottom performance are ranked and then some of the others towards the middle.

These are ranking methods that require comparative evaluation of two or more employees. These methods were developed to eliminate the central tendency problem and to provide information used for reward allocation decisions. In their paper Lazear and Rosen (1981) argue that a compensation scheme, based on an individual’s position within the company, rather than on his/her absolute level of output was a preferred and natural outcome of a competitive economy. Evaluating employees on the basis of their relative position can be linked to an incentive salary structure. Examples for comparative evaluation are ranking and forced distribution methods.

Malcolm and Jackson (2002) outline four different benefits for the organization. These are targeted training approach based on identified needs, future employee promotion decisions, effective bases for reward decisions and improved retention of employees. The importance of performance appraisal for training and promotion needs is also discussed by Mullins (1999). Performance appraisal can help to identify inefficient work practices or reveal potential problems, which are restricting the progress of the company. Derven (1990) and Mullins (1999)
suggest that performance appraisal can help the organization to identify the talented employees and future leaders in the company. Derven (1990) believes that there is a straight connection between the job of an individual and the strategic goals of the organization and this can directly increase the profitability of the company. He gives an example that advantage can be achieved when a company builds its appraisal systems on measuring customer satisfaction. Modern systems for performance appraisal depersonalize issues. Supervisors focus on behaviors and results, rather than on personalities. Such systems support ongoing communication, feedback and dialogue about organizational goals. Also they support communication between an employee and a supervisor. Performance appraisal provides a clear target of job standards and priorities and the social environment around organizations today has changed considerably since Owen developed neither his system, standardized nor a generally accepted one. Malcolm and Jackson (2002) outline four different benefits for the organization. These are targeted training approach based on identified needs, future employee promotion decisions, effective bases for reward decisions and improved retention of employees. The importance of performance appraisal for training and promotion needs is also discussed by Mullins (1999). Performance appraisal can help to identify inefficient work practices or reveal potential problems, which are restricting the progress of the company. Derven (1990) and Mullins (1999) suggest that performance appraisal can help the organization to identify the talented employees and future leaders in the company. Derven (1990) believes that there is a straight connection between the job of an individual and the strategic goals of the organization and this can directly increase the profitability of the company. He gives an example that advantage can be achieved when a company builds its appraisal systems on measuring customer satisfaction. Modern systems for performance appraisal depersonalize issues. Supervisors focus on behaviors and results, rather than on personalities. Such systems support ongoing communication, feedback and dialogue about organizational goals. Also they support communication between an employee and a supervisor. Performance appraisal provides a clear target of job standards and priorities and ensures more trust on the relation manager–worker (Derven 1990).

An alternative approach to graphic rating scales is the ranking methods. The method compares one employee to another resulting in an ordering of employees in relation to one another. Ranking methods are advantageous when the result of performance evaluation must be used for making concrete personnel decisions, since ranking does not permit people to be rated equally.
This in essence means that if one person is to be promoted, then the person ranked first can be chosen to receive the promotion.

As rightly pointed out by Feldman and Arnold, that although an advantage of rankings is their ability to facilitate personnel decisions, this advantage has an accompanying risk in that ranking procedures may force superiors to distinguish “artificially” between individuals whose performance is equally effective.
CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methods that were employed during the process of conducting the research. The chapter explains the research design, the study population, sampling design which includes the sampling size, sources of data and data collection methods, data collection instruments, data collection procedures, validity and reliability, measurement of variables, ethical considerations and finally limitations of the study.

3.1 Research design

Correlative research design was used to determine the relationship between performance appraisal & employee performance. The design was to establish factors associated with certain occurrences, outcomes, conditions or types of behavior. This method enabled the researcher to have an in-depth understanding of the real issues from the perspective of a cross-section of stakeholders. The method was also very appropriate because of limited time and resources, as it was impossible to investigate all the respondents.

The study exploited both qualitative and quantitative research methodologies. Qualitative research design included the use of respondents’ responses from the study involving descriptions while quantitative research design involved the use of statistical data generated with frequency tables. These approaches enabled the researcher to get and analyze the relevant information concerning the study variables.

