

The New Performance Appraisal Scheme and Employee
Performance in Local Governments in Uganda.
Case Study: Arua Municipal Council Local Government.

A Postgraduate Dissertation
Submitted to the
Institute of Ethics and Development Studies in partial
fulfillment of the requirements for the award of the
degree of Masters of Arts in Development Studies of

Uganda Martyrs University

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October 2012

DECLARATION

I, Mukili Cosmas declare that this report is my personal work and has never been presented to any Institution for any award.

.....

Date.....

APPROVAL

This research has been submitted to the Institute of Ethics and Development Studies in partial fulfillment for the Award of Masters in Development Studies of Uganda Martyrs University-Nkozi with my/our approval as the candidate's university supervisor(s).

1. Name

Signature Date

2. Name

Signature Date

DEDICATION

To my parents and my family

ACKNOWLEDGEMENT

This work is the outcome of the contribution of many individuals and Institutions; without which, its completion would not have been a success. It is therefore my humble desire to thank these great efforts towards my career progression in their respective capacities.

First and foremost I would like to thank my supervisor, Mr. Ssenooba George Mukasa for the selfless efforts in guidance accorded to me during this research. He was my academic mentor whose unreserved advice and guidance enabled me not only to accomplish the task but also widened my scope in research.

I am also grateful to Madam Wabule Alice who willingly accommodated my request to read through my proposal at the formative stages that made me make meaningful changes in the proposal.

My sincere thanks go to Dr. David Onen of Department of Higher Learning at Uganda Management Institute who gave me the knowledge on how to use SPSS package for data processing, hence making my research to be a triangulation.

My gratitude also goes to Arua Municipal Council Local Government, particularly the Town Clerk Arua Municipal Council Mr. Andua Drani Martin for allowing me to undertake the study in the Council and the entire staff for supporting me in the course of data collection.

I am also indebted to my wife Elimasia Paska and daughter Lenia Doona who endured a lot of unusual conditions especially during intermittent times I had to be away for lecturers for the master's programme.

My God bless all of them abundantly.

ABBREVIATIONS

DSC: District Service Commission.

HOD: Head of Department.

LG: Local Government.

MoPS: Ministry of Public Service.

NPAS: New Performance Appraisal Scheme.

PSRP: Public Service Reform Programme

PSRRC: Public Service Review and Reorganisation Commission

ROM: Results Oriented Management.

TC: Town Clerk.

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ABSTRACT

The topic of this research was “The New Performance Appraisal Scheme (NPAS) and Employee Performance in Local Governments in Uganda, A Case Study of Arua Municipal Council Local Government.

The overall objective was to examine how the New Performance Appraisal Scheme is being used to improve employee performance in Arua Municipal Council Local Government. The specific objectives were; to analyse how the NPAS is being used as a tool to motivate staff in Arua Municipal Council Local Government, to determine how performance feedback is used to improve employee performance in Arua Municipal Council Local Government, and to identify the challenges faced in implementing the NPAS in Arua Municipal Local Government.

The study adopted a case study design; while quantitative and qualitative approaches were employed in the collection and analysis of the data. The findings show that Arua Municipal Council uses the NPAS as basis for motivation of staff in confirmation, promotion, transfer, disciplining and training of staff among others. It also revealed that feedback was being used to motivate, give focus and direction on how well subordinates were performing, feedback from supervisors improves subordinates’ performance through demonstration of work instruments and guidelines. The basis of feedback was the setting of performance objectives as most staff set performance objectives at the beginning of every appraisal period. The objectives in turn are used by staff to fill appraisal forms from where after assessment; recommendations and interventions such as mentoring, coaching, and training to fill performance gaps identified can be brought forward to improve performance. The study revealed the following, in the order of their listing, as the major constraints in the implementation of the NPAS; inadequate resources, too much work load and time consuming exercise, low level of training, rating errors/bias, form design being difficult to comprehend, lack of timely availability of the forms, and ‘who qualifies to appraise who’.

It was therefore concluded that in Arua Municipal Council, some effort has been attempted to use the NPAS to improve employee performance through tagging rewards such as training, promotion, assignment of responsibilities to the performance of staff, use of performance feedback to recommend mechanisms for improvement. However these efforts have been constrained by the limited number of incentives or rewards, non compliance of most staff to procedure and processes of implementation of NPAS.

It was then recommended that both the council and line ministry (MoPS) should widen reward base to insure that excellent and good performance under the scheme are rewarded, that periodic training be organized for all the staff on NPAS so as to conceptualise the core principles involved; namely ROM and setting of performance indicators, outputs and targets, and that sanction be imposed on non compliant officers and appropriate disciplinary measures taken.

The researcher suggested a special study to be carried out to examine the challenges of implementing the NPAS in Teaching Service as this study excluded the teachers and a comparative analysis of the implementation of the NPAS between some local governments or local governments and selected Ministries as areas for further research.

CHAPTER ONE

GENERAL INTRODUCTION.

1.0 Introduction.

The study sought to investigate the effects of the new performance appraisal scheme on employee performance in Arua Municipal Local Government. Performance in local governments still remains wanting despite continuous government support in capacity enhancement and reforms such as the New Performance Appraisal Scheme. This chapter presents the background to the study, the statement of the problem and the objectives of the study. It also states the research questions, scope of the study, conceptual framework; finally, it presents the significance and justification of the study.

1.1 Background to the study.

One of the basic roles of managers is to motivate employees to perform at their highest level in achieving organizational goals. Even after individuals have been recruited, selected and trained, the task of making them maximally productive within the organization is not finished (Certo, 2000).

Performance appraisal is one of the most powerful motivational tools available to a manager. It is the assessment of an individual in relation to the objectives, activities, outputs and targets of a job over a specific period of time (Ministry of Public Service 2007). It is the process of reviewing past productive activity to evaluate contribution individuals have made towards attaining management systems objectives. The main purpose is to furnish feedback to organization members about how they can become more productive and useful to the organization in its quest for quality (Certo 2000). Boone and Kurtz (1997) have defined staff performance appraisal as defining acceptable employee performance levels, evaluating them, then comparing actual and desired performance of individuals to aid in decisions about training,

compensation, promotion, transfers, or termination. This definition tries to show the linkage between results of performance appraisal and organizational rewards.

As a distinct and formal management procedure, performance appraisal dates back from the time of Second World War when Walter Dill Scott convinced the American army to adopt it in evaluating its officers and enlisted men (Cleveland 1995 cited in Kagambirwe 2007). The practice was thereafter entrenched and used by companies in connection with layoffs. Eventually, by 1950's, it became an established and expected practice in many organizations.

At the beginning of the performance appraisal system, the main interest was to have a basis for justifying wage levels. It was the basic document on which salary related decisions were based. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if someone's performance was better than the supervisor expected, a pay raise was in order (Lovrich et al. 1980) cited in Kagambirwe (2007).

Mullins, (2007) notes that where good appraisal systems are combined with discussion of development needs, career planning and systematic evaluation of management development, there is direct positive impact on business performance. On the other hand, a report by Sue Law referring to a research study by Mabey cited in (Mullins 2007) argued that an emphasis on form filling and bureaucratic systems is seriously undermining the effectiveness of staff performance appraisal in many organizations. In many organizations, staff appraisals are tick boxing exercises with little or no follow up action. These they argue, cause cynicism and fail to capitalize on the potential benefits of linking staff performance appraisal to organizational performance.

The adoption of performance appraisals in developing countries has been on the increase given globalization and internationalization of performance appraisal principles. For many years, the MoPS in Uganda used a closed system of assessing individual performance known as Annual

Confidential Reports (ACRs) where the supervisor assessed subordinate without any input from the subordinate but based on supervisors subjective judgment. This system had no proper feedback, was highly confidential and bureaucratic in nature to the extent that the staff felt no need to complete the ACRs (Onzoma, 2006).

The Government of Uganda set up the Public Service Review and Re-organisation Commission (PSRRC) in 1989 to among others re-examine the Uganda Civil Service and recommend ways of reforming and reorganizing the institution. The report of PSRRC (1990) observed that the ACR was not a reliable and effective tool to measure individual performance as assignment of work to public officers was not clearly specified in terms of measurable outputs. In addition, assessment of staff was based on subjective judgments by supervisors that did not link results to performance of a specific officer. The PSRRC therefore suggested that in order to motivate civil servants to perform and increase general productivity, a performance measurement tool that could link results to specific civil servants should be introduced (Onzoma, 2006).

Following recommendations from the (PSRRC), the Ministry of Public Service in Uganda introduced The New Performance Appraisal Scheme (NPAS) for the Uganda Public service in July 2002 through Establishment Notice No: 1 of 2002 to replace the ACRs. According to MoPS, the objective of New Performance Appraisal Scheme was to improve performance management in the public service through setting measurable performance objectives for each individual that are jointly agreed and assessed to indentify actions that will lead to improved individual performance (Ministry of Public Service,2002).

The New Performance Appraisal Scheme was part of administrative reform efforts to improve the public sector performance in achieving higher productivity and quality service delivery. This new scheme is based on the principles of Results Oriented Management (ROM). ROM is

performance management approach that aims to achieve greater efficiency, effectiveness, accountability and access to improved service delivery. The objective of ROM is to establish in the public service a management culture that focuses on the results or outputs, provides for continuous improvement in performance and enhance transparency and accountability (Ministry of Public Service 2007). The key elements of ROM in relation to staff performance appraisal are outputs which are products or services an individual delivers from the activities carried out by him/her, performance targets and indicators.

The New Performance Appraisal Scheme recommends that performance appraisal assessment shall be used in rewarding good performance and disciplining poor performance, thus making important administrative decisions of training, transfers, promotions, terminations among others (Ministry of Public Service 2007). The appraisal is obligatory and directly connected to promotions and awarding of incentives. It is supposed to be binding upon all officers and is conducted with target agreement on yearly basis.

This study therefore sought to establish how the New Staff Performance Appraisal Scheme is being used to improve employee performance in Arua Municipal Council Local Government.

1.2 Statement of the problem.

The Government of Uganda introduced the New Performance Appraisal Scheme in 2002 in all government Ministries, Departments, Agencies and Local Governments with a view of ensuring proper utilization of human resource for improved performance. This scheme was to be based on principle of ROM. However, an evaluation report of ROM in Uganda Public Service (2007) indicated that the implementation of the New Performance Appraisal Scheme has not been effective. There is no regular setting of objectives and targets by supervisors and supervisees, supervisors do not monitor performance and supervisors who assess performance of their

subordinates do so wrongly. There is general apathy towards the performance appraisal exercise. Besides, the National Service Delivery Survey Report (2008), revealed that members of the public were not satisfied with the quality of service delivery by civil servants as only 35.3% of the respondents rated performance of civil servants as good, 14.1% as poor and 37.1% as fair (Ministry of Public Service 2009).

The above state of affairs makes it evident to believe that perhaps the New Performance Appraisal Scheme in Uganda civil service is not achieving its objective of improving performance of civil servants. The question that needs to be answered is; is the New Performance Appraisal Scheme being effectively used to improve performance of public officers? This study was therefore intended to examine the effects of New Performance Appraisal Scheme on employee performance in Arua Municipal Council Local Government.

1.3 Objectives of the study.

1.3.1 General objective.

The general objective of the research was to examine how the New Performance Appraisal Scheme is being used to improve employee performance in Arua Municipal Council Local Government.

1.3.2 Specific objectives.

The specific objectives of the study are;

- (i) To analyse how the New Performance Appraisal Scheme is being used as a tool to motivate staff in Arua Municipal Council Local Government.
- (ii) To determine the how performance feedback is used to improve employee performance in Arua Municipal Council Local Government.

- (iii) To identify the challenges faced in implementing the New Performance Appraisal Scheme in Arua Municipal Local Government.

1.4 Research questions.

- (i) How is New Performance Appraisal Scheme used as a tool to motivate employees in Arua Municipal Council?
- (ii) How is performance feedback used to improve employee performance in Arua Municipal Council Local Government?
- (iii) What are the challenges faced in implementing the New Performance Appraisal Scheme in Arua Municipal Council Local Government?

1.5 Scope of the study.

1.5.1 Content Scope

The study was an examination into how New Performance Appraisal Scheme is being used to improve employee performance in Arua Municipal Council Local Government. The study investigated how the new performance appraisal scheme is being used as a tool to motivate employees, how performance feedback from supervisors is used to improve subordinates' performance, and the challenges faced in implementing the New Performance Appraisal Scheme in Arua Municipal Council Local Government.

1.5.2 Geographical Scope.

The study was confined to workers employed in Arua Municipal Council under traditional civil service (health workers and other decentralized civil servants) whose recruitment, discipline, promotion and discharge have been decentralized leaving out primary and secondary teachers.

This is because the researcher thought that teachers would be on leave at time of data collection, and this could have affected the progress and completion of research.

1.5.3 Time Scope

The time scope of the study covered the period between the years 2003 and 2011. This period has been selected because it is the period within which the New Performance Appraisal Scheme was introduced to replace the old confidential report system of appraising civil servants and where a lot reforms like capacity enhancement, ROM have been introduced aimed at improving performance of public servants.

1.6 Significance of the study.

The study may be useful to many people particularly the scholars/researchers, policy makers, development partners and the government in many aspects. Researchers may use this study finding for further research work. It may provide useful information to policy makers to formulate appropriate policies; development partners may need such information for evaluating their interventions and support. The study may further help the government especially the Ministry of Public Service and Local Government to formulate better strategies to manage staff appraisal and motivation in local Governments. Similarly, other organizations may also use the research finding to enhance their performance appraisal programmes, hence contributing to body of existing knowledge. Arua Municipal Council may use the research to improve on the staff performance appraisal management system. Therefore the society at large and Arua Municipal Council will equally benefit.

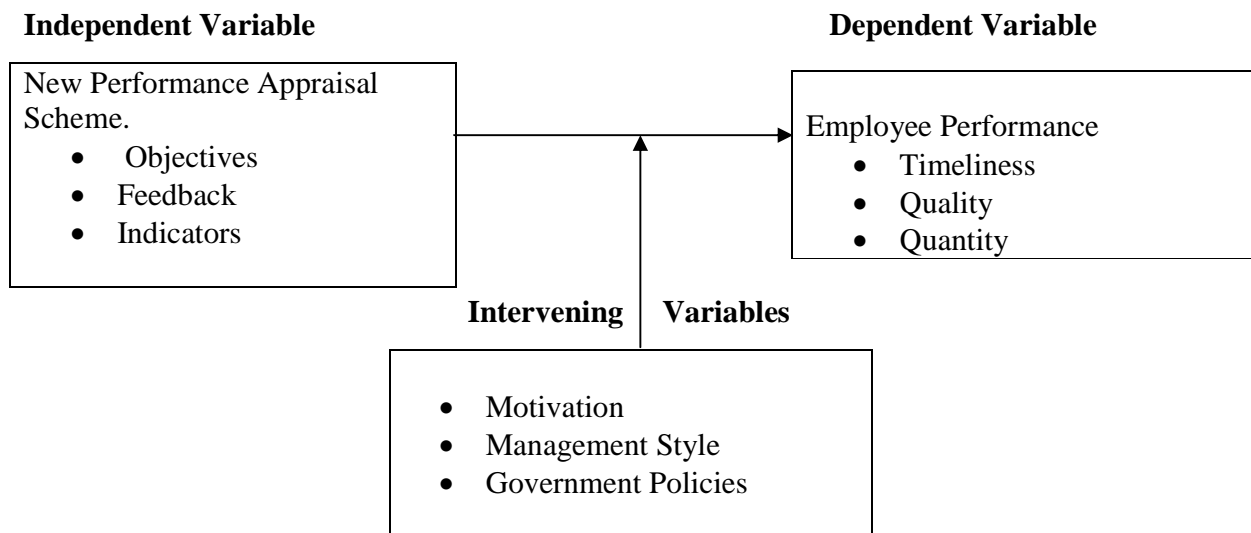
1.7 Justification of the study.

