



PERFORMANCE APPRAISAL - A DETERMINANT FOR REDUCING EMPLOYEE TURNOVER IN MINING COMPANIES IN SIERRA LEONE

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ABSTRACT :

It is evidently clear that organizations are now focused on improving the performance of their employees, especially in determining their strengths and weaknesses as they execute their tasks in the organization. In achieving this, most organizations are now effectively appraising the performance of their employees, which helps in determining the performance levels of employees in achieving the targets and goals of the organization. When performance appraisal processes are performed effectively and accurately by following the due processes, it would help in identifying the strengths and weaknesses of employees, determining the strategies to develop in improving the performance of employees, guide the motivation levels that should be used in rewarding high performance which will ensure high productivity, efficient performance and organizational productivity. This ultimately will ensure there is high employee retention, loyalty of employees in the organization and a mitigated turnover rate. This study was therefore guided by two variables; the independent variable which was Performance Appraisal and the dependent variable which was Employee turnover rate. The target respondents were employees from the Kingho company in Sierra Leone and a sample size of 90 respondents obtained from the mining companies. The study used a descriptive research design of which questionnaires were used to collect relevant data from the sampled respondents. The study discovered that the independent variable (Performance Appraisal) has a significant and positive impact on the effectiveness of organizations. The study concluded that the implementation of performance appraisal systems and processes in an organization has a greater impact on the performance levels of both the employees and the organization if adequately implemented effectively.

Finally, the study recommends that all organizations should ensure that they conduct the appraisal process in a fair, transparent and consistent manner by following the laid down policies and procedures of the process which will ensure the process to be successfully completed.

Key words: Performance Appraisal, Employee Turnover, Human Resource Management, Organizational Effectiveness, employee efficiency

CHAPTER ONE

1.0 INTRODUCTION

The focus of this chapter is to give a clear account of the; background of study, statement of the problem, purpose of the study, objectives, research questions, significance of the study and scope of the study. This framework gears towards investigating the impact of performance appraisal on the turnover rate of employees of Kingho Mining Company Limited.

Historically, appraisal is a very ancient art and might well lay claim to being the world's second oldest profession. The early evidences of appraisal system can be traced back to Robert Owen's New Lanark Textile Mills in Scotland in the 1800s where a color display was used as a means to distinguish an employee's performance (Grint, 1993). The aim of appraisal system then was to improve and motivate performance, encourage competition and possible reward for good work performance.

The early roots of performance appraisal framework can be traced to the "scientific" and "classical" approaches and later the "human relations" school of management. The scientific management approach was a natural outgrowth of the industrial revolution. It was a system that attempted to develop ways of increasing productivity and to formulate methods of motivating employees to take advantage of these labor-saving technique (Taylor, 1964).

Performance evaluations have been conducted punctually to assess the development and achievements of employees in their respective positions and at work. As a result, corporations frequently associate it with employee benefits and strategies for professional advancement. Although many businesses award incentives or raises in accordance with these reviews, most of them are oblivious to the critical nature of these reviews in maintaining employee motivation (Dangol, 2021). A performance evaluation approach, according to (Selvarajan & Cloninger, 2012), is one of the most essential ways to

maintain employee motivation. The objective of performance evaluation is to identify more efficient, precise, and cost-effective approaches for quantifying employee motivation and job success.

One of the most significant aspects of human resource management is typically regarded to be performance appraisal (HRM). An effective performance appraisal system, according to (Selvarajan & Cloninger, 2012), is a crucial aspect of an organization's human resource management.

Performance appraisal focuses on informing employees about their activities and identify areas for improving their behaviors and conduct to enhance their competencies and performance.

Additionally, it considers employee initiatives or suggestions (Almonawer, et al., 2023). Good, effective, and explicit performance evaluations will motivate employees to continue working diligently, and good work evaluations will affect employees' enthusiasm for their work (Guest, 1999). Employees are valuable assets because their roles and responsibilities are designed to expedite productivity, maximize performance, and use time effectively and efficiently (Alainati et al. 2023B; Alainati et al., 2023A).

1.2 Statement of the Problem

The effectiveness of employee performance has a greater impact on the success of organizational objectives which ensures the goal and productivity of the organization to be achieved. In setting this performance, objectives should be set, which is translated into key performance indicators which should be monitored and evaluated to ensure the employee activities are guarded towards moving in the right direction. When performance appraisals are ineffective it would seriously influence the performance of the organization.

Kurt (2014) explains performance appraisal as major issue of controversy when it comes to management circles. While managers use performance appraisal system but the outcomes are always a disappointment with the process and one of their functions is to ensure organization are effective and efficient. For managers to achieve the organizational goals individual levels of performance must be assessed.

Brumbach (2008) defines performance as a means of both results and behaviour, which comes on its own right and will or can be judged differently from results.

Performance measurement is also referred to as performance appraisal is one exercises that human resources department most daunting task in most of the organizations that the HR department has to carry out in regular basis. If performance appraisal is not carried out perfectly it can cause ripples among staff and can be seen to be unfair and ineffective.

According to Armstrong (2009) line managers plays the most important duty to see that performance management succeed. Role of senior management is to manage and effectively deploy organizational resources in such a manner that they fulfil organizational objectives; there are many tools, frameworks and techniques that assist managers to meet their obligations.

Performance measurements generate data that is used to gauge the direction in which organization is headed, and it allows organization to design, control and account for staff performance as laid out in the organization strategy (Henri, 2014).

1.3 Aim and Objectives of the Study

The main purpose of this study is to assess the impact of performance appraisal system on the employee turnover rate of mining companies in Sierra Leone using the Kingho Mining Company Limited in the Tonkolili District as a case study.