3.2 The study population

The study was conducted at the headquarters of civil Aviation Authority. The study population was a complete set of objects with observable characteristics. The population of the study consisted of eighty respondents consisting of different categories of employees of civil aviation authority. This comprised of staff from human resource department, administration department and other staff from other related departments.
3.3 Sample Size

A sample size of the study was 60 respondents and this was in conformity with Sekaran (2003) who contends that sample size larger than 30 and less than 500 is appropriate for most studies. The sample was selected using non-probability sampling procedures and snowball sampling technique so as to be in position to get representative of the respondents.

3.4 Sampling techniques

The researcher used the following sampling techniques; purposive and simple random sampling techniques.

3.4.1 Purposive sampling technique

Under this technique, each element was selected from the chosen population with a purpose and this was ideal for the human Resource Department because this is the department which deals with recruitment and termination of employees in any organization.

3.4.2 Simple random sampling technique

This technique selected the item that allowed all items having equal probability of each item of the member being picked from the entire population to have an equal chance of being included in the sample being chosen.

3.5 Data collection methods

The study used both primary and secondary data collection methods.

3.5.1 Primary data

This refers to the data collected from the field for the first time. It is collected with the aim of getting the first hand information for the study. Therefore, the following methods were used

Questionnaires

This method involved preset questions which are set and answered by the respondents chosen for the study. The questionnaires included both open ended and closed ended questionnaires in order
to have all the questions answered by the respondents. In this case, sets of well selected questionnaires were distributed among the Civil Aviation Authority selected staff at the headquarters and after the respondents had filled the questionnaires, the questionnaires were returned to the researcher for further analysis.

**Interviews**

This method involved face to face interactions with the selected respondents of civil aviation authority headquarters. In this case, the researcher made face to face interactions with the respondents in order to help him evaluate their knowledge and attitude towards the topic chosen.

**Focused group discussion**

This is the method where by the chosen topic by the group members are used to guide the group about the research study and a conclusion was arrived at by the group.

**Observation**

This method involved watching physically the experiment under the study at the headquarters of civil aviation authority and then gathering the information theoretically from the observation.

**3.5.2 Secondary data**

This is the data collected from the field for the second time. It was collected with the aim of gathering in depth detailed information about the study which was being under taken. The secondary data included the following; existing literature from books, published magazines, journals, newspapers and other published books in the library of Civil Aviation Authority.

**3.6 Data collection instruments.**

**3.6.1 Interview guide**

According to Abuja (2001), interview guide as a data collection tool consists of structured questions in which questions are asked and the answers are recorded by the interviewer.
3.6.2 Self-administered questionnaires

These consisted of preset questions in which questionnaires were prepared and sent to the targeted respondents for them to answer in regards to the research objectives.

3.7 Validity and reliability:

3.7.1 Validity

Refers to how relevant and accurate the data collection instrument is (Saratakos, 2005). Therefore, pretesting was done to ensure that the data collection instruments were valid. The validity of the questionnaires was checked by the supervisor and it was measured using the Content Validity Index (CVI) by using the formula provided by Amin (2005) as shown below,

\[ CVI = \frac{K}{N} \]

where; \( CVI \) = Content Validity Index, \( K \) = total items being rated as relevant,
\( N \) = total number of items in the questionnaires.

3.7.2 Reliability

Amin (2005), states that reliability is achieved only when a tool produces the same results every time it is applied. Reliability of the instrument was established by the test re-test process which was done during the period of the study with my supervisor in order to come up with the appropriate tools which were used for carrying out this research. Saratakos (2005) refers to reliability as the means of achieving objectivity, stability, consistency and precision in an instrument.

3.8 Data Collection procedures:

An introductory letter from Nkumba University was used to introduce the researcher to the organization where the study was carried out. The covering letter written by the researcher himself clearly explained the purpose of the study and confidentiality of the information was observed in order to avoid non response from the respondents who may have the fear of being victimized. A clearance letter was obtained from the management of Civil Aviation Authority upon the presentation of both introductory and covering letters. The sets of well selected
questionnaires were distributed to the targeted 60 respondents and thereafter, data presentation, analysis and interpretation commenced.

3.9 Data Analysis:

After data collection was done, the questionnaires were lodged into SPSS for easy entry. SPSS is Statistical Package for Social Scientists. It is a statistical package for data analysis.

3.9.1 Quantitative data analysis

This is the data which is arrived at by using figures e.g. 1, 2 or 3. Quantitative data was collected using questionnaires which were keyed in the computer and data work sheet was analyzed using statistical package for social scientists programs (SPSS). Statistical package for Social Scientists programs was used to make frequency counts and computer percentages. The quantitative and qualitative data was analyzed using the Pearson correlation coefficient in order to determine the relationship between the two variables. The percentages were presented in form of tables in order to give the true picture of the data which was collected.

