

**EMPLOYEE PERFORMANCE APPRAISAL AND ORGANISATIONAL  
GOAL ATTAINMENT IN THE SERVICE HANDLING SECTOR:  
A CASE OF ENTEBBE HANDLING SERVICES LIMITED ENTEBBE  
INTERNATIONAL AIRPORT**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUANT STUDIES AND  
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## **DECLARATION**

I hereby declare that this submission of *Employee performance Appraisal and Organisational goal attainment in the service handling sector: A case of Entebbe Handling Services Limited (ENHAS) – Entebbe International Airport* is my own work towards the award of a Master of Business Administration for the partial fulfillment as a requirement for the award of a Master of Business Administration degree in the specialty of Management from Uganda Martyrs University are products of my original work and the views of other researchers cited in this work have been duly acknowledged.

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**APPROVAL**

This is to certify that this research dissertation Entitled “*Employee performance Appraisal and Organisational goal attainment in the service handling sector: A case of Entebbe handling services limited (ENHAS) – Entebbe International Airport*” has been prepared by Nakayenze Joan under our supervision and is now submitted with our approval.

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## **List of Abbreviation**

DGR	Dangerous Goods Regulations
EIA	Entebbe International Airport
ENHAS	Entebbe Handling Services
EU	European Union
HR	Human Resource
HRM	Human Resource Management
IATA	International Aviation Transport Association
ICT	Information Communication & Technology
PIP	Performance Improvement Plan
TGA	Theory of Goal Attainment
TQA	Total Quality Assessment
TQM	Total Quality Management

## **ABSTRACT**

This study is about the effect of Employee Performance Appraisal on Organisational Goal Attainment in the Service Handling Sector, ENHAS – Entebbe International Airport. The study assessed the effect of employee performance on organisational goal attainment; the effect application of standard appraisal process had on organisational goal attainment; and sought to examine the effects of employee appraisal processes on organisational goal attainment.

The study adopted the cross-sectional study approach. From a population of 288 employees a sample size of 175 respondents was chosen of which 122 responses were obtained. Data was collected using a questionnaire survey and an interview guide. Data analysis involved descriptive and inferential analysis. Findings indicate a strong, positive and significant relationship between appraisal process and organisational goal attainment. However, there was a moderate, positive and significant relationship between application of standard appraisal ( $r=0.444$ ), employee performance ( $r=0.363$ ) and organisational goal attainment. The independent variables were found to significantly predict organisational goal attainment with an  $R^2=.419$ .

Thus, it was concluded that employee performance has a small effect on organisational goal attainment at ENHAS, application of standard appraisal process has had a slight effect on organisational goal attainment at ENHAS, and employee appraisal processes contributed moderately towards organisational goal attainment at ENHAS as expected.

It is recommended that the Human Resource Department of ENHAS invests in the services of HRM consultants to sensitize both supervisors and employees on the comprehensive application of appraisal techniques, to yield greater satisfaction and higher motivational levels. Management of ENHAS should intensify the formulation and implementation of HRM policies as their applicability, relevance, acceptability and usefulness resulted in organisational goal attainment. Management of ENHAS should verify that appraisers in ENHAS observe and document subordinates' progress on a regular basis.

# CHAPTER ONE

## INTRODUCTION

### 1.0 INTRODUCTION

This chapter covers background; theoretical, conceptual and contextual perspectives of the study. Further, the chapter presented the problem statement from which the specific purpose of the research study is derived, research objectives and research questions. The chapter also provided justification of the study, explained the anticipated significance of the study and ends with defining research key operational terms.

#### 1.1.0 Background of the study

Previous research on employee performance appraisal starts in the early 20th century with “Taylor's pioneering Time and Motion” studies. However, Taylor's study findings did not make a significant addition to modern human resources management. Appraisal as an evaluation tool of work performance only came into use during the Second World War when resources were limited and certain measures like appraisal were necessary to increase efficiency (Purcell & Hutchinson, 2012)

According to Drucker (1954) people’s judgmental nature can beget challenges of legal, ethical and motivational persuasion. He justified the deployment of an appraisal system as the only realistic evaluation system that was simultaneously impartial, accountable, had legal backing and precise in nature. Performance appraisal regimes were originally meant to rationalize the amount of money paid to different employees, for training purposes, employment transfers, promotions and many more. The process was closely correlated with tangible output. Should performance drop from the expected, a reduction in pay could result. Conversely, in the event of their performance proving over and above what the supervisor expected, a pay increment would ensue. It was

narrow with no further development of the appraisal process. Continued performance was directly pegged to increment or reduction in pay (Korsgaard & Roberson, 2012).

As personnel management developed organically, the concept of human resource management began to get clearly defined as a subject. Human Resources are viewed as quintessential to the development process. Considered widely as a key factor of production, they also impact on other production resources, (Becker & Huselid, 2013).

Mayhew (2017) argues that the appraisal process involves much more than the mere assessment of employees when considering work performance. They argue that the appraiser is by default conflicted and torn between the two diametrically opposite roles of judge and helper. Debrah & Ofori, (2016) further argue that during the appraisal process objectivity rather than subjectivity should be our modus operandi with the cardinal aim of helping employees improve facets of their performance as well as weigh aspects of their development that need nurturing.

Drucker (1954) and others have continued to show interest in expounding the appraisal process further. He argues that part of his job description as a manager, is to judiciously appraise lower ranked employees in his docket in person especially if he is to execute his or her duty delimited to grooming and guiding his or her protégés. He concludes that managers are judged on the output of all those under his docket. The output of the above processes must fall under the kind of scrutiny that is bench marked and results acted upon culminating in ultimate improvement in performance.

Human beings are viewed in the science of human resource as a unique contributor to the production process due to their ingenuity and ability to push any organisation in a given destination (Cooper, 1998). The discipline is delimited to initiation and enhancement of desirable traits that culminate into boosted organisational output.

Firms base future decisions on data obtained from measurement processes. Company decisions like analysing past performance, planning, benchmarking and comparative analysis are based on results from the measurement processes (Armstrong, 2010).

It is commonplace for companies to utilise an official performance appraisal system to gauge employee performance regularly, some firms refer to it once a year. A well designed and executed performance appraisal system may greatly add value to a firm. It assists employee focus and adheres to set organisational goals by detailing and explaining to employees what is expected of them, and results of the exercise inform employment decisions, like pay raises, promotions, need for trainings, employment transfers, and discharges. Appraisals when practiced with a degree of merit can culminate in organisational goal attainment. (Armstrong 2010). Resource Guide, (1998) defines a goal as a quantifiable and discernible target to be achieved in a fixed amount of time.

Any profit-making organization

Assessment of worker output is top of any firm's agenda and guided by worker's behavioral traits at work, how they are appraised, and the structure of the appraisal regime as well as the impartiality of assessment regimen (Kamoche, Yaw, Frank & Gerry, 2014).

### **1.1.1 Theoretical Framework**

There are three theories that could be used to ground the study; these were “the goal setting theory”, “Theory X and Theory Y” and the “expectancy theory”.

Theory X and Theory Y describe two views of people at work and may be used to describe two opposing management styles. Theory X management style therefore requires close, firm supervision with clearly specified tasks and the threat of punishment or the promise of greater pay as motivating factors. In contrast to Theory X, or the conventional approach to management,

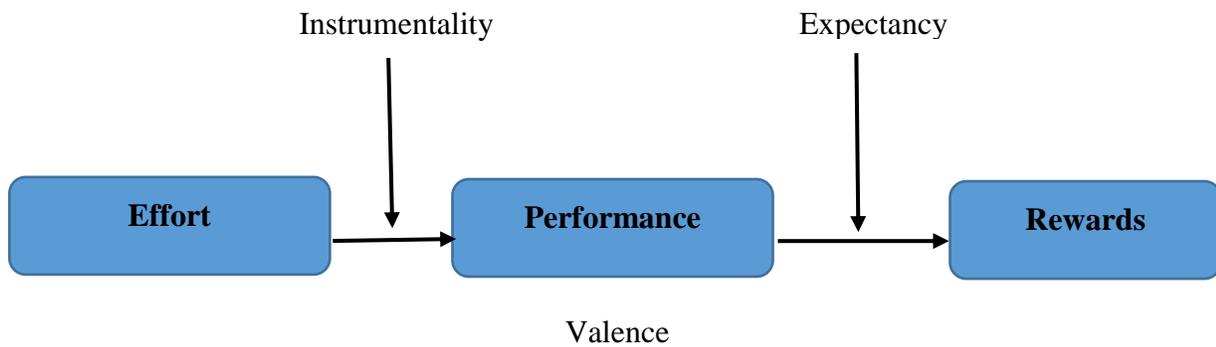
McGregor (1957) proposed an alternative approach based on “more adequate assumptions about human nature “, which he called Theory Y

Goal setting theory Locke & Latham (1990) is based on the simplest of introspective observations, namely, that conscious human behavior is purposeful. It is regulated by the individual’s goals.

The Expectancy theory of motivation model from Vroom (1964) guides the study; Vroom's (1964) expectancy theory separates effort (which arises from motivation), performance, and outcomes. The Expectancy theory postulates that people in a given organisation modify their respective behaviour aiming to achieve the set targets. This modification of behaviour can be captured in the employment performance appraisal. People alter their behavioural traits to maximise the likelihood of achieving set goals. The central concept to this theory is that future expectations positively impacts on employee performance (Hameed & Waheed, 2011).

Four tenets make up the Expectancy theory (Vroom, 1964). The initial tenet states individuals enlist to firms having in mind a set of hopes regarding personal preferences, impetuses and previously acquired know how. The set of expectations dictate the individual’s attitude towards a given organization. The theory further assumes that choices made by an individual to determine their eventual behavior are made consciously. That is, individuals have liberty of options of behaviors urged based on their expectations. Thirdly, different people have different expectations from the firm regarding pay, promotion, obstacles and stable tenure in job. The final tenet is there are several choices available to be picked to ensure personal gratification (Mayhew, 2017).

The theory is supported by these assumptions have the following tenets: expectation, enabling factors, and valence. According to it, a person gets driven by the extent they trust that (a) by putting in an adequate shift or effort, this culminates into acceptable output, (b) effort or endeavour will receive a reward and be appreciated, and (c) the rewards are extremely good and acceptable.



Source :( Vroom, 1964)

### Figure 1.1 Basic expectancy model

Expectations are concisely defined as one’s estimation regarding chances of workplace attendant endeavour should give rise to the anticipated level of performance (Huselid, 2012). Expectancy is predicted by likelihood or probabilities and stretches between one and nought. Should a worker envisage no hope of success regardless of his exertions, his expectations will be zero. Centrally, when employees are totally sure that set targets will be met then they expect the probability of success to get assigned “a one”. Basically, workers estimate probabilities between one and zero (Tuten & Neidermeyer, 2014).

Instrumentality is a worker’s expectation of the likelihood a predetermined target once attained culminates in numerous outputs (Vroom, 1964). Similarly, instrumentality ranges from 0 to 1. A case in point is, if an employee correlates good and acceptable performance at the workplace always translates to a pay increment, the instrumentality is assigned an assessment of one. If in view of the employee in question’s opinion a relationship doesn’t exist amidst acceptable output at the workplace reflected in a rise in payment, then the instrumentality is assigned a zero value.

Valence maybe regarded as the magnitude of a worker’s affinity towards a given recompense (Vroom, 1964). Therefore, pay rises, vertical growth within an organisation, standing among their peers, being treated favourably by respective supervisors, or alternative recompense may prove more or less acceptable to particular workers of the organisation. Contrary to expectancy and

instrumentality, valences can be either progressive or regressive. Should an employee have high propensity in getting recompense, valence will have a progressive value. On the opposite extreme, valence is assigning a regressive value. And should an employee prove uninterested in material gains, valence is assigned a value of 0. The range under consideration ranges between one and minus one. Theoretically, recompense is considered a valence due to the fact that interrelated with the average employee's needs. Valence, for this reason, offers a direct theoretical linkage with Herzberg et al (1957)'s publications on motivation. Vroom suggests that motivation, expectancy, instrumentality, and valence have a mathematical relationship (Vroom, 1964).

Motivation = Expectancy x Instrumentality x Valence.

This study will be guided by Vroom (1964) expectancy theory it considers outcomes in comparison with the anticipated output as well as results produced by others. The theory asserts that people set prospective targets and aspires towards them. Ultimately the outlook is the basis of this theory. Gives room to organizations to project forward prospective targets and encourage employees to gravitate towards them hoping for gratification on completion of the set assignment (Hameed & Waheed, 2011).

There exists a shared feature which supports the idea employees adjust their efforts regarding the target outputs set as well as those produced by others based on to their perceptions which may directly or indirectly affect goal achievement (Vroom, 1964).

### **1.1.2 Conceptual Perspective**

Employee performance Appraisal is a methodical assessment of worker's output as in indicator of their competence so that they can find ways of improving on their skill level (Armstrong 2010). The assessment identifies foundations along which feedback can be based aiming at future improvements by showing areas that need improvement.

Employee performance appraisal, in the view of Abbas & Yaqoob (2009) maybe defined as a tool that helps assess employee output. Drucker (2008) further defines employee appraisal as a scientific approach to assessment of worker output against target set by the organisation. Appraisal of an employee can be conducted targeting them either individually or collectively as company employees.

Gauging worker's output maybe viewed as valuation as well as assessing company employee's output at work. Plenty of companies have invested resources in employee evaluation systems that perform employee evaluations in systematic cycles annually. Usually valuations are conducted at 12 monthly intervals (Heathfield, 2018).

The operation definition of Employee Performance Appraisal in this study is viewed as a systematic method by which workers are assessed while on job after an agreed period to establish their strong points and weak points. Applications of standards objectives, appraisal processes, action plan lead form the dimensions of measuring employee appraisal system.

Measuring performance is not complicated when it comes to assessing employees involved in activities like company sales whose set targets are easily verifiable. However, assessing knowledge levels of specialized and technical employees like scientists is less straight forward. The way round this challenge is distinguishing between tangible and intangible results (Snyder & Morris, 2013).

Armstrong (2010) considers goal attainment as an accomplishment of an intended aim in a given stated time scope and set targets get defined by duration as weekly, months or years. Drucker (2008) further emphasizes that of goals categorized based on time, focus and theme. Realisation of set goals is the bare minimum expectation of most leaders. This largely entails upholding excellent standards during execution of duties covered under the respective leader's job remit.

Goal attainment needs know-how and aptitude, given that in a dynamic world the set standards and targets may change with time.