1.3.1 Objectives of the Study

The following are the specific objectives of the study:

- i. To evaluate the process of performance appraisal at Kingho Mining company
- ii. To discover the methods of performance appraisal process at Kingho Mining company.
- iii. To analyze the challenges of performance appraisal at Kingho Mining company.

1.4 Research Questions

The following are the research questions of the study:

- i. What is the process of performance appraisal at Kingho Mining company?
- ii. What are the methods of performance appraisals at Kingho Mining company?
- iii. What are the challenges of performance appraisal at Kingho Mining company?

1.5 Significance of the Study

To the organization, it will help identify the process of the performance appraisal processes. It offers some useful information to organizations in order to ensure they are able to develop and implement effective strategies on how to reduce and mitigate defective appraisal process of employees. Organizations would be able to understand the causes and effects of in effective performance appraisal process of employees.

To the researcher, it can contribute to building up and improving the researcher's knowledge and understanding on the aspect of the performance appraisal by providing awareness to the examined organizations about how defective appraisal of employees can affect an organization's performance.

To the readers, this research work would expand existing knowledge on how the causes and effects of poor performance appraisal process affect the performance and operations of organizations.

To the employees, it will help them to understand the importance of their activities to be evaluated and assessed, which will help them to understand their strengths and weaknesses and design strategies to improve on those weaknesses. This will also help them to know the better ways to get their work done

more effectively and efficiently. The study will also add to the knowledge of Human Resource Management concepts in the corporate world and serve as reference for future studies.

1.6 Scope/Delimitation of the Study

There are several Mining companies in Sierra Leone. The study however was restricted to the Kingho Mining company in Tonkolili District due to time and financial constraints. The company currently operates in the Tonkolili district of the country. In addition, it comprises of a staff establishment of over five hundred employees.

However, the study concentrated on ninety (90) sample respondents. The data would be collected through the questionnaire instrument which would allow the researcher to collect relevant data from the study. This study covers a period of 2-3 years of the study to figure out accurately how negatively high employee turnover affects the performance of the company.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter encompasses different concepts of performance appraisal. Primarily, it presents theoretical review of literature; basically, the definition of performance appraisal which helps to understand the issue well and then it also provides a brief presentation of literature on the process and impact of performance appraisal and its processes in an organization. The chapter also deals with the process and methods of performance appraisal for the growth of an organization. It also presents critical literature review and the conceptual framework of the study.

2.1.1 The Concept of Performance Appraisal

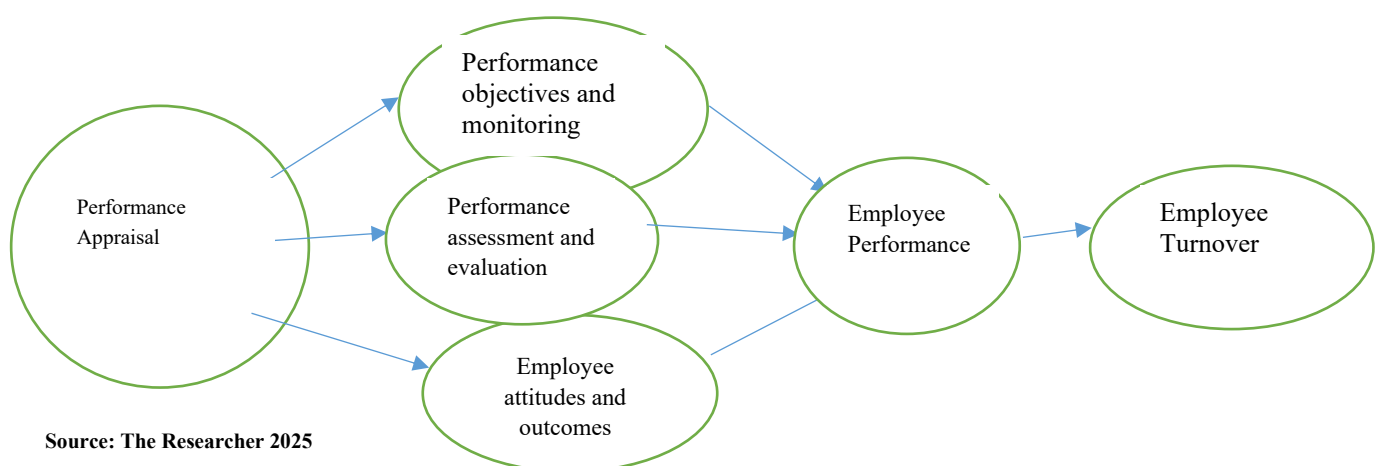
Poorly executed performance appraisals, however, can be detrimental to organizational performance employee retention. Successful performance appraisals are contingent upon employees and managers working together (Larson, 1989). Weiss, (2001) indicated that to be productive, the performance appraisal process must contain three general steps: evaluation and job analysis, appraisal interview, and post-appraisal interview.

The term "appraisal" can mean different things in different situations. Randell (1994) in Shelley (1999), highlights formal and informal approaches which may have a multiplicity of purposes, including: evaluation, auditing, succession planning, training, controlling, development and motivation. Appraisals regularly record an assessment of an employee's performance, potential and development needs. The appraisal is an opportunity to take an overall view of work content, loads and volume, to look back on what has been achieved during the reporting period and agree objectives for the next (Bacal, 1999). Performance is an employee's accomplishment of assigned work as specified in the critical elements and as measured against standards of the employee's position. The term "Performance Appraisal" is concerned with the process of valuing a person's worth to an organization with a view to increasing it (Blazer et al., 1990). Performance appraisal is a universal phenomenon in which the organization is making judgements about one is working with and about oneself. It serves as a basic element of effective work performance.

Gupta (2006) defines performance appraisal as a process of assessing the performance and progress of an employee or of a group of employees on a given job and his potential for future development.