3.9.2 Qualitative data analysis

This is the data which is obtained by descriptions. Qualitative data was obtained from interviews and open ended questionnaires. This data was categorized and aligned to the research questions. Qualitative data was analyzed using cut and sort method. Under this method, data was grouped into their different categories by selecting sections of the data and putting them together into their categories and thereafter, each category was analyzed separately.

3.9.3 Measurement of Variables

According to Kothari (2000), measurement is the process of mapping the aspects of domain onto other aspects of range. In this case, the study variables were measured using the 5 Likert scale with modification to fit into the context of the study (Mwabilu et al, 2004). Fischer (2004), and Robert (1998), emphasized that Likert scale is very convenient and most commonly used in the case of attitude study survey. The responses from the respondents during the study were recorded using five value labels such as; 5 = Strongly Agree, 4 = Agree, 3 = Not Sure, 2 = Disagree, and 1 = Strongly Disagree.
3.9.4 Ethical Consideration:

In this case, ethical consideration was catered for by first seeking authorization from the top management of Civil Aviation Authority through the introductory letter obtained from Nkumba University. Questionnaires were structured in such a way that respondents would not be required to mention their names in the questionnaires during filling of the questionnaires. This was done in order to avoid victimization of the respondents and finally statements as to strict adherence to confidentiality with which data was kept would clearly be stated in the questionnaires.

3.9.5 Limitations to the study:

During the study, the researcher encountered the following problems;

Being a self-sponsored student, the researcher was constrained by the limited financial resources to finance the research activities. In this case, the researcher relied on his friends and family for financial assistance.

The time for the study seemed to be very short thereby, not enough to be able to complete the research in time. For this case the researcher had to put in extra effort to enable him accomplish his research work.
CHAPTER FOUR
ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF STUDY FINDINGS

4.1 Introduction
This chapter deals with presentation of research findings on the ground during the study. These findings were based on the following objectives;

i) To determine the role 360 degree performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority.

ii) To assess the role ranking method performance appraisal mechanisms play on the performance of employees of civil Aviation Authority.

iii) To examine the role forced distribution performance appraisal mechanisms play on the Performance of employees of Civil Aviation Authority.

These findings are presented using descriptive statistical methods which include tables, figures and pie-charts.

4.2 Biographical Data of Respondents
The choice of respondents was based on education, age, marital status, sex and is presented as below:

4.2.1 Age of Respondents
Table 4.1: showing age of respondents

<table>
<thead>
<tr>
<th>Respondents age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 yrs</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>26-35</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>36-45</td>
<td>10</td>
<td>16.7</td>
</tr>
<tr>
<td>45 and above</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary data 2018.
According to table 1 above, 15 (25%) of the respondents were aged 18-25yrs, 20(33.3%) of the respondents were aged between 26-35yrs while 10 (16.7%) respondents were aged between 36-45 years and 15 (25%) were above 45 yrs. These respondents since by virtue of their age were taken to be very knowledgeable about how gender issues were treated in the previous years. These were so vital to the study findings, their views could be based on to come up with valid conclusions on how to use indigenous knowledge to overcome the challenges posed by gender inequality in the modern world and also to possibly suggest solutions to these challenges.

4.2.2 Sex of Respondents

Figure 2: Showing sex distribution of respondents

Source: Primary data 2018

The sex distribution of respondents was in such a way that the number of males were equal to the number of female respondents. According to the findings male respondents constituted 30 (50%) and the female respondents were also 30 (50%).

The equal sex distribution/selection was meant to minimize bias from the data collected and also the fact that gender attitudes are equally shared and vary among both males and females and as such a need to give both sexes equal opportunities to participate in this study. In other words it was intended to be gender sensitive.
4.2.3 Marital Status

According to the study findings, the marital status of respondents comprised of the married, separated, and widowed and singles as presented in the table below.

Table 2: Showing marital status of respondents

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Married</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Widowed</td>
<td>10</td>
<td>16.7</td>
</tr>
<tr>
<td>Divorced</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary data 2018.

