

**USES OF OPRAS AS A METHOD OF PERFORMANCE APPRAISAL ON ORGANIZATIONAL PERFORMANCE: EXPERIENCE OF MOSHI MUNICIPAL COUNCIL, TANZANIA**

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**DOI: 10.5958/2249-7315.2022.00378.1**

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**ABSTRACT**

*The study aimed at assessing the uses of Open Performance Review and Appraisal System (OPRAS) on organizational performance of Moshi Municipal Council (MMC). The Agency Theory was used to inform the study as Local Government Authorities (LGAs) are just agents while the government is the principal in service provision for the citizens. A survey research design with a mixed approach was employed for the study. A sample of 159 respondents of was used for the study. The collected data were analyzed using descriptive statistics through mean scores in which generally a mean score of 2.07 was obtained. Employees agreed that, uses of OPRAS at MMC were for promotion to different ranks, monetary rewards, staff career development, salary increase and transfers. It was further found that, OPRAS results for the period of performance reviews were not used for motivating employees, training of employees to empower them, non-monetary rewards, employees recognition or being used as a basis for research. It is concluded from the research findings that, the used of OPRAS at MMC for organizational performance is not effective. It is recommended that MMC and Policy makers overseeing Local Government Authorities (LGAs) to train supervisors on OPRAS so that they may acquire the basic knowledge, skills and competence required for its effective implementation relating to organizational performance. Also during appraisal and review process, both supervisors and employees should be involved and supervisors should provide feedback to their subordinates to connect the process with organizational performance.*

**KEYWORD:** *Performance Review And Appraisal System, Organizational Performance, Tanzania.*

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**1. INTRODUCTION**

Researchers in performance appraisal put forward that, it is a systematic evaluation of the performance of employees to understand the abilities of a person for further growth and

development (Cameron, 2001). In other words, performance appraisal refers to the assessment or evaluation of employee performance against performance standards and agreed upon targets. Performance appraisal results are used or help in promotion, placement, induction and training (Cameron, 2001)

With the current economic atmosphere patented by globalization, deregulation of markets, change of work space and continuous change in customer and investor demands, competition has become robust for the survival of any organization. Effectiveness is an important aspect for any business organization to consider while in operation (Tadesse, 2021). The market experiences, fierce competition and only those who offer better products than the best will survive. In the contemporary markets, organizations must continually improve performance through cost reduction, product, and process innovation to improve quality, productivity, and speed to market ((Baylis et al., 2016). However, according to Lawson (2020), there is a new pathway for firms to gain competitive advantages in the market through the organization's greatest asset that is the human resource. Managing the workforce is robust in improving competence and performance through increased individual performance.

It is also true that, once organizations improve performance it builds confidence in employees hence, they will strive to perform at optimal level (Budhwar, 2019). According to Richard et al., (2020), they argue that the new interest in the human resource as a strategic control has a vital economic effect on the firm and there is a need to shift the focus to value creation as performance appraisal and management are the spirits of organizational growth. Performance appraisal helps to identify, measure and develop weaknesses in employees; a correct appraisal helps to analyze the level of job performance through integrating human resource policies with the organization's strategic plan (Budhwar, 2019). Furthermore, training and development programs are conducted to ensure that each task description is executed efficiently to improve the performance level of the human resource.

Identification during the process of appraisal allows the manager to determine what areas of the job should be examined when measuring performance (Walker et al., 2011). Measurement is at the core of the assessment system (Richard et al., 2020). It involves checking the strengths and weaknesses of employee performance and management of the process means that the system should be future oriented by giving the resource feedback to provide guidance and higher performance levels in future. When properly conducted, performance appraisals have several key roles in the organization. They have been used administratively to base decisions like transfers, promotions, demotions, termination, and rewards (DeNisi& Pritchard, 2006). They are also used to identify the need for training for the human resource and the areas that require further development and training. Directors also use them to form a basis for constructing a system for rewards and bonuses, provide feedback on performance for the employees, and improve supervision since the supervisor is aware of the subordinate's performance. Since promotion or bonuses are awarded using the outcomes of the appraisal, it guarantees fairness and reduces grievances among employees (Simmons & Iles, 2001). Managers and directors can also use it to evaluate the effectiveness of early stage processes like recruitment, selection, and induction in the organization (DeNisi& Pritchard, 2006). Finally; the appraisals also serve as a tool for motivation as targets achieved are an indicator of the efficiency of an employee. It, therefore, motivates employees to perform better and improve their appraisal index.

