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Effectiveness of Public Employees' Performance Management Information System in Enhancing Transparency in the Appraisal Process at Kilolo District Council

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ABSTRACT

The purpose of this study was to assess the effectiveness of Public Employees' Performance Management Information System (PEPMIS) in enhancing transparency in the appraisal process at Kilolo District Council. The study was guided by one specific objective, which was to assess the effectiveness of PEPMIS in enhancing transparency in the appraisal process at Kilolo District Council. A mixed research approach employing a cross-sectional research design was adopted. Data were collected through structured questionnaires administered to 116 employees and semi-structured interviews conducted with five key informants at Kilolo District Council. Quantitative data were analysed using Statistical Package for the Social Sciences (SPSS) version 26 through descriptive statistics, including frequencies, percentages and mean scores, while qualitative data were analysed using thematic analysis. The findings revealed that PEPMIS enhanced transparency in the appraisal process through clear communication of performance targets, improved access to appraisal information, better understanding of performance expectations and proper documentation of appraisal results. The findings further showed that the system improved communication between employees and supervisors and provided clearer information about the appraisal process. The study concludes that PEPMIS is effective in enhancing transparency in the appraisal process at Kilolo District Council. The study recommends that Kilolo District Council should strengthen the use of PEPMIS by ensuring timely communication of performance targets, provision of appraisal feedback, proper documentation of appraisal information and adequate training of employees and supervisors on the use of PEPMIS.

Key words: Public Employees' Performance Management Information System (PEPMIS); transparency; performance appraisal; performance management; public institutions; Kilolo District Council.

INTRODUCTION

Background to the Study

Public Employees' Performance Management Information System (PEPMIS) is intended to improve the management of employee performance through digital planning, monitoring and appraisal. Digital performance systems support transparency by making performance targets, appraisal information and results easier to record, access and review. This helps employees and supervisors understand performance expectations and follow the appraisal process more clearly (Van Dooren et al., 2021).

In African public institutions, digital performance management has been introduced to improve the availability and management of employee performance information. However, effective transparency depends on factors such as clear performance standards, user capacity and access to reliable information. Weak implementation and limited managerial capacity can reduce the ability of digital systems to provide clear and consistent appraisal information (Too et al., 2025).

In Tanzania, public-sector performance management has developed from the Open Performance Review and Appraisal System (OPRAS) toward more digital approaches. PEPMIS was introduced to support electronic performance planning, monitoring and appraisal of public employees. The system provides a platform for recording performance targets, monitoring progress and documenting appraisal results, with the aim of improving transparency and accountability in public service performance management (URT, 2021).

At Kilolo District Council, PEPMIS is used in the performance appraisal process as part of public-sector performance management reforms. However, limited empirical evidence is available on whether the system has enhanced transparency in the appraisal process at the Council. The present study will therefore assess the effectiveness of PEPMIS in enhancing transparency in the appraisal process at Kilolo District Council.

Statement of the Problem

The Government of Tanzania introduced the Public Employees' Performance Management Information System (PEPMIS) to strengthen public employee performance management through digital planning, monitoring and appraisal processes. The system was intended to improve the management of performance information and make the appraisal process more transparent through better recording, access and monitoring of employee performance information (URT, 2025). PEPMIS therefore represented an important shift from manual performance appraisal procedures toward a digital system that supported clearer and more accessible appraisal information.

However, the effectiveness of PEPMIS in enhancing transparency in the appraisal process remained a concern. Transparency in performance appraisal required employees to understand performance targets, access relevant appraisal information, receive clear feedback and have appraisal results properly documented. Challenges related to user training, ICT infrastructure, technical support and the quality of information in digital performance systems could affect the extent to which these systems supported transparent appraisal processes (CAG, 2025).

At Kilolo District Council, PEPMIS had been implemented as part of the government's public-sector performance management reforms. Employees were expected to use the system in performance planning, monitoring and appraisal activities. However, limited empirical evidence showed whether PEPMIS had actually enhanced transparency in the appraisal process at the Council. In particular, it was not sufficiently clear whether the system had improved communication of performance targets, access to appraisal information, understanding of performance expectations and clarity of appraisal results.

Therefore, this study assessed the effectiveness of PEPMIS in enhancing transparency in the appraisal process at Kilolo District Council. The study provided evidence on the extent to which the system supported a clear, accessible and transparent appraisal process and provided recommendations for improving its use at the Council.