According to Armstrong, (2014) and Heathfield,(2018) achieving a goal requires that in addition to achieving set targets; it involves visualizing a future and devising ways of realizing it. The leader guides the entire process while adhering to the set objectives. The successful leader remains grounded, principled, uses improvisation and remains determined to get work done in a focused and well-thought-out way. They will inspire others in the full knowledge that team achievements far supersede individual efforts. Target definition culminates in a situation where there is shared agreement on what needs to be done which is what performance reviews build from (Berman, et al., 2015).

The operation definition of goal attainment in this study is given as an overall measure of meeting organisational goals effectively and efficiently through the efforts of individual employees. There exists a direct correlation between the ceiling an individual can reach their endeavor. The employee's upper limit or potential is regarded as input while their endeavor is the output.

Employee performance appraisal is generally done in systematic ways which are aimed at orienting employees towards organisational goal attainment as follows: the supervisors measure the pay of employees and compare it with targets and plans, the supervisor analyses the factors behind work performances of employees. Employers are in position to guide the employees for better attainment of organisational goals (Korsgaard & Roberson, 2012).

### **1.1.3 Contextual Perspective**

ENHAS was formed in 1996 through shareholding by United Arab Emirates, Brussels Airlines, Uganda Civil Aviation Authority Employees, Uganda Air Cargo Employees, Efforts Limited of Uganda. It being the premier handling provider at Uganda's premier airport, the company serves

a number of passenger and cargo airlines. During the year 2006, the UN awarded ENHAS a big contract to provide services to a total of 20 airports in South Sudan and Democratic Republic of Congo (ENHAS, 2015).

ENHAS manages nearly 20 flights classified as ad hoc arrivals and departures. ENHAS is internationally certified firm that has subscribed to international safety standards and authentication. In addition, ENHAS developed a training center that is offering aviation trainings in among other things screening cargo for dangerous goods basing on the EU set standards.

The handling service is comprised of Entebbe Handling Services Limited (ENHAS) and Dependable Agile Services (DAS) which specializes in airport ground handling. Of the two major players in the handling service, ENHAS controls approximately 65 % of the market share.

Although at ENHAS employee performance assessment is conducted annually, in certain departments like Passenger service and Ramp operations; employee performance appraisal system analysis tends to lack role requirements and performance review, due to absence of correlation between set organisational goals and assessment levels. During the appraisal processes, no clear benchmarking is done to conduct work assessment and clearly define standards an employee is to be evaluated on. At ENHAS, performance assessment is a responsibility taken up by immediate supervisors for example team leaders and coordinators where by, some of them don't possess requisite qualification to do meaningful assessment nor do they readily provide feedback to subordinates appraised at the expected intervals (ENHAS, 2018).

## **1.2 Problem statement**

Organisational goal attainment is important in so far as the success of organisation is concerned. Recognising value of organisational goal attainment, ENHAS did all required to promote initiatives to aim towards achievement of organisational goal attainment with the help of ENHAS's employees

through introducing employee performance appraisal interventions over a period of time. Some of which include improving work behaviors, application of standard appraisal objective, adopting work standards approach, implementing rewards and recognition, deploying the 360-degree employee evaluation and enabling the employee feedback resulting from the appraisal processes which was implemented effective July 2014 (ENHAS HRM annual report 2015). These initiatives were reflected in the ENHAS Corporation Policy Statements (2015/16) and were aimed at ensuring improved organisational goal attainment in terms of increased customer satisfaction, market share and employee retention.

However, according to ENHAS Corporation Policy Statements for FY (2018/19), organisational goal attainment in the intervening period has conspicuously deteriorated as manifested by increasing customer dissatisfaction, increasing employee turnover, confrontational relationship with key stakeholders, set work not fully carried out and teamwork is largely absent. This has resulted in many key organisational goals remaining unattained. Poor implementation of employee performance appraisal might have serious consequences on organisational goal attainment such as increased customer defection to industry rivals, loss of luggage and cargo for passengers and declining standards of service delivery. There is a real possibility of losing her market share to her rivals in the industry. Therefore, to address the problem of deteriorating organisational goal attainment, it was necessary to examine factors that affected their lack of attainment by looking at employee performance appraisal interventions at ENHAS – Entebbe International Airport.

### **1.3 Purpose of the study**

Investigation by the study of the effect of Employee Performance Appraisal on Organisational Goal Attainment in the Service Handling Sector. ENHAS – Entebbe International Airport being the case study.

#### **1.4 Specific Objectives of the study**

1. To establish the relationship between employee performance and organisational goal attainment.
2. To establish the effect application of standard appraisal process has on organisational goal attainment
3. To examine the effects of employee appraisal processes on organisational goal attainment.

#### **1.5 Research questions**

1. What is the effect of employee performance on organisational goal attainment?
2. What is the effect application of standard appraisal processes have on organisational goal attainment?
3. What is the effect of employee appraisal processes on organisational goal attainment?

#### **1.6 Scope of the study**

The study centered on an assessment of employee appraisal and organization goal attainment as the scope hence consideration of research standards that entailed content, geographical and time scopes.

##### **1.6.1 Content scope**

This research revolves around assessing the effect of employee performance appraisal on organisational goal attainment. Assessing the independent variable (employee performance appraisal) being employee Performance Action Plan, Equal application of standard objective and Performance appraisal processes. Whereas the dimensions of measuring the dependent variable (organisational goal attainment) being Market Share, Customer Service and Employee Retention.

##### **1.6.2 Geographical scope**

ENHAS can be found at Entebbe International Airport, Entebbe, Uganda where its corporate headquarters are housed. The corporate headquarters are about 42 kilometers, easily accessed

using Entebbe road from Kampala, and capital city of the republic of Uganda. The precise location of ENHAS corporate headquarters of ENHAS are 0°02'24.0"N, 32°27'10.0"E (Latitude: 0.040000; Longitude: 32.452778). The study will focus on ENHAS because it's one of the biggest handling service businesses in Uganda.

### **1.6.3 Time scope**

The period under consideration was 2016 – 2018 because it was a period characterized by a number of employee appraisal challenges in training, ramp operations and passenger services departments as indicated in the ENHAS annual reports from 2016 to 2018. Information was sourced from the firm mentioned above from which collection of information commenced in the month of May 2019.

### **1.7 Justification of the study**

Absence of published literature about performance appraisal and organization goal attainment in Uganda undertaken in the handling service sector and non-utilization of HR towards achieving organisational goals at ENHAS provided a call for performance appraisal and organization goal attainment assessment.

### **1.8 Significance of the study**

This study will make significant contribution to the management of ENHAS. Research was essential due to the near absence of utility and orientation of employees towards attainment of set goals at ENHAS. Taking into account the focus on how employees are being handled during performance appraisals in different departments.

Policy wise, incorporation and utility of employee management practices may boost firm's performance particularly the micro scale. Additionally, conclusions drawn by this study may inspire management teams to review how alternative and innovative human resource management policies may boost productivity.

The findings of this study may form the basis for future research conducted by Uganda Martyrs University as well as other universities and institutions of higher learning.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

The chapter presents literature done by previous scholars that researched related research regarding employee appraisal and organization goal achievement. It presented literature survey, theoretical review, conceptual framework, critique of published works guided by study objectives.

#### **2.1 Theoretical review**

There are three theories that could be used to ground the study; these were “the goal setting theory”, “Theory X and Theory Y” and the “expectancy theory”.

Theory X and Theory Y describe two views of people at work and may be used to describe two opposing management styles. A Theory X management style therefore requires close, firm supervision with clearly specified tasks and the threat of punishment or the promise of greater pay as motivating factors. A manager working under these assumptions will employ autocratic controls which can lead to mistrust and resentment from those they manage. McGregor acknowledges that the ‘carrot and stick’ approach can have a place but will not work when the needs of people are predominantly social and egoistic. Ultimately, the assumption that a manager’s objective is to persuade people to be docile, to do what they are told in exchange for reward or escape from punishment, is presented as flawed and in need of re-evaluation.

In contrast to Theory X, or the conventional approach to management, McGregor (1957) proposed an alternative approach based on “more adequate assumptions about human nature “, which he called Theory Y. In this perspective, management’s role is not simply direction, but in organizing the resources for an enterprise to meet its objectives, whether they be human or material. People are not passive, and it is the responsibility of management to provide opportunities for the

development of their employees, to release their potential by creating the conditions so that people can harness their efforts to achieve organisational objectives.

There are of course criticisms of McGregor's ideas from different quarters. According to Sorensen and Minahan (2011) Theory Y concepts are “not universally applicable and that Theory X is more applicable in countries characterized by high power and /or high uncertainty avoidance. A second criticism of his ideas is that his theory is tough on the weaker members of society, those who need guidance and who are not necessarily self-starters. A third criticism attends to the applicability of Theory Y to organisations. There is a view that, according to Sorensen and Mininhan (2011), Theory X was more appropriate for mass technology, Theory Y was more consistent with advanced technologies; “in essence, organisational environments which require “increased task complexity and increased technological sophistication “require organisational forms that are characterized or suitable for Theory Y.

Goal setting theory Locke & Latham (1990) is based on the simplest of introspective observations, namely, that conscious human behavior is purposeful. It is regulated by the individual's goals. Goal directedness, however, characterizes the actions of all living organisms including those of plants. Thus, the principle of goal-directed action is not restricted to conscious action.

Binswanger (1990) has shown that goal-directed action is defined by self-generation which is the source of energy and is integral to the organism, value-significance which is the actions not only make possible but are necessary for an organism's survival and goal-causation which is the resulting action is caused by a goal. In the case of vegetative action, goal-directed behavior in the present is caused by past instances of successful goal-directed action. An example according to Ryan (1970) is a person's heart beats today because it beat successfully the day for.

One of the challenges in goal setting is that the focus can create a sense of tunnel vision. Another one is it may incentivize bad behaviour; given the desire to earn the rewards for achieving the goal and avoid the sanctions of not hitting it, employees may engage in unethical behaviour to reach their targets. Third challenge is that if over time the employees continually fail to hit their goals, their performance can decline (Newstrom, 2011).

The Expectancy theory of motivation model propounded by Vroom (1964) guided the study; which investigated how performance appraisal relates to employees' motivation. The theory submits that a person's level of expectation predetermines how much they get motivated.

The theory postulates that options considered by the individual in question are geared towards greatest possible gratification rather than dismay. All this is evident in the Law of Effect, that point to a situation where individuals always indulge in behaviours that culminate in happy endings than in the contrary (Raeissi & Tavakoli, 2012). Vroom holds the view that causal inference linking employees' efforts and set targets is not entirely accurate. Unique attributes comprising competencies, talent, technical knowhow, character and work experience could possibly influence a worker's output. The theory further postulates that:

Expectancy rationalizes the link between exertion and output. The expectancy theory promotes the idea that that one's exertion culminates in targeted output; Instrumentality encapsulates the notion that exertion levels are correlated to targeted output levels. And valence defined as a degree to which an individual treasure an envisaged reward. The gist of this is that valence is the expected gratification not actual amount of satisfaction (Vroom, 1964; Redmond, 2010).

Basing on Vroom's (1964) expectancy theory, a person's opinion of the atmosphere at work and the manner in which they relate to their workmates allude towards their individual anticipated outcomes. Most people have unique personal targets and will be motivated to do their best in anticipation of their personal goals being met; this invariably creates valence.

The expectancy theory of Vroom (1964), considers this formula: Expectancy + Instrumentality + Valence = Motivation. Targets are likely to be met when the said element are at their highest. The principle guiding the Vroom's expectancy theory is the notion that a person will be fully up to the task when Expectancy, Instrumentality and Valence is fully evident. Once a worker is convinced there is a direct linkage between exertion levels and task completion, he or she will to everything in their power to put in the necessary effort to achieve that target (Redmond, 2014).

Instrumentality comes in when an employee believes that his or her exertions at work will culminate in target achievement. The anticipated gratification an employee expects the rewards as a result of being involved in organisational activities has great chances of determining the end goal (Redmond, 2014).

Despite the limitedness of Vroom, (1964) expectancy theory, its chosen to guide this study because it helps employers/managers to understand that to reach the desirable degree of organization goal achievement, it is important to contextually understand why employees choose or embrace some performance management practices and no other behaviors and attitudes in workplaces (Redmond, 2010). Learning these attitudes or perceptions will work as guidance for improving employee performance and at ENHAS and workplaces in general. In addition, Vroom's Expectancy theory is so comprehensive in that it helps to forecast task-related effort, and it illuminates reasons why people's levels of motivation vary and helps in quantifying these variations (Kay, 2007).

For example, the theory elucidates why workers sometimes lack the requisite levels of motivation; some probably feel their performance is under appreciated by the firm for a variety of explanations. When the firm's performance appraisal system is designed to capture some other aspects like time spent in the firm, they may feel their long service is being taken for granted and largely underappreciated. Workers may feel unloved by their immediate superiors and therefore don't

expect to be appraised fairly as a result. Workers may also think they don't possess the requisite skill levels to receive their just recompense (Kay, 2007).

## **2.2 Literature survey**

Bowen & Ostroff (2011) while conducting research on appraisals used the longitudinal research design notes, that many firms have some kind of appraisal system in operation. Appraisals measure worker's achievements against set objectives and the results help shape the way forward assess. She again argues that these appraisals exercised when well executed enable positive staff development. This is a significant contribution to a firm's level of accomplishment; however, it falls short of elucidating on how to bridge the information deficit that appraisal systems fail to capture.

Armstrong (2014), who conducted a study on the appraisal systems in America and employment; mainly based his findings on quantitative data, argues that the greatest contribution that an appraisal system can make is in providing a comprehensive way forward by providing a useful feedback. The process informs the employee areas for improvement and value addition to the firm by serving customers better for instance. Appraisal systems aim to meticulously identify employee attributes that further training can improve by zeroing in on skill levels deficits and when best to schedule these trainings (Mizuno, et al.,2016). She also adds that a number of firms utilise the appraisal systems as a tool to determine pay rises and employee's advancement within the firm. She fails to indicate which improvements can be made to make the current system less of fault finding and more of consolidating of strengths identified.

Ekerman (2016) while studying performance appraisal systems and employing the correlational research design, shows that performance appraisal conducted by managers is also at times highly associated with lenient rating, more especially the process is rushed by the supervisor, it is not

uncommon to find most employees score similar grades and thus satisfied with their performance which defeats the primary role of the exercise. This study omitted to mention ways of making performance appraisal conducted by managers can be customized to make it less arbitrary.

According to Raeissi & Tavakoli (2012) performance appraisals seldom revolve around improvement of the employee's skill set a purpose served by feedback geared towards improvement and it is also management's avenue for channeling communication of what they require of their employees. Her study findings are based on interview and focus group discussion findings. The findings do not accurately accentuate how best managers can make the communication two way to improve on its inclusivity attributes.