Organizational performance on the other hand is an analysis of a firm's performance in comparison to the set goals and objectives (Park, 2017). It is an actual output measured against

the intended output of the organization. Normally, key factors like financial performance, market outreach, and shareholder value performance are analyzed to determine the actual performance (Simmons & Iles, 2001). In some cases, like manufacturing product capacity, performance may also be put into consideration. Watson (2016) agrees that organizational performance is measured as an overall effectiveness of a firm in meeting identified needs of departments in the company. They emphasize that; the efforts should also focus on the ability to improve capacity to address those needs adequately and continuously.

Organizational performance also involves a set of determined activities, towards set targets, and formulating suitable modifications to accomplish the set aims efficiently (McNall, 2020). The repeatedly done activities are frequently the primary role of leaders in organizations. As a leader in an organization's hierarchy, it is authoritative to know the factors of organizational performance (Watson, 2016). This is because it allows managers to identify the key factors to prioritize to develop organizational performance. The analysis should enable managers to address shortages and use the information to improve the organization systems when it comes to customer service, investor demands and employee motivation (Rock & David 2015). A comprehensive analysis of organizational performance allows the firm to improve their performance in the present and stay relevant for the future.

Even though performance appraisal itself is often a process that involves documentation and communication, lessons obtained in current years the paradigm shift has been to formalize the appraisal process, whereas in years past, an internal approach with very little record keeping sufficed, now more documentation is required. Organizations usually formalize part of the process by using a standard form (Burke, 2017). Currently, many organizations are implementing or planning to implement, reward and or recognition programmers believing that these will help bring about the desired cultural change. In some organizations, large amounts of money are being invested in these types of activities and some managers are required specifically to set aside a certain amount from their budgets for this purpose (Burke, 2017). This rationale is based on the assumption that these types of incentives will encourage employee loyalty, foster teamwork and ultimately facilitate the development of the desired culture that encourages and supports knowledge sharing. Others maintain that to encourage knowledge-sharing organizations should design reward and recognition systems that stimulate sharing of all kinds: goals, tasks, vision as well as knowledge (Wright, 2004).

As for the United Republic of Tanzania, the government uses a specific performance appraisal system called an Open Performance Appraisal System (OPRAS) to all public employees (Ibrahimu, 2017). Chapron (2017) informs that in 2004 the United Republic of Tanzania introduced OPRAS as a tool to evaluate performance of public sector employees. OPRAS requires managers and employees to set performance standards and targets together. Furthermore, according to the President's Office Public Service Management (2011), OPRAS helps to motivate employees to improve performance, guides employees in execution of duties, and improves working relations and transparency among employees. In that case, OPRAS is said to be an open, formal, and systematic procedure designed to assist both employers and employees in planning, managing, evaluating and realizing performance improvement in the organization with the aim of achieving organizational goals. OPRAS has unique features that can be differentiated from the previous confidential appraisal system (Johnsen,2000).

The public sector reform drive was initiated under several names, one of which is New Public Management (NPM). These reforms came into existence during the 1980s in the advanced

capitalist democracies as a response to the economic constraints. Gregory (2001) highlighted five main factors that have led to this change in perspective. They are debureaucratization; lack of trust in government; lack of legitimacy of the government; politicization of public administration; and redefining the recipients of service as customers of citizens. In addition to this, Lane (2019) has expressed how the growing size of the public service contributes to these changes. According to him "in the early 1980s there was a realization that the public sector had a profound problem in relation to how well its various programmes were operating. The adoption of NPM means the application of private sector practices and solutions to the problems of the public sector in which appraisal should be done based on one's objectives, being observed by supervisors on a stipulated time and rated on a scale of performance from better to worse.

With the growing number of challenges faced today, there are now, more than ever, increased demands on managers and all other staff members to achieve higher levels of efficiency and productivity. The continuously changing nature of most public services today and the high expectations from the general public have increased pressure on public servants to re-evaluate their contributions in the workplace and the way in which they work (Gregory, 2001). The introduction of performance appraisal systems has been one strategy adopted to meet these challenges and improve performance of public organizations. This study is sought to measure the role of performance appraisal on organizational performance at Moshi Municipal Council.