The researcher found it necessary to conduct this study because there has been relatively high level of public criticism on the performance of civil servants in Uganda yet the new performance appraisal scheme as a result oriented public service reform should bring improvement in performance in civil service. This therefore created desire in the researcher to investigate whether the New Performance Appraisal Scheme as one of the reforms aimed at improving performance in public service is yielding the desired results. Besides, most of the studies on performance appraisal like Nakalembe (2010) who researched about job design and employee performance in private universities in Uganda with a case study of Bugema University, Muhuruzi (2008); Appraisal System and Staff Performance in Organisations: A Case Study of World Vision, have been on private organizations which are result oriented and reward their employees according to performance in most cases as opposed to public service organizations which are service oriented. This means their findings cannot be relied upon to explain what is happening in the public sector, particularly in local government where performance appraisal has been perceived for long as a mere formality.

In addition, as most of the government's recent reforms like decentralization, the New Performance Appraisal Scheme are inspired by economic theories and normative values of creation of market mechanisms for delivery of services, using private sector management styles in the public sector, it became justifiable for the researcher to examine how the new scheme is being used to improve employee performance in local government as part of public sector reform.

1.8 Conceptual Frame Work.

Figure I: Conceptual Framework



Source: Self developed from personal notes.

The figure above represents the conceptual framework illustrating the interrelationship between the independent and dependent variables in the study. New Performance Appraisal Scheme is conceived in this study as independent variable while Employee Performance is a dependent variable. It demonstrates that employee performance (dependent variable) is highly to be influenced by new performance appraisal scheme. It also shows that in explaining the relationship between the new performance appraisal scheme and employee performance as independent and dependent variables respectively, the intervening variables such as motivation, management style and government policies may influence the nature of relationship. The intervening variables are variables that stand between the dependent and independent variable and their presence or absence may change the direction of envisaged relationship between dependent and independent variable.

1.9 Operational definition of terms.

Appraiser/supervisor is an employee at a higher rank who has been assigned the responsibility to assess and over see the performance of some employees below him.

Appraisee/subordinate is an employee who is assigned to work under the supervision of another to whom the former reports and is responsible for his performance.

Civil Service, this is the core, permanent administrative arm of government and comprises permanent and pensionable officials employed in civil capacity working in government ministries, departments and agencies.

Civil servants, permanent and pensionable officials employed by government to work in government ministries, departments and agencies in civil capacity. Civil servants advice on and develop government policy, implement government policies and programmes and manage day to day activities.

Establishment Notice, a document from government ministry that gives guidelines on how new government programme or policy is to be implemented to the implementing agencies.

Performance appraisal, the assessment of performance of an individual in relation to the objectives, activities, outputs and targets of a job over a specific period of time.

Performance, the level at which a piece of work has been carried out by an individual who has been assigned to do the work.

Performance indicator, output derived from carrying out a particular activity.

Local government is district, city or municipality under Uganda's decentralisation policy that have been delegated planning, financial, administrative, legislative powers from the central government.

Result oriented management, a performance management approach that aims to achieve greater efficiency, effectiveness, accountability and access to improved services.

Staff establishment structure, details of various positions that need to be occupied in a government unit and requirements of persons suitable for the government unit to fulfill its mandate.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

This section presents a review of the related literature and therefore gives the various contributions made by different scholars on performance appraisal and employee performance. Different writers have approached the subject of performance appraisal and employee performance differently. Their different views have been included in the review of the related literature; for the researcher believes that any relevant literature to the research irrespective of the place or time could provide an idea to this study. The section also identified gaps to support the problem statement of the study.

2.1 Performance appraisal as a tool to motivate employees.

Managers have various strategies at their disposal for motivating organization members. Taylor (1947) cited in (Maicibi, 2003) argues that all employees must be given some incentives for their initiatives which he called ‘management of initiatives by incentives’. In addition, (Bruce and Repitone 1998) content that incentives have an impact on performance when delivered immediately as individual accomplishes the task. The methods of motivating employees today are numerous as the companies operating in the global business environment. According to (Flamholtz ,2000) cited in Yavuz (2004) the best employee motivation effort focuses on what employees deem to be important. It may be that employees within the same department of organisation will have different motivators. The concept of “motivational tools”, “incentives”, “reward”, and “recognition” are quite interrelated and complementary in the context of employee motivation. It is difficult to draw a line among them.

In relation to Maslow's hierarchy of needs, money provides the means to achieve a number of different ends. It is a powerful force because it is linked directly or indirectly to satisfaction of many needs. It clearly satisfies the basic need for survival and security, if it is coming regularly. It can also satisfy the need for self esteem and status- money can set you in a grade apart from your fellows and can buy you things they cannot to build you prestige (Armstrong, 1999). The Instrumentality Theory based on the writings of Taylor 1911 cited in Wagubi (2007) contents that instrumentality is the belief if we do one thing, it will lead to another; thus if we motivate it will lead to improved performance. It suggests that people only work for monetary rewards. Pay as a reward has no intrinsic meaning but it has significant motivating power because it comes to symbolize so many intangible goals. This pushes the staff to work harder to achieve organizational goals.

However, there are critiques on pay as a motivator, the journal on Micro-save Africa (cited in Wagubi,2007) states that there are people who work without receiving any monetary incentive for example volunteers in relief organizations. This highlights the fact that there is always some form of intrinsic motivation for human activities. In comparing the cash incentives to non monetary incentives, Spitzer (1998) notes that the correlation between the monetary values of rewards is not very high and in most jobs the best performers are not necessarily the highest paid ones. He emphasizes that money as an incentive tends to create "money motivation" rather than good work motivation. Spitzer also draws attention to a study conducted by AEIS in year 2000 supporting his argument where 17% of the American employees polled said they had received a yearend cash bonus and 32% stated that the cash incentive did not improve their performance (American Express Incentive Services, 2003). Non monetary tools are the tangible rewards,

social practices or job related factors that are used in an organization to motivate employees without direct payment of cash (Yavuz 2004). Examples of job related non monetary tools may include job rotation, job enlargement, job enrichment, empowerment, goal setting, participation in decision making, growth opportunities such as training programs, promotion.

The argument of the above authors is agreement with explanation provided by the Expectancy Theory of Victor Vroom that clearly asserts that an employee will be motivated to exert a high level of effort when he or she believes that the effort will lead to a good performance appraisal; and that a good performance will lead to organizational rewards like a bonus, a salary increase, or a promotion; and the rewards in turn will satisfy the employee's personal goals. This means that when workers know that there is a benefit or reward for good performance, they will invest enough time and energy, and the reverse is true when they know that there is no reward or benefit for their effort (Robbins 2000).

Pigors and Myers (1986) argue that performance appraisal is a means of helping supervisors to evaluate the work of each employee and is regarded as a basis for selecting candidates or officers for promotion and making "merit" increase in the hourly rates or salaries. Armstrong, (2003) stresses that movement of personnel within an organization, their promotion, transfer, demotion and separation should be a major aspect of performance appraisal standards. In this perspective, he emphasizes that "it is extremely important that promotions be fair-based on merit untainted by favoritism" (Armstrong, 2003 pg.393). He further explains that transfers are also ways of evaluating employees' performance for the purpose of improving their performance. They are used to give people broader job experiences as part of their development and to fill vacancies as they occur. In addition, inadequate performing employees may be transferred to other jobs

simply because a high level manager is reluctant to demote or fire them, and they are provided opportunity to improve their performance under a different supervisor.

Training has an intrinsic effect on the employees' attitudes and acts as an energizer that triggers off the employees desire to perform and hence developing a sense of commitment and loyalty to the organization and also individual job satisfaction. DeCenzo & Robbins (2000) argued that training is a long term investment for everyone in the organization. Baswadath (2002) stated that the term training indicates the process involved in providing aptitudes, skills and abilities of the workers to perform specific jobs. Aswathappa (2002) further argued that training contributes to efficiency of employees by contributing to the growth of the organization and minimizes problem of performance deficiencies. This is consistent with Milkorich and Boudreau (2003) who argued that training is often seen as a reward for good performance, a key tool in advancement of equal opportunity and effective action programmes. Training activity is encouraged by most scholars as it is associated with improved performance and higher productivity.

Being given more responsibility for their good performance could motivate people. This is in line with the concept of intrinsic motivation that is related to the content of the job or the 'work itself' Armstrong (1997). Denny (1997) cited in (Byansi, 2006) also presented the view that people are often more motivated by how they are used in the job than how they are treated. Where people feel part of an experiment or a project, they will show a much higher level of motivation. It is stated by William (1996) that managers need to assign duties, grant authority and create a sense of responsibility through delegation.

As explanations provided by the different scholars seem to suggest that successful implementation of performance appraisal scheme to motivate employees is practically

impossible unless it provides tangible and intangible benefits on the part of both the supervisors and subordinates, it becomes important to investigate how the New Staff Performance Appraisal Scheme is being used as a tool to motivate employees in Arua Municipal Council Local Government.

2.2 Use of performance feedback to improve employee performance.

Feedback acts as the key to employee performance. Stoner et al (1995) define feedback as the extent to which an employee receives specific information (praise, blame and others) about the effectiveness with which his or her tasks are being performed. Feedback occurs when the employee learns about the effectiveness of his/her job performance through direct evaluation from a supervisor, colleagues or direct results of the work itself. Cummings and Worley (2008) contend that feedback of job outcomes provide employees with straight and easy details of the effectiveness of task performance which leads to improved performance. Grace and Frahad (2004) recommended that giving feedback to employees should be done on an on-going basis.

Feedback on spot helps to improve performance. Supervisors should not save for the appraisal period to give feedback as it will not be of help to employee in achieving set objectives. Mick and Adrian (2002) contended that feedback is critical to performance management and yet not all managers are skilled and trained in its delivery. Armstrong (2003) affirmed that employees must receive constructive feedback about their performance preferably by evaluating their own performance and defining the feedback. Cumming and Worley (2008) proposed the importance of external feedback arguing that it generates intrinsic satisfaction. Cascio (2006) argued that, from an employee's perspective, lack of regular feedback about performance detracts from his or her quality of work life.

Most people want to improve their performance on the job, to receive constructive suggestions regarding areas they need to work on, and to be commended for things that they do well. He therefore indicated clearly that once- a- year performance appraisals are of questionable value and that coaching should be a day- to- day activity – particularly with poor performers or new employees. Feedback has maximum impact when it is given as close as possible to the action. If a subordinate behaves effectively (ineffectively), tell him or her immediately. Don't file incidents away so that they can be discussed in six to nine months.

Robert and Angello (2004) noted that feedback enhances ability, encourages effort and acknowledges results. Nick et al (2004) complemented that an individual's job performance and behavior is generally a function of what you know, what you are able to do and what you believe. Negative feedback needs to be handled with support and sensitivity if at all it is not to result into demotivation of staff. Most supervisors in organization today prefer not giving feedback especially when it is negative for fear of criticism. Unconstructive feedback kills employee's self-esteem because it is about one's feeling of overall worth about him or her. Tothis Robert and Angello (2004) added that, generally, people tend to receive and recall positive feedback more accurately than they do for negative feedback. With this therefore, feedback with negative signs or threatening content needs to be administered carefully to avoid creating insecurity and defensiveness.

Ivanovich (1998) explained that feedback on performance transmits information and creates motivation. For this to effectively happen, in his view, the supervisor must have credibility and power; credibility in a sense that the subordinate believes that the supervisor has enough knowledge of one's performance and is capable of being objective.

In a survey carried by Whitaker & Levy (2006) to establish relationship between feedback and performance in Midwestern (USA), it was discovered that subordinates who received supportive feedback displayed high performance ratings. However the limitation noted in this survey was that the sample for the study was made of students, and it was therefore recommended that a similar study needs to be conducted on full time adult workers who have served for differing periods in employment before the results of the finding can be generalized.

In another development, a study commissioned by Lee and Shin (2002) to investigate whether other inflated expectations of employees such as organizational commitment, job satisfaction, procedural justice could positively affect employee performance even when there is no feedback on performance, that results surprisingly revealed that even when feedback was withheld, significant employee performance was achieved. Another representative example is demonstrated by Luthans (2000) who considers recognition as a form of feedback that involves reinforcing and motivating others to encourage superior performance through financial and non financial rewards. Dierdergs Markets were concerned with exceedingly high turnover rates of their employees, and when they implemented formal recognition and feedback programme, turnover reduced almost by half in over six year period from 50% to 28%. One widely used approach to feedback in managerial appraisal is the system of evaluating managerial performance against the setting and accomplishing of verifiable objectives. This is makes feedback simple and more meaningful since people set themselves to accomplish specific tasks, and are then given feedback on how effectively and efficiently they have performed in the end (Weirich & Koontz 2005). Decenzo and Robbins (1998) contented that this approach to feedback makes use of objectives.

Employees are evaluated by how well they accomplish specific set of objectives that have been determined to be critical in the successful completion of their job. This approach is frequently referred to as management by objectives (MBO). According to the authors, under MBO, organisation's overall objectives are used as guidelines from which departmental and individual objectives are set. Goal setting directs attention to specific performance in question, they mobilize effort to accomplish higher level of performance and foster persistence for higher level of performance (Wayne 2006). The development of adequate measures of job performance requires that all important aspects of work involved be taken into account. It's important that the supervisor and subordinates agree on the duties and job standards to be achieved or considered in the appraisal of performance. Goal setting gives behavior direction, increases effort and fosters persistence (Robert & Angelo 2004).

Dessler (2005) supplemented that employee efforts should be goal directed. In this case a manager should appraise and provide feedback to the employee based on how the person performed with respect to achieving the specific standards by which the employee expected to be measured. Most times appraisal is done without agreed upon areas/targets in most organizations and this has caused conflict among employees and in the process affected performance. Grace and Farhad (2004) cited in Muhuruzi (2009) noted in their study that lack of employee participation and involvement in the process especially their job targets which turn out to be unclear, unfeasible or nonexistent as being the most common problem for failure of an appraisal system. Stressing the importance of setting specific performance objectives in comparison to job descriptions; Dessler (2005) affirmed that job descriptions by most organizations are always not enough to be used independently as they only reflect on achievement of objectives, and that job descriptions are usually written by employers for groups but not specific for jobs.

Without set objectives, it becomes hard for supervisors to appraise employees' performance and provide the needed feedback. Effectiveness of appraisal system hinges on the extent to which performance criteria are appropriate for jobs for which they are used (Torrington 1998). The importance of setting specific objectives has been over emphasized in New Performance Appraisal Scheme and ROM by MoPS to establish in the public service a management culture that focuses on the results or outputs, provides for continuous improvement in performance and enhance transparency and accountability (Ministry of Public Service, 2007). Since the results from different studies on feedback and employee performance reflect inconsistency, this study therefore seeks to determine how feedback is being used to improve employee performance in Arua Municipal Council Local Governemnt.

2.3 Challenges in implementation of the New Performance Appraisal Scheme.

Performance appraisal is a crucial activity of human resource management of any organization. Given the benefits of implementing a performance appraisal system, the challenges in its implementation need to be clearly identified so as to overcome them for improved performance. One major challenge affecting implementation of performance appraisal systems in many organizations is the ownership of the performance appraisal system. Most line managers in organizations look at performance appraisal as a human resource function that is responsibility of personnel officers and human resource managers. Marchington and Wilkinson (1996) observed that many managers regard performance appraisal as a bureaucratic and irksome exercise which is done to satisfy personnel and development function. Beardwel and Holden (1997) seem to share the same view as they content that appraisal schemes are met by many employees with distrust, suspicion and fear.

