# EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL PROCESS IN INTERNATIONAL NON-PROFIT ORGANIZATIONS IN THE AGRICULTURAL SECTOR: LUSAKA, ZAMBIA

**BY**

**ELLEDY TEMBO**

**GSB20205402**

**A Dissertation submitted to the University of Zambia in partial fulfillment of the requirements for the award of a Degree of Master of Science in Human Resource Management**

**THE UNIVERSITY OF ZAMBIA**

**GRADUATE SCHOOL OF BUSINESS**

**LUSAKA**

**2025**

## DECLARATION

I, ELLEDY TEMBO, declare that this thesis submitted to University of Zambia as partial fulfilment for the Award of the Degree of Master of Science in Human Resource Management is my authentic work and has not been submitted wholly or partially to any other institute of higher education for the purposes of attaining a degree.

Signature: ..... Date: .....

## COPYRIGHT

## APPROVAL

This dissertation by Elledy Tembo has been approved as a fulfilment of the requirement for the award of the Degree of Master of Science in Human Resource Management.

| | | |
|---|---|---|
| Examiner 1 | Signature | Date |
| …… | …… | …… |
| Examiner 2 | Signature | Date |
| …… | …… | …… |
| Examiner 3 | Signature | Date |
| …… | …… | …… |
| Chairperson<br>Board of Examiners | Signature | Date |
| …… | …… | …… |
| Supervisor | Signature | Date |
| …… | …… | …… |

## ABSTRACT

The purpose of this research was to investigate the effectiveness of the employee performance appraisal process in non-profit organisations in the agricultural sector in Lusaka, Zambia. Despite the existence of an extensive body of literature on performance management systems in Zambia, very limited information was found on performance management systems on non-profit organisations as most studies conducted relate to performance management systems in the public sector in Zambia. This study aimed to contribute to the knowledge and data gaps in this area. The researcher targeted donor funded non-profit organisations in the agriculture sector within Lusaka district and these were provided for by the Ministry of Community Development and Social Services under the Registrar of Non-Governmental Organisations Department. The objectives of the study were to investigate the effectiveness of employee performance evaluation, to determine the effectiveness of the recognition and reward system on employee performance and to examine the effectiveness of employee feedback on employee performance. The problem identified with the international NGOs in the agricultural sector in Lusaka was high staff turnover attributed to the ineffective employee performance appraisal process which affects the organisation's critical success factors. The global acceptable employee turnover rate is 10% (Australian HR Institute, 2019). Data from one sampled NGO revealed that the lowest turnover rate in the period under review was 13% in 2022, while the highest was 41% in 2021. On average the staff turnover in the period under review stood at 23% which is substantively above the acceptable rate. This study showed that this problem fluctuates year by year depending on the organization's performance. Consequently, some funders pullout their resources due to poor organizational performance at large stemming from ineffective employee performance appraisal system. The ripple effect however, is high staff turnover as retention becomes impossible. This study utilized a descriptive research design and mixed-method research was used. Data was collected using semi-structured interviews and self- administered questionnaires. Analysis was conducted using SPSS software for quantitative data and for qualitative, thematic analysis was used to identify patterns, themes, and relationships within the data. The main findings of this study were that the outcome from the performance evaluations have an impact on an employee productivity. Unconstructive feedback highly demotivates employees and result into high turnover rate. Findings show that over 80% of the employees did not find the process satisfying due to poor feedback mechanisms. The results also revealed that over 70% of respondents found the rewards and recognition systems not inspiring due to lack of transparency and objectivity with the system. Based on the study findings, it is highly recommended that the INGOs management should implement strategies that guide their decision making in order to be consistent. These include; aligning employee's goals and objectives to the organisational strategy, policy adherence, improved feedback mechanism, structured skills development, offer performance-based rewards. Not only will this promote staff retention, it will also enhance the overall organisational performance as well as impacting employee motivation, development, and organizational outcomes, including job satisfaction and organizational commitment.



***Key Words: Employee performance Appraisal, Feedback, Reward System, Agricultural Sector***

## ACKNOWLEDGEMENT

I wish to extend my gratitude to the authors of literature on performance management whose works helped shape this study. Most importantly, special thanks go to my family for their support and endurance in many ways during the study period. My thanks also go to my supervisor, Dr Chaste Nsama, for the ideas and suggestions which smoothly guided this work to its completion.

I also owe a great deal to the staff (both academic and non-academic) at the University Of Zambia Graduate School Of Business for this life changing experience. In addition, I would also like to thank the International Non-Profit Organisations in Lusaka who participated in the study. Above all, this acknowledgement would be incomplete if I do not recognise the Almighty God as the source of my strength in all that I do.

## DEDICATION

This dissertation is dedicated to my family, more specifically my husband Dr Chabwela Shumba you have been my pillar, thank you for the constant support and encouragement throughout this path. Big thank you to my children Nthanda, Tawonga, Chikondi and Takondwa Shumba for their support on this journey which wasn't easy but worth it, your much-needed social needs were at times denied but for a cause. My late dad, Mr Tyson Norman Tembo and my late mother Mrs Rosemary Zyambo Tembo, I dedicate this to you with much love.