Performance appraisals are a critical component of human resource management. Current years have seen an increase in their use among organizations motivated by the desire to drive employees' behaviors and attitudes and ultimately the team's performance (House, 2018). Establishment of goals and objectives at the beginning of financial years for organizations provide employees with clear performance targets and enables the managers to monitor performance during the cycle through the supervisors at different levels. With the good design of OPRAS to measure performance, it has been argued that performance appraisal exercises or programs are not well designed and focused in the public sector (House, 2018).

## **2. Statement of the Problem**

Performance appraisal is not about the forms even though; habitually managers and HR treat it as such. The purpose of performance appraisal is to allow employees and managers to improve endlessly and to eliminate obstacles to job success. In other words they are supposed to make everyone better (Allan, 2015). Management of Municipals (MD and HRM) are said to assess it as a disciplinary measure for employees rather than objectively how it is supposed to be. This tends to focus as performance appraisal no longer seeks to represent its objective of modifying deviations.

From time to time performance appraisal is seen as a misuse of time and no one concentrates on it anyway particularly in the public sector. This is because the rating of employees is not based on the performance appraisal forms, rather it is a traditional system in different organizations, specifically in local government agencies (Lane, 2019). In an organization like the Moshi Municipal Council, the appraisal system may be seen as a tool to raise payment depending on the policy. Hence, some questions start with how performance appraisal through OPRAS is suitable and useful. With the explained challenges, the study was aimed to assess the use of OPRAS as a performance appraisal on organizational performance at Moshi Municipal Council in Tanzania.

### **2.1 Research Objective/Question**

The objective of this paper was to assess the uses of OPRAS as a method of performance appraisal on organizational performance of Moshi Municipality.

## **2.2 Research Gap**

The literature that has been reviewed has indicated the uses of OPRAS in different places around the world, in the region and in Tanzania particularly. It reviewed the effect of OPRAS and its effect on organizational performance. literature has indicated that OPRAS as a performance appraisal system has a contribution on organizational performance (see Mwita, 2019, Rugeiyamu, 2020; Mwakanyamale, 2021; Paul, 2021; Ahmedi, 2021; Mushi, 2018; Elitumaini, 2020; Mgonja 2018). However the literature also has indicated the uses and critics on uses of OPRAS in some areas. As these studies were done somewhere else, the current study will be used to benchmark the OPRAS as a performance appraisal to Moshi Municipal Council in Tanzania as no studies have been done specifically to the study area.

## **3. Theoretical Literature Review**

### **3.1 The Agency Theory**

Economists Fama and Jensen, (1983) propagated the agency theory and have long used it to promote a particular understanding of the relationship between performance measurement systems and the provision of incentives to employees. Agency theory explores variegated interests from the perspective of: ‘How can an organization, through its owners and stewards, minimize the posited tendency for managers to inappropriately leverage their advantage when managers’ interests are not consonant with those of owners as also used by Dalton et al, (2007) The primacy of shareholder value and owner ‘rights’ is taken for granted; it is assumed that an owner’s expression of self-interest is tolerable, since it somehow embodies a greater good, while that of other organizational actors does not; the function of management systems, including appraisal, is viewed as one of aligning everyone’s activities with the needs of owners, rather than ensuring that owner behavior is aligned with the needs of other stakeholders.

In whatsoever, the case may be, the problem of conflicting interests within organizations has intensified. Davis (2009) argues that corporations are less concerned than ever with long term relationships and building in-house capacity with self-interest increasingly at the fore of organizational behavior. Although it is sometimes acknowledged that this self-interest is ‘bounded by norms of reciprocity and fairness’ (Bosse and Phillips, 2016), it is also assumed that ‘the interests of the principal and agent diverge and the principal has imperfect information about the agent’s contribution’ (p.276). It follows that incentives are required to narrow the gap in interests. Assembling more information (if necessary, through tight reporting mechanisms and close surveillance) is also helpful.

The Agency Theory is relevant in this study as employees and Management of the Moshi Municipal Council are there to represent the United Republic of Tanzania in service provision to citizens. As such, all employees and management are agents to the government and thus performance of paramount importance as to how it is done and how effectively role-play in the performance of the organization. Supporters of the agency theory have argued that ‘conflicts of interest’ are not the same as the preponderance of self-interest, and that agent and principal have a variety of motives for their actions (e.g., Buchanan, 1996). Be that as it may, in practice, its proponents lean overwhelmingly to a narrow view of self-interest around financial calculation to see that every part get what is better and satisfactory (Heath, 2009).