LITERATURE REVIEW

Theoretical Literature Review

This study was guided by Goal-Setting Theory, developed by Locke and Latham (1990), which explains that clear and specific goals, regular monitoring and feedback improve individual performance. The theory was relevant to PEPMIS because the system supported the setting of clear performance targets, monitoring of employee progress and provision of appraisal feedback. In this study, the theory provided a basis for understanding how PEPMIS could enhance transparency in the appraisal process through clear communication of performance expectations, access to performance information and timely feedback at Kilolo District Council (Locke & Latham, 2019).

Empirical Literature Review

Transparency in the appraisal process is important because employees need clear performance targets, adequate information and regular feedback to understand how their performance is assessed. In Tanzania, Mwakibete (2015), in a study titled "*The Effectiveness of OPRAS in Performance Management in Local Government Authorities: A Case of Ludewa Local Government Authority*," used a mixed research approach with a sample of 322 respondents, using questionnaires, in-depth interviews and document review. The findings showed that OPRAS was not fully effective because performance feedback and regular reviews were limited, while appraisal forms were not consistently completed and reviewed. Similarly, Masumbuko (2022) examined the use of OPRAS at Chato District Council and found that effective appraisal required adequate working facilities, employee training and feedback on performance. These studies show that clear information, feedback and regular review are important for making appraisal processes more open and understandable. However, they focused on OPRAS rather than PEPMIS. The present study therefore examined whether the newer PEPMIS had enhanced transparency in the appraisal process at Kilolo District Council.

METHODOLOGY

Research Approach

This study employed a mixed research approach, combining quantitative and qualitative methods. A mixed research approach is appropriate when numerical data and detailed views from participants are needed to provide a broader understanding of a research problem (Creswell & Plano Clark, 2018). Quantitative data were collected through structured questionnaires, while qualitative information was obtained through semi-structured interviews. The use of both methods enabled the study to obtain numerical information from employees and detailed explanations from key informants regarding the effectiveness of PEPMIS in enhancing transparency in the appraisal process at Kilolo District Council.

Research Design

This study employed a cross-sectional research design. A cross-sectional design involves collecting data from respondents at one point in time and is suitable for examining a phenomenon within a specific study period (Creswell & Creswell, 2018). The design enabled the researcher to collect information from employees and key informants regarding the use of PEPMIS and its effectiveness in enhancing transparency in the appraisal process at Kilolo

District Council. The design was suitable because the study assessed the situation as it existed during the period of data collection without manipulating the study environment.

Area of the Study

This study was carried out at Kilolo District Council in Iringa Region, Tanzania. Kilolo District Council was selected because PEPMIS had been implemented as part of public-sector performance management reforms and employees were involved in performance planning, monitoring and appraisal activities. The Council therefore provided a suitable setting for examining the effectiveness of PEPMIS in enhancing transparency in the appraisal process. The study focused on transparency aspects including communication of performance targets, access to appraisal information, understanding of performance expectations, feedback and documentation of appraisal results.

Population and Sampling

Population

A population refers to the entire group of people or units that possess characteristics relevant to a particular study (Creswell & Creswell, 2018). The population for this study consisted of employees of Kilolo District Council who were involved in or affected by the performance appraisal process. The study also included selected officers with responsibilities related to human resource management and performance management. These participants were considered appropriate because they had experience with performance planning, monitoring and appraisal activities conducted through PEPMIS.

Sampling

Sampling is the process of selecting a smaller group from a larger population to participate in a study (Saunders et al., 2019). This study employed simple random sampling and purposive sampling. Simple random sampling was used to select 116 employees who participated in the questionnaire survey. Each eligible employee had an opportunity to be selected for the study. Purposive sampling was used to select five key informants who had relevant responsibilities and experience in employee performance management and the use of PEPMIS. The total number of participants was therefore 121 respondents, comprising 116 employees and five key informants.

Data Collection Instruments

The study used structured questionnaires and semi-structured interview guides to collect data. A questionnaire is a structured instrument containing prepared questions used to obtain information from a group of respondents (Saunders et al., 2019). In this study, questionnaires were administered to 116 employees to obtain information on the effectiveness of PEPMIS in enhancing transparency in the appraisal process. The questionnaire focused on communication of performance targets, access to appraisal information, understanding of performance expectations, feedback and documentation of appraisal results.