Feddock, et al., (2017) while conducting a study on effect application of standard appraisal process in Lagos and Kaduna used comparative analysis to bolster his findings and noted that the assessment exercises directly impact on things like pay rises; it diminishes in its usefulness as a staff development tool. It creates a false picture of the true performance versus set targets of the organisation. The appraisal discussion should only not be about salary but must shine more-light on how good their performance has been and indicate whether their performance has progressed or regressed since the last appraisal cycle. Unfortunately, the exact steps required to elevate the discussion to go beyond salary are not part of this study.

Cameron (2008) while carrying out a research study on Appraisals systems using a cross sectional study design concluded that they create a reliable foundation on which Human Resource management is guided, in the event a worker's output is less than satisfactory and remedial action needs taking, appraisal instruments can act as a reliable guide when it comes to decision taking (Purcell & Hutchinson, 2012). In addition, Employee appraisal systems enable top to bottom and bottom up communication made possible through one on one interaction. Frequent personal

interaction enables both party's opportunity to clear the air and generally boosts employee morale (Becker & Huselid, 2013). These studies were largely introductory and lacked the requisite depth the subject matter requires.

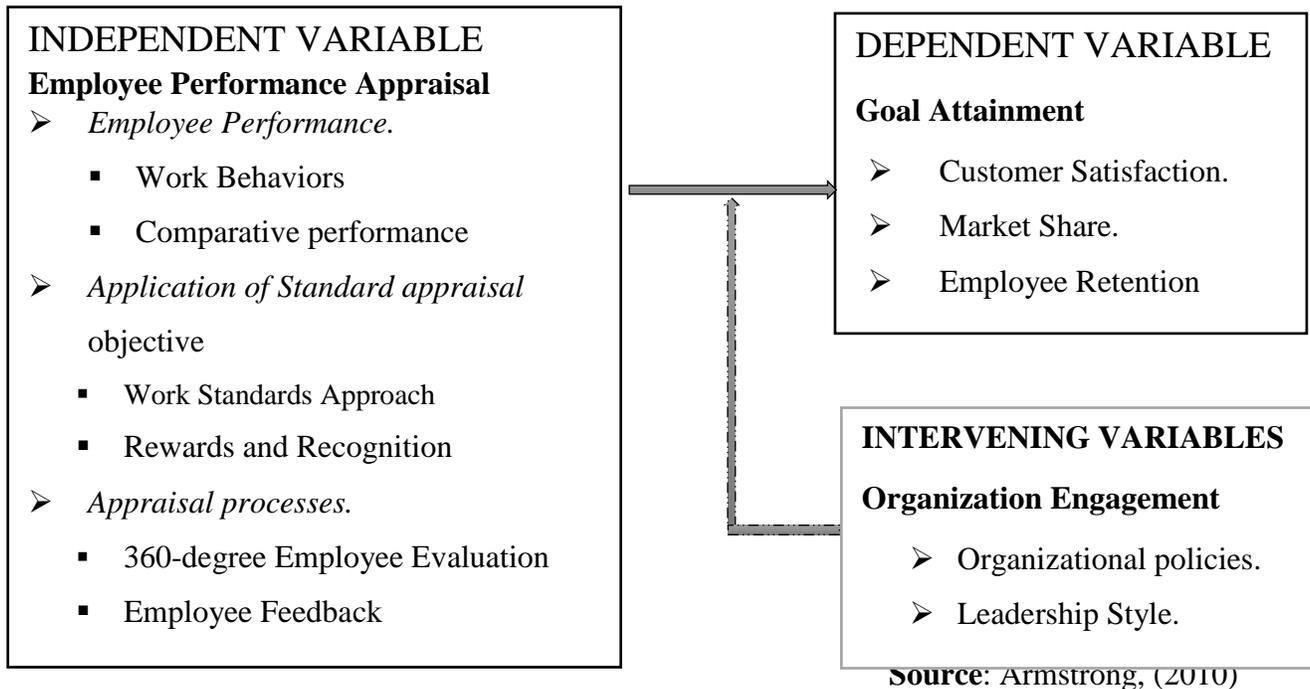
Nonetheless, scholars like Armstrong, (2014) while conducting studies about appraisal systems employed qualitative study design that concluded that the appraisal tool gets commonly driven by recent behaviors. For instance, events towards the assessment period can bias all previous performances. Conversely, a poor perform may register dramatically improved performances towards the assessment and gets a good rating that is undeserved. The findings are vague on the mechanisms required to bridge findings from previous assessments without losing track.

Several scholars concur that firms in recent times give employee appraisal processes due importance as a direct avenue towards goal achievement; for instance, Armstrong, (2014) when he highlights that employee assessment boosts employee efficiency. This is supported by (Cameron, 2008) by asserting that a properly designed and executed assessment culminates in benefits to both the firm and the employees (Kamoche, et al., 2014), Bowen & Ostroff (2011) cite that employee appraisal creates a reliable mechanism of identifying performance gaps among the employees.

As such this research intends to produce new material on employee appraisal and organization goal attainment beyond focusing on employee appraisal solely conducted by supervisors and managers. Because such employee appraisal is inadequate to illustrate employee performance as superiors only see a limited view of a worker's traits and abilities. A case in point, a service supervisor may only note very small aspects of a check in agent's work behavior and abilities, the reminder is witnessed by colleagues or the clientele and patrons of the organizations at the airport. Additionally, a check in agent selectively exhibit certain behaviour around management and contrasting behaviour towards the rest of the public. To get a clearer insight into a check in agent's

output, alternative avenues may give more accurate feedback. This study therefore, comes in to narrow the knowledge gap in this aspect of employee appraisal on organization goal attainment with ENHAS being the case study.

### 2.3 Conceptual review



**Figure 2.1 The Conceptual framework**

Employee performance and goal attainment are closely correlated in a manner where employees of an organization believe that they have in-put to evaluating the success of the service or product and raise customer’s confidence before, during and after the consumption thus all employee efforts are geared towards the customer having satisfaction. Employees with ability to meet work standards and a higher percentage of 360-degree evaluation, tend to enhance appraiser’s attention over time and thus influencing retention of experienced personnel which are a necessity in organisational goal achievement. The human resource practice of appraisal process positively influences employee behavior and retention at work, the relationship between appraisal process gratification and performance of members of the workforce is exhibited as employees’ motivation,

output and employees' dedication. When employees have high trust both in appraisal processes and the appraiser, positive outcomes from employee appraisal processes provide employee a platform to generate satisfaction from the appraisal processes. Whereas management acquires firm foundation to conduct the assessment, enthusiasm and staff value addition that can benefit the firm for a broader organisational goal achievement.

Besides, employee performance, application of standard appraisal objective and appraisal processes; organisational goal attainment is influenced by the leadership style of the organization. Leadership being a process which influences followers for achieving organisational objectives through change, the influencing nature of the leaders helps in changing the behavior of followers consequently causing an effect on goal achievement. Employees subconsciously emulate their superiors that may have far reaching implications to the firm. Additionally, organisational policies which include processes and standard operating conventions as regards monetary dealings, worker conduct and precise procedures governing worker routines affect organisational goal achievement.

## **2.4 Review of Related literature**

This section gives a detailed discussion on the perspectives that are limited to the study objectives. A detailed discussion on the relationship between employee performance, application of standard appraisal process, employee appraisal processes and organisational goal attainment follow.

### **2.4.1 Employee Performance and Organisational goal attainment.**

Mizuno et al. (2016) using the longitudinal research design. Their findings define employee performance as the accomplishment of a given task by an employee and get assessed against predefined performance targets; with the cardinal aim for the process to beget efficiency and effectiveness among employees of the firm. Snyder & Morris (2013) using the correlational design

did not entirely agree with previous conclusions; he asserts that the system provides a template that enables constant assessment and observation of workers working for an organization.

Correspondingly, according to Debrah & Ofori (2016) who used qualitative data for their assessment of how the whole firm performs in that it ensures that organisational targets are accomplished satisfactorily. Expectancy theory underscores the usefulness of employee performance management. Many firms officially assess performance of their workers at intervals usually annually. A well-structured assessment system benefits firm. Ekerman (2016) using a blend of quantitative and qualitative data findings however, strongly argue that the entire exercise orients employee workplace conducts in the direction of meeting set goals, by explicitly informing them about expectations on the part of the firm and outlines terms of reference alluding to increment in remuneration, vertical growth and terms of termination of contracts.

Redmond (2014) utilizing the cross-sectional research design considers comparative employee assessment as an excellent approach to valuation of worker output with regard to goal attainment. Triangulating a number of data types and involving several case studies, conclusions were reached that the technique is a combination of techniques that compares performance between employees (Abbas & Yaqoob, 2009). The appraiser grades fairly from the first to the least. Using paired comparison methods each employee is graded with another worker by pairing them. Workers are assessed regarding skill level, ability to cooperate, ability to communicate and exactness. Huselid (2012) however, insist that they must as a rule meet the minimum grade. The researcher feels that failure to make the grade calls for targeted trainings to address these performance gaps.

The basic challenge faced by management teams is to update main focus for managers of this human resource management to keep up with global changes and demands. Novel developments regarding international HRM, miscellany, employment equity, reputation management and

corporate ethics to mention but a few faucets have to be brought on board. Bhagwatti, (2004) using the case study design argues that in addition to tradition, trends in global advancement are manifesting in firms and in all likelihood impact on the HR discipline.

Even when the appraisal processes are clear to workers of the firm, they may not directly help in meeting the targets set by the firm. With incorporated performance management, firm targets define job description, proficiencies, and assessment standards (Tuten & Neidermeyer, 2014). Incorporating fresh data from different study areas and over a longer time period, he further adds that even when the appraisal structure fulfils current purpose satisfactorily, may have limited applicability to other management uses. While these appraisal review practices are continuously conducted, usually benchmarks used to define what workers will be assessed on, sometimes irrelevant to needs of the firm. It is important to mainly assess those aspects useful to job execution while simultaneously upholding set targets.

Feddock et al, (2017) using a correlation research design opines that competency models highlight technical knowhow, aptitudes, and skill levels and additional attributes considered important in meeting set targets. Work assessment methodologies, such as observations at work and other data gathering tools are used to zeroing in on proficiencies and related job attributes. Time series data findings indicate that employees' personal behaviors likewise have vital influence on employee performance assessment.

Armstrong (2014) holds the view that, continuous negative traits plus troublemaking conduct can impact negatively on performance individually and colleagues. Becker & Huselid (2013) adds on by stating that current standards demand total loyalty of employees reflected in terms of deliverables and adherence to timelines and other set goals. Workers who generally miss deadlines are usually also regular absentees and careless in their work. Thus, such a workforce is highly

unlikely to achieve set targets. Therefore, Armstrong (2014) argues, assessing workers' performance usually throws light on wider concerns leading to all this apathy in the workplace.

Vroom's expectancy theory postulate that people conduct themselves in particular ways expecting to be rewarded for exhibiting that behavior. The conduct of employees must always remain closely fused with organisational targets (Purcell & Hutchinson, 2012). Cameron (2008) argues that the failure to consider people in their unique capacity while conducting appraisal review process will disregard a crucial ingredient of organisational output. Many argue that successful firms are generally constituted of diligent staff members. Overt recognition of these contributions by employees is the primary role of performance appraisal.

Debrah & Ofori (2016) advocates appraisers to utilize a Behaviorally Anchored Rating Scale (BARS) method to determine the primary parameters of output by an employee to ascertain the real employee job performance for example, as regards interpersonal relationships. According to Armstrong (2010) the instrument makes use information on file and other data and grades performance against the previously set behavioural benchmarks including clarifying what is meant by "excellent" and "poor" conduct in each classification and ranking each by importance. Kamoche et al. (2014) supports Armstrong (2010) when he states that the BARS method is meant to enrich the appraisal process both qualitatively and quantitatively.

Despite of its benefits Berman et al. (2015) and Armstrong (2014) fail to appreciate is that sometimes the listed behaviors of an employee in the BARS leave out duties expected from workers as regards job performance and organisational goals already set thus appraisers may find challenges giving appropriate grades. Mechanics involved in operationalising BARS can be lengthy, complicated and not cost effective. Each BARS form must be designed from the bottom up for every docket in the firm. BARS evaluations can only get successfully executed after

obtaining complete information which is a lengthy, costly and complicated exercise. In the end some supervisors may omit it entirely

Hameed & Waheed (2011) point out that in the duration of the assessment, valuation and analysis of set targets is very important. The exercise encompasses questions about clarity and comprehensiveness of the set targets. If the set targets remain unclear, a situation where both the worker and manager may leave the exercise with totally divergent perceptions resulting in failure to achieve the originally set targets (Carrie, 2018). With performance plan, Raeissi & Tavakoli (2012) argue that Human resource management practices may simplify the unique and important knowledge. The connection between employee performance action plan and organisational efficacy is the investigation of performance of employees; exposing gaps that require attention of management (Abbas & Yaqoob, 2009).

Employee appraisal has significant relationship with organisational success, because of the close linkage that retooling, efficacy together with efficiency. Training is one section of Human resource management practices derived through performance action plan to help employees develop and build their competencies through fresh competencies and outlook incline worker's conduct towards meeting set targets (Tuten & Neidermeyer, 2014). On top of this, performance action plan enables organisations conduct staff development exercises both internally and off premises to improve technical knowhow of their workers to enable their firms remain competitive (Berman et al., 2015). Staff development exercises are designed to benefit both parties (Snyder & Morris, 2013).

Employees are central to enhanced organisational performance according to academic findings indicating a positive correlation between staff development programs and performance of a given firm organisational performance (Bowen & Ostroff, 2011). Additionally, Paul (2009) argues that

the targeted training of employees positively impacts on the organisational culture and workers' conduct.

When gauging worker's performance, target setting is embedded in this process offering a chance for the worker and his supervisor reach common ground and employee development progresses hand in hand with meeting organisational targets (Carrie, 2018). The joint target setting process culminates in enhanced employee performance as they regard themselves as equal stakeholders. The assessment process is also equally successful when both parties are involved from the inception to when the cycle is concluded.

The study concludes by observing that productive workforce is regarded as a firm's greatest asset and serves as the lifeblood its business. Evaluating employee output is best done by establishing correct performance parameters depending on the nature of tasks and the attendant responsibilities. Crucial parameters to consider include considering whether an employee is fulfilling their personal targets and whether they appreciate the organisational aspirations and set target. Most firms should aim at designing an integral goal achievement system that fairly embeds employee objective into organization goals for a continuously and effectively long-term organisational goal achievement.