However, agency theory assumes that in most organizations the principal's goal is the promotion of shareholder value generally held to be a good thing, while agents are assumed to be primarily interested in self-aggrandizement (Mansell, 2013; Angwin, 2015). This is a highly idealized view of the principal's role in principal-agent relationships. Applebaum and Batt (2014) document predatory rent seeking behaviors by private equity firms that are more concerned with the short term enrichment of their funds than adding long term value, often destructively. In such instances the architects of corporate misfortune turn out to be owners rather than managers or operatives as a result of appraisal feedback and actions thereafter.

### **3.2 Empirical Literature Review**

Performance appraisal is often employed by employers or organizations when they anticipate obtaining some benefits from its usage (Nchimbi, 2019). In their views, the employers will have to decide not only if it is important for them to adopt a formal system of performance appraisal system, but also how it should be practiced so that the organization can make gains from its implementation. In this regard, Nchimbi (2019) argues that an effective performance appraisal system helps management to determine deficiencies and provides motivation to their employees. It provides an essential instrument for the assessment of workers' output, establishment of performance standards, provision of constructive comments to the workers, and also helping them to comprehend and be aware of their expected performance outcomes in respect of a certain task. Prior to this, Magupa (2018) posits that while performance appraisal or performance appraisal system is commonly believed to be related to employee compensation, it may in fact be used to achieve several goals. These goals may include; identifying training needs, enhancing current performance of workers, improving employees' abilities and talents, enhancing organizational or internal communication, stimulating employee morale or motivation, among other uses. Similarly, Elitumain et al, (2020) also maintains that when performance appraisal system is effective and appropriately implemented or practiced, it may (1) show workers how to enhance their effectiveness, (2) set reasonable and challenging targets for the workers, and (3) assist superiors or management to evaluate the performance of their workforce and also make decisions in relation to employee hiring, promotions, demotions, training, compensation, job design, transfers, terminations, among others. Additionally, performance appraisal can be utilized to perform an administrative role. This can be done by promoting or encouraging methodical ways for defining rises in pay and promotion, benefiting from other incentives. It may also be employed to delegate authority and duties to employees who are most capable of achieving desired results. Likewise, Mgonja (2019) posits that a performance appraisal system can also enhance employees' wellbeing and work climate by improving shared understanding between superiors and their subordinates.

A performance appraisal system in any organization contributes to enhancing overall communication effectiveness within that entity. According to Alman and Yusuph, (2020) and Mwita and Andrea (2019), performance appraisal objectives that aim at communicating the superordinate goals, have the ability to improve workers' insights of how they are being valued individually, team wise, as well as the social exchange argument. That is, one major importance of the performance appraisal system is that it provides organizations with feedback opportunities. These feedbacks, exchanges or communications can signal to workers that they are being valued by their managers and the company as a whole (Mwita and Mwakasangula (2020). In the views of Nazaruddin (2021), the performance appraisal system enables managers to discuss performance and plan for the future" (p.389).Dobije et al, (2019) also observes that performance appraisal activities provide management or supervisors and their subordinates with important

avenues to deliberate on their work activities. These avenues are often used to discuss how employees are making progress and to determine the kind of actions that can be taken to aid them to overcome their weaknesses as well as build on their strengths to enable them to excel in their jobs. Mduma and Mkulu (2021) posit that the aim of employee performance appraisal is “to improve planning and service delivery at the general level, but also to provide feedback to individual officers' ' (p.162). This makes them feel more as part of the company or the institution (Mulisa, 2021; Mwakanyamale., 2019).

Additionally, the entire process of setting the expected performance outcomes or goals help employees to become aware of their performance targets which their institutions or managers expect of them (Nduye, 2018). This as a result enhances internal communication between management and employees. In line with this Marandu (2018) maintain that, “if an employee does not know what he has the authority to decide, what he is expected to accomplish, and how he will be judged, he will hesitate to make decisions and will have to rely on a trial and error approach in meeting the expectations of his superior”. This process of making employees aware of their performance expectations by involving them in setting performance goals, supervisors providing continuous and final feedback to the employee clearly highlights the fact that managers use performance appraisal to enhance internal communication and also foster positive relationships or exchanges between subordinates and their supervisors in organization. This undeniably, will contribute significantly in achieving the overall goal of the organization.