Torington et al (1998) have also argued along bureaucratic line that the advantage of having the line manager as the appraiser is that the immediate supervisor usually has the most intimate knowledge of the tasks that an individual has been carrying out and how well they have been done.

Some scholars have argued that characteristics of the implementing agencies/ disposition of the implementers inhibit implementation of performance appraisal scheme in some organisations.

With particular reference to Africa, they have argued that Africans lack expertise and they are incapable of implementing performance appraisal, moreover, low levels of human capital are responsible for organizational failure (Klitgaard 1997) cited in Kagambirwe (2007). As far as these thinkers are concerned, inadequate capacity and lack of motivation amongst the implementers may lead to implementation failures; besides the institutional characteristics of implementing agencies have a profound effect on how subordinates perceive and act on the directives of their bosses.

David and Robbins (1998) described one major difficulty in measuring performance. They note difficulty in differentiating between quality and quantity as a major difficulty. For example an individual may generate a high output, but his or her performance standard may be quite low. Hence, where controls are not instituted to protect against such abuses, we often find quantity replacing quality. They have given a case of senior university faculty member who takes the junior faculty member aside and cautions maintaining such high standards in his publications. *“You won’t survive around here by generating only two articles a year. No one cares about quality, its numbers that matter. Remember, deans can’t read, but they can count!”* (David and Robbins ,1998:411).

There is also problem of defining and agreeing on appropriate performance objectives. For certain kinds of jobs, it is difficult to define performance standards in absolutely clear terms.

Decenzo and Robbins (2002) affirmed that many jobs have vague performance standards.

The problem is compounded when these standards are not communicated to employees as such, it is even more difficult to establish performance indicators and direct measuring devices.

Byansi (2006) content that when employees don't have the right equipment, or when equipment fails, they can easily be frustrated in their desire to deliver quality services. He added that the right technology and equipment if well arranged can create friendly office environment and working attitude.

There is also challenge of lack of objective assessment by the supervisors. This may arise in a number of circumstances such as conflict avoidance. Conflict avoidance is a conscious decision on the part of the supervisor to rate the performance of subordinate higher than what the subordinate deserves to avoid confrontation by very bold subordinates as Drafke and Kossen (2002) note that some employees are very bold; so bold enough to go on the offensive during an evaluation if they think it will be below standard.

Monappa and Saiyadain (1996) asserted that supervisors usually avoid playing the role of a judge. They feel uneasy criticising a subordinate's performance and are anxious as their adverse appraisal might hold up a promotion, salary increment, or unwanted transfer. Mc Gregor (cited in Pinnington and Edward 2003) holds similar view by explaining that supervisors' dislike to appraisal is attributed to among other things, the normal dislike of criticizing a subordinate.

Appraisal may be influenced with errors and bias on the side of the rater (appraiser) in many ways.

One form of error is the 'halo effect' which has been defined as a tendency for an evaluator to let the assessment of an individual on one trait influence his or her evaluation of that person on other traits (Robbins, 1998). For example, if an employee tends to be dependable, we might become biased towards that individual to the extent that we might rate him or her high on many other desirable attributes. A second error could be 'recency effect' where the supervisor/appraiser attaches more value to recent event when appraising his or her subordinate rather than looking at the subordinates entire performance.

There is also similarity error where supervisors rate subordinates by giving special consideration to those qualities that they perceive in themselves. The fourth is 'contrast error' where employee is rated relative to other employees rather than performance. We also have 'central tendency' which arises when the rater is too lenient and lumps all employees in a middle or average range, or even towards the high end of the scale (Neale, 1991) cited in (Kagambirwe, 2007). Rating error reduces reliability, validity and utility of the performance appraisal system (Robbins, 1998). Robbins, (1998) has observed that many supervisors hate giving negative feedback. They are uncomfortable saying anything negative and fear retribution from their employees. For instance, researchers in Philadelphia found that 98 percent of 151 area managers encountered some type of aggression after giving employees negative appraisal (Robbins 1998).

For many supervisors, the easy way out is just to rate employees as 'excellent' in all categories which of course undermines much of the value of evaluations.

There is yet the challenge of limited or non availability of resources or even untimely availability. Resources are defined here to include funds and all other incentives that are earmarked to motivate staff upon good performance. Nearly all motivational practices require some substantial amount of resources to implement them.

David and Robbins (1998), observe that pay possesses all the characteristics of the perfect reward except that it is not low in cost. Promotions and permanent employment score low in flexibility and high in cost. Promotions cannot be given regularly and are a scarce commodity. The guarantee of permanent employment is one- shot motivator that, once given, loses all ability to motivate. Further, it commits the organization to paying the salaries of tenured employees for the rest of their working lives. Special awards, certificates, and medals are low in cost but also low in importance. Fringe benefits suffer from high cost and the fact that they are made available to everyone, regardless of job performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction.

This chapter focuses on the methodology that was used in data collection and analysis. It consists of the research design, area of the study, population of the study, sample size and sampling techniques, data collection methods and instruments, quality control methods (reliability and validity) data analysis technique, ethical considerations observed during the study and limitations as well as delimitations.

3.1 Research design.

The study adopted a case study design that exploited both qualitative and quantitative approaches of data collection from both primary and secondary sources. Yin (1994) argues that a case study design is a research design where the researcher selects one representative of cases for an in-depth study. There are many local governments in Uganda; and therefore for an in-depth study on the topic, there was need to select one of them, hence, the adoption of this design. Quantitative and qualitative approaches were employed for collecting and analysing the data.

3.2 Area of study.

The study was conducted in Arua Municipal Council Local Government located in Arua District in Uganda. The Municipality is located on latitude 0301 North and 3058 East, in North-Western part of Uganda in Ayivu County – Arua District, 627kms from Kampala – the Capital City of Uganda. Arua Town was gazzetted a Town board in 1932; it became a Town Council in 1963 and a Municipality in 1972 (Arua Municipal HR – June 2008). During decentralization, it became a local government under Local Government Act 1997(Government of Uganda, 2007). It has two divisions with a total population of 45,883 people according to 2002 population census.

Arua Municipal Council was chosen because it is one of the oldest Municipalities in Uganda having been declared municipality in 1971. It has adequate staff establishment structure where the researcher was in a better position to obtain the required data both secondary and primary within the required period of time and submit the report at the expected time.

3.3 Study population.

A study population of 111 members of staff was targeted for this study. The target study population comprised all the employees of Arua Municipal Council Local Government. In particular, it consisted of the Town Clerk (TC), 22 members of staff from administration, 18 from works and engineering, and 17 from finance, 3 from community services, 3 from education, 2 from audit, 2 from production, 2 from procurement and 41 from health departments. These were made of various categories of principal officers, senior officers, officers, senior assistant officers, assistant officers and support staff.

3.4 Sampling procedure.

3.4.1 Sample size.

Table 3. 1: Sample Size of the Study.

Department	Parent Population	Sample size
Office of Town Clerk	1	1
Administration	22	17
Works & Engineering	18	14
Finance & Planning	17	13
Community Services	3	2
Education	3	2
Audit	2	2
Production	2	2
Procurement	2	2
Health	41	31
Total	111	86

Source: Arua Municipal Council Staff List July, 2011

The table below presents the sample size that was used for the study.

A sample size of 86 staff was used and determined by use of statistical tables from Krejcie and D. W. Morgan 1970 out of total population of 111 staff employed by Arua Municipal Council Local Government. The Krejcie and D. W. Morgan 1970 table is presented in Appendix V.

3.4.2 Sampling technique.

Arua Municipal Council Staff List was used as a sampling frame to determine the total population of 111 employees (see Appendix VI). The researcher got selected respondents from all the departments in Arua Municipal Council Local Government. The researcher first used stratified sampling to determine number of staff in each department. According to American Statistical Association (1999), stratified sampling enables the division of survey population into the desired number of categories so as to ease the collection of relevant data from each category in the most effective and efficient manner. The selection of respondents from each department then employed non-probabilistic purposive sampling. According to Amin (2005), purposive sampling is used when a researcher has reason to target specific elements that the researcher would not like to miss out in the selected sample. This therefore involved selecting respondents as determined by rank, length of service, terms of employment for purpose of comparison of views and opinions of different categories of respondents on the New Performance Appraisal Scheme and Employee Performance in Arua Municipal Council Local Government.

3.5 Data collection methods and instruments.

Data for the study was collected using three data collection methods and three instruments.

3.5.1 Interview and interview guide.

Personal interviews with the selected respondents especially the TC, Head of Human Resource Department (Senior Personnel Officer), Principal Medical Officer and Senior Education Officer, 3 (three) Assistant Officers and 4 (four) support staff were conducted.

Interview schedule with both open and closed ended questions were used. This instrument was applied for selected Heads of Department believed to be very knowledgeable on the topic and others who were chosen to enable the researcher to obtain in-depth information through probing (Mugenda & Mugenda, 2003). The individual personal interviews have the advantage of providing freedom of expression, getting first hand information from the respondents and more so, it has an element of flexibility.

3.5.2 Questionnaire and self administered Questionnaire.

Self administered questionnaires were given to the different categories of respondents from Principal Officers, Senior Officers, Officers, and Senior Assistant Officers, Assistant Officers, and Support staff from different departments, save those selected for interviews. Questionnaire was used for this category of staff because these are respondents who are literate with capacity to read and interpret questions by themselves. The questionnaire was also selected because it enabled the respondents to freely express their opinion about the variables under study. A closed ended questionnaire covering all the aspects of the study variables accompanied with a Likert scale response continuum, that is 'Strongly agree=5, Agree=4, Undecided=3, Disagree=2, and Strongly Disagree=1' (Amin 2005) was used for this study.

3.5.3 Documentary review / analysis and documentary review guide.

Secondary sources of data such as individual staff performance appraisal files, DSC Quarterly reports, personal files, relevant minutes of meetings and other relevant personnel records were reviewed. A documentary checklist was designed (see appendix IV) to ascertain that key documents on the research variables were reviewed. This helped to substantiate data obtained from questionnaires and interviews.

3.6 Quality Control Methods.

3.6.1 Validity.

Validity of research instrument is the extent to which the instrument measures what it was intended to measure (Amin 2005). When an instrument is valid, it means data obtained will not have systematic errors; in other words, data will be accurate and meaningful. To ensure validity, the instruments were subjected to the scrutiny of technical persons; my supervisor and my (UMU) Human Resource Module Lecturer. The deficiencies or weaknesses of the instruments such as unclear questions in the questionnaire were identified and then corrected before the research was conducted. Sampling also ensured that the right respondents for the study were selected to ensure that valid data were solicited.

3.6.2 Reliability.

According to Mugenda and Mugenda (1999), reliability is the measure of consistency with which an instrument measures what it is intended to measure. It is about the dependability of the instrument. Reliability was insured by pre-testing the instruments on some selected staff of Arua Municipal Council Local Government to establish if questions in the questionnaire were understood the same way by the respondents.

The pilot test results were then used to determine Reliability Index using Cronbach Alpha technique giving co-efficient of reliability of .869 as indicated below. According to Amin (2005), any co-efficient of reliability from .70 is stable, consistent and reliable.

Figure 3. I: Reliability Statistics

Cronbach's Alpha	N of Items
.869	31

Mugenda & Mugenda (1999) advice that the number of respondents used for pre-testing should be smaller, usually between 1% and 5% of the sample size. In this study, 6% of respondents that is to say 4 respondents were used for pre-testing of the questionnaire. The respondents who participated in pre-testing were not included in the sample of research study.

3.7 Data management and processing.

After data collection from the respondents, the researcher edited and coded the data from questionnaires, tabulated data and fed the data into computer for analysis using SPSS computer software. While for data from interviews, during the process of data collection, there was continuous assessment and organization of data collected to ensure completeness, accuracy and consistency. On the other hand reviewed data from documents was organized into meaningful tables and comments.

3.8 Data analysis.

Both quantitative and qualitative techniques of data analysis were employed by the researcher. Quantitative data was analysed using descriptive statistics; frequencies, means, standard deviation and percentages using Statistical Package for Social Sciences (SPSS).

Qualitative data analysis in this study involved ‘cleaning up’ data from the interview guide, categorizing it into themes and patterns, and then making a content analysis to determine the adequacy of the information, credibility, usefulness and consistency. The qualitative data collected from documentary review was analysed qualitatively in form of words, tables and personal comments to communicate real meaning in line with objectives of the study and research questions.

3.9 Ethical considerations observed in the study.

The major ethical considerations observed in the research included, informed consent, privacy and confidentiality, anonymity, and the researchers’ responsibility. The rights of the subjects in the study were also observed. This included the right to participate or not in the study, the right not to respond to some questions that they perceive sensitive to their privacy or well being. The confidentiality of respondents was also respected in the study.

All data collected were kept in the reach of the researcher exclusively to avoid some sensitive information from being accessed by non- authorized parties. Anonymity was maintained by asking respondents to provide their responses without having to give their names.

3.10 Limitations.

The researcher encountered the problem of failure of some respondents to abide by the date of appointment for interviews. However, the researcher addressed the problem by reminding all the respondents on the appointment dates for their respective interviews. The researcher also faced the problem of limited funds to carry out the research and addressed the problem by operating within time schedule and making careful use of the limited funds.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter is a presentation, analysis and discussion of the research findings. The findings were captured and analysed using SPSS computer software and methods where the results were presented in form of graphs, tables, frequency counts and percentages. The presentation proceeds with an analysis of sample characteristics of respondents, the descriptive statistics on the variables under study. The researcher further links the analysis and discussion to the existing literature by other researchers and writers.

4.1: Response rate.

The table 4.I below shows response rate of 65 responses out of 86 representing 75.6%. According to Hinds (2000) a response rate of 70% to 80% is acceptable as a well conducted research. This reflects that the results of the research can be reliable.

Table 4. I: Table showing the response rate.

Department	Sample size	Responses received	Percentage
Administration	17	16	94%
Works and Engineering	14	8	57%
Finance and Planning	13	11	85%
Community Services	2	1	50%
Education and Sports	2	2	100%
Audit	2	2	100%
Production and Marketing	2	2	100%
Procurement	2	1	50%
Health	31	22	71%
Total	86	65	75.6%

Source: Arua municipal Council Staff list, July 2011

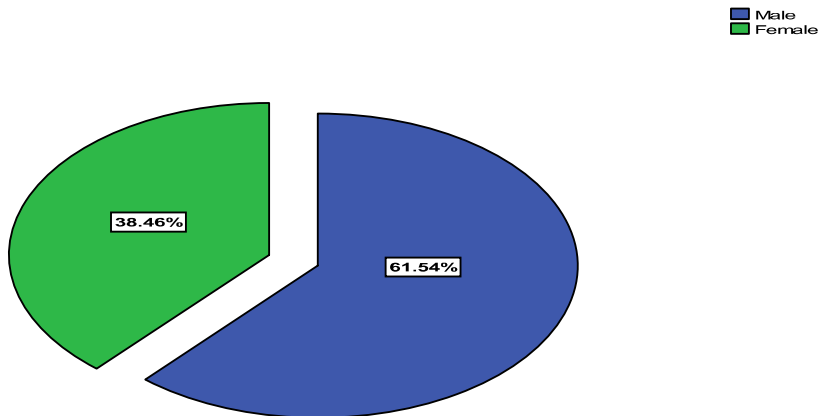
4.1.0 Demographic characteristics of respondents.

The demographic characteristics of respondents (staff) included information on sex of respondents, age, educational attainment, years of service with Arua Municipal Council, department where individual staff belonged, staff category, terms of employment, which were obtained using questionnaire as summarized in the tables below.