According to the findings in table 2 above, a big number of respondents totaling to 20 or 33.3% were married. These had families and as such had clear picture about attitudes and receptions on gender inequality at both households and even at the community level.

Other 15 respondents (25%) were divorced. These were also knowledgeable in understanding gender issues in this community as the majority of these had divorced mainly because of violence at home with their spouses. Their attitudes about gender inequality in this community could not be underestimated since some of them had experienced these challenges in their real life at home and in the community.

Respondents totaling to 15 (25%) were single. These were less informed about gender issues at homes and the community given the fact that they were still dependants on parents and had not experienced much gender challenges as compared to the married ones.

Other 10(16.7%) of the respondents were widowed. These despite their marital status had knowledge about gender inequality attitudes both at family and community level. They had adequate knowledge on the benefits and challenges brought by gender inequality. Some of these widowed respondents had had life experiences relating to gender when they were still together.
with their spouses and even now still experience such at the community level. In all they were able to share in the study to enrich the data.

4.2.4 Level of Education

Table 3: Showing Education Levels of Respondents

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>25</td>
<td>41.7</td>
</tr>
<tr>
<td>Tertiary / university</td>
<td>35</td>
<td>58.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary data, 2018.

From the table above, 25(41.7%) of the respondents had attained secondary level of education while 35(58.3%) had attained tertiary/university level of education. These respondents had rich information as they combined the increased awareness about gender obtained through formal education and the knowledge they gather from their daily experiences.

4.3 The role 360 degree performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority.

The first objective of the study was to identify the role 360 degree performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority. To achieve this objective of the study, respondents were asked to select from the provided options one key issue each them took to be a major issue in this area and the following were their responses as per table below;
Table 4: The role 360 degree performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority.

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increases Self-awareness:</td>
<td>41</td>
<td>64.3</td>
</tr>
<tr>
<td>Balanced View:</td>
<td>4</td>
<td>6.6</td>
</tr>
<tr>
<td>Leverages Strengths:</td>
<td>8</td>
<td>19.2</td>
</tr>
<tr>
<td>Uncovers Blind spots:</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Development of Skills:</td>
<td>2</td>
<td>1.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Source: Primary data, 2018.

From table 4 above, it was observed that 41(64.3%) responded that it increases self-awareness followed by 08(19.2%) who talked of balanced view, 5(8.3%) mentioned leverage strengths, 4(6.6%) mentioned uncovers blind spots and lastly 2(1.6%) did agree with the idea that it brings about development of skills. This question sought to find out the role 360 degree performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority as discussed below;

Increases Self-awareness:

One of the most important benefits to an employee receiving 360 degree feedback is increased self-awareness. Participants are given a complete report that includes their strengths and areas for improvement. This gives the employee insight into their behaviour and into how they are perceived by others in the organization. A deeper understanding is reached when the individual compares their self-assessment with those of the raters.

Balanced View:

360 feedback reviews are useful to the employee as they provide a well-rounded and balanced view of their skills and behaviours. In this model, feedback isn’t just given from the individual’s supervisor but from a variety of people in the organization. This provides a fair and more accurate picture of the employee’s demonstrated behaviour.
360 reviews are key to identifying employee strengths. Unearthing strengths is important for acknowledgement and also for personal improvement. Identifying strength in a particular competency allows for the creation of a tailored development and training plan. An employee may exhibit strength in an area and when given additional development will excel. Developing strengths is important for an employee’s career growth and for the company’s effectiveness.

Uncovers Blind spots:

As 360 feedback gives multi-rater feedback, it allows the individual to uncover blind spots in their behavior. This enables the employee to understand the behaviors that they are exhibiting but never notice themselves. Uncovering blind spots is important for continuous employee improvement. Highlighting blind spots allows an individual to focus on learning development needs that are applicable to those overlooked behaviors.

Development of Skills:

The most important aspect of 360 reviews is that they give individuals a starting point for the development of new skills and behaviors. This includes building on current strengths and developing new skills. The 360 process gives individuals ownership over their own improvement through the creation of customized development plans. This encourages individual accountability and gives employees control over their career paths. Taking the central role in their own development also increases the engagement of employees in the feedback process.

4.4 The role ranking method performance appraisal mechanisms play on the performance of employees of civil Aviation Authority.