Semi-structured interviews were conducted with five key informants to obtain detailed information about the use of PEPMIS and transparency in the appraisal process. Semi-structured interviews allow the researcher to use prepared questions while giving participants an opportunity to provide additional explanations (Kallio et al., 2016). The questionnaire was pre-tested before the main data collection to identify unclear questions and improve the quality of the research instrument.

Data Analysis

Quantitative data collected through questionnaires were coded, entered and analysed using the Statistical Package for the Social Sciences (SPSS), version 26. Descriptive statistics, including frequencies, percentages and mean scores, were used to summarise respondents' views on the effectiveness of PEPMIS in enhancing transparency in the appraisal process. Descriptive statistics provide a clear way of organising and presenting patterns in quantitative data (Creswell & Creswell, 2018).

Qualitative data obtained through semi-structured interviews were analysed using thematic analysis. Thematic analysis involves identifying, organising and interpreting common patterns within qualitative data (Kiger & Varpio, 2020). Interview responses were reviewed, coded and grouped into themes related to communication of performance targets, access to appraisal information, performance expectations, feedback and documentation of appraisal results. The qualitative findings were used to provide detailed explanations of the quantitative findings.

Ethical Considerations

The study observed ethical principles to protect the rights, privacy and welfare of participants. Ethical clearance was obtained from the University of Iringa, while permission to conduct the study was obtained from Kilolo District Council. Participants were informed about the purpose of the study and their participation was voluntary. Informed consent was obtained before data collection. Confidentiality and anonymity were maintained by using codes

instead of participants' names. The information collected from participants was securely stored and was used only for academic purposes. Participants were also informed of their right to withdraw from the study without any penalty.

DATA PRESENTATIONS AND DISCUSSIONS

Effectiveness of Transparency in the Appraisal Process on Public Institutions Performance

This section presents the findings related to the first specific objective, which sought to assess the effectiveness of transparency in the appraisal process on public institutions' performance at Kilolo District Council. The assessment focused on key aspects of transparency, including the communication of performance targets, provision of performance feedback, accessibility of appraisal results, improvement of service activities following clear performance targets and the contribution of accessible appraisal results to reducing delays in departmental work. These aspects were examined in relation to key public institutions' performance indicators, namely service delivery efficiency, achievement of planned targets, timeliness of task completion and overall improvement in service activities. Quantitative findings are presented using frequencies and percentages, while qualitative findings from interviews with head of departments are used to explain and support the quantitative results. The presentation of the findings provides evidence on the extent to which transparency in the appraisal process contributes to improving institutional performance through the effective implementation of PEPMIS at Kilolo District Council.

Table 1: Effectiveness of Transparency in the Appraisal Process on Public Institutions' Performance

Transparency in the Appraisal Process	Response Category	Frequency	Per cent (%)
Performance targets and service delivery	Less than 20%	20	17.2
	20–39%	5	4.3
	40–59%	3	2.6
	60–79%	88	75.9
	Total	116	100.0
Performance feedback and planned targets	More than 6 months	89	76.7
	3–6 months	7	6.0
	1–3 months	4	3.4
	Within 1 month	16	13.8
	Total	116	100.0
Appraisal results accessibility and task completion	More than 30 days	7	6.0
	15–30 days	68	58.6
	8–14 days	40	34.5
	2–7 days	1	0.9
	Total	116	100.0
Performance targets and service improvement	None	8	6.9
	1–2 activities	67	57.8
	3–4 activities	22	19.0
	5–6 activities	12	10.3
	More than 6 activities	7	6.0
	Total	116	100.0
Appraisal results accessibility and reduced work delays	Never	6	5.2

Transparency in the Appraisal Process	Response Category	Frequency	Per cent (%)
	Once	12	10.3
	Occasionally	2	1.7
	Frequently	81	69.8
	Every time	15	12.9
	Total	116	100.0

Source: Field Data (2026)