#### **2.4.2 Application appraisal Standard Objective and Organisational goal attainment**

A standard objective is the factual measure because it offers neutral perspective (Raeissi & Tavakoli, 2012). A case in point argue Ekerman (2016) while utilizing a case study design, is when determining the degree of negligence or lack thereof a person when determining the role, they played in an accident. This according to Mizuno et al. (2016) using quantitative data conclude it would guarantee a neutral perspective. Being in position to do work in a timely manner up to the expected quality is an indicator of quality output from a talented employee. The standard of the work produced is a key parameter to consider when choosing to reward or sanction that employee.

Ekerman (2016) using a longitudinal research design established the fact that the relationship they have with their supervisor is less than healthy or unfairly evaluated, which tend to internalise their frustrations and become introverted. Application of an equitable appraisal to all employees distributes just rewards and sanctions for instance, if workers discover they are compensated less than they deserve after task completion will attempt to “rectify” the perceived injustice through declining endeavours, engaging in vandalism or stealing from the.

Berman et al. (2015) after examining five case studies holds a slightly different view that the main remit of the assessment exercise is to garner facts regarding the conduct of a firm’s employees. Armstrong, (2011) et.al adds that factual and authentic information got from the appraisal process can add to positive improvement of the firm and this is acquired through the application of an equal standard objective measure to all employees of the firm. The employee assessment exercise points out areas for consolidation and aspects need improving on.

The appraisal process, argues Armstrong (2010) commences by establishing the baselines and benchmarks against which worker’s output will be measured. Basing on triangulated data from a number of case studies concluded that these set goals are aimed for by each employee. Conduct and traits that can be identified and gauged can point out how well a particular task is executed. This is done mindful of the firm’s set targets. Armstrong (2010), affirms that benchmarks set help establish the work done and how well it is accomplished.

Becker & Huselid (2013) after conducting studies in both mainland Europe and south East Asia concluded that establishing goals in by themselves is inadequate; leaders are advised to explain the set goals to their workers. Much as these targets expected to be met are passed on to the employee, more must be done to ensure the information transfer was effective explaining clearly the organization’s expectation. Armstrong. (2010), on his part after more case studies clears the

air of any doubts regarding roles and expectations by each party. Kamoche et al. (2014) adds emphasis to this position on using the assessment exercise as an avenue to communicate roles and what company expectations are. This is done by fairly appraising the employees.

According to Debrah & Ofori (2016) after gathering time series data concluded that through a work standards approach, management is able to establish the set goals in a transparent manner within realistic and attainable performance. These set goals are embedded within the assessment process and there is clarity on what is expected from each employee. Parameters like time keeping, reliability and empathy are assessed. This in the view of Raeissi & Tavakoli (2012) who made several case studies concludes that it helps improve overall contribution from each employee. Thus, the assessment process is fairer and based on fact (Purcell & Hutchinson, 2012). The drawback in this system is it does not allow for reasonable deviations that occur from industry to industry.

Armstrong, (2014) using a cross sectional study design further argues that much as most firms have similar goals contained inside their assessment systems, divergences occur in utility of the extracted information from assessment exercises. Application of an equal standard objective is imperative because it enables management to assess worker output through unbiased lenses, this aids the supervisor determine the underlying labour matters versus keeping the organisation a going concern and any related halo effect. Armstrong, (2014) grouped the categories seen below:

According to Armstrong, (2014), the initial outcome of the assessment exercise forms a baseline on which subsequent judgments on workers of the organisation will be based. According to Redmond (2014), much focus is rightly placed on employees' motivation; organisations invest in a reward system of bonuses and job promotions bases on results of the assessment exercises (Armstrong 2010, Redmond, 2014).

Further still, the assessment exercise can act as a basis to design targeted trainings to upgrade their human resource by identifying skill gaps and other areas requiring staff development. Armstrong, (2014) contends that if results of the exercise are relayed to the appraisee clearly and concisely, both parties would benefit (Lawler, Porter & Vroom, 2009). Feedback when well packaged and delivered without hurting the employee's feelings can prove an excellent building block in the staff development exercise (Armstrong 2010, Redmond, 2014).

Favourable eventualities are founded on carefully laid out targets plus enhanced levels of performance (Armstrong, 2014). Goal setting methodologies influence performance by stepping up impetus to attain the said goals. The above-mentioned methodologies in the view of Latham (2004), influence conduct of individuals leaning towards a given target. Attention is deliberately diverted from conduct that will not help in achieving the set targets (PSU WC, 2015). Targets well set, motivate individuals to exert themselves further as long as goal attainment is assured (PSU WC, 2015). Well-crafted and packaged goals give employees purpose and impetus to actively pursue their attainment (Latham, 2004).

According to Ekerman (2016) clearly defined rewards provide impetus and desire to benefit from them. Motivating workers intrinsically can prove more effective in extracting extra efforts from employees culminating in targets being met (Becker & Huselid, 2013). Extrinsic motivation argues Kirchhoff (2005), is tangible reward and gratification for a worker's impact in meeting organisational targets. A blend of the two systems of motivation depends on the type of organization and resources at its disposal (Bendoly et al. 2009).

In addition to availing the foundation of Individual assessment and impetus as well as individual value addition to employees, Armstrong (2014) further notes that a useful employee assessment methodology produces pointers and indicators that can prove invaluable in preparation for

prospective human resource requirements and standard operating procedures. The first step in embracing and identifying with a target is acceptance (Locke & Latham, 2002). An employee can only prove dedication to achieving a set target by exhibiting extreme devotion (Locke & Latham, 2002).

Driven employees enhance dedication towards target attainment by the worker (Locke & Latham, 2006). An employee is driven by a desire to attain the set target and is motivated to attain it (Locke & Latham, 2006). Belief that the goal can be attained drives the employee forward in spite of the obstacles in his path. Armstrong (2010) holds the view that active involvement in the goal setting process breeds a sense of ownership on the part of the individual employee. Performance will always be higher once an employee personally identifies with the set goal (Locke & Latham, 2002). Impetus is always lower when set goals are viewed as distant and imposed from above.

The basic remit of any manager is in fostering and enhancing worker output. Performance management, when properly executed can meet all organisational objectives while displaying a reasonable degree of fairness (Carrie, 2018). Performance management arrangements which are characterized by clearly defined benchmarks, precise gauging and transparent feedback systems across board. Furthermore, workers will show more enthusiasm when working towards clearly defined targets well knowing their work will be assessed fairly and these measures are known and judiciously conducted.

Workers of the organization can be viewed as key components of a firm; as a result, an adequate assessment methodology can advise on the true state of the firm's employees regarding matters such as recruitment, staffing information and staff development effectiveness without bias (Burnas, 2002). Cameron (2008) using longitudinal quantitative data holds the view that to exclude people in the in the assessment exercise is to overlook a key ingredient in attainment of set targets.

It is commonly concluded that successful firms do so due to success engendered in efforts of staff thus acknowledging this contribution and giving them fitting acclamation is crucial to organization accomplishment which drives the employee assessment basic purpose. Workers have to juggle between personal aspirations and organisational goals. A way of achieving both is part of the remit of the management team; only when this balance is struck that a win-win scenario result.

### **2.4.3 Appraisal Process and organisational goal attainment.**

Appraisal Process may be viewed as systematic actions on the part of management to assess against certain set parameters (Ruth, 2019). Basing conclusions garnered through a series of interviews, Gliddon (2007) concluded that usually the assessment process commences by setting targets by the worker in the coming appraisal cycle. On endorsement by the supervisors, according to, these set targets are used to assess the worker at the end of appraisal cycle. The assessment may also be done midterm in the midst of a cycle or at its conclusion (Ruth, 2019).

Appraisal process encourages interaction between workers and supervisors continually, so no new information can appear during the appraisal. Vroom (1964) expectancy theory postulates that workers do just enough to justify getting paid or rewarded by the organisation that retains their labour. Basically, payment needs to be pegged to degree of exertion. However, the effort expected on the part of management from the employees should be reasonable and realistic (Gliddon, 2007).

The degree of application on the part of employees depends on the expected response on the part of supervisors. This according to Ruth (2019) using a longitudinal study, could well result in expressions of gratitude or getting assigned better duties. A case in point is a health worker putting in extra hours would expect some gratitude on part of their superiors. The expression of gratitude could be tangible like extra pay or removal from a retrenchment list. Generally speaking, the degree of endeavour is directly proportional to the expected thanks (Suzan, 2019).

Appraisal process argues Gliddon (2007) using correlational research design is not identical across all firms. The assessment tool can be more practicable by adhering to the same application standard objective (Armstrong, 2010). These will help managers to measure just how much a worker is measuring up against the set goals. Devising a methodology which makes it possible for management assess effort in an unbiased manner for a true and actionable collection of information to emerge. Many variations are possible, though six basic steps must be followed:

Sound assessment methodologies contain well thought out steps geared towards achieving valuation with set parameters for the supervisors and workers. This is especially true in firms that peg pay and other decisions on performance outputs it is crucial every worker is fairly judged (Elaine, 2012). Gauging output by employees is to define their value in a defined time frame.

To truly evaluate work done, as much information as possible must be gathered concerning it. The following parameters may be used to judge work completed: personal observation, statistical reports, oral reports and written reports (Armstrong, 2010). Assessment of work done must follow laid down parameters or distorted and corrupted information will result. Results are examined with set targets. At this stage, Armstrong (2010) using qualitative data from interviews argued that disparities and discrepancies become visible.

The outcome of the assessment exercise is presented and discoursed face to face. Redmond (2014) using triangulated data concluded that the outcome has challenges, and probable remedies are discoursed hoping to resolve outstanding issues and reach mutually agreed positions. Feedback is expected to be delivered tactfully but firmly as it may have a bearing on subsequent performance. The main aim of this interaction is to resolve challenges and provide impetus for improved future performances (Cameron, 2008; Armstrong, 2014; Redmond, 2014).

The final decision must be determined and taken. Managers must decide how to plug performance gaps, remedial measures if required or other definitive actions like termination or elevation of the employee (Armstrong 2010). On proceeding through the above phases, most workers are expected to hit the goals set before them.

The basis guiding employee performance management is task description that determines the key performance indicators to judge aptitudes and the employee's expected conduct and adhering to a firm's core values to the desired set goal. (Armstrong 2014). Performance management is thought to be a dynamic discipline which encompasses practices of giving guidance, evaluating work done and acting consequently. Performance management is part of the remit of good management teams and not an optional extra as it is considered a core function.

For a genuine assessment culture to commence and flourish, performance management must enjoy the patronage and vote of confidence the part of the decision makers if it is to enjoy enduring success. The decision makers need to make it clear that they will rate performance of the management team on how well they manage the assessment process. Basically, they must "walk the talk". Studies indicate that firms that promote staff development utilise the 360-degree tool to gauge outcomes and future abilities of their workers using information gleaned from the feedback process (Armstrong, 2014).

A variety of participants in the 360-degree exercise include colleagues, supervisor, clients, support staff and whoever interacts with the worker that can give useful perceptions concerning their work-related output. 360-degree appraisal tool has four key ingredients that assess colleagues, supervisor, oneself and lower ranked cadres.



Source Carrie (2018)

**Figure 2.2 Job description in relationship to 360 appraisals feed-back**

Using longitudinal design, Mayhew (2017) concludes that the intricate nature of this assessment tool argues, ensures it can garner enough findings that are actionable. Outputs of the tool are used as a firm basis to define staff development programs on. (Tuten & Neidermeyer, 2014). Results are utilised on the part of the organization to decide on matters like employee elevation or payments (Abbas & Yaqoob, 2009). This tool of assessment is the most encompassing appraisal whose outcomes are generated from all stakeholders involved with the employee in the course of executing his duties (Snyder & Morris, 2013).

360-degree appraisal argues Berman et al. (2015) is invaluable when keeping up with possible alterations on views on employees when applied regularly. The tool is also a good gauge of managerial aptitude. An assessment process should be in capacity to yield feedback because this information helps in addressing performance gaps. Resultant information enables consolidation of the employee's strong points. Feedback also indicates to the worker which actions or inactions impact negatively on their colleagues and which remedial measures needed to improve matters (Carrie, 2018).

360-degree feedback can be a building block as far as the staff development process is concerned (Raeissi & Tavakoli, 2012). The employer wants to ensure his workers are correctly oriented towards meeting the set targets. The shared information resulting from the assessment exercise enables both parties come up with an achievable work plan to improve staff development that benefits all concerned.

A firm argues Carrie (2018) uses different appraisers including information about the employee from their colleagues as one ingredient of the assessment exercise and with this evaluation application information extracted out of colleagues have a bearing on the grade obtained which inculcates a sense of discipline and responsiveness and corporation because the peers are fully aware that the grading they assign reflects on the amount of pay their colleague will receive. Susan, (2018) states that the competitive nature of the business environment makes diligent application of assessment tools like 360-degree feedback a priority.

#### **2.4.4 Goal attainment**

Goal attainment is the mechanism that combines factors of production with the express aim of meeting aims and objectives. Concerning aviation ground handling, goal attainment purposes are actualized through mobilization, teamwork as well as exercise of power. Goal attainment is one way of measuring organization's effectiveness (Bowen & Ostroff, 2011). The more efficiently and effectively an organization can achieve its goals the more is its success. The huge benefits accruing to successful firms using experienced workforce is made possible through bulk purchasing and production. Firms enjoying forty percent controlling influence in the marketplace is almost totally dominant and sets the agenda and pricing policies and is capable of causing customer satisfaction within a wide range of service and product distribution chain (Drucker, 2010).

According to Mizuno et al. (2016), business that set portability levels as a key goal to be attained tend to aim at ensuring that the cost cutting measures while putting out a good/service fell while simultaneously boosting production. Over time firms that control the market out sale all other players in that market by enjoying lower overheads and bigger profit margins.

Putting clientele's needs first is invariable in aviation ground handling; an organization that desires keep their customers reasonably contented must conduct customer assessments. It is not unusual for clients to purchase flight tickets basing on the type of aircraft to be used on that particular date, the services provided both on ground (free wheel chair, free or subsidized lounge costs) and on board, flight time hence the customer looking for where their needs can be satisfied with in their own convenience. The degree of client contentment can easily dictate client conduct in the future (Huselid, 2012). Complete comprehension of client contentment is key to goal setting & upholding customer contentment with the services on offer. Quality of service gaps should be plugged to have greater customer retention that will enable the organization to attain its customer satisfaction related goals (Feddock et al. (2017).