2.1 CONCEPTUAL FRAMEWORK

FIGURE 1: The relationship between performance appraisal and employee turnover



Source: The Researcher 2025

2.2 Theoretical Framework

2.2.1 Goal Setting Theory of Performance Management System:

Goal-setting theory is a theory based on the idea that setting specific and measurable goals is more effective than setting unclear goals. Edwin A. Locke developed this theory in 1968 in his article, "Toward a Theory of Task Motivation and Incentive" (Latham;Locke, 2018).

Tackling these more difficult goals forces employees to work hard and develop their skills, and, as a result, receive positive feedback and an overall sense of achievement. This, in turn, may result in improved employee engagement, productivity and satisfaction in the workplace (Latham & Locke, 2018).

In addition, Priya, (2019) argues that, goal setting theory is an employee-engagement tactic that involves setting specific and measurable goals to improve productivity. By incorporating the goal-setting theory into the workplace, the organization can both improve employee performance as well as bolster employee engagement.

The theory posits that if an individual as well as an organization is very committed to attaining acceptable set goals and does not suffer from any contradictory goal(s); then the attainment of such set goal(s) is very positive (Shaiza;Giri, 2016).

2.3 The Performance Appraisal Process in an Organization

The performance appraisal process is construed as a function of three interacting systems: organizational context, the appraiser's information processing system, and the behavioral system of the appraisee (Ilgen and Feldman, 1983). In conducting the performance evaluation process, there are six commonly followed steps. These steps are discussed as follows:

Step 1. Establish performance standards: The appraisal starts by formulating performance standards i.e. what they expect from their employee in terms of outputs, accomplishments and skills. The standards set should be clear and objective enough to be understood and measured (Stredwick, 2005; Aswathapa, 2007; Decenzo and Robbins, 2010; Joshi, 2013; Abraham, 2020). According to (Leonard, 2019), performance standards are not arbitrary.

These standards are necessary with each job position because the performance standards are used to fulfill the mission and vision of the company.

Performance standards are established through job descriptions, employee handbooks, and operational manuals. Standards are subject to adjustment, based on changes in business needs.

Step 2. Communicating performance standards: Establishing performance standards is not enough. The established standards should be shared communicated with the employees. Even though standards are written and distributed in company manuals, there also should be a specific onboarding process that summarizes the company's expectations. Regular meetings' reviewing the standards and expectations repeat to employees that everybody must meet certain minimum requirements to recall employment or to be eligible for raises or promotions (Leonard, 2019). To make effective communication feedback is necessary from the employees to the manager as it will help for the manager to ensure that the information was delivered as it was intended (Decenzo and Robbins, 2010; Joshi, 2013).

Step 3. Measure actual performance: Clearly defined standards are easy to measure. Leaders track and regularly review how employees are performing. Attendance might be reviewed weekly when the schedules are made. Business leaders need to determine how often different performance standards are reviewed, based on how it affects business achievement (Leonard, 2019). Personal observation, statistical reports, oral reports, and written reports are used to measure actual performance (Joshi, 2013).

Step 4. Compare actual performance with standards: In this step of performance appraisal the actual performance is expected to be compared with the standard (Aswathapa, 2007; Joshi, 2013). Employers usually set performance standards, based on experience and industry data. Every business and its employees are unique.

However, comparing one employee against all others who perform the same tasks gives an employer an idea about whether or not the underlying issue is the employee or if it's a bigger issue of training or operations obstacles (Leonard, 2019).

Step 5. Discuss the appraisal with the employee: The results of the appraisal are discussed periodically with the employees about their strength and weakness so that performance is improved (Joshi, 2013). Performance appraisals must be reviewed with employees to be effective.

Sit down with each employee to review the standard expectations and provide feedback about what has been done well and what areas need improvement. Make sure all feedback is written in objective terms and speak to employees in a professional, positive manner.

Use performance review meetings to not only give employees feedback but also to gather feedback from employees about personal performance, professional goals, and feedback on company protocol (Leonard, 2019).

Step 6. Initiate corrective action: The corrective action can be instant or basic. The instant one deals with the symptoms whereas the basic one deals with the causes (Aswathapa, 2007; Joshi, 2013; Abraham, 2020). an action plan for future performance appraisals.

Build bigger goals around areas of employee success and provide specific plans of action where improvement is needed. Get employees invested in growth by asking them to include personal expectations and goals as part of the development plan. Have employees sign the plan, and accept its contents, including agreeing to the action plans. Once signed, make a copy for the employee and make another for the human resources file (Leonard, 2019).

2.4 The impact of performance appraisal on organizational performance

In the organizational setting, performance appraisal is defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed (Moorhead & Griffin, 2002).

In performance appraisal, the focus is to identify weaknesses and strengths as well as opportunities for improvement and skills development (Aguinis, 2007).

A performance appraisal involves measuring job performance which mainly captures an essential element of the performance appraisal process without specifying the actual techniques used for measurement (Kavanagh, Benson & Brown, 2007).

Performance appraisal is an integral part of the Human Resource Management system. An organization implements the performance appraisal system to allocate rewards for the employee, provide development advice as well as to obtain their perspectives, and justice perception about their jobs, department, managers, and organization (Longenecker & Goff, 2003). Performance appraisal is an ongoing communication process between employees and supervisors.

Supervisors set expectations, monitor performance and provide feedback to employees. They direct and develop employee performance by identifying training and development needs, correcting and determining raises and promotions (Seldon, Ingraham & Jacobson, 2001).

Performance appraisal provides employees with useful feedback which they can apply to improve their performance (Ahmed, 2011). The feedback includes suggestions to change and encouragement.