Performance Targets and Service Delivery

Table 1 shows that 75.9% (88) of the respondents indicated that between 60% and 79% of employees with clearly communicated performance targets achieved their service delivery targets, while 17.2% (20) reported less than 20%, 4.3% (5) reported between 20% and 39% and 2.6% (3) reported between 40% and 59%. The findings indicate that clear communication of performance targets has enabled many employees to improve their service delivery. Responses from the open-ended question showed that employees who selected 60–79% explained that clear targets helped them understand their responsibilities, plan their work and monitor progress throughout the appraisal period. Respondents who selected less than 20% stated that delayed communication of work plans, limited discussions with supervisors and unclear expectations reduced employees' ability to achieve their targets. Those who selected 20–39% and 40–59% explained that although performance targets were communicated, inconsistent follow-up and changes in work priorities affected service delivery. The findings suggest that effective communication of performance targets improves employees' commitment to achieving expected service delivery outcomes.

The quantitative findings were supported by information obtained through interviews with managers. The Human Resource Officer explained that:

Performance targets are normally discussed with employees before the annual work plans are implemented so that people know what they are expected to achieve. When the targets are clear, employees can focus on their main duties and there are fewer mistakes caused by misunderstanding. It also becomes easier for supervisors to follow up because they already know what each employee is supposed to deliver. Employees also become more serious with their work when they know what will be assessed. This has helped to improve service delivery in many departments. (Human Resource Officer, interview conducted at 10:15 a.m., 18 May 2026).

The Head of Planning and Coordination also explained the importance of keeping performance targets clear throughout the appraisal period:

We do not only talk about performance targets at the beginning of the year. They need to be discussed again when the work is being reviewed because some employees may forget what was agreed. When supervisors discuss the targets regularly, employees can see where they are doing well and where they need to improve. This is helpful because problems can be identified before they affect the work of the department. From what we have seen, departments that keep discussing their targets are more likely to stay focused on their planned activities. (Head of Planning and Coordination, interview conducted at 2:40 p.m., 9 June 2026).

The findings from both the questionnaire and interviews demonstrate that clearly communicated performance targets contribute to improved service delivery by helping employees understand their responsibilities and expected results. The explanations provided through the open-ended responses further show that communication alone is not sufficient unless it is accompanied by continuous follow-up and clarification throughout the appraisal period. The interview findings reinforce that regular communication between supervisors and employees strengthens accountability and encourages employees to focus on agreed performance targets. These findings are consistent with Kim and Park (2022), who found that employees perform better when organisational performance targets are communicated clearly and monitored consistently. Similarly, Van Dooren et al. (2021) reported that transparent communication of performance expectations improves employee commitment and contributes to better public service delivery. Therefore, the findings indicate that transparency through clear communication of performance targets enhances the effectiveness of PEPMIS in improving public institutions' performance at Kilolo District Council.

Performance Feedback and Planned Targets

Table 1 indicates that 76.7% (89) of the respondents reported that planned targets were normally achieved after more than six months of receiving performance feedback, while 13.8% (16) indicated within one month, 6.0% (7) reported between three and six months and 3.4% (4) indicated between one and three months. The findings suggest that although performance feedback is provided through PEPMIS, its contribution to the timely achievement of planned targets is still limited for many employees. Responses from the open-ended question revealed that respondents who selected more than six months explained that delays were mainly caused by inadequate follow-up after feedback, limited resources for implementing recommendations and competing institutional priorities. Those who selected within one month stated that timely discussions between supervisors and employees enabled immediate correction of weaknesses and improved work performance. Respondents who selected one to six months explained that employees required additional guidance, monitoring and coordination before the feedback could produce noticeable improvements in achieving planned targets. The findings indicate that performance feedback becomes more effective when it is accompanied by timely follow-up and practical support during implementation.

The questionnaire findings were further explained through interviews with managers. The Human Resource Officer noted that:

Performance feedback helps employees to know where they need to improve, although the changes may not happen immediately. Sometimes an employee needs training, more resources, or approval from management before the feedback can be acted on. Those who receive support after feedback usually improve faster than those who are left to work on the issues alone. We also discuss the problems with employees so that we can know what is stopping them from reaching their targets. This has helped some departments improve the achievement of their planned activities. (Human Resource Officer, interview conducted at 9:30 a.m., 22 May 2026).