Minimal loss of workers greatly contributes to the meeting of set targets especially given the growing competition between firms for building a presence. Recent advancements on the technological, economic and commerce have a direct bearing on management/ worker dealings. This often results in labour movements between firms making retention of workers increasingly difficult (Drucker, 2014).

Tuten & Neidermeyer (2014) study findings point to a shift in recruitment strategy from traditional approached to simply signing up experiences and star performers in the industry seen to be capable of leading an organisation into achieving its desired set goals (Ekerman, 2016). Human capital in

classic literature is lauded as crucial to human resource management because it binds together the other factors of production to meet the needs of the firm to achieve any goal set. (Armstrong, 2014)

While much ground in academia has been covered about organisational goal attainment, they lend few instructive lessons to developing economies in general and in Uganda in particular. Furthermore, the majority of these studies were carried out before the year 2012. This has created a gap in the published literature the researcher hopes to fill.

## **2.5 Conclusion**

In conclusion, therefore a number of gaps were identified. Research on appraisals never used a multiplicity of research designs creating an information deficit about appraisal systems. Many researches fail to indicate which improvements can be made to make the current appraisal system less of fault finding and more of consolidating of strengths identified. Many previous findings are vague on the mechanisms required to bridge findings from previous assessments without losing track. Furthermore, many of these studies took place in Europe and America and have limited relevance for a developing economy.

From the above review it can be seen that a number of studies have been conducted to establish how employee performance appraisals affects organisational goal attainment. However, some have reported positive while others have found less positive impacts. In short, the results have been mixed to say the very least and in other situations, the results have been weak in terms of correlation and statistical significance across the different methods, model specifications and outcomes analyzed making it difficult to draw conclusive and generalizable conclusions.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology used by the researcher facilitate the study. Included was research design, the study population and sampling approaches, data collection and instruments.

The chapter also included data processing & analysis.

#### **3.1 Research design**

Sekaran, and Bougie (2016) defined research design as a collection of methodologies opted for to adequately answer the research questions. The chosen design provided specific perspective guiding how the research was carried out. The study therefore used a cross section design that Sekaran (2003), defined as a framework that utilizes a variety of respondents who despite their different individual characteristics are linked together by commonalities like education, standing in society or employment. This design was useful in studying the general characteristics of ENHAS. The researcher also used a case study design because it gives in-depth firsthand information and also allows the use of several research methods (Kothari, 2005). The study employed both qualitative and quantitative research approaches. The combination of the two approaches helped the researcher in overcoming the deficiencies of employing a single approach.

The process involved looking at ENHAS staffs from the three departments of Passenger service, Ramp operations and Training respectively on key issues regarding their attitudes about employee performance processes, beliefs in regard to appraisal standards, their perceptions and feelings about appraisal parameters as well as the after mass of appraisal processes. The cross-sectional design was taken into account to guide this study because it captures a selected population at a single point in time with ability to provide insights and perspectives pertaining to the selected

group of people and does not involve manipulating variables as recommended by Sekaran, and Bougie (2016)

### **3.2 Study population**

According to Sekaran (2003), it aggregates an assortment of possible individual units, respondents, groups of people, objects or events having a common attribute for scrutiny to which results of the assessment are to be generalized. The study population consisted of respondents from ENHAS who included staff from all the departments. For the purposes of this study, investigations were restricted to three departments of ENHAS namely Passenger services, Ramp operations and Training with a total population of 288 employees (ENHAS HR Department). The three departments were chosen because these are the cornerstone departments of ENHAS business yet experiencing high employee appraisal challenges.

### **3.3 Study sample size**

Sample size as an excerpt of the population whose results can be generalized to reflect that of the entire population; while sampling is a method that consists of picking items at random while avoiding bias (Amin, 2005). For the purposes of this study, investigations were restricted to three ENHAS departments namely Passenger services, Ramp operations and Training respectively. According to ENHAS personnel records of (2017), the three departments have a total of 110, 156, and 22 respectively. The study sample size was determined utilizing the following:

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

Where:

n = the sample size

N = the whole population under the study

e = the acceptable sampling error usually 0.5

**Table 3.1: Sample Size Frame Determination by category and sampling technique to be used.**

<b>Sample Category</b>	<b>Population</b>	<b>Targeted Sample Size</b>	<b>Sampling Technique Used</b>
Departments Head and coordinators	6	6	Purposive Sampling
Team leaders and assistants	18	14	Purposive Sampling
Check-in Agents, Ramp operation, support staffs and trainers	264	155	Simple Random Sampling
<b>Total</b>	<b>288</b>	<b>175</b>	

Using Yamani (1967) Sample Size Determination table, a Sample size of 175 respondents is representative to a study population of 288 people. Yamane (1967) reliable statistical sample size was considered because of its appropriateness in accuracy and limitedness to have co-efficiency errors when dealing with large known population sizes.

### **3.3.1 Sampling Procedures and Techniques**

With simple random sampling, study participants from the three departments were selected with simple random sampling to enable every participant can get picked in an unbiased manner and be added to the elect group. Walliman (2018) asserts that simple random sampling technique is an impartial surveying technique where the researcher chooses a selection of items to examine in greater detail from the main grouping. All potential participants have identical opportunity to get picked as an excerpt from the entire group on each workstation, the researcher selected every 1<sup>st</sup> & 3<sup>rd</sup> person from the entrance point and issued them questionnaire forms. The technique was considered because of its accuracy representation and time saving of when dealing with a relatively large population size as suggested by (Starman, 2013).

Purposive Sampling is a kind of selection made by distinctiveness of a population and the main motives of the research and it's discriminating, or biased in nature (Creswell, 2016). ENHAS

supervisors were purposively chosen to provide information necessary for the study. The technique was preferred because of value in situations when the researcher desired to accomplish a distinct extract done rapidly and targeted sample quickly and where sampling for adequate size was not crucial as Amin, 2005, Savin-Baden and Major 2013) justified it.

### **3.4 Data Source**

According to Sekaran, and Bougie (2016), data source is the location where data that is being used come from and the data sources are either primary or secondary. For this study, both primary and secondary data sources were utilized for acquiring information relating to employee appraisal performance and organisational goal attainment.

#### **3.4.1 Primary & Secondary Data Sources**

Sekaran, and Bougie (2016) defines primary data as information that gets gathered by the investigator employing tools like interviews, reviews or experiments bringing into existence new information. Primary data were got from direct narratives of an occurrence and individual(s') experiences that uses the research issues investigated. This avenue for obtaining information was considered because the investigator was collecting data for a specific purpose of enrichment of published literature, in addition to the source being with high degree of accuracy especially through use interviews and observation. Sekaran and Bougie (2016) defined secondary data as data which was previously brought into existence and published for example organisational records, data in government resource centers as well as any other data out there. Secondary Data was obtained from already the existing information at ENHAS from employee performance appraisal reports, circulars, resolutions of meetings, magazines, newspapers, brochure and compiled data to enrich this research. Secondary data complemented study findings gathered from primary data.

### **3.5 Data Collection methods**

A questionnaire survey and interview guides were the methods of choice to help answer the earlier designed queries and analyze outcomes. The information acquisition methods included; conducting interviews and administration of questionnaires with the help of interview guides, questionnaire tools.

#### **3.5.1 Conducting Interviews**

This was an oral discussion between two or more people aiming at garnering relevant data to enrich the study with the assistance of interview guide as a data collection instrument (Sekaran, 2003).

The researcher held short interview meetings with team leaders and department heads in which both the researcher and interviewee had short discussions relating to employee performance appraisal at ENHAS and Organization achievement. Interview method was utilized in the study because of its meticulous ability to acquire first-hand information and stories at the back of participants' experiences useful for the study (Savin-Baden and Major, 2013).

#### **3.5.2 Administration of Questionnaires**

Walliman (2018) describes a questionnaire as a method in which a number of either written open or close ended questions utilised to gather information with help of questionnaire forms as an information gathering tool. The investigator disseminated questionnaire forms to ENHAS staffs from the three departments of Passenger service, Ramp operations and Training respectively. This information gathering technique was considered due to its proven ability covering large population sample size within a shortest time which the research would otherwise not cover through study interviews due to limited time and busy schedules of research participants. In addition to saving time because feedback from study respondents of a large population sample size was obtained within the shortest time than it was if the instrument is not used (Padgett, 2016).

### **3.5.3 Documentary review & Analysis**

The process of documentary research often involves some or all of conceptualizing, using and accessing documents (Punch, 2015). Documentary review and analysis was carried out to supplement the study with information that was examined ranged from ENHAS performance appraisal reports, circulars, resolutions of meetings.

These documents were available at ENHAS offices. These provided data which enhanced the researcher's understanding of the study Employee Appraisal as Means to Organisational Goal Attainment in the Service Handling Sector. Documentary review & Analysis was considered because documents contained vital information & numerical data which proved invaluable to the study yet was not captured through the study data collection means (Savin-Baden and Major, 2013).

### **3.6 Data Collection Instruments**

Oso & Onen, (2008) defines data collection instruments as methodical deployment of prepared tools to collect data on chosen parameters as guided by research questions. Kothari (2005) recommended researchers to collect data using a variety of instruments, the research data collecting instruments used included.

#### **3.6.1 Interview Guide**

The instrument was comprised of open-ended questions related to employee performance appraisal & organisational goal attainment from which both the researcher and respondents focused on in a one on one question to response approach.

#### **3.6.2 Questionnaire form**

Questionnaire forms were prepared in advance to facilitate data collection because according to Sekaran, and Bougie (2016), people's characteristics, opinions, beliefs and views are accurately described under secrecy. The study questionnaire form was composed of 40 questions divided into

A and B sections, sections A included 4 questions to provide biography information of the respondent(s). 36 questions relating to employee appraisal and organization goal attainment was formulated for section B. 30 questions being closed questions with a selection options of Strongly Agree = 1, Agree =2, Neutral =3, Disagree =4, Strongly Disagree =5 while 6 questions being open ended questions which were administered to operational and support staffs of passenger service agent, personnel of ramp operation and training at ENHAS. The closed questionnaire was taken into account for this study because it was easier and quick for respondents to answer, to code and statistically analyze whereas the two (02) open ended questions were brought in to allow respondents include more information, attitudes and understanding of the subject.

### **3.7 Research Procedures**

The investigator secured a letter detailing her intent to engage in research from the business and ICT faculty at the University of Kisubi. The said letter was presented to the ENHAS Senior Human Resource to seek permission to access the various categories of employees at ENHAS which included departments head and coordinators, shift team leaders and assistants, check-in agents of passenger service, ramp operations and support staffs and training departments only of which were representative of the entire organization of ENHAS.

The researcher with the help of a research assistant collected both quantitative and qualitative data for the study specifically from passenger service, ramp operations and training departments at ENHAS and these departments were representative of the entire organization. The data collection methods included conducting interviews and administration of questionnaires. Information was gathered, cleaned and analyzed by the researcher following utmost professional integrity, avoiding falsification as recommended by Amin (2005), a report about the finds of the study was submitted to University for further management.

### 3.8 Data Quality Control

#### 3.8.1 Content Validity Index (CVI)

The researcher established both reliability and validity to guarantee high quality of research output.

Reliability of content was acquired through content validity index (CVI).

The investigator calculated the Content Validity Index (CVI) for all questions contained in the survey tool to establish validity of the tool.

CVI =  $\frac{\text{Number of items rated relevant by expert}}{\text{Total number of items in the instrument}}$

So, using the formula above, the researcher populated the table below as follows; the results of the CVI are shown in table 3.2.

**Table 3.2: Content Validity Index**

<b>Description</b>	<b>Total No. of Items</b>	<b>No. of items judged relevant</b>	<b>CVI</b>
Employee Performance	10	9	0.90
Application of Standard Appraisal Process	12	10	0.83
Employee Appraisal Processes	14	11	0.79
Organisational Goal Attainment	24	21	0.88
<b>Average</b>			<b>0.85</b>

**Source: Primary Data (2020)**

The computed CVIs were above the 0.7 or 70% as recommended by Amin, 2005 and an average CVR of 0.84 is over and above 0.7 and this suggests that the tools that were used in data collection were valid.

#### 3.8.2 Reliability

According to Cronbach (1951) reliability is the probability consistency of research instruments in producing the same results whenever it is used over a period of time. According to Cronbach

(1951), coefficient alpha-measure of reliability whose rating score of 0.7 and above is okay and conversely any score value below is questionable. The study utilized Cronbach (1951), coefficient alpha-measure of reliability to guarantee reliability by giving the sample questionnaires to two experienced quality control experts to gauge the relevance of the items, to bring out the intended objectives and the data collection instrument.

The Researcher used IBM SPSS version 23 to conduct reliability test. Reliability is determined through the interpretation of Cronbach’s alpha (Sekaran & Bougie, 2016). The reliability of each measure was assessed by coefficient alpha using IBM SPSS version 23 as indicated in Table 3.3.

**Table 3.3: Criteria of measuring Alpha Measure of reliability**

<b>Clarity</b>	<b>Consistency</b>	<b>Simplicity</b>
0 = not clear	0 = not consistent	0 = not simple
1 = Clear	1 = Relevant	1 = Simple

Reliability of the instruments was done by investigator and involved giving the questionnaires and interview guide to three research experts, (lecturer, and supervisors) for rating before data gathering. The study rating scale criterion measure of clear, not clear, relevant, not consistent, simple and not simple. The research experts rated questions that were found fitting to the study with 1 whereas any question not fitting with 0 as shown in the table above.

Where the coefficient alpha measure of reliability of research instruments score 0.7 and above was considered to be okay and conversely any score value below was questionable (Creswell, 2016). According to Cronbach (1951) coefficient alpha measure is preferred because of its accuracy appropriateness for multiple-choice easy tests and consistency measure of various aspects of specific construct in question which include items that have several answers (Csikszentmihalyi and Larson ,2014).

**Table 3.4: Reliability results**

<b>Variables</b>	<b>Alpha</b>	<b>Number of items</b>
Employee Performance	0.778	10
Application of Standard Appraisal Process	0.786	12
Employee Appraisal Processes	0.853	14
Goal Attainment at ENHAS	0.843	21
<b><math>\Sigma</math> (Alpha)</b>	<b>3.26</b>	

**Source: Primary Data 2020**

Instruments were then analyzed using Cronbach Alpha Coefficient with the help of a computer program of SPSS. The reliability output was arrived at by adding alpha and dividing it by the number of variables; thus  $\Sigma$  (Alpha)/4 where  $3.601/4 = \mathbf{0.815}$ . The result reveals that the reliability Coefficient Alpha was greater than 0.5 (Alpha>0.5). Amin (2005) argues that a reliability results equal to 0.5 is adequate; however, the one above 0.800 is good hence the instrument was reliable.