Performance appraisal system has a significant impact on the employee perception of justice which affects the attitudes and behavior of the employee thus will influence the performance of the organization (Ahmed, Ramzan, Mohammad & Islam, 2011). Akinbowale, Lourens and Jinabhai (2013) surmise that the adequate performance of employee's based on performance appraisal policy will result in improvement in employee performance.

Feedback, particularly on interpersonal (supervisor-subordinate) basis will be found to be useful and highly effective in motivating employees to improve their performance.

Kane and Lawler (2009) opined that the three main functional areas of performance appraisal systems are administrative, informative and motivational. Appraisals affect administration in that it serves the role of facilitating an orderly means of determining salary increases and other rewards, and of delegating authority and responsibility to the most capable individuals.

The informative function is fulfilled when the appraisal system supplies data to managers and appraises about individual strengths and weaknesses. The motivational role involves creating a learning experience that motivates workers to improve their performance. Rudman (2003) indicated that performance appraisal has a positive and negative impact.

Negative feedback in the form of a poor score leads to a loss of motivation in the workplace which can affect an employee's performance (Cook & Crossman, 2004).

Ahmed et al (2011) revealed that employee perception of fairness of performance appraisal is a significant factor in employee acceptance and satisfaction of performance appraisal.

A good perception creates a positive working environment in the organization, while a negative perception creates problems and eventually affects organizational performance.

A good performance system leads to job satisfaction, and generates an increased work performance (Suliman, 2007). North (2008) argued that an effective performance appraisal can lead to higher job satisfaction and reduced absenteeism and turnover rates.

Richards (2010) found that performance appraisal can provide an indication of areas of training need as well as direction for leadership development, performance improvement and succession planning.

Jassim and Jaber (2007) argued that performance appraisal has crucial role in evaluating their employees' behavior for attaining the goals of organization. The goal of adopting the employee performance appraisal in enterprise is to guide and motivate employees' activities in line with the organization objective and leading to the creation of organization performance. Ibrahim (2007) examination performance appraisal can be divided into behavior base appraisal and results oriented appraisal.

2.5 Methods of Performance Appraisal

Performance can be appraised by several methods. Different writers had categorized the performance evaluation techniques in different ways. Abraham (2020), categorized these techniques as Individual Evaluation Methods, Multiple-Person Evaluation method, and other methods. Each of these main categories has multiple techniques under them.

Some employers use one method for all jobs, and some employers use different methods for different groups of employees, and others use a combination of methods (Decenzo and Robins, 2010).

From all the literatures reviewed it can be concluded that, even if the categorization seemed different the detailed techniques under them have commonalities. The following are some of the commonly mentioned techniques for performance appraisal:

Graphic rating scale (GRS)

A graphic rating scale (GRS) presents appraisers with a list of dimensions, which are aspects of performance that determine an employee's effectiveness. Examples of performance dimensions are cooperativeness, adaptability, maturity, and motivation. Each dimension is accompanied by a multi-point (3, 5, or 7) rating scale. The points along the scale are defined by numbers and/or descriptive words or phrases that indicate the level of performance. The midpoint of the scale is usually anchored by such words as "average," "adequate," "satisfactory," or "meets standards." (Kane and Lawler, 2009). It is the simplest and most popular technique to appraise employees. It allows the rater to evaluate employee performance on a range indicating low to high levels of characteristics.

Quantity and quality of work, job knowledge, cooperation, attitudes, initiatives, attendance, dependability and honesty are some of the aspects to be considered for the appraisal (Aswathapa, 2007; Decenzo and Robbins, 2010; Joshi, 2013; Abraham, 2020).

Behaviorally Anchored rating scales (BARS)

Behaviorally Anchored Rating Scales (BARS) is a relatively new technique, which combines the graphic rating scale and critical incidents method. It consists of predetermined critical areas of job performance or sets of behavioral statements describing important job performance qualities as good or bad (for the qualities like inter-personal relationships, adaptability and reliability, job knowledge etc). These statements are developed from critical incidents.

The instrument has been used to identify performance competencies in such occupations as Nurses (Smith and Kendall, 1963), store managers (Campbell, et. al., 2003), college professors and for identifying the professional and career development activities needed by teachers (Latham and Kenneth, 1999). The instrument allows researchers to "capture performance in multidimensional, behaviour-specific terms" (Holbrook, 2002).

Management by Objective (MBO)

Management by objectives (MBO) is a management system designed to achieve organizational effectiveness by steering each employee's behavior toward the organization's mission. MBO is often used in place of traditional performance appraisals.

The MBO process includes goal setting, planning, and evaluation. Goal setting starts at the top of the organization with the establishment of the organization's mission statement and strategic goals. The goal-setting process then cascades down through the organizational hierarchy to the level of the individual employee. An individual's goals should represent outcomes that, if achieved, would most contribute to the attainment of the organization's strategic goals. In most instances, individual goals are mutually set by employees and their supervisors, at which time they also set specific performance standards and determine how goal attainment will be measured (Lindsey, 2005).

Ranking Method

It is a way of ranking employees' performance from highest to lowest or from worst to best in the organization. Managers will make comparisons of an employee with the others, instead of making the comparison of each employee with some certain standards. The advantage of this method is many employees can be evaluated in a shorter time.

However, the rank differences don't indicate how much an employee in the first rank is better than the employee in the last (Aswathapa, 2007).

Critical Incidents Method

This method is very helpful to identify those employees who have the highest potential to work in a critical situation or handling sudden problem in the organization (Aswathapa, 2007; Mathis and Jackson, 2010; Joshi, 2013). It is a continuous appraisal method that employees are appraised continuously by keeping in mind the critical situation. In this method, only the case of sudden trouble and behavior associated with these incidents or trouble are taken for evaluation (Aswathapa, 2007).