Aside from its contributions to enhancing internal communication and positive subordinate supervisor relationships, the performance appraisal system is a vital instrument that can be used by various organizations to reward their workers in the form of bonuses, promotions, and pay rises. For example, Ringo (2021) maintainsthat the performance appraisal system is important for companies or institutions as they employ it to assess, rate and also to demonstrate employee’s work attitude or qualities for a specific time period. Performance appraisal system can be used to establish reward systems that highlight the joint contributions of superiors and their subordinates in achieving the collective institutional objectives (Ramamoorthy et al., 2019). Consequently, Ringo (2021) posits that in several institutions.

Performance appraisal can also be used as an instrument to train existing workers as well as develop talents within the organization. According to some scholars (eg. Charles, 2019; Ringo, 2021; Ilomo and Anyingisye, 2020), the training and developmental uses of performance appraisal results include the identification of individual training requirements, providing feedback on individual employees or teams effectiveness. It also involves the determination of employee transfers and job allocations. It is further used to identify strengths and weaknesses of individual employees, their units or departments. Likewise, in the opinions of Martineau et al (2018), performance appraisal systems are used for two main purposes: First, results from employees’ assessment can be used to make decisions regarding their promotions, training needs, increases in remuneration, among others. Secondly, performance appraisal results are used to develop (Gwesso, 2022). Similarly, Juma et al, (2020) posit that performance appraisal results are used to document employees’ strong points and flaws in their performance capacities. From the above, it is obvious that organizations can use their performance appraisal results to identify employee’s weaknesses and strengths and then develop programmes to train and develop their employees. The new skills and capability employees acquired as a result will increase their ability to generate new ideas and improve the quantity and quality of their output or service.

Performance appraisal system and its processes of assessing workers are also of great importance to the overall success of the organization. This is because employee involvement in performance appraisal, constant feedback from supervisors, and clarity of goals can make significant positive contributions to the successful achievement of the overall corporate goals. Performance appraisal systems when used properly in organizations will help in recognizing star performers for recognition and poor performers for encouragement. Mwakasangula and Mwita (2021) therefore argue that companies or state institutions may not be able to excel if they fail to institute measures or mechanisms which can be used to discriminate between industrious employees and indolent workers. Proper differentiation between good and poor performers can promote organizational effectiveness. Ngatunga (2020), and Samwel (2018) posit that a system of appraisal that is efficient and effective may generate significant gains to both the individual worker and the institution as a whole. According to them, when superior provides consistent feedback about their performance, it will give them an insight about expectation and actual performance. This in turn will improve the working relationship between superiors and their subordinates and as well as generation of new and innovative ideas. Consequently, Hussein (2019) argues that performance appraisal systems can be adopted as a vital instrument of management decision making. This is because its results may provide correct and timely data and information about employees' progress and performance excellence. This is also consistent with Kazi (2020)'s assertion that the performance appraisal system improves workers' effectiveness.

#### **4. Methodology**

##### **4.1 Research Design**

For the purpose of this study, a survey research design to assess the uses of open performance review and appraisal system (OPRAS) to Moshi Municipal in Kilimanjaro was used. According to Kothari (2004) survey research design involves a systematic and comprehensive study of a particular organization or group in order to analyze a particular social problem so as to give appropriate recommendations for the study findings. Creswell (2012) further considers survey design as procedures in quantitative research in which investigators administer a survey to a sample or to the entire population of the people using questionnaire in order to describe the attitude, opinions, behaviors, or characteristics of the population. Thus, the study used a questionnaire to gather information about the research objective.

##### **4.2 Population and Sampling**

Moshi Municipal Council has a total of 2,239 employees. However, the sampling frame was 180 employees who are at the headquarters of the Moshi Municipal Council where the top management is also located. Furthermore, all policy implementations are directed and managed from the Municipal Council main office. Thus the information was collected from the employees who are involved directly in this study. Likewise, 5 key informant interviews were conducted for top management at MMC. A sample of 164 respondents was determined using Yamane (1964) for a small and known population. The researcher distributed self-administered questionnaires to all sampled employees of the Municipal Council whereby 159 (97%) returned the questionnaire and 5 (3%) questionnaires were not returned. This response rate was good enough for the study to continue.

##### **4.3 Data Analysis**

This study used both quantitative and qualitative approach in the analysis of the questionnaire items which were in the five point likert scale with responses ranging from strongly agree (1), agree (2), neutral (3) disagree (4) and strongly disagree (5). Once data was collected from the respondents, it went through data reduction by categorizing using Excel Microsoft according to the specific use of OPRAS that respondents were supposed to choose in the likert scale relating to the questionnaire items. Thereafter, research questions were analyzed using descriptive statistics which established mean scores for the respective question relating to the uses of OPRAS at MMC. The mean scores were interpreted as being strong from 2.50 onwards.