### **3.9 Data Processing**

According to Sekaran, and Bougie (2016), data processing is the conversion of data into usable and desirable form of meaningful information. The process entailed inputting, retrieving, verification, storage, scrutiny and explanation of collected data. This study section involved aspects of data Editing, Coding, Analysis and Presentation. Data processing was considered in for the simple reason that enhanced productivity as far as accuracy, consistency, ease in data storage, distribution and reporting, and analysis and presentation advantages (Starman, 2013).

#### **3.9.1 Data editing**

This is a procedure that entails evaluation and modification of collected survey data for organization and equality purposes (Williman, 2015). Data editing was carried out to categorize and get rid of errors made in the completed interviews. After close cross check of the interviews and erasing of irrelevant responses, the researcher paraphrased the language used by the

respondents where necessary. It was done in the field after data collection and was aimed at checking comprehensiveness, exactness, uniformity, consistency and unambiguousness in concluded interviews (Sekaran, 2003).

### **3.9.2 Data Coding**

This is a preliminary phase before analyzing gathered information delivered by the tools used in the study (Sekaran 2003). Data coding was used to give them more meaning by categorizing them to expose any emerging commonalities. The exercise was accomplished through assemblage of responses to questions asked arranged according to the research objects. Qualitatively data analysis of major themes; topics, concepts and the data were coded using frequency tables and percentages because they were easy to employ to descriptive studies.

### **3.10 Data Analysis.**

#### **3.10.1 Quantitative Data Analysis Method**

Amin, (2005) and Sekaran (2003), assert that quantitative data analysis is the process that measures opinion poll related data, survey instruments using computational techniques of statistical, mathematical, or any numerical exploration. Descriptive and inferential data statistical analysis techniques were applied to analyse quantitative data. Results were utilised to measure central tendencies such mean, medium, mode and the measure of dispersion namely range, standard deviations and variances.

Whereas inferential data statistical analysis technique was obtained from the study sample sizes and drawn conclusion concerning the relationships and differences found in the sample and generalize the research results to the population. Inferential data analysis was determined by the probability of the characteristics, ratios, and intervals. Therefore, information was gathered and categorized, coded and fed into NOVA software to analyse and measure parameters and extract Pearson's correlation and linear regression analysis to shade light on the magnitude the

independent predictor variables had on the dependent variable as recommended by (Sekaran, 2003; Amin, 2005).

Descriptive data statistical analysis techniques are considered because of its capacity in organizing, analyzing and presenting data in a meaningful manner and also due to the ability to compare, test and predict outcomes respectively as recommend by (Punch, 2018).

### **3.10.2 Qualitative Data Analysis method**

The process was implemented with the express aim of giving explanations; understanding of people and situations investigated after information from the interviews was organised together. This included use of verbatim statements to support findings from the quantitative analysis.

### **3.11 Ethical Considerations**

The most likely moral ambiguity central to this exercise, was a feeling of low insecurity on the side of the study participants as regards to researcher ability to keep privacy and confidentiality of information given during the evaluation exercise.

The investigator solved this dilemma by seeking permission obtained from HRM department to conduct research to ENHAS and this increased confidence amongst the study participants. The researcher overcame this through rapport and confidence building exercises aimed at the study participants in informing them of the end use of the information they were offering. In addition, the respondents were reassured of the researcher's high determination to maintain confidentiality of the information collected from each respondent at all levels as promised as stated at the opening of the questionnaire and interview guide.

### **3.12 Assumptions and Limitations**

The researcher encountered a number of limitations during the study. To begin with, the study being cross-sectional, it was likely to face a number of limitations. For instance, information that

happened previously may not be captured because this required using an alternative approach. However, during data collection of interview data, the researcher was comprehensive such that important information of what took place in the past was captured. Further, some of the targeted population showed apathy and general reluctance to respond to the questionnaires. The researcher however endeavoured to create a good rapport and make appointments convenient to the respondents. Then there were those who did not want to disclose some information thinking that it was confidential. These however were assured of confidentiality which enabled the winning of their confidence hence responding to the instruments.

## CHAPTER FOUR

### FINDINGS, DATA PRESENTATION, INTERPRETATION AND ANALYSIS

#### 4.0 Introduction

Presented herein is a detailed background of the respondents, account of the descriptive and inferential statistics obtained out of the field of study. It presents the detailed findings obtained using the questionnaire administered to respondents in ENHAS – Entebbe International Airport. The researcher distributed 155 questionnaires and 20 interviews which summed up to 175, but only 102 survey instruments were submitted following their filling making the return proportion 66% and 100% for interviews as presented in table 4.1 and this was fairly good according to Sekaran (2003) who states that, a response rate of 60% and above is considered appropriate.

#### 4.1 Response rate

The sampled participants calculated to establish their representation and data in the study.

**Table 4.1: Response rate**

<b>Instrument</b>	<b>Distributed</b>	<b>Returned</b>	<b>Response Rate</b>
Questionnaire	155	102	66%
Interviews	20	(Interviewed) 20	100%
<b>Total</b>	<b>175</b>	<b>122</b>	<b>59%</b>

**Source: Primary data (2020)**

##### 4.1.1 Background information of respondents

The following section presents biodata characteristics of study participants. The study identified characteristics of respondents who helped judge their ability in articulating views concerning effect of Employee Performance Appraisal on Organisational Goal Attainment in the Package Handling Sector. ENHAS – Entebbe International Airport. These characteristics included the gender of

respondents, their designated departments and how long they had been working with ENHAS – Entebbe International Airport. This information was recognized as very crucial to the study because these characteristics could influence the nature of involvement, reflects the attitude of respondents as well showcase the respondents covered in the research.

**Table 4.2: Summary of Key Characteristics of Respondents**

<b>Aspect</b>	<b>Particulars</b>	<b>Frequency</b>	<b>Percentage</b>
<i>Gender</i>	Female	38	37.3
	Male	64	62.7
<i>Respective Departments</i>	Passenger service	52	51.0
	Ramp operations	42	41.1
	Training	8	7.8
<i>Period spent in ENHAS – Entebbe International Airport</i>	Less than 2 years	2	2.0
	2 to 5 years	25	24.5
	5 to 10 years	58	56.9
	Above 10 years	17	16.7

**Primary Data 2020**

Outcomes shown above prove the study put gender balance into consideration as both genders were present. All departments were represented in the study ensuring balanced views all-round. Furthermore, the majorities of participants had a tenure exceeding five years in ENHAS – Entebbe International Airport and were able to enrich the study with their vast experiences. Qualified views were given on the matter under investigation.

**4.2 Empirical findings on the effect of Employee Performance Appraisal on Organisational Goal Attainment in the Service Handling Sector. ENHAS – Entebbe International Airport.**

This section delivers a detailed description of the inferential statistics obtained from the field of study based on the specific objectives of the study. It goes on to present and answer the research questions. These findings were thus obtained on relationship between employee performance, effect application of standard appraisal process and effects of employee appraisal processes on organisational goal attainment.

#### 4.2.1 Effect of employee performance on organizational goal attainment

Objective one: to investigate the effect of employee performance on organizational goal attainment.

To understand effect of employee performance on organizational goal attainment at ENHAS – Entebbe International Airport, the participants were presented with a number of queries. Their output was compiled in tabular form by making an aggregate of responses given by respondents to the 5point Likert scale (1= strongly disagree, 2 =Disagree, 3 =Not sure, 4 =Agree, 5 =strongly agree), were categorized according to their means & standard deviations and the results shown in table 4.3.

**Table 4.3: Descriptive statistics on the of employee performance on organizational goal attainment**

Items	N	Mean	S. D
ENHAS employees get work done in a reasonable amount of time.	102	4.14	0.944
Employees of ENHAS stand behind the quality of their work.	102	4.15	0.989
Employees of ENHAS complete and submit work supervisors can trust.	102	3.79	0.861
ENHAS employees take their work seriously.	102	4.39	0.903
Employees of ENHAS meet their deadlines.	102	4.19	0.625
ENHAS employees take initiatives.	102	3.84	0.962
Employees of ENHAS have a good work ethic.	102	4.13	0.753
ENHAS employees arrive for work in time.	102	4.35	0.639
Employees of ENHAS willingly accept new assignments	102	3.91	1.016
Employees of ENHAS are open to suggestions and new ideas.	102	3.82	1.038
<b>Mean &amp; Standard Deviation</b>		<b>4.07</b>	<b>0.873</b>

#### *Primary Data 2020*

Table 4.3 illustrates descriptive statistics on effect of employee performance on organisational goal attainment at ENHAS – Entebbe International Airport. For the most part, a good number of participants reflected by (4.07) agreed with statements, supporting the position that for the most part employee performance has a positive effect on goal attainment at ENHAS – Entebbe International Airport. A standard deviation score of 0.873 reaffirms this as it is indicative of

commonalities amongst participants and adequate agreement with the statement that employee performance has a positive effect on goal attainment at ENHAS – Entebbe International Airport. However, the majority of the supervisors and departmental heads were of the view that employee performance had a positive effect on goal attainment.

*.....The findings above were partly refuted by 18 of the 20 supervisors and department heads who assert that employees without exception, rate themselves highly and usually unrealistically. So as a matter of fact, according to Key informant 7 there is usually a wide disparity between the scores of appraisers and how the appraisees assess themselves. This partly explains the disparity between the two parties ....*

#### **4.3 Application of standard appraisal process**

Objective two of the study was to establish the effect application of standard appraisal process has on organisational goal attainment at ENHAS – Entebbe International Airport.

##### **4.3.1 Descriptive statistics on the effect application of standard appraisal process has on organizational goal attainment at ENHAS – Entebbe International Airport**

To understand effect application of standard appraisal process has on organizational goal attainment at ENHAS – Entebbe International Airport the respondents were given different items to air their views. Respective responses given by respondents were subjected to the 5point Likert scale (1= strongly disagree, 2 =Disagree, 3 =Not sure, 4 =Agree, 5 =strongly agree), which were categorized according to their means & standard deviations and the results can be seen in the descriptive information table 4.4:

**Table 4.4: Descriptive statistics on the effect application of standard appraisal process has on organizational goal attainment at ENHAS – Entebbe International Airport**

Items	N	Mean	S. D
In an organisation like ENHAS a work standards approach would be the best way of valuating employees because productivity is an important consideration.	102	4.26	0.644
Minimum grade is set, and worker's output is measured against it	102	3.61	1.127
The appraisal process at ENHAS gives equal treatment to its employees	102	3.15	1.27
The organisation's set targets are kept in mind when comparing worker output using a Work Standards Approach	102	3.94	0.91
At ENHAS employee appraisal is conducted based on equal Application of standard objected	102	3.73	1.127
All appraisees are fully conversant with their job description and all questions in the exercise are about their set duties.	102	3.83	1.044
I feel my organization offers sufficient opportunities for promotion	102	2.97	1.323
ENHAS shows their gratitude through periodic award of tokens of recognition and other rewards.	102	3.79	1.277
Recompenses and tokens of appreciation are given as additional recompense for those workers that do their work well and meet their objectives.	102	3.86	1.135
Rewards and recognition help shape employee behaviour and work ethic	102	4.05	0.948
Rewards and recognition help workers feel direct beneficiaries of the fruits of their labour	102	3.86	0.901
Rewards and recognition help feel included in the ENHAS family.	102	3.9	0.98
<b>Mean &amp; Standard Deviation</b>		<b>3.75</b>	<b>1.057</b>

**Primary Data 2020**

The above findings illustrate univariate output on application of standard appraisal process has on organisational goal attainment at ENHAS – Entebbe International Airport. Overall an average mean (3.75) indicates that overall, many participants were in agreement application of standard appraisal process has desirable impact on the dependent variable at ENHAS – Entebbe International Airport. An average standard deviation score of 1.057 alerts us to the fact that there was a wide disparity in responses. This was further proved by majority of the supervisors who were of the view that;

*“while there was no consensus among employees on whether application of standard appraisal process*

*positively impacts on organisational goal attainment at ENHAS, key informant 2, 11,13 and 18 were convinced that application of standard appraisal process is vital in improvement in organisational goal attainment at ENHAS if applied judiciously and diligently.....*

#### **4.4 Employee Appraisal Processes and organisational goal attainment at ENHAS**

Objective three focused on establishing the effect employee appraisal processes had on organisational goal attainment at ENHAS – Entebbe International Airport.

##### **4.4.1 Descriptive statistics on the effect employee appraisal processes had on organizational goal attainment at ENHAS**

To understand effect employee appraisal processes had on organizational goal attainment at ENHAS participants of the study had their say. They recorded their opinions guided by 5-point Likert scale (1= strongly disagree, 2 =Disagree, 3 =Not sure, 4 =Agree, 5 =strongly agree), which were categorized according to their means & standard deviations and the results can be seen in the descriptive information table 4.5:

Table 4.5 explains descriptive statistics on the effect employee appraisal processes had on organisational goal attainment at ENHAS. A slightly big number of study participants were inclined towards the proposition that employee appraisal processes positively the dependent variable at ENHAS. 16 out of 20 of the interviewed supervisors attested to the above response with the view that,

*..... It was a necessity to have a continued use of the appraisal process which they felt was crucial and useful, and were in their view absolutely necessary if organisational goal attainment at ENHAS was to be fully realized...*

**Table 4.5: Descriptive statistics on the effect employee appraisal processes had on organizational goal attainment at ENHAS**

<b>Items</b>	<b>N</b>	<b>Mean</b>	<b>S. D</b>
Employee Appraisal processes given by ENHAS are varied and satisfactory to its staff	102	3.06	1.106
The appraisal process brings out a true picture of services delivery at ENHAS	102	3.44	1.148
Appraisal solely conducted by supervisors is adequate to illustrate employee's performance, assess aspects of worker's behavior and ability.	102	3.43	1.104
The tool enables every appraisee comprehend how their efforts and performances are viewed by other stakeholders.	102	3.69	0.965
The tool enables every appraisee to appreciate gaps and positives present in their work and how best to enhance their performances.	102	3.94	0.781
360 degree tool throws light on needed skill sets and desirable conduct to enable employee contribute towards attainment of set goals.	102	3.82	0.825
Feedback at ENHAS employee appraisal reveals specific career development areas	102	3.54	1.132
360 degree feedback is fairer as it minimizes appraiser personal prejudices.	102	3.45	0.981
360 degree feedback supplies insight on training needs	102	3.73	0.798
Employee feedback should be task-focused, crystal and to the point.	102	3.71	1.191
Feedback process at ENHAS focuses on performance, not personality	102	3.31	1.219
Employee feedback at ENHAS allows interaction between the appraiser and the appraisee	102	3.95	0.825
A good feedback process brings to light technicalities responsible for inhibiting staff development.	102	3.8	0.995
At ENHAS, feedback process is ongoing and addresses problems as they manifest themselves throughout the calendar year.	102	3.75	1.087
<b>Mean &amp; Standard Deviation</b>		<b>3.62</b>	<b>1.011</b>

*Primary Data 2020*

#### **4.5 Descriptive statistics on Organisational Goal Attainment in ENHAS – Entebbe International Airport**

To understand organizational goal attainment in ENHAS; Entebbe International Airport the study participants put forward their various opinions captured in tabular form and expressed in terms of 5point Likert scale (1= strongly disagree, 2 =Disagree, 3 =Not sure, 4 =Agree, 5 =strongly agree), that were categorized according to their means & standard deviations seen here:

Table 4.6 illustrates descriptive statistics on organisational goal attainment at ENHAS. The respondents by and large are in agreement with statements on organisational goal attainment at ENHAS. This is proven by mean scores over and above 3.00. However, a standard deviation above one (1) indicated a wide dispersion in responses spread almost uniformly from strong agreement to strong disagreement.