The third objective of the study was to establish the role ranking method performance appraisal mechanisms play on the performance of employees of civil Aviation Authority. To achieve this objective, respondents were asked to select one opinion from a set of three suggestions and the following were there responses as indicated on the table below.
Table 5: Showing the role ranking method performance appraisal mechanisms play on the performance of employees

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Productivity and Profitability</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Quick Identification of Top Performers</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Competition Versus Teamwork</td>
<td>10</td>
<td>16.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary data 2018

This question sought to find out the role ranking method performance appraisal mechanisms play on the performance of employees as discussed below;

Employee ranking is an annual performance evaluation method that grades employees on a simple best-to-worst scale to develop a quality work force. In role ranking, managers rank all employees into one of three categories for the top 20 percent, the middle 70 percent and the bottom 10 percent. The top-ranked employees are given the best pay and incentives, such as training, the middle-ranked employees are given minimal development opportunities and incentives, and the lowest-ranked employees are neglected or fired.

Improved Productivity and Profitability

One main advantage of using employee ranking tools is an increase in productivity and profitability by eliminating the poorest performers and retaining the top performers by rewarding and developing them. Ranking forces managers to identify the best performers and use company resources to develop business leaders, while ridding the company of low-performing employees who aren’t contributing at higher levels.

Quick Identification of Top Performers

Another advantage of ranking is that it quickly identifies top performers for rewards, development and succession planning. This allows management to quickly effect business growth objectives, reach higher sales quotas and achieve aggressive corporate goals. In quarterly performance evaluations, ranking works even faster to identify high-performing workers.
Competition versus Teamwork

A major disadvantage of employee ranking is that it creates competition that can be counterproductive to corporate goals and employee development and may lead to discrimination. In team-based organizations, ranking is counter-productive to teamwork and effective working relationships. It creates obstacles to creativity by encouraging unethical behavior, limiting risk-taking and discouraging employees from asking for help or training. Unhealthy competition creates added stress for employees and in the work environment that hurts the bottom line through increased absenteeism, frustrated employees and an unpleasant work atmosphere.

4.5. The role forced distribution performance appraisal mechanisms play on the Performance of employees of Civil Aviation Authority.

The third objective of the study was to establish the role forced distribution performance appraisal mechanisms play on the Performance of employees. To achieve this objective, a set of three possible opinions were presented to the respondents to select for themselves what they thought could be the possible roles and the following were their responses as indicated below:

**Table 6: Showing the role forced distribution performance appraisal mechanisms play on the Performance of employees**

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased productivity</td>
<td>22</td>
<td>36.7</td>
</tr>
<tr>
<td>Identification of key players</td>
<td>27</td>
<td>45</td>
</tr>
<tr>
<td>Encourages competition</td>
<td>11</td>
<td>18.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Primary Data, 2018.*

This question sought to find out the role forced distribution performance appraisal mechanisms play on the Performance of employees as discussed below;
Increased productivity

The study revealed that if everyone is afraid of being demoted, they will work harder hence increased productivity in terms of performance.

Identification of key players

It was also revealed that once you evaluate your employees, you can see which ones deserve the most time and attention for professional development.

Encourages competition

Competition can be very healthy in a workplace environment, provided it doesn’t get out of hand. Employees competing to do more and get better results will usually improve the company’s bottom line effectively.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS:

5.0 Introduction

This chapter presents a summary of some of the key findings from this research, conclusions and recommendations. This chapter looks at the discussion, conclusions and recommendations of the study as they emerged from the entire study. They are systematically arranged basing on the study objectives that were set.

5.1 Summary

The findings revealed that there are many factors influencing performance appraisals systems at work. Internal and external factors always play an important role in appraising the employees. Internal factors could be labour unions, management's attitude, the employee's behavior and their stance in the direction of work. External factors are legislations in relation to the employees. Labour unions always get into the matters of employees wellbeing at work and also in their personal lives so that they can give their full at work. But some time it has a negative impact on performance appraisal and management to give promotion or rise in the salary on the bases of seniority (Isaac, 2001). Internal factors can also affect the performance appraisal in shape of bad corporate culture that can be a big hurdle in the performance management. The main objective is to set specific goals and make framework of getting those objectives. For all this, management should inform the employees that what is expected from their jobs and what should they do to make hundred percent out of it. At the end management sees and evaluates on the whole performance and also communicates these efforts to employees. This communication also develops relationship between employees and supervisors (Isaac, 2001).