## **5. Findings and Discussion**

### **5.1 Uses of OPRAS at MMC**

The main question that was to be answered by the study was: What are the uses of OPRAS as a performance appraisal system at Moshi Municipal Council?

The main question that was to be answered by the study was: What are the uses of OPRAS as a performance appraisal system for organisational performance at Moshi Municipal Council? Respondents were asked on a 5 point scale to rate their opinion to the provided statements on the uses of OPRAS from 1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Disagree. Results are as presented in Table1.

Data analysis was through descriptive statistics in terms of mean scores for the items that were tested regarding organizational performance of MMC. With regards to the findings obtained as presented in Table 1, the overall mean score of the assessment made by respondents generated a mean score of 2.07 over the uses of OPRAS at MMC. The findings of the means obtained indicated that, the respondents generally disagreed that OPRAS as a method of performance appraisal is not related to organizational performance at Moshi Municipal Council.

**TABLE 1: ASSESSMENT OF THE USES OF OPRAS ON ORGANISATIONAL PERFORMANCE**

<b>SN</b>	<b>Uses of OPRAS</b>	<b>Mean Score</b>	<b>Interpretation</b>
1	Promotion to different ranks	2.77	Agree
2	Monetary rewards	2.56	Agree
3	Motivating employees	2.20	Disagree
4	Training employees to empower them	1.91	Disagree
5	Non- monetary rewards	0.01	Disagree
6	Recognition of employees	1.89	Disagree
7	Staff career development	2.71	Agree
8	Salary increase	3.22	Agree
9	Basis for research	0.90	Disagree
10	Transfer	2.51	Agree
<b>Overall Mean Score</b>		<b>2.07</b>	<b>Disagree</b>

**Source:** *Field Data (2022)*

Findings from Table 1 indicated that item number one was rated 2.77 representing agreement of employees that OPRAS is used for promotion of different ranks. The explanation for the responses and the mean score obtained indicates that employees are aware of the use of OPRAS

to promote staff through the performances of the different ranks or positions allocated to them. The fact that employees are aware of this use, means that every employee is at the position to strive to meet objectives and targets plus other requirements to stay at a certain position before being promoted. Taking all other things constant, for this particular use of OPRAS, the study findings suggest that staff were adequately knowledgeable of the use of the performance appraisal tool, skills and competencies that are essential for successful implementation of OPRAS. Therefore, the performance appraisal process should continue with this focus as employees understand as to why it is done. This result is supported by the study findings done in Tanzania by Mwitwa and Adrea (2019) that employees in the health sector were reported to understand the appraisal systems and that it was the only way that they could be promoted to the higher level positions if results indicated that they met the requirements.

Monetary rewards was item number two which was rated 2.56 signifying agreement. Respondents of the study agreed that there was a monetary reward as a use of OPRAS at the Moshi Municipal Council. The results could be in two ways: one is that, although best employee selection is not directly a result of OPRAS, but best employees are given monetary packages because of their job well done between one labor day and the next (1<sup>st</sup> of May). The second explanation is that, promotion of employees in their ranks is directly linked to increase in salary or other employment related benefits. Thus, it can be taken that respondents were in agreement of the two. Key informants were also in agreement with the findings where one of them informed that:

*'During the selection of best employee of the year for the labor day, colleagues from the departments nominate a person whom they think has performed well for the year. Normally, the nominated employee is given a sum of money as an award for the job well done'. Interview conducted on 11<sup>th</sup> June, 2022 at 10:00 hours.*

The finding in item number three which was about motivating employees was rated 2.20 symbolizing disagreement about the item in relation to organizational performance. In this respect, respondents disagreed that OPRAS as a measure of performance was regarded to motivate employees on aggregating the Municipal Council performance in the different activities supposed to be done as a public organization. The findings are supported by that of Mwitwa and Mwakasangula (2020) who found that, OPRAS when done objectively, i.e. employees being involved in the process of setting annual performance targets with their supervisor and filling OPRAS Forms on time, employees become motivated to perform their duties. As a result the total organizational performance is enhanced.