The indicator of organisational goal attainment that was pronounced was “Career Development in ENHAS has contributed to employee retention”. These indicators scored a mean score of (2.92) on average that is slightly below standard average of (3.00). This indicates a disagreement among respondents that ENHAS succeeded unequivocally in their quest to achieve organisational goal attainment.

**Table 4.6: Descriptive statistics on organizational goal attainment in ENHAS**

<b>Items</b>	<b>N</b>	<b>Mean</b>	<b>S. D</b>
<b>Customer Satisfaction</b>			
The degrees to which company products are inn sync with customer aspirations are an assessment of customer satisfaction.	102	4.5	0.558
Customer satisfaction is an invaluable gauge in keeping an eye on business performance by ENHAS in terms of goal attainment.	102	4.08	0.767
Items on the balanced scorecard that monitor customer levels of contentment are currently used by ENHAS.	102	4.05	0.801
In the competitive business of handling services, keeping customers happy is a key element of ENHAS business strategy.	102	4.36	0.61
Great customer experience can take the ENHAS brand places	102	4.31	0.89
Customer satisfaction surveys are conducted by ENHAS	102	3.49	1.132
Customer satisfaction surveys help ENHAS identify unsatisfied customers and work proactively to address their pain points.	102	4.02	1.024
<b>Mean &amp; Standard Deviation</b>		<b>4.12</b>	<b>0.826</b>
<b>Market Share</b>			
Market share represents proportion of the handling sector controlled by ENHAS over a specified time period; say one year.	102	3.89	0.831
Market share can be used as a reliable indicator of just how dominant ENHAS in the handling business.	102	3.89	0.878
Changes in how much the company controls market portion reflects on ENHAS's profitability.	102	4.01	0.928
Growth of the company's share in the market gives ENHAS room to upscale their business and profit position.	102	3.97	0.99
Innovation is one method by which ENHAS may increase market share.	102	3.95	0.872
A big initial control of the market portion means any increment benefits the market leader first.	102	3.7	1.051
ENHAS has set a target market share and is on course to achieve it.	102	3.69	0.879
<b>Mean &amp; Standard Deviation</b>		<b>3.87</b>	<b>0.918</b>
<b>Employee Retention</b>			
Employee retention may be described in terms of capability of firms like ENHAS to keep its workers longer term.	102	3.94	1.013
Orientation and onboarding in ENHAS have increased employee retention.	102	3.05	1.189
In your view company desire to keep their workers by ENHAS must be aimed at necessary and useful members of the workforce.	102	3.91	0.869
Executive Coaching in ENHAS has contributed to employee retention.	102	3.31	1.072
Pay by ENHAS has previously induced turnover.	102	3.35	1.191
Cost related to directly replacing an employee in ENHAS is high	102	3.62	1.186
Career Development in ENHAS has contributed to employee retention.	102	2.92	1.158
<b>Mean &amp; Standard Deviation</b>		<b>3.44</b>	<b>1.097</b>

*Primary Data 2020*

**4.6 Correlation between Employee performances, Application of standard appraisal process, Employee appraisal processes and Organisational Goal Attainment in the Service Handling Sector. ENHAS**

A correlation was conducted, and the results interpreted. In order to measure correlation between employee performances, application of standard appraisal process, employee appraisal processes and organisational goal attainment, as reflected in table 4.7:

**Table 4.7 Correlation between Employee performances, Application of standard appraisal process, Employee appraisal processes and Organisational Goal Attainment in the Service Handling Sector. ENHAS**

<b>Independent Variable</b>	<b>Pearson's r coefficient</b>	<b>Dependent Variable (Goal Attainment)</b>
Employee Performance	Pearson Correlation	.363**
	Sig. (2-tailed)	.000'
	N	102
Application of Standard Appraisal Process	Pearson Correlation	.444**
	Sig. (2-tailed)	.000'
	N	102
Appraisal Processes	Pearson Correlation	.616**
	Sig. (2-tailed)	.000'
	N	102

*Primary Data 2020*

Table 4.7 illustrates correlations results for employee performance and organisational goal attainment. The correlation coefficient score ( $r = .363^{**}$ ) with a significance value  $p = 0.000$  level (2-tailed), shows a moderate, positive and statistically significant correlation between employee performance and organisational goal attainment at ENHAS – Entebbe International Airport. It implies that improved employee performance will explain few of the variations noted in the variable organisational goal attainment at ENHAS – Entebbe International Airport.

Correlation between application of standard appraisal process and organisational goal attainment at ENHAS – Entebbe International Airport. The results reveal Pearson correlation ( $r = .444^{**}$ ), is significant at the test levels, participating respondents (102), and meaning application of standard appraisal process registered moderate, positive and statistically substantial association with organisational goal attainment in ENHAS – Entebbe International Airport. Increasing application of standard appraisal process will have a moderate effect on organisational goal attainment at ENHAS – Entebbe International Airport because application of standard appraisal process moderately accounts for the variations noted in organisational goal attainment.

Correlation results between employee appraisal processes and organisational goal attainment at ENHAS – Entebbe International Airport. Positive correlation was taken note of amongst application of employee appraisal processes and organisational goal attainment at ENHAS, shown to be statistically significant ( $p < .000$ ). The study noted that employee appraisal processes and organisational goal attainment possess a positive, statistically significant linear relationship. This implies that increasing application of employee appraisal processes will have a strong effect on organisational goal attainment at ENHAS – Entebbe International Airport explained by a Pearson's  $r$  coefficient value of 0.616.

#### **4.7 Regression of Employee Performance Appraisal and on Organisational Goal Attainment in at ENHAS**

Multiple regression analysis was adopted to gauge how the independent variable impacted on the dependent variable. The independent variable considered was Employee Performance Appraisal while the dependent variable considered was Organisational Goal Attainment.

As indicated in the table 4.8, the Adjusted R Square value tells us the extent to which the model of prediction used accounts for variance in the outcome variable. The results above revealed that 41.7 per cent of variance is accounted for by employee performance, application of standard

appraisal and appraisal processes variables. The remaining 58.3% could be explained by other important factors in determining organisational goal attainment. Standardized Coefficients (Beta) values of employee performance, application of standard appraisal and appraisal processes have a small marginal but positive relationship with organisational goal attainment.

**Table 4.8 Summary of Multiple Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.312	.334		3.930	.000
Employee Performance	.144	.076	.156	1.894	.061
Application of Standard Appraisal	.134	.071	.166	1.887	.062
Appraisal Processes	.389	.069	.493	5.678	.000
<b>Dependent Variable: Organization Goal Attainment</b>					
Adjusted R Square = .417					
F-statistic = 25.050		Sig. = .000			

**Primary Data 2020**

Appraisal process is the construct that accounts for the greatest variations noted in organisational goal attainment. Every unit increase in appraisal processes will increase organisational goal attainment by a total of ( $\beta = 0.493$ ) and a p-value of 0.000 which is less than  $\alpha$  value of 0.05; means it is statistically significant, provided other independent variables remain constant. The second contributor is application of standard appraisal ( $\beta = 0.166$ ); but its p-value of 0.062 which is greater than  $\alpha$  value of 0.05; means it is not statistically significant, followed by employee performance at a  $\beta$  value of 0.156); but its p-value of 0.061 which is greater than the  $\alpha$  value of 0.05; means it is not statistically significant. A comparatively large t-value and small p-value suggests that a predictor variable is having a large impact on the goal attainment (Anderson et al

2020). Above results indicates that appraisal process has the largest predictive value although application of standard appraisal and employee performance too made smaller contributions.

The F-statistic (25.050) was statistically significant ( $f < 0.000$ ), at the 0.01 test levels indicating that there is a significant relationship between the independent variable (employee performance appraisal) and the dependent variable (organisational goal attainment).

Conclusively therefore, results noted above indicate that employee performance appraisal account in a small way for the observed variations in organisational goal attainment of ENHAS – Entebbe International Airport.

#### **4.8 Chapter summary**

The study findings were based on data obtained from the field. Quantitative data findings were gleaned from the survey tool; while qualitative data was obtained from interviews. 66% of questionnaires were returned; which is considered a decent response rate. 100% of interviews were successfully conducted.

Descriptive bio data indicated that the respondents were qualified to participate in the study as they were mature, educated, experienced and both genders were represented. The majority of respondents agreed with statements put to them in the questionnaire concerning employee performance, application of standard appraisal process, employee appraisal processes, customer satisfaction, and market share and employee retention.

Correlation between employee performance, application of standard appraisal process and employee appraisal processes and the outcome variable (organizational goal attainment) indicated positive correlations. The individual correlations between the independent variables and the outcome variable were moderate.

Multiple regression analysis was adopted to gauge how the independent variable impacted on the dependent variable. Appraisal process is the construct that accounts for the greatest variations noted in organizational goal attainment, followed by application of standard appraisal and finally employee performance.

Conclusively therefore, results noted above indicate that employee performance appraisal account in a small way for the observed variations in organizational goal attainment of ENHAS – Entebbe International Airport.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

Presented herein is a summary of the main findings, discussion of the results, conclusions and recommendations of the study. All these are presented according to the set objectives of the study.

#### **5.1 Discussion of the findings**

The study provides a detailed discussion reflecting an association relating study revelations and published literature that was reviewed. The discussion ordered according to the study objectives.

##### **5.1.1 The effect employee performance has on organisational goal attainment at ENHAS – Entebbe International Airport.**

The research results indicate that employee performance had a moderate, positive significant relationship on Organisational Goal Attainment in the Service Handling Sector, ENHAS. This statement can be supported by the numerous submissions from other scholars. For example, most of the staff represented by a mean of 4.35 agreed that ENHAS employees arrive for work in time. This is supported by Heathfield (2018) who contends that punctuality is one the known routes to quick and efficient organisational goal attainment; while Pulakos (2012) argued that while many parameters of organisational goal attainment are favoured by HR practitioners, punctuality remains a good gauge. This finding is a big win for ENHAS as increment in execution of work is attributed to the increased supervision by departmental heads as well as employees of ENHAS valuing keeping time as a virtue.

Moreover, a significant number of employees represented by a mean of 4.19 concurred with the statement that employees of ENHAS meet their deadlines. This revelation is supported by Maryhofer & Brewster (2005) who argue that experienced and confident professionals generally

beat the set deadlines. Qureshi et al. (2010) discuss the importance of workers in key sectors, taking responsibility for their actions through meeting and even exceeding temporal expectations. This is an aspect ENHAS must build on and make a template for future employees to emulate.

ENHAS's good work ethic was confirmed by the majority of employees in the findings evidenced by a mean of 4.13. This revelation is supported by Gharakhani, Mavi & Hamidi (2012) who lauded good work ethic as a discerning trait that may not be easy to quantify and measure but is none the less crucial in organisational goal attainment. ENHAS would do well to explicitly promote this trait through a rewards system to ensure that it is an encouraged phenomenon.

The majority of employees of ENHAS willingness to accept new assignments represented by a mean of 3.91 is a key finding. ENHAS as a firm in a highly competitive service handling sector need to have as many employees in their ranks and would do well to officially recognise the individuals that display such characteristics. The outcome is largely in line with study findings by Appelbaum, Roy & Gilliland (2011) indicating that employees who take on extra loads with or without extra pay are responsible for the remarkable growth of the said firms especially in the early stages of development.

The researcher concludes that the research outcomes were consistent with conclusions contained in published literature of many previous scholars and therefore confirms that employee performance manifested as punctuality, employees' timeliness in delivering, having a good work ethic and willingness to accept new assignments have a positive and significant influence on organisational goal attainment in ENHAS.

### **5.1.2 The effect application of standard appraisal process has on organisational goal attainment at ENHAS – Entebbe International Airport.**

The study endeavored to investigate the effect application of standard appraisal process has on organisational goal attainment at ENHAS. A significant number of employees represented by a

mean of 4.26 agree that in an organisation like ENHAS where performance is key, a work standards approach would prove an invaluable tool in assessing members of staff. the statement can be supported by the various scholars like Gharakhani, Mavi & Hamidi (2012), who agreed that a work standards approach would turn out to be a useful instrument in assessing members of staff and making them more productive and this could maximize the probability of organisational goal attainment.

A substantial number of employees represented by a mean of 4.05 concurred with the statement that recompenses and acknowledgement by ENHAS influence conduct by workers and work ethos in an organisation in the ilk of ENHAS where performances are key, a motivation fueled strategy would prove a useful tool in assessing members of staff. The revelation is supported by Pulakos (2012) who held the view that business in the EU was so competitive that small margins like rewards and recognition was all a firm needed to get ahead. ENHAS faces a similarly competitive situation in the service handling sector and would be well advised to put more resources in rewards and recognition as a continuing feature in the application of standard appraisal process.

Furthermore, a proportion of staff indicated by a mean of 3.94 agreed with the statement that a Work Standards Approach is an output valuation in which the supervisor makes a comparison between the worker's output and the firm's set targets. Appelbaum, Roy & Gilliland (2011) agree that a systematic performance appraisal reaps rich rewards. This is a scientific approach that would indicate to ENHAS the true performance of their employees against expectations in the set period of time. Thus, the study suggests that it is the duty of ENHAS to clarify this plainly to both the appraiser and appraisee.

Many interviewees indicated by a mean of 3.90 agreed with the statement that rewards and recognition help company workers feel valued by ENHAS. The statement can be supported by the

numerous submissions from other scholars. For example, Heathfield (2018) whose study clearly and concisely lauds the rewards and recognition approach to systematic motivation. And Qureshi et al. (2010) who contends that empirical evidence indicate that productivity is always higher among a well-motivated workforce that feels part of the fabric of an organisation and largely cease to view themselves as mere paid workers who just have to adhere to their job description but also consider themselves as a kind of stakeholder in the organisation's future.