Essay Method

In this method, the evaluator is expected to write detailed information about the employees' characteristics, knowledge about organizational policies and the job, strength, weakness and etc. (Aswathapa, 2007; Mathis and Jackson, 2010).

This method allows more flexibility than the other methods and many raters often combine the essay method with the other appraisal methods (Mathis and Jackson, 2010). It is a non-quantitative technique.

The essay evaluation method has its own drawbacks like high subjectivity, poor essay writing skill of the evaluator, and time consuming (Abraham, 2020).

Checklist Method

Joshi (2013), discussed that in this method the evaluator doesn't have a contribution in the employee evaluation rather the evaluator gives reports about the employee and the Human Resource (HR) department does the final rating. In this method, different questions related to employees' behavior will be presented.

The evaluator then checks to indicate whether the answer filled to the question about the employee is positive or negative. Mostly it uses a Yes or No question type (Decenzo and Robbins, 2010; Joshi, 2013; Abraham, 2020). This method can reduce some bias in the evaluation process as the rater, and the scorer is different.

However, it is inefficient and time-consuming if Human Resource Management (HRM) spends considerable time developing individualized checklists for many job categories (Decenzo and Robbins, 2010).

The 360-degree Method

The 360-degree appraisal system was first applied in one of the US factories in 1987, and then it was developed in 1990. The 360-degree appraisal is a powerful method and quite different from traditional manager-subordinate appraisals. As such, a 360-degree process does not replace the traditional one-to-one process - it augments it. It involves the appraisee receiving feedback from people (named or anonymous) whose views are considered helpful and relevant (Jong, 2011). 360-degree respondents can be the appraisee's peers, up-line managers, subordinate staff, team members, other staff, customers, suppliers, and anyone who encounters the employees and has opinions/reactions of and to him/her.

2.6 Challenges of Performance Appraisal Practice

The major challenges that affect the performance appraisal process and the actual results are problems related to evaluation criteria, performance standards, and goals in the performance agreement. Some common problems that occur in the performance appraisal process are discussed as follows:

- i. **Lack of alignment:** The first challenge of the performance appraisal process is the lack of alignment due to various organizational processes being created in isolation.
- ii. The link between the organization's strategy development, budgeting, and operational planning is developed by different groups of people with different frameworks being used.
- iii. The performance appraisal system lacks alignment between individual performance, departmental performance, and organizational delivery and so all systems default back to financial measurements (Batera, 2014; Mekonnen, 2016).

- iv. **Design challenges:** The performance appraisal system and tools must be designed to address the needs of organizations.
- v. The design process should involve thorough consultation with major stakeholders and especially with future users of the system (employees). Consultation and interaction are necessary to build trust and relationships with employees and relevant stakeholders (Batera, 2014).
- vi. **Communication challenges:** Communication is one of the most critical success factors of the entire performance appraisal system. Effective communication requires the provision of relevant information, ensures buy-in from the users of the system, reduces fears and concerns, resistance to change, and generates commitment to the system.
- vii. **Timing challenges:** It is challenging to find and decide the appropriate timing for performance appraisal. Most organizations schedule their appraisals according to either when an employee was hired or at a set date or all employees such as at the end of the year.
- viii. Rating employees according to the date they were hired allows managers to allow enough time to pass in order to have a productive appraisal.
- ix. **Incompetence:** All involved stakeholders in the performance appraisal system must possess adequate knowledge, attitudes, and skills to utilize the system. Major skills like: development of performance indicators, key results areas, core management competencies and performance agreements, measurement of performance indicators, communication of results and feedback, monitoring, and evaluation of the performance management system.
- x. **Use of results:** A big problem with the PA is deciding what to do with the information gathered from the appraisal. Without proper implementation of results, the appraisal is useless. A major issue with results is that managers may go through the entire process and ignore the results altogether (Batera, 2014; Mekonnen, 2016).

CHAPTER THREE

Research Methodology

3.0 Introduction

A Research methodology is a collection of methods, practices, procedures and rules used by a person who work in some field or in the process of carrying out research (Oxford Advance Learners Dictionary 2008). This chapter explains the research design, research methods, population and sampling, data collection instruments and procedure, quality control and data analysis of the research study.

3.1 Research Design

A research design is a full outline of how the research will take place (business dictionary 2016).

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data.

The researcher used a descriptive case study method: In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for research. If the problem statement is not clear, you can conduct exploratory research.

3.3 Research methods

This section clearly shows how the researcher used the stated tools in getting and collecting data for the study.

The researcher collected qualitative data and quantitative data. The qualitative data was collected through the questionnaire instrument and the quantitative data was collected through the interview instrument.

Qualitative methods of research are methods that gather data about lived experiences, emotions or behaviors and the meanings individuals attach to them. It assists in enabling researchers to gain a better understanding of complex concepts, social interactions or cultural phenomena.

Quantitative methods gather numerical data which can be ranked, measured or categorized through statistical analysis. It assists with uncovering patterns or relationships and for making generalizations. This type of research is useful for finding out how many, how much, how often or to what extent.

3.4 Population and Sampling

3.4.1 Target Population

This study targets a total of three hundred (300) employees at the Kingho Mining company, which consists of the employers and employees at the company. This study focused mainly to the employers hence they are more affected if the productivity of the organization is not increased thus the organization would fall. These numbers of respondents were selected as a result of the limited time and finance of the researcher in carrying out the research study.

3.4.2 Sample

A sample is a subset of a population that is used to represent the entire population as a whole. (Kendra Cherry 2017). This is simply equated to a specific set of selected correspondents from a particular targeted population when carrying out a research study. This study sampled 90 respondents.