The Head of Planning and Coordination gave more emphasis to the way feedback is communicated:

Feedback works better when you tell an employee exactly what needs to be improved and how to improve it. If you only tell someone that the performance is poor, it may not help much because the person may not know what to do differently. When supervisors explain the problem clearly, employees are more willing to make changes and ask for help where necessary. This also makes the relationship between supervisors and employees better because the discussion becomes about improving the work. In our departments, this has helped employees remain focused on the targets that were agreed. (Head of Planning and Coordination, interview conducted at 11:10 a.m., 5 June 2026).

A different view was provided by the Head of Administration, who pointed to the conditions that may affect the implementation of feedback:

Giving feedback by itself does not mean that performance will improve straight away. Sometimes an employee understands the feedback but has too much work, lacks the needed resources, or the priorities of the department change during the year. That is why supervisors need to come back and check whether the agreed improvements are actually being made. When follow-up is done, it becomes easier to see what is working and what still needs attention. This helps make sure that feedback does not remain only in the appraisal record but leads to actual improvement in the work. (Head of Administration, interview conducted at 3:00 p.m., 9 June 2026).

The findings from both the questionnaire and interviews show that performance feedback contributes to the achievement of planned targets when it is timely, constructive and followed by continuous supervision. The open-ended responses further indicate that delays in implementing feedback reduce its effectiveness, even when employees understand the recommendations provided during appraisal. The interview findings demonstrate that follow-up, availability of resources and supportive supervision determine how quickly feedback is translated into improved performance. These findings are consistent with Mushi (2023), who argues that performance feedback produces better organisational outcomes when it is continuous, specific and linked to employee development. Similarly, Roberts (2022) reported that regular feedback combined with continuous monitoring enables employees to correct performance gaps and achieve organisational targets more effectively. The findings therefore suggest that strengthening follow-up mechanisms after performance feedback can improve the effectiveness of PEPMIS in enhancing public institutions' performance at Kilolo District Council.

Appraisal Results Accessibility and Task Completion

Table 1 shows that 58.6% (68) of the respondents indicated that when appraisal results were easily accessible, assigned tasks were usually completed within 15–30 days, while 34.5% (40) reported within 8–14 days, 6.0% (7) reported more than 30 days and 0.9% (1) indicated within 2–7 days. The findings suggest that access to appraisal results has contributed to timely task completion, although the pace of improvement differs across departments. Responses from the open-ended question revealed that respondents who selected 15–30 days explained that appraisal results enabled employees to identify weaknesses, revise work plans and improve task implementation within a reasonable period. Those who selected 8–14 days stated that timely access to appraisal results allowed employees to make immediate corrections and complete assignments more efficiently. Respondents who reported more than 30 days explained that delays were associated with limited follow-up, inadequate resources and slow implementation of recommendations after appraisal results were released. The findings indicate that easy access to appraisal results supports timely task completion when employees receive the necessary guidance and institutional support.

The questionnaire findings were further explained through views obtained from interviews with managers. The Human Resource Officer explained that:

When employees can see their appraisal results easily, they understand where they did well and where they need to improve. They do not always have to wait for the supervisor to explain everything before they can start making changes. Some employees use the results to adjust their work and avoid repeating the same mistakes in the next assignment. It also makes employees more responsible because they can follow their own progress. We have seen that this helps some tasks to be completed more efficiently. (Human Resource Officer, interview conducted at 11:15 a.m., 20 May 2026).

The Head of Planning and Coordination connected access to appraisal results with future work planning:

Appraisal results are useful when we are planning the next activities because they show us where performance was weak. Supervisors can use that information when assigning duties and deciding which areas need more attention. Employees also become more focused when they know what they need to improve. This helps us avoid repeating the same mistakes in the following work period. It has also made it easier for departments to plan activities and complete some tasks on time. (Head of Planning and Coordination, interview conducted at 9:50 a.m., 4 June 2026).

The Head of Administration provided a different view by emphasising that access to results must be followed by action:

Giving employees their appraisal results is not enough if they do not understand what to do with the information. Some employees read the results and make changes immediately, while others need the supervisor to explain the recommendations to them. We normally discuss the results with employees where more guidance is needed so that they can know what to change in their daily work. When this follow-up is done, employees are more likely to

correct their weaknesses and complete assignments on time. So, the important thing is not only giving employees access to the results but also helping them use those results to improve their work. (Head of Administration, interview conducted at 2:20 p.m., 11 June 2026).