4.1.1 Sex of respondents.

This information was obtained using a questionnaire administered to respondents. The findings are summarized in the pie chart below.

Figure 4. I: Pie chart showing respondents by sex.



From the pie chart above, it is clear that the number of males employed 40 (61.5 %) exceed that of females 25 (38.5%) of the Council staff, therefore suggesting that the Local Council employs more men than women.

4.1.2 Respondents by age.

This information was obtained using a questionnaire administered to the respondents. The findings are summarized in the Table 4.II below.

Table 4. II: Univariate table showing respondents by age

Age range	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	18	27.7	27.7	27.7
31-40	30	46.2	46.2	73.8
41-50	14	21.5	21.5	95.4
50 Above	3	4.6	4.6	100.0
Total	65	100.0	100.0	

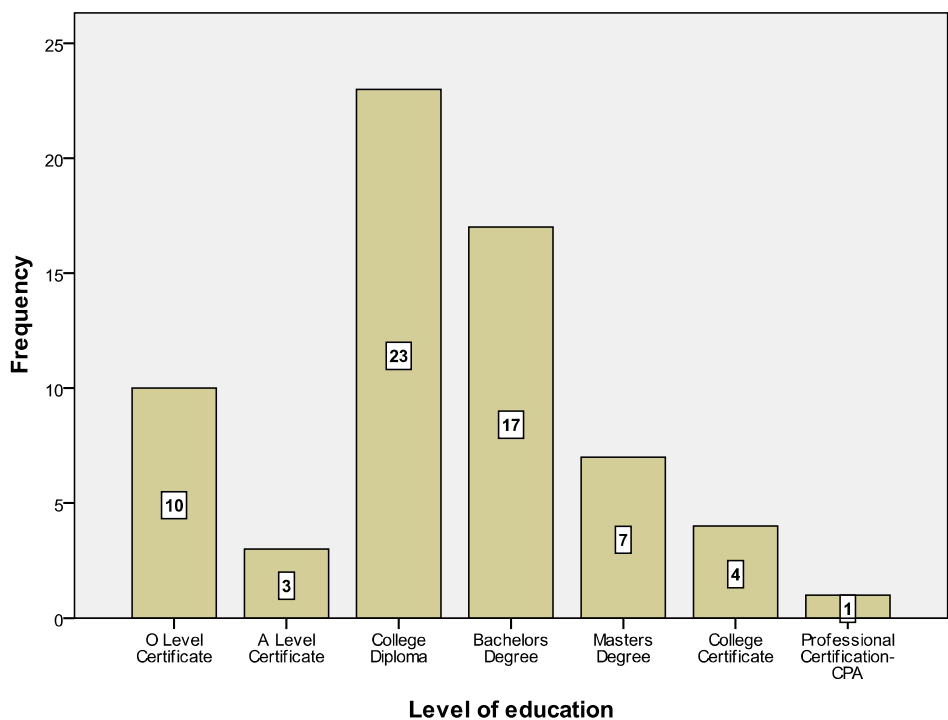
Source: Primary data

The table above shows that the majority of the respondents 30(46.2%) were in the 31 – 40 age bracket. People of this age are energetic, have very high expectation from their employers and would expect to be highly motivated in order to establish a firm foundation for their future.

4.1.3 Respondents by education level.

This information was obtained using a questionnaire administered to the respondents. The findings are summarized in the Bar graph below.

Figure 4. II Bar graph showing respondents by education level.



Source: Primary data

The bar graph above shows respondents by their educational levels. The highest number of respondents was in College Diploma category representing 23(35.4%), followed by Bachelors Degree 17(26.2%), and then 'O' Level Certificate 10(15.4%). On the other hand, Professional Certification 1(1.5%), 'A' Level Certificate 3(4.6) and College Certificate 4(6.2%) had the lowest number of respondents. Overall the results revealed that staffs of Arua Municipal Council have some level of training. This suggests that the minimum requirement to be recruited to work in local government is 'O' Level Certificate or its equivalent.

4.1.4 Respondents by department.

Table 4. III: Table showing distribution of respondents by department

Department	Frequency	Percent	Valid Percent	Cumulative Percent
Administration	16	24.6	24.6	24.6
Finance and Planning	11	16.9	16.9	41.5
Audit	2	3.1	3.1	44.6
Education	2	3.1	3.1	47.7
Engineering and Works	8	12.3	12.3	60.0
Health	22	33.8	33.8	93.8
Community Services	1	1.5	1.5	95.4
Production and Marketing	2	3.1	3.1	98.5
Procurement	1	1.5	1.5	100.0
Total	65	100.0	100.0	

Source: Primary data

Table 4.III above shows that health department has the highest number of respondents 22(33.8%), followed by administration 16(24.6%), then finance and planning 11(16.9%), engineering 8(12.3%), while the rest of the departments of audit, education, production and marketing, community services, procurement have less than 3 staff. This suggests that the Council is a service providing entity, and hence dictating on the type of staff needed for provision of the services.

4.1.5 Respondents by organisational tenure.

Table 4. IV: Table showing organizational tenure of respondents

Employment Tenure	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	3	4.6	4.6	4.6
1-4 years	25	38.5	38.5	43.1
5-7 years	17	26.2	26.2	69.2
8-10 years	4	6.2	6.2	75.4
Over 10 years	16	24.6	24.6	100.0
Total	65	100.0	100.0	

Source: Primary data

Table 4.IV above indicates that only 3(4.6%) of respondents have worked for less than 1 year, while 25(38.5%) of the respondents have worked for 1-4 years, 17(26.2%) for 5-7 years, 4(6.2%) for 8-10 years and 16(24.6%) worked for over 10 years. This suggests that over half of the employees can to a large extent assess the effects of the NPAS on employee performance over the years it was introduced.

4.1.6 Respondents by designation/position.

Table 4. V: Showing respondents by designation/position

Designation/position	Frequency	Percent	Valid Percent	Cumulative Percent
Principal Officer	3	4.6	4.6	4.6
Senior Officer	10	15.4	15.4	20.0
Officer	18	27.7	27.7	47.7
Senior Assistant Officer	6	9.2	9.2	56.9
Assistant Officer	20	30.8	30.8	87.7
Support Staff	8	12.3	12.3	100.0
Total	65	100.0	100.0	

Source: Primary data

The table above shows that 3(4.6%) principal officers, 10(15.4%) senior officers, 18(27.7%) officers, 6(9.2%) senior assistant officers, 20(30.8%) assistant officers, and 8 support staff participated in the study involving responses through questionnaire.

4.2.0 Performance Appraisal as a tool of motivation in Arua Municipal Council LG.

To analyse the results, respondents who strongly disagreed plus those who disagreed were combined into one category to be considered as those opposed to the question. On the other hand, respondents who strongly agreed plus those who agreed were combined into one category and considered as those concurring with the question.

4.2.1 Descriptive results regarding use of performance appraisal as a motivation tool.

Five questions about motivation and performance were presented to the various categories of staff in Arua Municipal Council from principal officers to support staff. They were required to respond to the questions using the following scale: 5 = Strongly Agree (SA), 4=Agree (A), 3= Undecided (U), 2=Disagree (DA), 1=Strongly Disagree (SD). The findings are presented in the Table 4.VI followed by an interpretation and analysis.

Table 4. VI: Findings on use of performance appraisal as a motivation tool

Category of respondent	I have access to resources to perform my planned work					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0)	0(0.0)	0(0.0)	2(66.7)	1(33.3)	3(100%)
Senior Officer	1(10%)	2(20%)	2(20%)	3(30%)	2(20%)	10(100%)
Officer	3(16.7%)	2(11.1)	4(22.2%)	6(33.3%)	3(16.7%)	18(100%)
Senior Assistant Officer	0(0.0%)	3(50%)	1(16.7%)	2(33.3%)	0(0.0%)	6(100%)
Assistant Officer	4(20%)	4(20%)	1(5%)	8(40%)	3(15%)	20(100%)
Support Staff	1(12.5%)	1(12.5%)	0(0.0%)	5(62.5%)	1(12.5%)	8(100%)
Total	9(13.8%)	12(18.5%)	8(12.3%)	26(40%)	10(15.4%)	65(100%)
Category of respondent	I receive praise and recognition from my supervisor for good work done					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	2(66.7%)	1(33.3%)	3(100%)
Senior Officer	1(10%)	1(10%)	0(0.0%)	5(50%)	3(30%)	10(100%)
Officer	2(11.1%)	1(5.6%)	3(22.2%)	10(55.6%)	2(11.1%)	18(100%)
Senior Assistant Officer	2(33.3%)	3(50%)	1(16.7%)	0(0.0%)	0(0.0%)	6(100%)
Assistant Officer	3(15%)	1(5%)	3(15%)	8(40%)	5(25%)	20(100%)
Support Staff	1(12.5%)	1(12.5%)	3(37.5%)	1(12.5%)	2(25%)	8(100%)
Total	9(13.8%)	7(10.8%)	10(15.4%)	26(40%)	13(20%)	65(100%)
Category of respondent	I have been promoted or assigned extra responsibility in the last 5 years					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	1(33.33)	1(33.33%)	1(33.33%)	3(100%)
Senior Officer	1(10%)	0(0.0%)	1(10%)	0(0.0%)	8(80%)	10(100%)
Officer	2(11.1%)	3(16.7%)	6(33.3%)	3(16.7%)	4(22.2%)	18(100%)
Senior Assistant Officer	3(50%)	0(0.0%)	0(0.0%)	1(16.7%)	2(33.3%)	6(100%)
Assistant Officer	5(25%)	4(20%)	1(5%)	5(25%)	5(25%)	20(100%)
Support Staff	2(25%)	1(12.5%)	2(25%)	1(12.5%)	2(25%)	8(100%)

Total	13(20%)	8(12.3%)	11(16.9)	11(16.9%)	22(33.8%)	65(100%)
Category of respondent	Good performance is recognised in the organisation through rewards					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	1(33.3%)	2(66.7%)	0(0.0%)	3(100%)
Senior Officer	1(10%)	0(0.0%)	2(20%)	3(30%)	4(40%)	10(100%)
Officer	3(16.7%)	2(11.1%)	2(11.1%)	7(33.9%)	4(22.2%)	18(100%)
Senior Assistant Officer	1(16.7%)	2(33.3)	0(0.0%)	1(16.7%)	2(33.3%)	6(100%)
Assistant Officer	6(30%)	4(20%)	2(10%)	6(30%)	2(10%)	20(100%)
Support Staff	2(25%)	2(25%)	1(12.5%)	0(0.0%)	3(37.5%)	8(100%)
Total	13(20%)	10(15.4%)	8(12.3%)	19(29.2%)	15(23.1%)	65(100%)
Category of respondent	I have been sent for training in the past 5 years					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	1(33.3%)	2(66.7%)	3(100%)
Senior Officer	0(0.0%)	0(0.0%)	0(0.0%)	4(40%)	6(60%)	10(100%)
Officer	3(16.7%)	2(11.1%)	2(11.1%)	7(33.9%)	4(22.2%)	18(100%)
Senior Assistant Officer	0(0.0%)	2(33.3)	0(0.0%)	2(33.3%)	2(33.3%)	6(100%)
Assistant Officer	6(30%)	4(20%)	2(10%)	6(30%)	2(10%)	20(100%)
Support Staff	3(33.5%)	2(25%)	1(12.5%)	0(0.0%)	2(25%)	8(100%)
Total	12(18.5%)	10(15.4%)	5(7.7%)	20(30.8%)	18(27.6%)	65(100%)

Source: Primary data

Table shows the findings regarding use of performance appraisal as at tool to motivate staff in Arua Municipal Council Local Government. Thus findings show that, among the principal officers 3 out of 3 representing 100%, Senior Officers 5 out of 10 representing 50%, officers 9 out of 18 representing 50%, senior assistant officers 2 out of 6 representing 33.3%, assistant officers 11 out of 20 representing 55%, and support staff 6 out of 8 representing 75% giving a summary of 36 out of 65 representing 55.4% of respondents agreed that they had access to resources to perform their planned work.

Similarly, findings show that among the principal officers, 3 out of 3 representing 100%, senior officers 8 out of 10 representing 80%, officers 12 out of 18 representing 66.7%, senior assistant officers 0 out of 6 representing 0.0%, assistant officers 13 out of 20 representing 65%, and support staff 3 out of 8 representing 37.5% giving a summary of 39 out of 65 representing 60% agreed that they receive praise and recognition from their supervisors for good work done.

In the same way, on the question of promotion, 2 out of 3 principal officers representing 66.7%, 8 out of 10 senior officers representing 80%, 7 out of 18 officers representing 38.9%, 3 out of 6 senior assistant officers representing 50%, 10 out of 20 assistant officers representing 50%, and 3 out of 8 support staff representing 37.5% giving a summary of 33 out of 65 representing 50.7% agreed that they had been promoted or assigned extra responsibilities in the last 5 years.

On recognition of performance through rewards, 2 out of 3 principal officers representing 66.7%, 7 out of 10 senior officers representing 70%, 11 out of 18 officers representing 56.1 %, 3 out of 6 senior assistant officers representing 50%, 8 out of 20 assistant officers representing 40%, and 3 out of 8 support staff representing 37.5% giving a summary of 34 out of 65 representing 52.3% agreed that good performance is recognized in the Council through rewards.

Lastly, on where a staff had gone for training in the past five years, 3 out of 3 principal officers representing 100%, 10 out of 10 senior officers representing 100%, 11 out of 18 officers representing 56.1 %, 4 out of 6 senior assistant officers representing 66.6%, 8 out of 20 assistant officers representing 40%, and out of 8 support staff representing 25% giving a summary of 38 out of 65 representing 58.4% agreed that they have ever been sent for training in the past five years.

4.2.2 Results regarding qualitative data analysis.

Besides quantitative statistics results, the analysis of interview and documentary review revealed that indeed the performance of a staff is a basis for reward and sanction decision by the appointing authority which is the District Service Commission. In interview with the senior officers, most of them stressed that the appointing authority can not recommend or approve any reward and sanction decision for an officer such as confirmation in appointment, promotion, dismissal, reprimand, demotion unless they are accompanied with evidence of performance of

the staff on performance appraisal forms. Despite the importance of performance appraisal information; a good number of senior officers interviewed complained that their subordinates don't treat appraisal with seriousness it deserves. One of the senior officers responded that *"it is not common for a staff to fill appraisal forms for the last three years in one when an opportunity appears just to secure the recommendation particularly the confirmed officers."* He noted that such attitude limits opportunities for a good number of them especially promotions. In an interview with the Town Clerk (TC), he noted all DSC interventions for established staff is based on record of performance of the staff from the staff's appraisal file.

Evidence from documentary review revealed that the appraisal folders (files) for some staff did not have filled appraisal forms for the last 2 – 3 years. Further information from the documentary review has been summarized in the table VIII below.

Table 4. VII: Table showing summary of DSC Intervention from FY 2003/4 TO 2010/11

DSC Intervention	FINANCIAL YEAR							
	2003/4	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Confirmation in appointment	32	53	8	21	5	8	12	17
Appointment on promotion	1	5	6	3	4	1	2	5
Appointment on transfer of service	4	2	2	1	3	3	2	6
Interdiction noted	1	1	3	0	4	1	2	3
Study leave granted	3	4	5	3	2	3	3	4
Contract appointment	2	3	1	0	0	1	1	2
Appointment of transfer within service	2	3	1	1	1	2	0	1
Severe reprimand	2	1	2	3	0	0	1	2

Source: DSC Quarterly and Annual Report for the period 2003 - 2011.

4.2.3 Discussion of the findings.

These findings are in agreement with the literature reviewed by Armstrong, (2003) who stressed that the movement of personnel within an organization – their promotion, transfer, demotion and separation should be a major aspect of performance appraisal standards.