3.4.3 Sampling Technique

The sample of respondents for this study was selected through a simple random sampling method. This technique refers to the act of selecting respondents from a specific population without any form of bias or segregation base on class, status or standings.

This sample technique is selected because it gives all the respondents an equal chance of been included in the target sample. The technique is used to select ninety (90) respondents from the three hundred (300) targeted participants at the Kingho Mining company in Tonkolili District.

3.5 Data collection instruments

The study employed two techniques during the process of data collection, and they include:

3.5.1 Self-administered questionnaire

The questionnaire tool was both open ended and closed ended in nature and it was self-administered where the researcher allowed respondents to fill the questionnaire as per respondents' responses. The tool was used to collect information from the selected respondents. The questionnaire method of data collection was used because it collects responses with minimum errors and high level of confidentiality.

3.5.2. Interview guide

An interview guide was drafted with a set of questions that the researcher asked during an interview and it was structured (close ended) in nature.

The researcher personally recorded the provided responses as per the study respondents during the process of carrying out the interview. The tool was used to collect information from respondents, especially the staff of mining companies.

3.6 Data Analysis and presentation

The researcher used a mean analysis techniques and descriptive statistics which include frequency counts and radar in analyzing the data. The research technique that is used refers to the average set of quantitative data.

That is, the total amount of all scores is divided by the total number of items in the set. The researcher used tables, graphs in bringing out the frequencies and percentages of the collected data. The data was analyzed both in numerical form and analytical form to give a clear presentation of the findings.

A total of one hundred questionnaires were distributed amongst the selected respondents and only ninety respondents were able to fill in and return their questionnaires of which some were interviewed as well. The questionnaires collected were analyzed and the data was presented in the next chapter.

CHAPTER FOUR

Presentation, Interpretation and Discussion of findings

4.0 Introduction

This chapter clearly focuses on the presentation, interpretation and analysis of the collected data from the field. It follows the stated objectives of the study that have been identified in the first chapter.

4.1 Demographic and HR Variables

4.1.1 Gender distribution of respondents

From the table below, it can be clearly seen that 61% respondents are male while 39% are female

Table 1: Gender of Respondents

Gender	Frequency	Percentage
Male	55	61
Female	35	39
Total	90	100

Source: Field Survey 2025

Age distribution of respondents

From the table below, it shows clearly that among the selected respondents; 39% are between the ages of 18 to 30, 39% are between 30 and 40 years and those that are 41 and above years are 22%.

Table 2: Showing the age bracket of respondents

Age Distribution	Frequency	Percentage
18-30	35	39
30-40	35	39

41-above	20	22
Total	90	100

Source: Field Survey 2024

Marital status of respondents

From the table below, it clearly shows that 36% of the respondents are single, 50% of the respondents are married, 3% of the respondents are widowed while the remaining 6% of the respondents are divorced.

Table 3: Showing the marital status of respondents

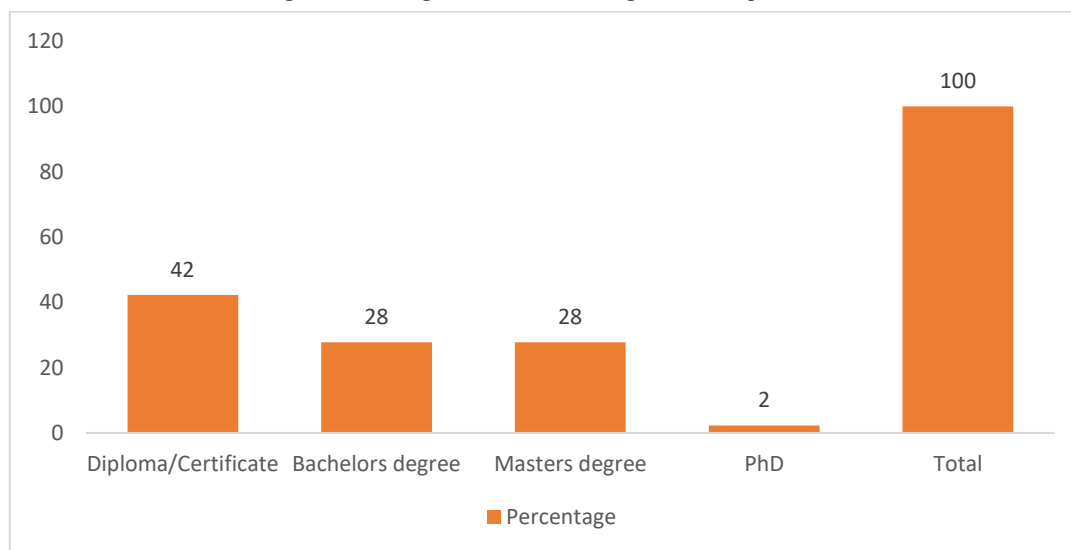
Marital Status	Frequency	Percentage
Single	32	36
Married	50	56
Divorced	5	6
Widowed	3	3
Total	90	100

Source: Field Survey 2024

4.1.4 Educational background of respondents

The figure below clearly shows that 42% of the respondents claimed to have attained a Diploma or certificate, 28% claimed to have attained a bachelor's degree, 28% of the respondents have attained Master's degrees, and 2% of them are Ph.D holder.

Figure 1: Showing the educational background of respondents



Source: Field Survey 2024

Section B: The impact of performance appraisal on organizational performance

The figure below clearly shows that 22% of the total respondents believed that effective performance appraisal helps in identifying the weaknesses of employees, 22% of the total respondents believed that effective performance appraisal helps in identifying the strengths of employees, 28% of the respondents believed that effective performance appraisal helps in identifying accurate training needs of employees and the remaining 28% of the total respondents believed that effective performance appraisal helps in aligning individual objectives with company goals.