In the performance management, 360 Degree is common and Six sigma is the operational management technique; both leads to performance appraisal measurement where the HR function is able to appraise and it involves the motivational factors, employee loyalty, and job satisfaction aspects. Extensive and appropriate use of these techniques will make the appraisal much unbiased (Natalie & Ann 2005). Employee's motivation and job satisfaction can never be pushed aside as these are elementary aspects of any Job. In the process of appraisal system, an
employee always expects some feedback from other employees which gives him/her motivation and the satisfaction from the job done, so this is the complementary part of any job. When any employee is appraised and always gets the communication and feedback of that appraisal, it actually indicates the level of satisfaction of the job the employee has plus the loyalty he has for the organization (Robert, 2002).

5.2 Conclusion

Based on the study findings, the researcher concluded that managers were aware of the importance and criticality of performance appraisal mechanisms, and their ultimate effect on the motivation, loyalty, job satisfaction plus their big effect on the growth and success of the organization, so while documenting, communicating, and describing the job particulars, they are more concerned. It has been noticed that in the current time, job performance systems have improved a lot, but still the outcome shows that it has a negative impact on the job satisfaction and motivation of the employees if it is not appraised systematically (Robert, 2002). So, it results in counter of an organization that employees are demoralized and also lose their loyalty, which affects the organizational aims and objectives. Human resource officials use performance appraisal for decision making such as planning payments and salary scale of the employees, they also determine what professional developments are needed to equip their employees with a proper feedback. Performance appraisal can also help the officers to decide what factors can be employed to increase the productivity of employees.

As performance appraisal encourages the good performers, on the same hand performance appraisal also highlights the poor performers and tells about their weak areas and it helps the management to remove the leaning hurdles and makes them to achieve the set objectives and aims. This system also identifies the employee who needs guidance and counseling from management to improve their performance at work. Organization believes that performance appraisal is the best tool to see the level of employees and their performances and making the decision about their rise in salary, promotions, demotions and penalties.

5.3 Recommendations

On the basis of the above conclusions the following recommendations are given out as follows:-
Civil Aviation Authority should take initiative to give proper training to all its employees in order to improve performance in the various departments.

To improve efficiency, Civil Aviation Authority should adopt the system of Performance based pay on all its employees.

Civil Aviation Authority should also take proper consideration of competence assessment and development of the employees in all the departments.

In addition the company should adopt management by objectives in order to improve performance of its employees.
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Dear Sir/Madam,

I am Okiria Simon, a student of Nkumba University carrying out a research on “The role performance appraisal mechanisms play in enhancing performance of employees in government organizations; a case study of Civil Aviation Authority- Entebbe, Uganda, in partial fulfillment of the requirement for the award of Bachelor’s Degree in Public Administration and Management. Therefore, I kindly request your positive response to the below questions. Your views will be highly appreciated.

Section A: Biographic Data

Name: ………………………………………………………………… (Optional)

1. Age  
   (a) 18 – 25 years  
   (b) 26-35 years  
   (c) 36-45 years  
   (d) Above 45

2. Sex  
   Male  
   Female

3. Marital status  
   (a) Single  
   (b) Married  
   (c) Separated  
   (d) Divorced
4. Level of education

(a) Secondary

(b) Tertiary/ University

Section B: What role has 360 degree performance appraisal mechanism played on the performance of employees of Civil Aviation Authority?

Increased Self-awareness:

Balanced View:

Leverages Strengths:

Uncovers Blind spots:

Development of Skills:

Any other specify

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........................................................................................................................................................................................
........................................................................................................................................................................................
Section C: What role has ranking method performance appraisal mechanism played on the performance of employees of civil Aviation Authority?

- Improved Productivity and Profitability
- Quick Identification of Top Performers
- Competition versus Teamwork
- Poor Morale and High Turnover

Section E: What role has forced distribution performance appraisal mechanism played on the Performance of employees of Civil Aviation Authority?

- Increased productivity
- Identification of key players
- Encouraged competition

END
APPENDIX II: INTERVIEW GUIDE:
What role does employees’ 360 degrees performance appraisal mechanisms play on the performance of employees of Civil Aviation Authority?

To what extent does employees’ ranking method performance appraisal mechanism affect the performance of employees of Civil Aviation Authority?

Does employees’ forced distribution performance appraisal mechanism affect the performance of employees of Civil Aviation Authority?