The rewards and sanctions decision of the DSC are based on evidence of performance of a staff from the appraisal forms as reported in the interviews with senior officers, and as 8 out of 10 senior officers representing 80% responded that they had been promoted or assigned extra responsibilities in the last 5 years. It is also consistent with Milkorich and Boudreau (2003) who argue that training is often seen as a reward for good performance, a key tool in advancement of equal opportunity and effective action programmes. It is further in agreement with literature by DeCenzo & Robbins (2000) training has an intrinsic effect on the employees' attitudes and acts as an energizer that triggers off the employees desire to perform and hence developing a sense of commitment and loyalty to the organization and also individual job satisfaction. 100% of both the principal and senior officers agreed that they had been sent for training in the last five (5) years. This shows the Council is committed to developing the capacity of senior officers for improved performance although not much has been done for support staff as only 2 out of 8 representing 25% reported having been sent for studies in the past five (5) years. Training activity is encouraged by most scholars as it is associated with improved performance and higher productivity.

4.3.0 Use of performance feedback to improve employee performance in Arua Municipal Council LG.

To analyse the results, respondents who strongly disagreed plus those who disagreed were combined into one category to be considered as those opposed to the question. On the other hand, respondents who strongly agreed plus those who agreed were combined into one category and considered as those concurring with the question.

4.3.1 Descriptive results on the use of performance feedback to improve employee performance.

Nine questions about performance feedback and employee performance were presented to the various categories of staff in Arua Municipal Council from principal officers to support staff. They were required to respond to the questions using the following scale: 5 = Strongly Agree (SA), 4=Agree (A), 3= Undecided (U), 2=Disagree (DA), 1=Strongly Disagree (SD). The findings are presented in the Table VIII followed by an interpretation and analysis.

Table 4. VIII: Table showing use of performance feedback to improve employee performance

Category of respondents	My supervisor provides timely feedback on how well I perform my job					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	2(66.7%)	1(33.3%)	3(100%)
Senior Officer	2(20%)	4(40%)	1(10%)	3(30%)	0(0.0%)	10(100%)
Officer	3(16.7%)	2(11.1%)	1(5.6%)	10(55.6%)	2(11.1%)	18(100%)
Senior Assistant Officer	0(0.0%)	1(16.7%)	2(33.3%)	3(50%)	0(0.0%)	6(100%)
Assistant Officer	2(10%)	4(20%)	3(15%)	6(30%)	5(25%)	20(20%)
Support Staff	0(0.0%)	3(37.5%)	1(12.5%)	4(50%)	0(0.0%)	8(100%)
Total	7(10.8%)	14(21.5%)	8(12.3%)	28(43.1%)	8(12.3%)	65(100%)
Category of respondents	In the last three months my supervisor has talked to me about my progress at work					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	1(33.3%)	1(33.3%)	1(33.3%)	3(100%)
Senior Officer	1(10%)	4(40%)	1(10%)	4(40%)	0(0.0%)	10(100%)
Officer	5(27.8%)	3(16.7%)	3(16.7%)	5(27.8%)	2(11.1%)	18(100%)
Senior Assistant Officer	0(0.0%)	2(33.3%)	2(33.3%)	2(33.3%)	0(0.0%)	6(100%)
Assistant Officer	1(5%)	4(20%)	3(15%)	11(55%)	1(5%)	20(100%)
Support Staff	1(12.5%)	2(25%)	2(25%)	2(25%)	1(12.5%)	8(100%)
Total	8(12.3%)	15(23.1%)	12(18.5%)	25(38.5%)	5(7.7%)	65(100%)
Category of respondents	My supervisor demonstrates work instruments and provides performance guidelines for during feedback					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	2(66.7%)	1(33.3%)	3(100%)
Senior Officer	1(10%)	3(30%)	2(20%)	3(30%)	1(10%)	10(100%)
Officer	2(11.1%)	2(11.1%)	2(11.1%)	11(61.1%)	1(5.6%)	18(100%)

Senior Assistant Officer	1(16.7%)	3(50%)	0(0.0%)	1(16.7%)	1(16.7%)	6(100%)
Assistant Officer	2(10%)	3(15%)	3(15%)	7(35%)	5(25%)	20(100%)
Support Staff	1(12.5%)	2(25%)	2(25%)	3(37.5%)	0(0.0%)	8(100%)
Total	7(10.8%)	13(20%)	9(13.8%)	27(41.5%)	9(13.8%)	65(100%)
Category of respondents	My supervisor's feedback provides me with a feeling that I know how I am performing					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	1(33.3%)	2(66.7%)	3(100%)
Senior Officer	1(10%)	1(10%)	3(30%)	4(40%)	1(10%)	10(100%)
Officer	1(5.6%)	2(11.1%)	1(5.6%)	7(38.9%)	7(38.9%)	18(100%)
Senior Assistant Officer	0(0.0%)	1(16.7%)	2(33.3%)	2(33.3%)	1(16.7%)	6(100%)
Assistant Officer	1(5%)	5(25%)	0(0.0%)	10(50%)	4(20%)	20(100%)
Support Staff	0(0.0%)	4(50%)	0(0.0%)	3(37.5%)	1(12.5%)	8(100%)
Total	3(4.6%)	13(20%)	6(9.2%)	27(41.5%)	16(24.6%)	65(100%)
Category of staff	I set performance objectives at the beginning of every appraisal period					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	3(100%)	0(0.0%)	3(100%)
Senior Officer	0(0.0%)	0(0.0%)	0(0.0%)	5(50%)	5(50%)	10(100%)
Officer	1(5.6%)	2(11.1%)	1(5.6%)	4(22.2%)	10(55.6%)	18(100%)
Senior Assistant Officer	0(0.0%)	0(0.0%)	0(0.0%)	3(50%)	3(50%)	6(100%)
Assistant Officer	1(5%)	2(10%)	1(5%)	8(40%)	8(40%)	20(100%)
Support Staff	0(0.0%)	0(0.0%)	1(12.5%)	5(62.5%)	2(25%)	8(100%)
Total	2(3.1%)	4(6.2%)	3(4.6%)	28(43.1%)	28(43.1%)	65(100%)
Category of staff	My supervisor understands my job tasks and helps clarify my objectives					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	2(66.7%)	1(33.3%)	3(100%)
Senior Officer	0(0.0%)	0(0.0%)	1(10%)	5(50%)	4(40%)	10(100%)
Officer	1(5.6%)	1(5.6%)	1(5.6%)	10(55.6%)	5(27.8%)	18(100%)
Senior Assistant Officer	0(0.0%)	0(0.0%)	1(16.7%)	3(50%)	2(33.3%)	6(100%)
Assistant Officer	1(5%)	1(5%)	1(5%)	12(60%)	5(25%)	20(100%)
Support Staff	0(0.0%)	0(0.0%)	1(12.5%)	6(75%)	1(12.5%)	8(100%)
Total	2(3.1%)	2(3.1%)	5(7.7%)	38(58.5%)	18(27.7%)	65(100%)
Category of staff	Performance objectives help me to complete planned tasks in time					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	2(66.7%)	1(33.3%)	3(100%)
Senior Officer	1(10%)	1(10%)	1(10%)	1(10%)	6(60%)	10(100%)
Officer	0(0.0%)	2(11.1%)	1(5.6%)	9(50%)	6(33.3%)	18(100%)
Senior Assistant Officer	0(0.0%)	0(0.0%)	0(0.0%)	3(50%)	3(50%)	6(100%)
Assistant Officer	0(0.0%)	1(5%)	1(5%)	11(55%)	7(35%)	20(100%)
Support Staff	0(0.0%)	0(0.0%)	2(25%)	5(62.5%)	1(12.5%)	8(100%)
Total	1(1.5%)	4(6.2%)	5(7.7%)	31(47.7%)	24(36.9%)	65(100%)

Category of staff	Performance objectives help me remain focused on my tasks					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	0(0.0%)	3(100%)	0(0.0%)	3(100%)
Senior Officer	1(10%)	0(0.0%)	1(10%)	3(30%)	5(50%)	10(100%)
Officer	0(0.0%)	1(5.6%)	3(16.7%)	8(44.4%)	6(33.3%)	18(100%)
Senior Assistant Officer	0(0.0%)	0(0.0%)	0(0.0%)	2(33.3%)	4(66.7%)	6(100%)
Assistant Officer	0(0.0%)	2(10%)	0(0.0%)	11(55%)	7(35%)	20(100%)
Support Staff	0(0.0%)	1(12.5%)	0(0.0%)	6(75%)	1(12.5%)	8(100%)
Total	1(1.5%)	4(6.2%)	4(6.2%)	33(50.8%)	23(35.4%)	65(100%)
Category of staff	Performance objectives help me deal effectively with anticipated constraints					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	1(33.3%)	1(33.3%)	1(33.4)	3(100%)
Senior Officer	1(10%)	0(0.0%)	2(20%)	5(50%)	2(20%)	10(100%)
Officer	2(11.1%)	0(0.0%)	1(5.6%)	10(55.6%)	5(27.8%)	18(100%)
Senior Assistant Officer	0(0.0%)	0(0.0%)	0(0.0%)	4(66.7%)	2(33.3%)	6(100%)
Assistant Officer	0(0.0%)	3(15%)	2(10%)	9(45%)	6(30%)	20(100%)
Support Staff	2(25%)	0(0.0%)	1(12.5%)	5(62.5%)	0(0.0%)	8(100%)
Total	5(7.7%)	3(4.6%)	7(10.8%)	34(52.3%)	16(24.6%)	65(100%)

Table shows the findings regarding performance feedback and employee performance in Arua Municipal Council Local Government. The findings show that among the principal officers, 3 out of 3 representing 100%, 3 out of 10 representing 30% of senior officers, 12 out of 18 representing 66.7% of officers, 3 out of 6 representing 50% of senior assistant officers, 11 out of 20 representing 55% of assistant officers, and 4 out of 8 representing 50% of support staff giving a summary of 41 out of 65 representing 66.1% agreed that their supervisors provide them with timely feedback on how well they performed their work.

On the other hand, on the question of whether the supervisor had talked to supervisee about performance in the last 3 months, the findings show that among the principal officers, 2 out of 3 representing 66.7%, 4 out of 10 representing 40% of senior officers, 7 out of 18 representing 38.9% of officers, 2 out of 6 representing 33.3% of senior assistant officers, 12 out of 20 representing 60% of assistant officers, and 3 out of 8 representing 37.5% of support staff giving a summary of 30 out of 65 representing 46.2% agreed that their supervisors had talked to them in the last three months about their performance.

Similarly, findings show that among the principal officers, 3 out of 3 representing 100%, 4 out of 10 representing 40% of senior officers, 12 out of 18 representing 66.7% of officers, 2 out of 6 representing 33.3% of senior assistant officers, 12 out of 20 representing 60% of assistant officers, and 3 out of 8 representing 37.5% of support staff giving a summary of 36 out of 65 representing 55.3% agreed that their supervisors demonstrated work instruments and guidelines for them.

Additional findings show that among the principal officers, 3 out of 3 representing 100%, 5 out of 10 representing 50% of senior officers, 14 out of 18 representing 77.8% of officers, 3 out of 6 representing 50% of senior assistant officers, 14 out of 20 representing 70% of assistant officers, and 4 out of 8 representing 50% of support staff giving a summary of 43 out of 65 representing 66.1% agreed that their supervisors' feedbacks provided them with the feeling that they know how they are performing.

The findings reveal that among the principal officers, 3 out of 3 representing 100%, 10 out of 10 representing 100% of senior officers, 14 out of 18 representing 87.5% of officers, 6 out of 6 representing 100% of senior assistant officers, 16 out of 20 representing 80% of assistant officers, and 7 out of 8 representing 87.5% of support staff giving a summary of 56 out of 65 representing 86.2% agreed that they set performance objectives at the beginning of every appraisal period.

Another findings showed that among the principal officers, 3 out of 3 representing 100%, 8 out of 10 representing 80% of senior officers, 15 out of 18 representing 83.4% of officers, 5 out of 6 representing 83.3% of senior assistant officers, 17 out of 20 representing 85% of assistant officers, and 7 out of 8 representing 87.5% of support staff giving a summary of 56 out of 65

representing 86.2% agreed that their supervisors understood their job tasks and helped clarify their objectives.

In a related manner, among the principal officers, 3 out of 3 representing 100%, 7 out of 10 representing 70% of senior officers, 15 out of 18 representing 83.3% of officers, 6 out of 6 representing 100% of senior assistant officers, 18 out of 20 representing 85% of assistant officers, and 6 out of 8 representing 85% of support staff giving a summary of 55 out of 65 representing 84.6% agreed that performance objectives helped them to complete planned tasks in time.

Additional findings showed that among the principal officers, 3 out of 3 representing 100%, 8 out of 10 representing 80% of senior officers, 14 out of 18 representing 77.8% of officers, 6 out of 6 representing 100% of senior assistant officers, 17 out of 20 representing 90% of assistant officers, and 7 out of 8 representing 87.5% of support staff giving a summary of 56 out of 65 representing 86.2% agreed that performance objectives helped them to remain focused on their tasks.

The last findings showed that among the principal officers, 2 out of 3 representing 66.7%, 7 out of 10 representing 70% of senior officers, 15 out of 18 representing 83.4% of officers, 6 out of 6 representing 100% of senior assistant officers, 15 out of 20 representing 75% of assistant officers, and 5 out of 8 representing 62.5% of support staff giving a summary of 50 out of 65 representing 76.9% agreed that performance objectives helped them to deal effectively with anticipated constraints.

4.3.2 Results regarding qualitative data analysis.

In the interviews with the support staff, most of the respondents noted that the manner in which feedback on their performance was communicated to them was demotivating as one of them

responded “*my supervisor only emphasizes my weaknesses and never talks about my strength*”.

A good number of them also noted that feedback was not regularly done save for the times when they have committed mistakes. This means that such staffs feel their efforts are not recognized and yet feedback is intended to appreciate contribution of the staff and improve on areas where weaknesses have been realized. They however acknowledged that positive feedback makes them feel motivated, work with commitment and correct their mistakes.

Furthermore some senior staff interviewed confirmed that they had challenge in giving feedback especially when they are negative. However all the categories of staff interviewed revealed that feedback was very useful whenever received in time and significantly contributed to staff performance improvement. However, evidence from the documentary review revealed that majority of the appraisal files did not have appraisal plan. Only 7 out of 43 representing 16% appraisal folders reviewed had appraisal plan. This means that appraises don't jointly set performance objectives with their supervisors nor prepare appraisal plans at the beginning of every appraisal period.

4.3.3 Discussions of the study findings.

The findings are contradiction with literature reviewed by Grace and Frahad (2004) and Cascio (2006). Grace and Frahad (2004) recommended that giving feedback to employees should be done on an on-going basis. Cascio (2006) argued that, from an employee's perspective, lack of regular feedback about performance detracts from his or her quality of work life. This is because the findings reveal that only 46.2% of the respondents agreed that their supervisors had talked to them in the last 3 months. Supervisors should not save for the appraisal period to give feedback as it will not be of help in performance improvement.

The findings are however in agreement with literature reviewed by Cumming and Worley (2008) who argued that feedback generates intrinsic satisfaction and provides employees with straight and easy details of the effectiveness of task performance which leads to improved performance. It is also in line with Ivanovich (1998) who noted that feedback on performance transmits information and creates motivation where 43 out of 65 representing 66.1% agreed that their supervisors' feedbacks provided them with the feeling that they know how they are performing and 36 out of 65 representing 55.3% agreed that their supervisors feedback demonstrated work instruments and guidelines for them.