The quantitative and qualitative findings indicate that accessibility of appraisal results contributes to timely completion of assigned tasks by enabling employees to identify performance gaps and make appropriate improvements. The open-ended responses further show that employees complete tasks more efficiently when appraisal results are accompanied by guidance, planning and continuous follow-up from supervisors. The interview findings also demonstrate that accessible appraisal information promotes self-monitoring, better work planning and improved coordination within departments, leading to better institutional performance. These findings are consistent with Armstrong (2022), who argues that employees improve their performance when appraisal information is accessible and used to guide future work decisions. Similarly, Okello (2017) found that employees who receive and utilise appraisal results effectively are more likely to improve task completion and overall organisational performance. Therefore, the findings demonstrate that easy access to appraisal results enhances the effectiveness of PEPMIS by promoting timely task completion and improving public institutions' performance at Kilolo District Council.

Performance Targets and Service Improvement

Table 1 shows that 57.8% (67) of the respondents indicated that between one and two service activities improved after performance targets were clearly communicated, while 19.0% (22) reported improvement in three to four activities, 10.3% (12) reported improvement in five to six activities, 6.9% (8) indicated that no service activity improved and 6.0% (7) reported improvement in more than six activities. The findings suggest that communicating performance targets has contributed to improvements in service activities, although the extent of improvement differs across departments. Responses from the open-ended question revealed that respondents who selected one to two activities explained that employees became more focused on completing priority tasks, resulting in improvements in services such as document processing, customer support and report preparation. Those who reported three or more improved activities stated that teamwork, regular supervision and better understanding of performance expectations enabled departments to improve several services at the same time. Respondents who indicated no improvement explained that shortages of staff, inadequate working facilities and delays in implementing planned activities limited the benefits of clearly communicated performance targets. The findings indicate that clear performance targets create a good foundation for improving service activities, but organisational support is also necessary to achieve broader improvements.

The questionnaire findings were further explained through views obtained from interviews with managers. The Human Resource Officer explained that:

When employees know what they are supposed to achieve, it becomes easier for them to focus on their work. Before, some staff understood their duties differently, but clear targets have given them better direction. We have noticed improvements in things like preparing reports, responding to people who need services and finishing planned activities. Employees also know what supervisors will expect from them when their performance is reviewed. This has helped staff work towards the same results in the Council. (Human Resource Officer, interview conducted at 10:05 a.m., 21 May 2026).

The Head of Planning and Coordination explained how clear targets have affected teamwork:

Clear targets have also helped employees to work together because everyone knows his or her responsibility. When one person finishes an activity on time, the next person can continue without waiting for too long. This has reduced some misunderstandings between staff when carrying out departmental activities. We have also seen better coordination when preparing reports and implementing planned activities. In that way, clear targets have helped us improve the way services are provided to the public. (Head of Planning and Coordination, interview conducted at 11:40 a.m., 6 June 2026).

The Head of Administration gave a different view by pointing to the effect of working conditions:

Sometimes employees know their targets very well, but the problem is that they do not have enough resources or enough people to do the work. Some departments have many responsibilities but only a few staff members to handle them. In such cases, supervisors have to decide which activities should be given priority and provide support where possible. So, having clear targets gives employees direction, but it does not solve every problem affecting service delivery. The working conditions in each department also determine how much of the planned work can actually be completed. (Head of Administration, interview conducted at 2:50 p.m., 10 June 2026).

The findings from both the questionnaire and interviews indicate that clearly communicated performance targets contribute to service improvement by helping employees focus on priority activities and work towards common objectives. The open-ended responses further show that service improvement becomes greater when clear targets are supported by teamwork, regular supervision and adequate organisational resources. The interview findings also demonstrate that performance targets improve coordination among employees, although resource limitations may reduce the extent of improvement in some departments. These findings are consistent with Armstrong (2022), who reported that employees perform better when performance expectations are clearly defined and aligned with organisational objectives. Similarly, Ayele (2023) found that clearly communicated performance goals improve employee focus, coordination and service quality when organisations provide the support needed to implement planned activities. Therefore, the findings suggest that transparency through clear communication of performance targets enhances service improvement and strengthens the effectiveness of PEPMIS in improving public institutions' performance at Kilolo District Council.