Figure 2: Showing the impact of performance appraisal on the performance of an organization

Source: Field Survey 2024

Section C: The methods of performance appraisal in an organization

The table above clearly shows that 55% of the total respondents believed that one of the common performance appraisal methods is the 360-degree feedback method, 20% of the total respondents believed that one of the common performance appraisal methods is the Scaling method, 10% of the respondents believed that one of the common performance appraisal methods is the Graphic rating scale method and the remaining 5% of the total respondents believed that that one of the common performance appraisal methods is the Management By Objective (MBO) method.

From this analysis, it could be clearly seen that all of the respondents have accurate understanding about the various performance appraisal methods.

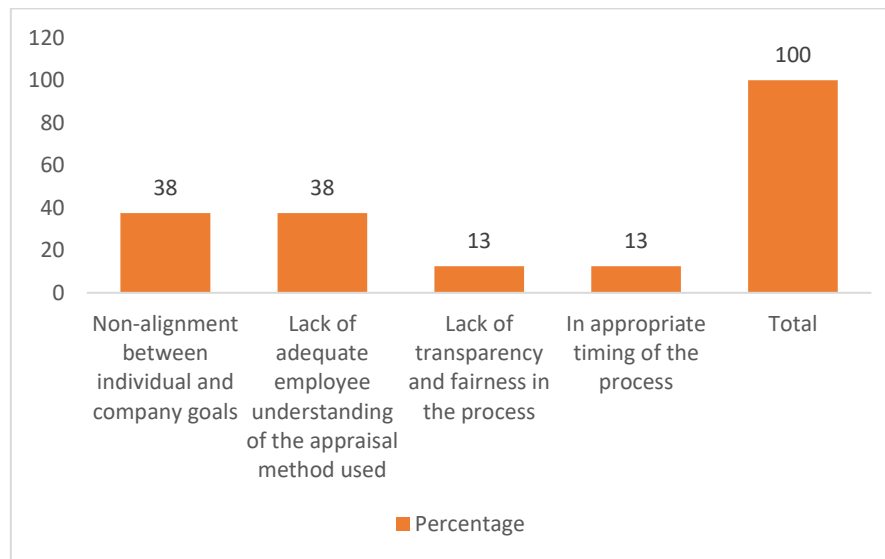
Table 4: Showing the methods of performance appraisal in an organization

Methods of Performance Appraisal in an organization	Frequency	Percentage
360-degree feedback	55	61
Scaling method	20	22
Graphic rating scale	10	11
Management by Objective	5	6
Total	90	100

Source: Field Survey 2024

Section D: The Challenges of Performance Appraisal Process

The figure below clearly shows that 38% of the total respondents believed that non-alignment between individual goals and company goals is one of the challenges of performance appraisal in an organization, 38% of the total respondents believed that lack of adequate understanding of the appraisal method used by the employees is another challenge of performance appraisal in an organization, 13% of the respondents believed that lack of transparency and fairness in the appraisal process is another challenge of the performance appraisal process and the remaining 13% of the total respondents believed that in appropriate timing of conducting the appraisal process is another challenge of the performance appraisal process in an organization.

Figure 3: Showing the challenges of performance appraisal in an organization

Source: Field Survey 2024

4.2 Discussion of Key Findings

The ‘mean’ technique was used as the analytical tool although a 5% error is expected when conducting the analysis of the collected data. The mode is a central tendency that is used to know the frequent number or variable from the collected data. The data was collected in the form of ‘yes,’ ‘No’ or ‘somehow’. The questions that were given the Yes as an answer were used to confirm the importance of the independent variable over the dependent variable.

4.2.1 The impact of performance appraisal in an organization

The aim of this objective is to find out the impact of performance appraisal in an organization. The target respondents of this study are the employees at the Kingho Mining Company in the Tonkolili District.

According to the data in figure 2 above, it clearly shows that 22% of the total respondents believed that effective performance appraisal helps in identifying the weaknesses of employees, 22% of the total respondents believed that effective performance appraisal helps in identifying the strengths of employees, 28% of the respondents believed that effective performance appraisal helps in identifying accurate training needs of employees and the remaining 28% of the total respondents believed that effective performance appraisal helps in aligning individual objectives with company goals.

From the view of a male respondent during an interview with the researcher, he clearly stated, ‘‘performance appraisal process is very much important in an organization and if conducted following the right procedures and processes it would help in improving the performance culture of an organization. With performance appraisal processes, you will be able to determine if the employees are working in the right direction leading towards the success of the organization.’’

A female respondent remarked that, ‘‘performance appraisal has help me personally in ensuring I am able to detect my strength and weaknesses, and I have considerably worked on my weaknesses which has ultimately improved my performance in the organization.’’

This clearly shows that performance appraisal processes play a very important role in ensuring organizational activities are always performed in the right manner in guiding the activities of employees for them to support the organization to be in the right direction and ultimately become successful.

This analysis helps to answer the research question, what impact does performance appraisal have on the effectiveness of an organization?

4.2.2 The methods of performance appraisal in an organization

The aim of this objective is to determine the various methods of performance appraisal in an organization. The target respondents of this study are the employees at the Kingho Mining Company in the Tonkolili District.

According to the data in table 4 above, it clearly shows that 55% of the total respondents believed that one of the common performance appraisal methods is the 360-degree feedback method, 20% of the total respondents believed that one of the common performance appraisal methods is the Scaling method, 10% of the respondents believed that one of the common performance appraisal methods is the Graphic rating scale method and the remaining 5% of the total respondents believed that that one of the common performance appraisal methods is the Management By Objective (MBO) method.

All the respondents were able to identify the various methods of conducting performance appraisal in an organization and this is very important in ensuring the employees understand the process and become actively involved in the process and ensure fairness and transparency in the process.