Likewise, training employees to empower them was item number four which scored 1.91 indicating a disagreement to the uses of OPRAS in the study area. Thus, employees of the Moshi Municipal Council disagreed that OPRAS results were used by the employer for training them so that they are empowered on the different job positions. This indicated that, even when an employee was rated low in the performance of duties in the corresponding timeline, the employers did not use the result to send employees for different training be them long term or short term; external or in-house for the purpose of empowering them. Moreover, item number five which was on non-monetary rewards was rated 0.01 denoting disagreement of the uses of OPRAS in the study area. Employees of the Moshi Municipal Council disagreed that OPRAS, among others, is used for non-monetary rewards. This is an indication that the non-monetary reward is either used to the lowest magnitude or not at all MMC. Likewise, item number six which was on recognition of employees scored 1.89 indicating a disagreement. Respondents

disagreed on the notion that through OPRAS employees are able to be recognised for the work they do which aggregates to the general organizational performance of MMC. Item number seven which was on staff career development was rated 2.71 representing an agreement that OPRAS was used for that purpose at the Municipal Council. This means that employees at the study area sign annual performance agreements and account for their performance connecting to their career development. The findings of this study is in agreement with that of Juma et al, (2020) who posit that performance appraisal results are used to document employees' strong points and flaws in their performance capacities. As such, their career development is documented through the results obtained. Thus, employees signing formal performance appraisal agreements with their supervisors are perceived positively to career path development.

Furthermore, salary increase which was item number eight scored 3.22 denoting an agreement by respondents that salary increase was among the uses of OPRAS at Moshi Municipal Council. This means that employees of MMC perceive that performance appraisal by the use of OPRAS is there for salary increase. The study finding is similar to that of Ringo (2021) and that of Marandu (2018) who both found that, most employees (89%) and (90%) respectively in the public sector understand that OPRAS is there to improve employees' benefits, particularly salary increase. The findings by Ringo (2021) particularly noted that, if there were no salary increase in a specific year of performance appraisal, employees were even not motivated to sign their performance contracts. However, the United Republic of Tanzania (2018) points out that OPRAS should provide an opportunity for the employer to give feedback to the employees on issues that are encountered during the period of assessment which will bring improvement for the next periods of work performance.

Item nine which was the basis of research scored 0.90 indicating a disagreement that OPRAS was used as a basis of research for matters related to organizational performance. This is an indication that, Moshi Municipal Council does not use OPRAS results to investigate some matters that turned out to jeopardize organizational performance. Item number ten was on transfer which was rated 2.51 indicating an agreement that OPRAS was used by MMC for transfer of staff. This means that employees of MMC depending on the results obtained during performance appraisal, staff were transferred to other places like departments or within the Municipality. The findings may have two explanations for the transfer. Strong results may indicate a positive transfer for an employee to acquire a good position while for the poor performance results may indicate that a person is shifted to another position or place to learn or as a punishment of poor performance. This finding compares with that of Ngatunga (2020) who found that employees in the public sector in Tanzania; they are transferred from one place or position to another position as a result of poor performances in their job positions. Generally, these findings suggest ineffectiveness of the management and supervision process of OPRAS in the public sector.

## **6. Conclusions and Recommendations**

The overall objective of the study was to assess the uses of OPRAS as a performance appraisal tool at the Moshi Municipal Council. In light of the findings, analysis, interpretation and discussion, the study findings disagreed that OPRAS was used effectively for organizational performance indicated by the overall mean score of 2.07. However, respondents of the study categorically agreed that, promotion to different ranks, monetary rewards, staff career development, salary increase and staff transfer were the uses of OPRAS at MMC. The rest of the items tested for the use of OPRAS to include motivation of employees, trainings to empower

employees, non- monetary rewards, recognition of employees and basis for research about employees matters related to MMC performance were disagreed by respondents. Basing on respondents disagreements regarding various aspects of the management and supervision process of OPRAS, the study conclude that MMC is not comprehensively using OPRAS a tool of performance measurements for employees leading to organizational performance. The study recommends that, since OPRAS implementation regarding management and supervision process to MMC are ineffective, the Management and Policy makers overseeing local government authorities should continuously train supervisors and supervisee on OPRAS so that they acquire the basic knowledge, skills and competence required for its effective implementation linking to organizational performance. Also during the appraisal and review process, both supervisors and employees should be involved. The management of MMC should make sure that, supervisors provide feedback to their subordinates as a point making decisions over what should be done further for improvement of job performance. This is critical as it will instill a sense of ownership of the system by employees, leading to its effective implementation and individual performance which aggregates to organizational performance.

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