Appraisal Results Accessibility and Reduced Work Delays

Table 1 indicates that 69.8% (81) of the respondents reported that easy access to appraisal results had frequently reduced delays in completing departmental work, while 12.9% (15) stated that it reduced delays every time. In contrast, 10.3% (12) reported that it happened only once, 5.2% (6)

indicated that it never reduced delays and 1.7% (2) reported that it happened occasionally. The findings suggest that making appraisal results easily accessible has helped many employees complete their work on time by enabling them to identify areas requiring improvement and respond promptly. Responses from the open-ended question revealed that respondents who selected "frequently" explained that appraisal results helped employees correct mistakes early, improve work planning and reduce unnecessary waiting for supervisors' instructions. Those who selected "every time" stated that regular access to appraisal results encouraged employees to review their performance continuously and make timely adjustments before delays occurred. Respondents who selected "never," "once," or "occasionally" explained that delays continued because some recommendations were not implemented promptly, while shortages of resources and heavy workloads also affected the completion of departmental activities.

The questionnaire findings were further explained through views obtained from interviews with managers. The Human Resource Officer explained that:

When employees can see their appraisal results easily, they can know where they need to improve without waiting for another meeting with the supervisor. Many staff start correcting their work after seeing the results, especially when the weakness is something they can handle by themselves. This has helped to solve some problems early instead of carrying them into the next work period. It also reduces the amount of follow-up needed from supervisors on small issues. We have seen that some departmental activities are now completed within the planned time. (Human Resource Officer, interview conducted at 9:20 a.m., 20 May 2026).

The Head of Planning and Coordination gave another view, focusing on employees taking responsibility for their own work:

Easy access to the results has made some employees more responsible for their performance. Instead of waiting for a supervisor to remind them, they can look at their results and see what needs to change. Some staff members now take action earlier when they notice a weakness in their work. This has helped reduce delays in some departments because problems are dealt with before they become bigger. Employees have also become more confident in handling their daily responsibilities. (Head of Planning and Coordination, interview conducted at 1:30 p.m., 4 June 2026).

The Head of Administration, however, emphasized that access to appraisal results needs to be supported by action:

It is good for employees to get their appraisal results, but that alone cannot remove all delays. Sometimes an employee knows what needs to be improved but does not have enough funds, working tools, or staff to do the work. There are also times when new priorities come up and the planned activities have to change. In such cases, supervisors need to support the employee and follow up on the agreed actions. When both sides take action, we see better progress and fewer delays in completing departmental work. (Head of Administration, interview conducted at 3:15 p.m., 12 June 2026).

The findings from both the questionnaire and interviews indicate that easy access to appraisal results contributes to reducing delays in departmental work by helping employees identify weaknesses and take corrective action at the right time. The open-ended responses further demonstrate that appraisal results become more effective when employees actively use them to improve work planning and monitor their own performance. The interview findings also show that employee commitment, supervisory support and timely implementation of appraisal recommendations strengthen the contribution of appraisal results to reducing work delays. These findings are consistent with Armstrong (2022), who argued that accessible performance information enables employees to respond quickly to performance gaps and improve work efficiency. Likewise, Komba (2023) reported that organisations achieve better performance when employees receive performance information promptly and use it to guide continuous improvement. Therefore, the findings demonstrate that accessibility of appraisal results strengthens the effectiveness of PEPMIS by reducing delays and improving public institutions' performance at Kilolo District Council.

CONCLUSION AND RECOMMENDATIONS

The study concludes that PEPMIS was effective in enhancing transparency in the appraisal process at Kilolo District Council. The system improved communication of performance targets, access to appraisal information, understanding of performance expectations, provision of appraisal feedback and documentation of appraisal results. These improvements made the appraisal process clearer and more accessible to employees and supervisors. The findings indicate that effective use of PEPMIS supported a more transparent performance appraisal process at the Council.

The study recommends that Kilolo District Council should strengthen the use of PEPMIS by ensuring that performance targets are communicated clearly and on time to all employees. The Council should also provide regular training to employees and supervisors to improve their understanding and use of the system. In addition, supervisors should provide timely appraisal feedback and ensure that appraisal results are properly recorded and accessible to relevant employees. The Council should further strengthen ICT infrastructure and technical support to ensure continuous and effective use of PEPMIS in the appraisal process.

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Yes. Since Braun and Clarke (2006) is old, you can replace it with a more recent source while keeping the paragraph simple and aligned with the methodology.

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