The above findings are in total agreement to argument of Decenzo and Robbins (1998) who contended that best appraisal feedback makes use of objectives set by employee. Employees are evaluated and given feedback on how well they accomplish specific set of objectives that have been determined to be critical in the successful completion of their job as 56 out of 65 representing 86.2% agreed that they set performance objectives at the beginning of every appraisal period. It is also in line with Torrington (1998) who asserted that without set objectives, it becomes hard for supervisors to appraise employees' performance and thus provide appropriate feedback. This findings are in line with literature presented by (Wayne 2006) who argued that goal/objective setting directs attention to specific performance in question, they mobilize effort to accomplish higher level of performance and foster persistence for higher level of performance as 56 out of 65 representing 86.2% of respondents agreed that performance objectives helped them to remain focused on their tasks.

The findings however contradict views of Robert & Angelo (2004) that it's important the supervisor and subordinates agree on the duties and job standards to be achieved or considered in

the appraisal of performance as goal setting gives behavior direction, increases effort and fosters persistence as only 7 out of 43 representing 16% appraisal folders reviewed had appraisal plan.

4.5.0 Challenges faced in the implementation of the new performance appraisal scheme in Arua Municipal Council LG.

To analyse the results, respondents who strongly disagreed plus those who disagreed were combined into one category to be considered as those opposed to the question. On the other hand, respondents who strongly agreed plus those who agreed were combined into one category and considered as those concurring with the question.

4.5.1 Descriptive results on the challenges faced in the implementation of the new performance appraisal scheme.

Eight questions about challenges in the implementation of the new performance appraisal scheme were presented to the various categories of staff in Arua Municipal Council from principal officers to support staff. They were required to respond to the questions using the following scale: 5 = Strongly Agree (SA), 4=Agree (A), 3= Undecided (U), 2=Disagree (DA), 1=Strongly Disagree (SD). The findings are presented in the Table X followed by an interpretation and analysis.

Table 4. IIX: Showing challenges faced in implementing the new performance appraisal scheme.

Category of staff	Too much work load and time consuming					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	1(33.3%)	1(33.3%)	1(33.3%)	0(0.0%)	3(100%)
Senior Officer	1(10%)	2(20%)	2(20%)	3(30%)	2(20%)	10(100%)
Officer	2(11.1%)	3(16.7%)	2(11.1%)	6(33.3%)	5(27.8%)	18(100%)
Senior Assistant Officer	0(0.0%)	0(0.0%)	2(33.3%)	3(50%)	1(16.7%)	6(100%)
Assistant Officer	2(10%)	0(0.0%)	1(5%)	12(60%)	5(25%)	20(100%)
Support Staff	0(0.0%)	1(12.5%)	1(12.5%)	5(62.5%)	1(12.5%)	8(100%)

Total	5(7.7%)	7(10.8%)	9(13.8%)	30(46.2%)	14(21.5%)	65(100%)
Category of staff	Inadequate resources to implement activities					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	1(33.3%)	2(66.7%)	0(0.0%)	3(100%)
Senior Officer	1(10%)	0(0.0%)	1(10%)	4(40%)	4(40%)	10(100%)
Officer	0(0.0%)	4(22.2%)	1(5.6%)	6(33.3%)	7(38.9%)	18(100%)
Senior Assistant Officer	0(0.0%)	3(50%)	0(0.0%)	2(33.3%)	1(16.7%)	6(100%)
Assistant Officer	0(0.0%)	2(10%)	2(10%)	6(30%)	10(50%)	20(100%)
Support Staff	0(0.0%)	2(11.1%)	1(5.6%)	1(5.6%)	4(50%)	8(100%)
Total	1(1.5%)	11(16.9%)	6(9.2%)	21(32.3%)	26(40%)	65(100%)
Category of staff	Form design difficult to comprehend					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	1(33.3%)	2(66.7%)	0(0.0%)	0(0.0%)	3(100%)
Senior Officer	0(0.0%)	3(30%)	5(50%)	1(10%)	1(10%)	10(100%)
Officer	2(11.1%)	6(33.3%)	2(11.1%)	6(33.3%)	2(11.1%)	18(100%)
Senior Assistant Officer	2(33.3%)	1(16.7%)	1(16.7%)	1(16.7%)	1(16.7%)	6(100%)
Assistant Officer	1(5%)	3(15%)	4(20%)	8(40%)	4(20%)	20(100%)
Support Staff	1(5.6%)	0(0.0%)	1(5.6%)	5(62.5%)	1(5.6%)	8(100%)
Total	6(9.2%)	14(21.5%)	15(23.1%)	21(32.3%)	9(13.8%)	65(100%)
Category of staff	Unavailability of forms / lack of timely availability					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	2(66.7%)	1(33.3%)	0(0.0%)	3(100%)
Senior Officer	3(30%)	3(30%)	3(30%)	1(10%)	0(0.0%)	10(100%)
Officer	2(11.1%)	4(22.2%)	5(27.8%)	3(16.7%)	4(22.2%)	18(100%)
Senior Assistant Officer	2(33.3%)	1(16.7%)	0(0.0%)	2(33.3%)	1(16.7%)	6(100%)
Assistant Officer	0(0.0%)	5(25%)	3(15%)	9(45%)	3(15%)	20(100%)
Support Staff	0(0.0%)	3(37.5%)	2(11.1%)	2(11.1%)	1(11.1%)	8(100%)
Total	7(10.8%)	16(24.6%)	15(23.1%)	18(27.7%)	9(13.8%)	65(100%)
Category of staff	Who qualifies to appraise who?					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	2(66.7%)	1(33.3%)	0(0.0%)	3(100%)
Senior Officer	1(10%)	7(70%)	1(10%)	1(10%)	0(0.0%)	10(100%)
Officer	4(22.2%)	0(0.0%)	7(38.9%)	3(16.7%)	4(22.2%)	18(100%)
Senior Assistant Officer	0(0.0%)	1(16.7%)	1(16.7%)	3(50%)	1(16.7%)	6(100%)
Assistant Officer	0(0.0%)	6(30%)	4(20%)	6(30%)	4(20%)	20(100%)
Support Staff	0(0.0%)	0(0.0%)	4(50%)	2(25%)	2(25%)	8(100%)
Total	5(7.7%)	14(21.5%)	19(29.2%)	16(24.6%)	11(16.9%)	65(100%)
Category of staff	Rating errors / scores					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	0(0.0%)	1(33.3%)	2(66.7%)	0(0.0%)	3(100%)
Senior Officer	4(40%)	0(0.0%)	3(30%)	2(20%)	1(10%)	10(100%)
Officer	1(5.6%)	2(11.1%)	7(38.9%)	5(27.8%)	3(16.7%)	18(100%)
Senior Assistant Officer	0(0.0%)	0(0.0%)	0(0.0%)	5(83.3%)	1(6.7%)	6(100%)
Assistant Officer	1(5%)	2(10%)	6(30%)	10(50%)	1(5%)	20(100%)
Support Staff	0(0.0%)	1(12.5%)	3(37.5%)	2(25%)	2(25%)	8(100%)

Total	6(9.2%)	5(7.7%)	20(30.8%)	26(40%)	8(12.3%)	65(100%)
Category of staff	Low level of training					Total
	SD	DA	U	A	SA	
Principal Officer	0(0.0%)	2(66.7%)	1(33.3%)	0(0.0%)	0(0.0%)	3(100%)
Senior Officer	4(40%)	2(20%)	2(20%)	1(10%)	1(10%)	10(100%)
Officer	3(16.7%)	5(27.8%)	2(11.1%)	4(22.2%)	4(22.2%)	18(100%)
Senior Assistant Officer	1(16.7%)	0(0.0%)	1(16.7%)	1(16.7%)	3(50%)	6(100%)
Assistant Officer	1(5%)	2(10%)	3(15%)	8(40%)	6(30%)	20(100%)
Support Staff	0(0.0%)	0(0.0%)	1(12.5%)	3(37.5%)	4(50%)	8(100%)
Total	9(13.8%)	11(16.9%)	10(15.4%)	17(26.2%)	18(27.7%)	65(100%)

Table 4.X shows the findings on the challenges faced in the implementation of the new performance appraisal scheme in Arua Municipal Council Local Government. The findings show that among the principal officers, 2 out of 3 representing 66.7%, 5 out of 10 representing 50% of senior officers, 11 out of 18 representing 61.1% of officers, 4 out of 6 representing 66.7% of senior assistant officers, 17 out of 20 representing 85% of assistant officers, and 6 out of 8 representing 75% of support staff giving a summary of 44 out of 65 representing 67.7% agreed that there is too much workload and process is time consuming.

The other findings showed that among the principal officers, 2 out of 3 representing 66.7%, 8 out of 10 representing 80% of senior officers, 13 out of 18 representing 72.2% of officers, 3 out of 6 representing 50% of senior assistant officers, 16 out of 20 representing 80% of assistant officers, and 5 out of 8 representing 55.6% of support staff giving a summary of 47 out of 65 representing 72.3% agreed that there were inadequate resources to implement activities in the new performance appraisal scheme.

Further findings showed that among the principal officers, 0 out of 0 representing 0%, 2 out of 10 representing 20% of senior officers, 8 out of 18 representing 44.4% of officers, 2 out of 6 representing 37.4% of senior assistant officers, 12 out of 20 representing 60% of assistant officers, and 6 out of 8 representing 68.1% of support staff giving a summary of 30 out of 65 representing 46.1% agreed that the form design was difficult to comprehend.

In another finding, among the principal officers, 1 out of 3 representing 33.3%, 1 out of 10 representing 10% of senior officers, 7 out of 18 representing 38.9% of officers, 3 out of 6 representing 50% of senior assistant officers, 12 out of 20 representing 60% of assistant officers, and 3 out of 8 representing 22.2% of support staff giving a summary of 27 out of 65 representing 41.5% agreed to the challenge of unavailability of the forms / lack of timely availability.

In another finding, among the principal officers, 1 out of 3 representing 33.3%, 1 out of 10 representing 10% of senior officers, 7 out of 18 representing 38.9% of officers, 4 out of 6 representing 66.7% of senior assistant officers, 10 out of 20 representing 50% of assistant officers, and 4 out of 8 representing 50% of support staff giving a summary of 27 out of 65 representing 41.5% agreed to the challenge of “who qualifies to appraise who”.

In another finding, among the principal officers, 2 out of 3 representing 66.7%, 3 out of 10 representing 30% of senior officers, 8 out of 18 representing 44.5% of officers, 6 out of 6 representing 100% of senior assistant officers, 11 out of 20 representing 55% of assistant officers, and 4 out of 8 representing 50% of support staff giving a summary of 34 out of 65 representing 52.3% agreed to the challenge of rating errors.

Lastly, among the principal officers, 0 out of 3 representing 0.0%, 1 out of 10 representing 10% of senior officers, 8 out of 18 representing 44.5% of officers, 4 out of 6 representing 66.7% of senior assistant officers, 14 out of 20 representing 70% of assistant officers, and 7 out of 8 representing 87.5% of support staff giving a summary of 35 out of 65 representing 53.9% agreed to the challenge of low level of training.

4.5.2 Results regarding qualitative data analysis.

In the interviews with the senior staff, the researcher noted that the senior staff lacked adequate knowledge to appraise their subordinates as one of them acknowledged that “*we have not been guided well on how to go about the appraisal and therefore we use our own understanding and interpretation to appraise staff*”. In another interview with support staff and assistant officers, a majority acknowledged that there is hardly any training carried out for staff of performance appraisal management. Indeed from the documentary review of appraisal forms, rating errors were evident especially where rates are to be expressed in ranges of 1 – 5; some supervisors were using percentages not provided in the new appraisal scheme.

4.5.3 Discussions of the findings.

The findings are in agreement with literature reviewed by Marchington and Wilkinson (1996) that many managers regard performance appraisal as a bureaucratic and irksome exercise which is done to satisfy personnel and development function as 66.7% of principal officers and 50% of senior officers agreed that there is too much workload and process is time consuming. Beardwell and Holden (1997) share the same view as they contended that appraisal schemes are met by many employees with distrust, suspicion and fear.

The findings are also in alignment with Monappa and Saiyadain (1996) who asserted that supervisors usually avoid playing the role of a judge. They feel uneasy criticising a subordinate's performance and are anxious as their adverse appraisal might hold up a promotion, salary increment, or unwanted transfer. This is evidenced by the fact that 34 out of 65 representing 52.3% agreed to the challenge of rating errors. Mc Gregor (cited in Pinnington and Edward, 2003) held similar view by explaining that supervisors' dislike to appraisal is attributed to among other things, the normal dislike of criticizing a subordinate.

The findings further agree with literature by David and Robbins, (1998) who noted that nearly all motivational practices require some substantial amount of resources to implement them. They observed that pay possesses all the characteristics of the perfect reward except that it is not low in cost. Promotions and permanent employment score low in flexibility and high in cost. Promotions cannot be given regularly and are a scarce commodity. The guarantee of permanent employment is one-shot motivator that, once given, loses all ability to motivate. Further, it commits the organization to paying the salaries of tenured employees for the rest of their working lives. Special awards, certificates, and medals are low in cost but also low in importance.

Fringe benefits suffer from high cost and the fact that they are made available to everyone, regardless of job performance. This is demonstrated in the data analysis where a summary of 47 out of 65 representing 72.3% agreed that there were inadequate resources to implement activities in the new performance appraisal scheme.

4.6 Conclusion.

The research has made it evident that in Arua Municipal Council, some effort has been attempted to use the New Performance Appraisal Scheme to improve employee performance through tagging rewards to performance, use of performance feedback, use of performance objectives to assess performance and recommend mechanisms for improvement. However these efforts have been constrained by the limited number of incentives or rewards, non compliance of most staff to procedure and processes of implementation of New Performance Appraisal Scheme. The next chapter presents the summary, conclusions and recommendations based on the findings.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction.

This chapter the researcher presents the summary, conclusion and recommendations of the findings. It is divided into three major sections. The first section presents summary of the findings of the study. The second section presents conclusion which is actually drawn from the discussions of each objective, and the third section presents the recommendations.

5.1 Summary of findings.

The study revealed that the major areas where New Performance Appraisal Scheme is used as basis for motivation are promotion, confirmation, appointment of transfer, granting of study leave and implementing disciplinary measures as summarized DSC Interventions in Table VII for the period 2003/4 to 2009/10.

The study revealed that the staff on probation had better completion rate of the New Performance Appraisal Scheme forms. Confirmed staffs are reluctant and irregular in completing appraisal forms. A review of appraisal files of all the staff on probation revealed up to date compliance as opposed to confirmed staff and senior officers, majority of whom had not completed appraisal forms for the last two appraisal periods up to June 2009 yet they are regarded as key persons in the implementation of the New Performance Appraisal Scheme. This signifies that the major motivator for filling performance appraisal forms is confirmation, after which it becomes insignificant as other opportunities like training, promotion are rare and limited.

The study further revealed that feedback is used to generate intrinsic satisfaction and provide employees with straight and easy details of the effectiveness of task performance which leads to improved performance.

This is confirmed where 43 out of 65 respondents representing 66.1% agreed that their supervisors' feedbacks provided them with the feeling that they know how they are performing, and 36 out of 65 representing 55.3% agreed that during feedbacks, their supervisors feedback demonstrated work instruments and guidelines for them.

It further revealed that staff set performance objectives to be used as basis for assessment of performance and feedback. This is because a summary of 56 out of 65 representing 86.2% agreed that they set performance objectives at the beginning of every appraisal period. It also revealed the importance of set objectives as basis for assessment; recommending interventions such as mentoring, coaching, and training to fill performance gaps identified by the supervisors. Performance objectives also help subordinates to remain focused and deal easily with anticipated constraints.