**TABLE OF CONTENTS**

## LIST OF TABLES

## LIST OF FIGURES

## LIST OF ACRONYMS

| | |
|---|---|
| **APAS** | Annual Performance Appraisal System |
| **BARS** | Behavioural Anchored Rating Scale |
| **GDP** | Gross Domestic Product |
| **GRZ** | Government of the Republic of Zambia |
| **HPO** | High Performing Organisation |
| **HR** | Human Resource |
| **HRM** | Human Resource Management |
| **INGO** | International Non-Governmental Organisation |
| **MBO** | Management by Objectives |
| **NPM** | New Performance Management |
| **NPO** | Non-Profit Organisations |
| **PA** | Performance Appraisal |
| **PAS** | Performance Appraisal System |
| **PMP** | Performance Management Package |
| **PMS** | Performance Management System |
| **PSMD** | Public Service Management Division |

## DEFINITION OF KEY TERMS

**Employee Performance -** Employee performance refers to their output at a minimal cost from the use of their technical skills, raw materials in carrying out work responsibilities. In this case, employee performance is directly linked with appraisal, rewards and feedback.

**Employee Productivity** – the ability of an employee to take input (instructions, direct, requirements and turn them into output.

**Feedback -** This refers to the information reflecting past performance and results and given by the manager to the employee.

**International Non-Governmental Organization (INGO)** – Is an organization which is independent of government involvement and extends the concept of a non-government organization (NGO) to an international scope.

**Non-Profit Organisation/Non-Governmental Organisations –** The refers to one that is not driven by profit but by dedication to a given cause that is the target of all income beyond what it takes to run the organisation.

**Performance Appraisal –** a systematic and period process of measuring an individual's work performance against the established requirements of the job.

**Performance Management –** an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objective of the organisation.

**Reward** - is a gift or award given to an employee to celebrate their accomplishments at work. Supervisors or managers typically give employee rewards when their employees reach a specific milestone or goal.

# CHAPTER ONE
# INTRODUCTION

## 1.1 Introduction

The problem of high staff turnover in the Zambian Non-Governmental Organisations (NGOs) also known as Non-Profit Organisations (NPO) negatively impacts service delivery, with factors like limited career development, inadequate training, insufficient compensation, and poor work-life balance contributing to employee dissatisfaction and departure. (Banda, 2016). High staff turnover in NGOs is associated with a number of challenges, some authors have looked at it from the perspective of staff motivation, some from employee satisfaction while others from the competitive advantages of the business. This study however, seeks to offer solutions to high staff turnover in the NGOs, specifically, the agriculture sector in Zambia from the perspective of having an effective performance appraisal process. Research suggests that, for any organization to survive, employee performance is key to achieving organizational critical successes. Human capital is one of the key assets in the running of an organization and their importance has been highly acknowledged as they play a central role in creating and sustaining competitive advantage (Njoroge, et'l 2016). It is believed that employees are always at the forefront of business agendas and they ensure the competitive sustainability of the business. Thus, their talents must be well managed, developed and retained to ensure the organisation's ongoing competitive advantage is sustained.

The non-profit organisations have become an important player on the landscape of development worldwide. Njoroge, et'l (2016) acknowledged that in most developing nations today, NGOs perform an increasingly important role and have become a very important contributor to social and economic development delivering distinctive human services thereby filling the gaps left by governments. In a world full of challenges and problems, it is widely acknowledged that governments alone cannot manage to reduce these problems, hence the need for extra players from other sectors of the economy such as Non-Governmental Organizations.

In nature, NGOs are independent from the Government. As citizen groups, they make effort to create awareness and influence on policy matters. NGOs work for the betterment and upliftment of socio-economically and politically weaker sections of community to bring them in the main

stream of society and move the society towards more improved and developed way of living and existence. In addition, NGOs fulfill certain development-oriented tasks and bring positive change in the society. They support people and the communities for their legal right and power in a systematic way. NGOs bridge the gap between people, community and the government bodies for getting the necessary benefits and also giving people the right platform to seek help from relevant bodies. (Standards and Guidelines for NGOs, 2022). They, like many other organizations such as profit-making organisations, heavily depend on the performance of its employees and management to succeed (Bunchapattanasakda, et'l, 2012). Lately, many institutions both the small and large enterprises are grappling with high staff turnover and employee retention issues and NGOs are no exception.

The purpose of this chapter however, is to discuss the effectiveness of employee performance appraisal process in the International Non-Profit Organisations in the agricultural sector in Lusaka, Zambia. The employee performance appraisal process of the International Non-Profit Organisations in the agricultural sector was presented and thoroughly investigated in terms of effectiveness to the organization. This chapter also covered the background of the study touching on linkages between the government of Zambia and the non-profit organisations, donor linkages as well as challenges the International Non-Profit Organisations in the agricultural sector were currently facing, followed by the statement of the problem, objectives of the study and thereafter research questions that guided on the research direction. Furthermore, the chapter also looked at the scope of the study, limitations, significance, theoretical framework, conceptual framework, organisation of chapters and finally a conclusion was drawn.