A male respondent clarified that, ‘‘I fully understand the appraisal method used in all the appraisal processes being conducted in the company over the years and I am very much satisfied with the method which is the 360-degree method which allows the involvement of the employees to even evaluate themselves before their supervisors evaluate them.

This process really presents the real picture of the employee’s performance as both the employee and the supervisor are conducting the process together.’

4.2.3 The Challenges of Performance Appraisal

The aim of this objective is to identify the challenges of performance appraisal in an organization. The target respondents of this study are the employees at the Kingho Mining Company in the Tonkolili District.

According to the data in table 5 above, it clearly shows that 38% of the total respondents believed that non-alignment between individual goals and company goals is one of the challenges of performance appraisal in an organization, 38% of the total respondents believed that lack of adequate understanding of the appraisal method used by the employees is another challenge of performance appraisal in an organization, 13% of the respondents believed that lack of transparency and fairness in the appraisal process is another challenge of the performance appraisal process and the remaining 13% of the total respondents believed that in appropriate timing of conducting the appraisal process is another challenge of the performance appraisal process in an organization.

From the view of a male respondent during an interview, he remarked that, "performance appraisals often face series of challenges and some of these include; subjectivity and bias in the evaluation process, non-involvement of subordinates in the process, infrequent and ineffective feedback, unclear goals and objectives, and inadequate training for both managers and employees. Other common issues include the "recency effect" (focusing on recent events rather than overall performance) and a lack of two-way communication between managers and employees.

This research is strongly encouraging all owners of both public and private organizations to take note of all the challenges of their appraisal process. This could be figured out by conducting surveys with the employees and sought their views and opinions about their experience in the process and their suggestions on how the appraisal process could best be improved.

CHAPTER FIVE

Summary, Conclusion and Recommendations

5.0 Introduction

This chapter provides the summary of the findings of the study, conclusions drawn from findings and recommendations based on the findings. Conclusions drawn will be deduced from analysis and objectives set for the research. The area for further research was also suggested in this chapter.

5.1 Summary of Key Findings

Performance appraisal is very important to ensure the effectiveness of employees in an organization, which helps in enhancing their performance and in turn helps in improving the performance of the organization. When organizations conduct accurate appraisals on the performance of employees, it helps them to monitor how the employees are performing and contributing towards achieving their objectives and the goal of the organization. When the performance of employees are measured and monitored through key performance indicators, it will help in determining how the performance of employees can enhance the productivity of the organization. It should be noted that, performance appraisal should not be used as a witch hunt by employers against employees. It should be used fairly, transparently and consistently for the sole purpose of evaluating the performance of employees in the organization. When the appraisal process is conducted in an unfair, unclear and with lack of transparency, it will not produce accurate results and this may have negative effects on the organization as in some cases the employees may resist such approaches and it will hinder the growth and steady progress of the organization. The findings indicate that performance appraisal has a great impact on the process involved in evaluating the performance of the employees, which has an influence in improving the performance levels of both employees and the organization.

There are several methods which can be used by organizations to effectively conduct appraisal processes in a bid to determine and evaluate the activities of their employees. Some of these methods are; 360-degree feedback method, scaling method, Graphic rating method, Management by Objectives method, critical incident method amongst others.

All these methods, when implemented appropriately, fairly, consistently and transparently, will produce an accurate report that reflects the actual performance levels of employees.

5.2 Conclusion

This research has provided a clear and critical overview of the performance appraisal process and the relationship it has with the performance in an organization's growth. It focuses on analyzing the views and opinions of employees on the appraisal process of which they were able to clearly present the actual importance of performance appraisal process both towards their performance as employees and on the organization. The methods, policies and procedures, and challenges of performance appraisal should be taken into serious consideration whenever an appraisal is about to be done, especially with the fact that employees should understand the process, be informed about the ratings and they should be involved in the process. This should be done to prevent feelings of bias, sentiments and favoritisms by the employees.

In a nutshell, this study has been conducted at the Kingho Mining Company and concluded that the proper management of human resources has enormous impact in achieving organizational goals. Management of the company should start to incorporate HRM thinking into business strategies and make the HR functions "strategically proactive" Brockbank (1999).

5.3 Policy Recommendations

Below are recommendations to mining companies, including the Kingho Mining Company with regards to the impact that performance appraisal have on the performance of the organization:

5.4 Recommendations

The following are the recommendations provided to companies, organizations, Government and Employees in relation to the process and impact of Organizations should have an effective policy and procedure on performance management especially the process of conducting appraisal on the employees. This policy and procedure should be developed carefully to ensure that the process is conducted in an effective manner leading towards improvement of performance.

1. Performance appraisal processes should be clearly communicated to all employees in a clear and concise manner that ensures they understand the process. This should be done through effective trainings both formally and informally so that the employees have a great idea about the process.
2. Performance appraisal should be conducted in a fair, transparent and consistent manner without any form of bias, favouritism, sentiments or discrimination. This means, when the appraisal process is being conducted, employees should be made to feel that this process is fair and transparent. This could be achieved by conducting the process strictly through the procedures stated in the policy. A deviation from this policy could have negative effects on the organization.
3. The employees should clearly understand the methods to be used in conducting the appraisal process. This is to prevent any form of confusion and suspicion from the employees as they should be involved in the process.
4. The challenges of the appraisal process in the organisation especially those faced in the previous appraisal years should be adequately identified and addressed to prevent them from occurring again.
5. The findings of this study did not exhaust all the technicalities of human resource department. The study explored only the impact of performance appraisal on organizational performance. Therefore, future researchers should conduct study in other areas such as; compensation and performance management, policies and programs on employee motivation, job satisfaction, organizational commitment and labor productivity.

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