The study's position is, ENHAS is encouraged to sell this position even more rigorously to ensure more employees are on board with the company's future plans and aspiration, by going beyond speechmaking and set aside substantial resources in support of this.

### **5.1.3 The effect employee appraisal processes have on organisational goal attainment at ENHAS – Entebbe International Airport.**

Many respondents reflected by a mean score of 3.95 agreed Employee feedback at ENHAS allows interaction between the appraiser and the appraisee. Asumeng (2013) agrees and argues performances would benefit greatly from properly channeled feedback, and trust between the appraiser and the appraisee is invariably implicit. Many respondents in ENHAS indicated that many supervisors are impersonal and distant and lack the requisite empathy. Management of ENHAS needs to ensure that feedback is properly disseminated to the intended recipients.

A proportion of staff supported by a mean score of 3.94 concurred with having 360-degree feedback deployed in ENHAS efficiently communicates performance gaps and company workers can use this to develop further as staff. This is in complete agreement with study findings by Silverman, Kerrin & Carter (2005) who argue that properly channeled feedback help supervisors have a more wholesome picture of the entire process without prejudice. ENHAS could help its employees truly appreciate the value of genuinely provided feedback to benefit all concerned.

Most respondents reflected by a mean score of 3.82 agree with the statement that 360-degree outputs shade true light on desirable worker conduct and the requisite skill set required to meet the firm's set targets. This finding is in line with findings by Asumeng (2013) who argues that rationale exists for the information got from this scientific process as a true reflection of performances by workers. ENHAS must do everything as an organisation to perfect this great way of truly measuring employee performance.

A mean score of 3.80 indicated a strong agreement among the respondents about the statement that a good feedback process reveals technicalities responsible for obstructing staff development. These revelations are supported by Church, Bracken & Fleenor (2019) who established that excellent and reliable feedback should go beyond grading an employee and should clearly map out a strategy or way forward and ensure continuous and sustained improvement in the staff members in the future. ENHAS needs ensure that the feedback process is gainfully deployed and informs constructive forward behavioral change and attitude of employees.

The researcher concludes that the research outcomes were related to published works all previous scholars and therefore confirms that appraisal process manifested in terms of a good feedback process, understanding strengths and areas needing improvement, elucidating requisite worker conduct and skill levels needed in the company and uncovering technicalities that act as obstacles in the path of staff development all reflecting on organisational goal attainment at ENHAS.

## **5.2 Conclusions**

This section provides the conclusions of the study ordered by specific objectives.

Bearing in mind findings of the research that revealed that employee performance has contributed to organisational goal attainment at ENHAS to a small degree as supported by statistical evidence,

it is logical to conclude that employee performance, though under consideration by management of ENHAS, has not had the desired effect on organisational goal attainment at ENHAS.

Since the findings of the study revealed that application of standard appraisal process very scarcely improved organisational goal attainment at ENHAS as restated by available statistical evidence, it is rational therefore to conclude that application of standard appraisal process nevertheless under deliberation by superintendents of ENHAS affected slightly the organisational goal attainment at ENHAS.

Given the disclosure by the study findings that employee appraisal processes registered a positive but minute effect on organisational goal attainment at ENHAS, it is logical therefore to conclude that employee appraisal processes, though applied periodically by the authorities at ENHAS as being important to organisational goal attainment at ENHAS, has not had the predicted effect on organisational goal attainment at ENHAS.

### **5.3 Recommendations of the study**

Considering the finding which revealed that employee performance accounts for in part the organisational goal attainment at ENHAS; so, in the light of the discussion that highlighted the facts those employees tend to be defensive rather than honest in disclosing personal weaknesses. Employees on their part accuse their immediate supervisors of appraiser bias, favoritism, appraiser inexperience and having no empathy whatsoever towards appraised staff. All in all, employee performance did not have the expected effect on organisational goal attainment at ENHAS. It is therefore recommended that the management of ENHAS should take deliberate steps to resolve the anomaly by possibly investing in consulting services of HRM consultants to sensitize both supervisors and employees on the great value appraising employee performance can add to ENHAS in their quest to achieve organisational goal attainment.

Since the finding revealed that application of standard appraisal process partly contributed to organisational goal attainment at ENHAS. Therefore, considering the discussion that highlighted the fact that application of standard appraisal process in ENHAS is still not fully having the targeted outcomes. For instance, many employees maintain that given the chronic understaffing situation at ENHAS, increasingly malfunctioning equipment that is largely unreliable, management needs to consider the fact that the scope of the set objectives sometimes is unachievable especially with resource constraints. It is recommended that management of ENHAS address the just listed challenges before they spiral out of control in ENHAS resulting in the failure to achieve organisational goal attainment.

Considering the finding which revealed that employee appraisal processes help in explaining the organisational goal attainment at ENHAS. The discussion underscored certain outstanding and crucial points. For instance, many employees have the perception that appraisals are usually subjective, they aim at pinning staff as unproductive, some of the feedback is very personal or none at all resulting in staff disagreeing with the marks given to them by the appraising party. It is therefore recommended the management of ENHAS realizes that good HRM policies are only as good as their applicability, relevance, acceptability and usefulness as tools tailor-made to result in organisational goal attainment.

#### **5.4 Areas for further studies**

The research centered on the effect of Employee Performance Appraisal on Organisational Goal Attainment in the Service Handling Sector. ENHAS – Entebbe International Airport being the case study, the findings invite fresh academic avenues for other researchers to conduct related researches including perhaps the following:

- 1) Since the study matter was limited to investigate the effect of Employee Performance Appraisal

on Organisational Goal Attainment at ENHAS – Entebbe International Airport in regard to employee performance, application of standard appraisal process and employee appraisal processes; future studies may want to examine alternative factors that may determine Organisational Goal Attainment in service handling sector.

2) This specific study covered the period 2016 – 2018, a longitudinal study may be needed to draw a firmer conclusion. Given that a cross-sectional approach was utilised, a different design with a mixed approach may be needed to form a more complete picture.

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## **APPENDICES:**

### **APPENDIX I: Survey Questionnaire Forms for ENHAS Staffs**

**Dear Respondent,**

From the graduate school of Uganda Martyrs University, I am carrying out a study on Employee Appraisal and Goal Attainment: A Case Study of ENHAS, could you to kindly give this undertaking some time from company schedule to answer questions in this tool. Your response will be treated with confidentiality and will only be used for academic analysis. I thank you in advance for agreeing to be part of the study.

Thank you once again.

.....

**Nakayenze Joan**

**SECTION A: BACK GROUND INFORMATION-BIO DATA**

1. Kindly indicate your choice by ticking the provided box.

Gender: Male:  Female:

2. In what Department are you?

Passenger Service  Operations  Training  None

3. For how long have you been working with ENHAS?

- a) Less than 2yrs
- b) 2 – 5yrs
- c) 5 – 10
- d) Above 10 years

## SECTION B – OPINION: INDEPENDENT VARIABLES:

### Employee Appraisal

Is a method by which the job performance of an employee is documented and evaluated, this consists of regular reviews within the organisation.

To what extent do you agree with the following statements on employee appraisal? Kindly indicate the statement you agree with most. Your answers should range from a minimum of 1 for strongly disagree to 5 for strongly agree. Evaluate each statement and tick the appropriate box using the following scale where; 1= strongly disagree, 2 =Disagree, 3 =Not sure, 4 =Agree, 5 =strongly agree

EP	Employee Performance	1	2	3	4	5
EP 1.1	ENHAS employees get work done in a reasonable amount of time.					
EP 1.2	Employees of ENHAS stand behind the quality of their work.					
EP 1.3	Employees of ENHAS complete and submit work supervisors can trust.					
EP 1.4	ENHAS employees take their work seriously.					
EP 1.5	Employees of ENHAS meet their deadlines.					
EP 1.6	ENHAS employees take initiatives.					
EP 1.7	Employees of ENHAS have a good work ethic.					
EP 1.8	ENHAS employees arrive for work in time.					
EP 1.9	Employees of ENHAS willingly accept new assignments					
EP1.10	Employees of ENHAS are open to suggestions and new ideas.					

What are the challenges encountered during appraising employee performance by ENHAS?

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ASAO	Application of Standard appraisal objective	1	2	3	4	5
ASAO1	In an organisation like ENHAS a work standards approach would be the best way of valuating employees because productivity is an important consideration.					
ASAO2	Minimum grade is set, and worker's output is measured against it					
ASAO3	The appraisal process at ENHAS gives equal treatment to its employees					
ASAO4	The organisation's set targets are kept in mind when comparing worker output using a Work Standards Approach					
ASAO5	At ENHAS employee appraisal is conducted based on equal Application of standard objected					
ASAO6	All appraisees are fully conversant with their job description and all questions in the exercise are about their set duties.					
ASAO7	I feel my organization offers sufficient opportunities for promotion					
ASAO8	ENHAS shows their gratitude through periodic award of tokens of recognition and other rewards.					

ASAO9	Recompenses and tokens of appreciation are given as additional recompense for those workers that do their work well and meet their objectives.					
ASAO10	Rewards and recognition help shape employee behaviour and work ethic					
ASAO11	Rewards and recognition help workers feel direct beneficiaries of the fruits of their labour					
ASAO12	Rewards and recognition help feel included in the ENHAS family.					

What are challenges you face during application of standard objective by ENHAS?

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AP	Appraisal processes	1	2	3	4	5
AP 1.1	Employee Appraisal processes given by ENHAS are varied and satisfactory to its staff					
AP 1.2	The appraisal process brings out a true picture of services delivery at ENHAS					
AP 1.3	Appraisal solely conducted by supervisors is adequate to illustrate employee's performance, assess aspects of worker's behavior and ability.					
AP 1.4	The tool enables every appraisee comprehend how their efforts and performances are viewed by other stakeholders.					
AP 1.5	The tool enables every appraisee to appreciate gaps and positives present in their work and how best to enhance their performances.					
AP 1.6	360 degree tool throws light on needed skill sets and desirable conduct to enable employee contribute towards attainment of set goals.					
AP 1.7	Feedback at ENHAS employee appraisal reveals specific career development areas					
AP 1.8	360 degree feedback is fairer as it minimizes appraiser personal prejudices.					
AP 1.9	360-degree feedback supplies insight on training needs					
AP1.10	Employee feedback should be task-focused, crystal and to the point.					
AP1.11	Feedback process at ENHAS focuses on performance, not personality					
AP1.12	Employee feedback at ENHAS allows interaction between the appraiser and the appraisee					
AP1.13	A good feedback process brings to light technicalities responsible for inhibiting staff development.					
AP1.13	At ENHAS, feedback process is ongoing and addresses problems as they manifest themselves throughout the calendar year.					

What are the challenges you face during appraisal processes by ENHAS?

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## SECTION C: DEPENDENT VARIABLE

### Goal Attainment

Organisational goal attainment is the extent to which the organisation's strategic objectives or expected outcomes that guide employees' efforts are attained.

To what extent do you agree with the following statements on organisational goal attainment? Kindly indicate the statement you agree with most. Your answers should range from a minimum of 1 for strongly disagree to 5 for strongly agree. Evaluate each statement and tick the appropriate box using the following scale where; 1= Strongly Disagree, 2 =Disagree, 3 =Not sure, 4 = Agree and 5= strongly agree

<b>CS</b>	<b>Customer Satisfaction</b>	1	2	3	4	5
CS 1.1	The degrees to which company products are in sync with customer aspirations are an assessment of customer satisfaction.					
CS 1.2	Customer satisfaction is an invaluable gauge in keeping an eye on business performance by ENHAS in terms of goal attainment.					
CS 1.3	Items on the balanced scorecard that monitor customer levels of contentment are currently used by ENHAS.					
CS 1.4	In the competitive business of handling services, keeping customers happy is a key element of ENHAS business strategy.					
CS 1.5	Great customer experience can take the ENHAS brand places					
CS 1.6	Customer satisfaction surveys are conducted by ENHAS					
CS 1.7	Customer satisfaction surveys help ENHAS identify unsatisfied customers and work proactively to address their pain points.					
<b>MS</b>	<b>Market Share</b>					
MS1.1	Market share represents proportion of the handling sector controlled by ENHAS over a specified time period; say one year.					
MS1.2	Market share can be used as a reliable indicator of just how dominant ENHAS in the handling business.					
MS1.3	Changes in how much the company controls market portion reflects on ENHAS's profitability.					
MS1.4	Growth of the company's share in the market gives ENHAS room to upscale their business and profit position.					
MS1.5	Innovation is one method by which ENHAS may increase market share.					
MS1.6	A big initial control of the market portion means any increment benefits the market leader first.					
MS1.7	ENHAS has set a target market share and is on course to achieve it.					
<b>ER</b>	<b>Employee Retention</b>					
ER 1.1	Employee retention may be described in terms of capability of firms like ENHAS to keep its workers longer term.					

ER 1.2	Orientation and onboarding in ENHAS has increased employee retention.					
ER 1.3	In your view company desire to keep their workers by ENHAS must be aimed at necessary and useful members of the workforce.					
ER 1.4	Executive Coaching in ENHAS has contributed to employee retention.					
ER 1.5	Pay by ENHAS has previously induced turnover.					
ER 1.6	Cost related to directly replacing an employee in ENHAS is high					
ER 1.7	Career Development in ENHAS has contributed to employee retention.					

What challenges do you face while ENHAS tries to improve Customer Satisfaction?

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List the obstacles face by ENHAS as they try to grow their market share?

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What challenges do you face while the ENHAS tries to improve employee retention?

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What are the suggested solutions for ENHAS?

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**I'm ingratiated to you**

## **APPENDIX II: Interview Guide**

A number of management personnel testify to evidence of a relationship between employee appraisal & Organisational goal attainment.

- 1) How is Performance appraisal handled here at ENHAS?
- 2) What role(s) do employees play in designing performance appraisal processes?
- 3) Is commercial service handling highly integrated with several organizations?
- 4) How do you conduct employee performance appraisal feedback?
- 5) Does the success of ENHAS in passenger and cargo service handling only possible through collaborative partnership efforts?
- 6) Is personnel competence a key enabler for the development of provision of new innovative services and solutions that increase the value of employee retention at ENHAS?
- 7) What challenges do ENHAS face when appraising its employees?

**Thank you**

**APPENDIX III: Sample size(s) for the given population sizes (N)**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	300	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

**Source:** Yamani (1967), Determining sample size for research activities.