The study revealed the following, in the order of their ranking, as the major constraints in the implementation of the New Performance Appraisal Scheme; inadequate resources, too much work load and time consuming exercise, low level of training, rating errors/bias, form design being difficult to comprehend, lack of timely availability of the forms, and 'who qualifies to appraise who'. Majority however indicated need for more training to understand the process especially in areas like setting objectives, targets and outputs, scoring and overall assessment.

5.2 Conclusions.

In Arua Municipal Council the New Performance Appraisal Scheme has been used as basis for motivation of staff especially during confirmation of staff in appointment, promotion to higher position, acting appointments, and taking disciplinary actions against errant staff. However the significance of use of New Performance Appraisal Scheme is undermined by the limited reward opportunities that can be awarded to motivate staff.

Although supervisors do not provide timely feedbacks most times; performance feedback was used to influence performance of subordinates through motivation, giving focus and direction on how well they were performing, and demonstrating work instruments. The basis for feedbacks as far as performance appraisal is concerned is setting of performance objectives.

Majority of the staff set performance objectives at the beginning of every appraisal period for this purpose. The objectives set are used to fill appraisal forms and considered as basis for assessment; recommending interventions such as mentoring, coaching, and training to fill performance gaps identified.

The status of appointment of staff has very big impact on the commitment to the appraisal exercise. The staffs on contract and probationary appointment are keen to complete and comply as opposed to confirmed staff. This means that those on contract can easily have their contracts renewed while those on probation can be submitted for confirmation with ease. As for the confirmed staff, not only is it difficult to assess their performance but it also becomes difficult in recommending appropriate decision like training, promotion or disciplinary measures on them.

This also means that confirmed staff retrospectively complete the appraisal forms to cover up for the lost periods whenever opportunities like promotional positions are advertised which is contrary to the guidelines and procedure for implementation on the New Performance Appraisal Scheme.

5.3 Recommendations.

Arua Municipal Council and MoPS should develop policies and regulations that can link rewards to individual performance. Exceptional and good performance should always be rewarded in various ways such as recognition, gifts, training opportunities, promotion to mention a few. The systematic compliance of the staff on probation and those on contract can be attributed to the fact

that they expect their record of good performance to be rewarded with confirmation and renewal of contracts respectively, which is not the case with already confirmed staff.

The Municipal Top Management should put in place sanctions for non compliance of individual officers. This will help address problem of poor attitude, lack of compliance, and reluctance especially among the confirmed officers. The implementation unit in the MoPS should strengthen enforcement by reprimanding Accounting Officers who don't take appropriate disciplinary action against non compliant staff through periodic supervision.

The Head of Human resource should organize regular refresher workshops on ROM and New Performance Appraisal Scheme to clarify linkages between the two. The implementation of the New Performance Appraisal Scheme can never be smooth unless the principles of ROM is internalized by all the staff which will enable setting of objectives, performance indicators and outputs easy.

Since feedback significantly influences employee performance, this implies that management of Arua Municipal Council should ensure that employees are provided with useful feedback on their performance in form of either praise or blame as every employee no matter their position in the organizational hierarchy wants to feel important, appreciated and valued, an attribute that is vital to employee performance, and supervisors should insure they provide timely feedbacks to their subordinates.

On the non availability of forms or lack of timely availability, it is recommended that the Municipal Council establishes its future requirements early enough and makes provision in the annual budget to ensure steady supply of the forms.

5.4 Suggestions for further Research.

A special study can be carried out to examine the challenges of implementing the New Performance Appraisal Scheme in Teaching Service as this study excluded the teachers.

A comparative analysis of the implementation of the New Performance Appraisal Scheme can be carried out between some local governments or local governments and selected Ministries.

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APPENDIXES

Appendix I

QUESTIONNAIRE

QUESTIONNAIRE FOR ARUA MUNICIPAL COUNCIL LOCAL GOVERNMENT STAFF.

Dear respondent, I am a postgraduate student from Uganda Martyrs University-Nkozi, conducting a study on “THE NEW PERFORMANCE APPRAISAL SCHEME AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENTS IN UGANDA”. CASE STUDY: ARUA MUNICIPAL COUNCIL LOCAL GOVERNMENT. You have been chosen to participate in this study by virtue of the position you hold in the Council. Your views shall be used only for academic purpose and will be handled with confidentiality. Your cooperation is very essential for my success. I therefore kindly request you to give your responses to the following questions.

Section One: Back ground information

Instruction. Please tick the box that provides the correct information about you.

- A. Gender: Male Female
- B. Age range: 1. 20 – 30 2. 31 – 40 3. 41 – 50 4. 51 above
- C. Highest completed level of education.
 - 1. “O” Level Certificate
 - 2. “A” Level Certificate
 - 3. College Diploma
 - 4. Bachelors Degree
 - 5. Masters Degree
 - 6. Others (Specify).....
- D. Position held/ Post category
 - 1. Principal Officer
 - 2. Senior Officer
 - 3. Officer
 - 4. Senior Assistant Officer
 - 5. Assistant Officer
 - 6. Support Staff

7. Others (specify).....

E. What department do you belong to?

- 1. Administration department
- 2. Finance and planning department
- 3. Audit department
- 4. Education department
- 5. Engineering and works department
- 6. Health department
- 7. Community services department
- 8. Production and marketing department
- 9. Procurement department

A. Organisational tenure: How long have you worked for Arua Municipal Council?

- 1. Less than 1 year
- 2. 1 – 4 years
- 3. 5 – 7 years
- 4. 8 – 10 years
- 5. Over 10 years

F. Under what term of employment are you employed?

1. Probation 2. Confirmed 3. Contract

Instruction: From section two to four, please tick a score which most closely corresponds with how you perceive the following statements about performance appraisal from scales **1- 5**, where **5= Strongly Agree, 4 = Agree, 3 = Undecided, 2= Disagree, 1= Strongly Disagree**.

	5	4	3	2	1
Scales	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree

Section One: Performance appraisal as tool for motivation.

	5	4	3	2	1
1. I have access to resources to perform my planned work.					
2. I receive praise and recognition from my supervisor for good work done.					
3. I have been promoted or assigned extra responsibility in the last 5 years.					
4. Good performance is recognised in the organization through rewards.					
5. I have been sent for further training in the past 5 years					

Section Two: Performance feedback and employee performance.

	5	4	3	2	1
6. My supervisor provides timely feedback on how well I perform my job.					
7. In the last three months my supervisor has talked to me about my progress at job.					
8. My supervisor demonstrates and clarifies work instruments and guidelines to me during feedback.					
9. My supervisor's feedback provides me with a feeling that I know how I am performing.					
10. I set performance objectives at the beginning of every appraisal period.					
11. My supervisor understands my job tasks and helps clarify my objectives					
12. Performance objectives help me to complete planned tasks in time.					
13. Performance objectives help me to remain focused on my tasks.					
14. Performance objectives help me to deal effectively with anticipated constraints.					

Section Four: Challenges faced in the implementation of New Performance Appraisal Scheme.

	5	4	3	2	1
14. Too much work load and time consuming.					
15. Inadequate resources to implement activities.					
16. Form design difficult to comprehend.					
17. Unavailability of forms / lack of timely availability.					
18. Who qualifies to appraise who?					
19. Rating errors / scores.					
20. Low level of training.					

Thank you very much.

Appendix II

INTERVIEW SCHEDULE

INTERVIEW SCHEDULE FOR NON SENIOR STAFF

Dear respondent, I am a postgraduate student from Uganda Martyrs University - conducting a study on “THE NEW PERFORMANCE APPRAISAL SCHEME AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENTS IN UGANDA”. CASE STUDY: ARUA MUNICIPAL COUNCIL LOCAL GOVERNMENT. You have been chosen to participate in this study by virtue of the position you hold in the Council. Your views shall be used only for academic purpose and will be handled with confidentiality. Your cooperation is very essential for my success. I therefore kindly request you to give your responses to the following questions.

1. What is your position / post title in the organization?
.....
2. How long have you worked with Arua Municipal Council Local Government?
.....
3. What do you understand by performance appraisal?
.....
4. Does your organization conduct performance appraisal? Yes/No.....
5. If yes, how frequently is it conducted?
6. Do you set performance objectives before the appraisal exercise? Yes/ No.....
7. If yes, what guides you in setting your performance objectives?
.....
.....
.....
8. How do the objectives help you in your performance?
.....
.....
.....
8. Do you receive feedback from your supervisor on your performance? Yes/No.....
9. If yes, how does the feedback help you improve on your performance?
.....
.....
10. Does your organization reward good performance? Yes/No.....

11. If yes, in what ways are good performing rewarded?

.....
.....
.....

12. What do you think are the challenges faced in implementation of the New Performance Appraisal Scheme in Arua Municipal Council Local Governments?

.....
.....
.....
.....
.....

Thank you very much for your time and responses!

Appendix III

INTERVIEW SCHEDULE

INTERVIEW SCHEDULE FOR SENIOR STAFF

Dear respondent, I am a postgraduate student from Uganda Martyrs University - Nkozi, conducting a study on “THE NEW PERFORMANCE APPRAISAL SCHEME AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENTS IN UGANDA”. CASE STUDY: ARUA MUNICIPAL COUNCIL LOCAL GOVERNMENT. You have been chosen to participate in this study by virtue of the position you hold in the Council. Your views shall be used only for academic purpose and will be handled with confidentiality. Your cooperation is very essential for my success. I therefore kindly request you to give your responses to the following questions.

1. What is your position / post title in the organization?
.....
2. How long have you worked with Arua Municipal Council Local Government?
.....
3. What do you understand by New Performance Appraisal Scheme?
.....
4. Do you appraise staff under your supervision? Yes/No.....
5. If yes, what do you base your appraisal on?
.....
.....
.....
6. Please explain how you guide your staff in setting appropriate performance objectives?
.....
.....
.....
7. How do the objectives help a staff in performance?
.....
.....
.....
8. Do you give feedback to your subordinate on his/her performance? Yes/No.....

9. If yes, how does the feedback help improve on his/her performance?

.....
.....

10. Does your organization reward good performance? Yes/No.....

11. If yes, in what ways are good performing employees rewarded?

.....
.....
.....

12. How does the organization benefit from performance appraisal system.....

.....
.....
.....
.....

13. What do you think are the challenges faced in implementation of the New Performance Appraisal Scheme in Arua Municipal Council Local Governments?

.....
.....
.....
.....
.....

Thank you very much for your time and responses!

Appendix IV

DOCUMENTARY CHECK LIST

DOCUMENTARY CHECK LIST FOR RESEARCH ON NEW PERFORMANCE APPRAISAL SCHEME AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENTS IN UGANDA.

CASE STUDY: ARUA MUNICIPAL COUNCIL LOCAL GOVERNMENT.

S/N	TITLE OF DOCUMENT	PARTICULARS OF INFORMATION OF OBSERVED
1	Arua Municipal Council Staff List.	Observed the number of departments, staff per department, categories/rank of each staff.
2	District Service Commission Minutes and Quarterly Reports from 2002 to 2010.	Observed record on staff promoted, appointed on acting capacity, disciplined based on their performance.
3	Performance Appraisal Files of individual staff.	Observed filled performance appraisal forms of selected staff.
4	Minutes of staff meetings.	Nothing was discovered for the research.

Appendix V

Martin E. Amin

Sample size (S) required the given population size (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	266	3000	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: From R. V. Krejcie and D. W. Morgan 1970; Determining sample size research activities, Educational and Psychological Measurements/30,608, Sage Publications.

Appendix VI

MINISTRY: ARUA MUNICIPAL COUNCIL LOCAL GOVERNMENT STAFF LIST FOR TRADITIONAL STAFF (JULY 2011)

POST TITLE	APP. NO.	FILLED NO.	VACANCY NO	SCALE	NAME OF INCUMBENT	DATE OF BIRTH	COMPUTER NO.	INCREMENTAL DATE	DATE FIRST APPT.
OFFICE OF TOWN CLERK									
Town Clerk	1	0	1	U1SE					
Personal Secretary	1	0	1	U4					
Driver	1	1	0	U8	Taban Charles	7/5/1962	L75109085733	1st May	8/5/1998
SUB TOTAL	3	2	1						
ADMINISTRATION									
Deputy Town Clerk	1	1	0	UIE	Inziku Paul	15/3/1967	L75109085734	1st July	31/7/1995
Sen. Asst. Town Clerk	1	1	0	U3	Oyo Andima Alfred	16/10/1968	L75109085683	1st July	25/7/2006
Sen. Asst. Town Clerk	1	1	0	U3	Jobile Cornelius	2/5/1976	L75109085708	1st Feb.	13/2/2003
Senior Committee Clerk	1	0	1	U3					
Senior Personnel Officer	1	1	0	U3	Echoku Israel	2/4/1972	L75109086589	1st July.	30.07.2004
Assistant Town Clerk	1	1	0	U4	Jobile Cornelius	15/09/2006	L75109085773	1st July.	25.07.2006
Personnel Officer	1	1	0	U4	Mukili Cosmas	5/4/1973	L7510910720	1st April	30/4/2009
Information Officer	1	0	1	U4					
Records Officer	1	0	1	U4					
Librarian	1	0	1	U4					
Senior Office Supervisor	1	1	0	U5	Yosa Stephen	14/6/1966	L75109085684	1st July.	1/7/1990
Asst. Librarian	1	1	0	U7	Draru Judith	8/12/1982	L75109085814	1st May	29/5/2008
Sen. Enforcement Officer	1	0	0	U4	Omviti Kasto	8/12/1958	L75190985690	1st Sept.	7/9/1987
Law Enforcement Officer	2	2	0	U7	Maliangu Godfrey	22/07/1977	L75109085693	1st Dec.	29/12/2004
				U7	Abiku Moses	4/5/1984		1st October	29/10/2009
Information Assistant	1	0	1	U7					
Records Assistant	2	2	0	U7	Nyolungfa Roy David	24/03/1967	L75109085697	1st April	1/4/1990
				U7	Amviko Mercy	21/8/1984	L75109104719	1st December	12/12/2008
Library Assistant	1	0	1	U7					
Stores Assistant	1	0	1	U7					
Law Enforcement Asst.	6	0	6	U8					
Town Agent	6	0	6	U7					
Office Typist	2	1	0	U7	Anjeru Betty	17/5/1958	L75109085700	1st May	18/5/1998
Office Attendant	2	2	0	U8	Andama Lonzino	14/10/1978	L75109085794	1st July	25/07/2006
					Andama Dickson	15/4/1974	L75109085789	1st July	25/07/2006
Library Attendant	1	0	1	U8	Azandu Geoffrey	25/11/1975	I75109085801	1st December	11/12/1995
Askari	2	2	0	U8	Dricile Bosco	11/11/1978	L75109085778	1st July	2/7/2006
					Agondua Phillip	1/1/1966	L75109088800	1st July	25/7/2006
					Droma Collins		L75109085837	1st July	2/7/2006
Driver	1	0	1	U8					
SUB TOTAL	39	17	22						

WORKS DEPARTMENT

Municipal Engineer	1	0	0	U2					
Supt of Works	1	1	0	U4	Aluonzi Godfrey	18/5/1975	L75109085808	1st May	1/5/2003
Sen. Asst. Eng. Officers	2	2	0	U4	Acema Donato	18/7/1959	L75109085704	1st June	14/6/1996
					Afubo Mathew	2/8/1968	L75109085702	1st June	14/6/1996
Physical Planner	1	1	0	U4	Findru Alo Moses	4/8/1965	L75109085704	1st July	1/7/1990
Environment Officer	1	1	0	U4	Asedri Fred	18/9/1968	L75109085701	1st June	14/6/1996
Asst. Engineering Officer	5	3	2	U5	Abima Benard	25/5/1977	L75109085809	1st April	29/4/2008
					Olea Herbet Jadrison	1/4/1979	L75109085810	1st April	29/4/2008
					Afedra Bosco	29/6/1972	L75109085817	1st Sept.	2/9/1998
Stenographer Secretary	1	1	0	U5	Likico Grace	14/4/1978	L75109085832	1st August.	15/8/2008
Road Inspector	1	0	1	U6					
Land Supervisor	1	1	0	U6	Droma Jimmy	1/10/1973	L75109085692	1st June	14/6/1996
Foreman Works	1	0	1	U6					
Office Attendant	1	1	0	U8	Adiru Joyce	4/6/1980	L75109085834	1st July	25/7/2008
Survey Attendant	1	1	0	U8					
Driver	3	3	0	U8	Aleku Moses	1/8/1968	L75109085730	1st May	18/5/1998
				U8	Ashraf Abdu	28/8/1969	L75109085731	1st May	18/5/1998
				U8	Onzi Jaffer	4/12/1968	L75109085733	1st May	18/5/1998
Plant Operator	2	0	2	U8					
Vehicle Attendant	2	0	2	U8					
Plant attendant	2	0	2	U8					
Porter	3	3	0	U8	Tabu Francis	12/12/1980	L751090-85795	1st July	25/7/2006
					Adrapi Charles	20/12/1975	L75109085780	1st July	25/7/2006
					Andabati Jobic		L75110000516	1st October	29/10/2009
					Matua Sunday		L75109085836		
SUB TOTAL	29	17	13						

FINANCE AND PLANNING DEPARTMENT

Principle Treasurer	1	0	1	U2					
Senior Accountant	2	2	0	U3	Abidrabo Owen Alfred	19/1/1969	L75109085724	1st May	18/5/1998
				U3	Koroo Nelson	10/6/1973	L75109085791	1st July	25/7/2006
Senior Planner	1	1	0	U3	Bada Fred	27/4/1974	L75109085728	1st December	29/12/2000
Statistician	1	1	0	U4	Anguyo Marchel	2/5/1974	L75109085765	1st Feb.	25/2/2004
Accountant	2	1	1	U4	Aderubo Vincent	5/5/1974	L75109085698	1st December	29/12/2000
Sen. Accounts Asst.	3	3	0	U5	Toko Aleni	15/6/1967	L75109085725	1st December	21/12/2000
					Bithum Charles	4/6/1960	L75109085726	1st June	17/6/1988
					Anguyo Alfred	6/5/1960	L75109085727	1st April	7/4/1997
Stenographer Secretary	1	0	1	U5	Amaniyo Alice		L75111012549	1st December	
Ass. Tax Officer	1	0	1	U6					
Accounts Assistants	2	2	0	U7	Adriko B Sam				
Treasurer Assistant	2	2	0	U7	Adia Charles	15/1/1971	L75109085833	1st August	7/8/2008
				U7	Naiga A Jane	19/9/1979	L75109085826	1st August	7/8/2008
				U7	Draku Moses	10/5/1974	L7519095767	1st Oct.	12/10/2004
				U7	Akua Fred	20/1/1981	L75109085830		
	1	1	0	U7	Eyotaru Nesta	2/2/1977	L75109085699	1st December	29/12/2001
Stores Assistant	1		0	U7	Yaka James	20/10/1982	L75110000518	1st october	29/10/2009
Driver	1	1	1	U8					
Office Attendant	1	1	0	U8	Buza Zilly		L75109085799	1st July	25/7/2006
SUB TOTAL	17	11	6						

COMMUNITY DEVELOPMENT DEPARTMENT

Principle CDO	1	0	1	U2					
CDO	1	1	0	U4	Edema Geoffrey	4/12/1980	L75109085784	1st July	25/7/2006
Labour Officer	1	0	1	U4					
Asst. CDO	2	2	0	U6	Taliru Beatrice	21/7/1979	L75109085766	1st February	25/2/2004
				U6	Drazuru Baipha Polly	16/07/1982	L75109109006	1st Dec	12/12/2008
Office Typist	1	0	1	U7					
SUB TOTAL	6	3	3						

EDUCATION DEPARTMENT

Principle Education Off.	1	0	1	U2					
Sen. Education Officer	1	1	0	U3	Abele F. Anguzu	3/1/1966	L75109085803	1st June	6/6/1991
Inspector of Schools	1	1	0	U4	Obiayi O, Raymond	30/4/1968	L75109085793	1st July	11/7/1994
Education Officer	1	0	1	U4					
Asst. Insp. Schools	1	0	1	U5					
Asst. Educ. Officer	1	0	1	U5					
Asst. Sports Officer	1	0	1	U5	Lika Mukhtar Amin		L75110004939	1st October	
Pool Steno.	1	1	0	U6	Oleru Mary Vuni	12/6/1960	L75109085685	1st May	18/5/1987
Driver	1	0	1	U8					
SUB TOTAL	9	3	6						

AUDIT DEPARTMENT

Senior Internal Auditor	1	0	1	U3	Alia Martin	2/5/1966	L75109085771	1st October	7/4/2005
Internal Auditor	1	1	0	U4	Asega P Bosco	21/5/1977	L75109085769	1st April	12/10/2004
Examiner of Accts.	2	0	2	U5					
SUB TOTAL	4	2	2						

PRODUCTION DEPARTMENT

Principle Comm. Officer	1	0	1	U2					
Vet. Officer	1	1	0	U4	Taban Luke		L53909012802	1st October	29/10/2009
Asst. Comm Officer	1	1	0	U5	Ayiko Jobel	18/1/1981	L75109085835	1st December	12/12/2008
Asst. Vet. Officer	1	0	1	U5					
SUB TOTAL	4	2	2						

PROCUREMENT UNIT

Sen. Procurement Off.	1	1	0	U3	Omale Jimmy	25/9/1969	L75109085666	1st September	22/9/1999
Procurement Officer	1	0	1	U4	Avako Beatrice				
SUB TOTAL	2	1	1						
G. TOTAL									

CURRENT STAFF LIST FOR OLI HEALTH CENTRE (JULY 2011)

POST TITLE	APP. NO.	FILLED NO.	VACANCY NO.	SCALE	NAME OF INCUMBENT	DATE OF BIRTH	COMPUTER NO.	INCREMENTAL DATE	DATE FIRST APPT.
Principle Medical Officer	1	1	0	U2	Dr. Onzubo Paul	16/5/1969	L75109069603	1st April	
Principle Health Insp.	1	1	0	U3	Fuathum Norah	22/6/1959	L75109033256	1st July	1/7/1985
Health Educator	1	1	0	U4	Ongom Robert	14/12/1974	L75109085705	1st May	31/5/2001
Health Inspector	2	2	0	U5	Asiku Norman	29/8/1982	L75109085787	1st May	29/5/2008
				U5	Dukua Gideon		L57709085462	1st October	
Pool Steno	1	0	1	U6					

Vector Control Officer	1	1	0	U5	Asiku William Ombia	1/5/1978	L75110000513	1st October	29/10/2009
Health Assistant	2	2	0	U7	Karamaza Emmanuel	12/12/1968		1st April	3/4/1998
				U7	Amaga Mike Solomon	7/7/1981	L75108104838	1st May	29/5/2008
Office Attendant	1	1	0	U8	Avako Nesta	19/10/1979	L75109085828	1st May	29/5/2008
Driver	1	0	1	U8	Asea Moses		L75111012549	1st December	
SUB TOTAL	11	9	3						
HEALTH CENTRE IV									
Sen. Medical Officer	1	1	0	U3					
Medical Officer	1	1	0	U4	Iraku U.K Emmanuel	16/6/1955	L75109085779	1st February	10/2/1984
Senior Clinical Officer	2	2	0	U4	Arijole Charles	8/2/1963		1st March	15/3/1992
				U4	Nesta Adrabo	5/10/1964		15th January	17/1/1988
Sen. Nursing Officer	1	0	1	U4	Draru Monica	21/10/1962	L75109032829	1st March	1/3/1988
Clinical Off.	2	2	0	U5	Joyo Agnes	8/3/1977	L75109085781	1st June	8/6/2005
					Alini D. Luciano	10/11/1969	L75109085787	1st May	1/5/2006
Public Health Nurse	1	0	1	U5					
Oph. Clinical Officer	1	0	1	U5	Candiru Ann	7/10/1969			
Health Inspector	1	0	1	U5					
Dispenser	1	0	1						
Pub. Dental Officer	1	1	0	U5					
Laboratory Technician	1	0	1	U5	Adiga Geoffrey		L75110003013	1st October	29/10/2009
Asst. Entom. Officer	1	0	1	U5					
Nursing Officer (nursing)	1	3	0	U5	Drijaru Idha Jane	16/8/1968	L75109036891	1st Sept.	1/9/1990
					Asea Doreen	20/1/1966	L75109085756	1st June	26/6/1992
					Ocokoru Sally	10/5/1970	L75109085714	1st may	10/5/1993
Nursing officer Midwife	1	0	1	U5	Candiru Joyce	7/10/1969	L75109085764	1st May	18/5/1998
Nursing Officer Psych.	1	0	1	U5	Enzama Bernard	27/11/1975	L75109085772	1st August	22/8/2005
Asst. Health Educ.	1	0	1	U5					
Anasthetic Off.	1	0	1	U5					
E/N PHC Nurse	1	0	1	U7	Okumia Gloria	5/9/1985	L75110000515	1st October	29/10/2009
E/N Nurse	3	4	0	U7	Ayikoru Grace	23/5/1969	L75109085708	1st May	18/5/1998
					Angunduyo Betty	23/5/1970	L75109085709	1st August	18/8/1998
					Ezabuku Emilly	8/8/1963	L75109085710	1st May	18/5/1994
					Salila Twalib	12/6/1969	L75109085777	1st June	9/6/2006
Enrolled Midwife	3	7	0	U7					
					Amaguru Margaret	9/10/1968	L75109085712	1st May	18/5/1998
					Ndezu Grace	20/5/1960	L75109085713	1st May	10/5/1998
					Wanichan Hellen	4/4/1973	L75109085715	1st May	18/5/1998
					Ayikoru V. Dema	19/5/1970	L75109085774	1st July	9/7/2003
					Anguparu Kalsum	18/12/1978	L75109085786	1st June	26/06/2006
					Ajidiru Angella	11/4/1978	L75109085782	1st June	26/6/2006
Cold Chain Asst.	1	0	1	U7					
Office Typist	1	0	1	U7					
Lab Assistant	1	1	0	U7	Andeoyo William	12/7/1957	L75109085716	1st May	18/5/1998
Stores Asst.	1	0	1	U7					
Records Assistant	0	1	0	U7	Lenia Christine			1st Nov.	23/11/1999
Health Assistant	1	0	1	U7	Jurua Davis	5/9/1985	L75110000514	1st october	29/10/2009
Health Infor. Assistant	1	0	1	U7					
Nursing Assistant	5	5	0	U8	Adia Letisia	9/10/1964	L75109085718	1st May	18/5/1998
					Inzikuru Doris	23/11/1974	L75109085719	1st May	18/5/1998

					Abibo Peter	5/8/1968	L75109085720	1st May	18/5/1998
					Ocodoru Margaret	15/7/1972	L75109085721	1st May	18/5/1998
					Amia Suzan	3/7/1973	L75109085722	1st May	18/5/1998
Lab Attendant	1	1	0	U8	Khemisa Juma	30/6/1968	L75109085717	1st May	18/5/1998
Driver	1	0	1	U8					
Askari	3	3	0	U8	Feta A. Apollo	4/8/1976	L75109085775	1st June	6/6/2006
				U8	Acidri B. Francis	22/5/1981	L75190985801	1st July	25/7/2006
				U8	Ajionzi Bayo Peter	25/11/1984	L75190985819	1st May	29/5/2006
Porter	3	0	3	U8	Etoma Innocent			1st October	29/10/2009
				U8	Onzima Isaac	12/6/1987	L75110001868	1st October	29/10/2009
				U8	Anzedribo Robert	15/05/1989	L75110001867	1st October	29/10/2009
				U8	Amatre Joseph	16/6/1985	L751100001866	1st October	29/10/2009
SUB TOTAL	45	32	21						

STAFF LIST FOR ARUA HILL DIVISION (JULY 2011)

POST TITLE	APP. NO.	FILLED NO.	VACANCY NO.	SCALE	NAME OF INCUMBENT	DATE OF BIRTH	COMPUTER NO.	INCREMENTAL DATE	DATE FIRST APPT.
Sen. Asst. Town Clerk	1	1	0	U3	Oyo Andima Alfred	16/10/1968	L75109085683	1st July	25/7/2006
Treasurer	1	1	0	U4	Pariyo Peter	30/6/1970	L75109085790	1st Oct	25/10/2004
Asst. Treasurer	3	0	3	U5					
				U7	Draku Moses	10/5/1974	L7519095767	1st Oct.	12/10/2004
				U7	Akua Fred	20/1/1981	L75109085830		
Town Agent	3	3	0	U7	Apangu B. Apiligah	15/8/1978	L75109085792	1st July	25/7/2006
				U7	Mawa Ronald	28/2/1979	L75109085785	1st July	25/7/2006
				U7	Adiru Emilly	4/6/1980	L75109085776	1st July	25/7/2006
Asst. Enforcement Off.	4	3	1	U7	Adrapi Linus	13/10/1975	L75109085695	1st Feb.	29/2/2000
				U7	Ashmad Twaha	2/11/1975	L75109085694	1st December	29/12/2000
				U7	Adrapi Kili Micheal		L75109085783		
Pool Stenographer	1	1	0	U6	Mawa Florence	26/10/1951	L75109085686	1st Oct.	3/10/1983
Law Enforcement Asst.	8	0	8	U8					
Office Attendant	1	1	0	U8	Ayikoru Monica	25/6/1982	L751100001869	1st October	29/10/2009
Surveying Attendant	1	0	1	U8					
SUB TOTAL	25	12	13						

STAFF LIST FOR RIVER OLI DIVISION (JULY 2011)

POST TITLE	APP. NO.	FILLED NO.	VACANCY NO.	SCALE	NAME OF INCUMBENT	DATE OF BIRTH	COMPUTER NO.	INCREMENTAL DATE	DATE FIRST APPT.
Sen. Asst. Town Clerk	1	1	0	U3	Jobile Cornelius	2/5/1976	L75109085708	1st Feb.	13/2/2003
Treasurer	1	1	0	U4	Pariyo Peter	30/6/1970	L75109085790	1st Oct	25/10/2004
Asst. Treasurer	3	0	3	U5					
Treasurer Assistant	2	2	0	U7	Adia Charles	15/1/1971	L75109085833	1st August	7/8/2008
				U7	Naiga A Jane	19/9/1979	L75109085826	1st August	7/8/2008
Town Agent	3	3	0	U7	Asinduru Dorcus		L75109085822	1st May	29/5/2008
				U7	Debo E Hassery		L75111012551	1st December	
				U7	Drileonzi Brian	7/1/1973	L75109085688	1st January	27/1/2000
Asst. Enforcement Off.	4	2	2	U7	Odongmon Omony Joseph	9/2/1968	L75109085691	1st June	14/6/1996
				U7	Alute Simon		L75109085696	1st December	29/12/2000
Pool Stenographer	1	1	0	U6	Atizuyo Santa	29/4/1971	L75109085811	1st May	29/5/2008
Law. Enforcement Ass.	8	0	8						
Office Attendant	1	1	0	U8	Buatru Godfrey		L75109085786		
Surveying Attendant	1	0	1	U8					

SUB TOTAL	25	11	14						
GRAND TOTAL	165	111	54						