### 1.1.1 Background to the Study

The Zambian Government takes cognizance of the increasing role NGOs play in Zambia's social, economic and political transformation and the process of globalization and how these transformations impact on the relevance and responsiveness to the needs and aspirations of the people of Zambia. In an effort to ensure that the Non-Governmental Organisations contribute effectively to the national development, the Government of the Republic of Zambia enacted a formalization Act, the Non-Governmental Organisations (NGO) Act No. 16 of 2009 to provide for the registration and coordination of NGOs in Zambia. Other support instruments that regulate the

NGO sector in Zambia include the Standards and Guidelines for NGOs developed in 2022 in association with the Council of NGOs in Zambia and the National NGO Policy of 2018. The main purpose of the Non-Governmental Organisations (NGO) Act No. 16 of 2009 is to respond to a number of challenges that the NGO sector is faced with. These include; NGO Registration Authorities, inadequate legal framework within which NGOs operated and the lack of coordination of the sector. The instruments are in place to ensure uniformity and standardisation of the operations of NGOs in the country, to ensure that all the players in the NGO sector operate in a harmonious and predictable manner for the benefit of the citizens to whom they provide services, to ensure that the beneficiaries of the services that NGOs provide are not only protected from exploitation but also ensure that the services they receive from NGOs are of good quality. (Standards and Guidelines for NGOs, 2022).

As strategic partners to the Zambia's socioeconomic and political development, these NGOs have been given the mandate to deliver services in various thematic areas such as health, education, water and sanitation, agriculture and other services, overall, they act as advocacy champions for social justice, sustainable development, accountability and transparency in the management of public affairs. According to the Standards and Guidelines for NGOs Manual (2022), this potential, however, has not been fully realised because most of these organisations are faced with critical challenges related to limited institutional and technical capacities to deliver their mandates most effectively. These challenges however, have an effect on technical capacities, efficient management systems, and focused leadership structures if development is to be sustainable and centered on people.

This research however, is focused on the NGOs in the thematic area of agriculture, specifically the donor funded NGOs operating in Lusaka, Zambia who are also categorized as International Non-Governmental Organisations (INGO). The researcher opted to work with the INGOs in Lusaka province because the majority of these INGOs have their head offices in Lusaka where decision makers were easily accessible. However, the majority of these INGOs have branches in other regions across the country. Some of their funders include; United States Agency for International Development (USAID), Swedish International Development Cooperation Agency (SIDA), United Nations (UN), European Union (EU), World Food Program (WFP), International Foundations and

Charity Organisations among others. The study covered 11 of the INGOs in the agriculture sector obtained through the Registrar of NGOs Department under the Ministry of Community Development and Social Services. These NGOs have a common goal of addressing challenges like food security, climate change adaptation, and rural development through various agricultural projects. To ensure an effective service delivery, the majority of the INGOs in agriculture collaborate with local organizations such as the Zambia National Farmers Union (ZNFU) to reach a wider network of farmers. Their specific line of business includes but not limited to the following:

**i)** Smallholder farmers: supporting small-scale farmers and improving their livelihoods through agricultural practices.

**ii)** Climate-smart agriculture: promoting climate-resilient farming techniques to address the challenges of climate change in Zambia.

**iii)** Market access and financial services: Initiatives to improve market access for farmers and facilitate access to financial services.

**iv)** Capacity building and training: provision of training and knowledge sharing on sustainable farming practices.

In order to ensure compliance, to the set legal frameworks of the Zambian government such as the labour laws, the NGO Act, National Policy on NGOs, the Standard and Guidelines manual, the INGOs in Zambia have aligned their policies and procedures with these instruments accordingly. Their alignments include their organizational strategic objectives drawing from the Millennium Development Goals (MDGs) and the subsequent Sustainable Development Goals (SDGs) (MDG Progress Report, 2015), trickling down to their employee performance management systems which is the area of interest for this study. Having an operational performance management system in place is key to these organisations in that they are reliant on donor funding for their existence and therefore run performance-based projects which are closely monitored by the funders, they also offer performance-based contracts to their employees to formally review performance against set objectives, targets and goals during the annual performance evaluation process. According to Mangisha (2024), the donors are interested to know that their funds are put to intended use and that results are actualized. For this reason, the non-profit organisations in Zambia have to embrace good corporate governance by practicing accountability, transparency and relationship practices if

they must survive. (Powerhouse Coopers Survey, 2019). The elements of corporate governance, namely, transparency and accountability, have been shown to have influence on the donors' confidence, which are crucial for building donor confidence, securing funding, and maintaining the public trust, all of which are essential for the effective management and operation of non-profits organisations (Orterga-Rodriguez and Licerán-Gutierrez, 2020).

In order to meet donor expectations and produce good results, the INGOs in the agricultural sector in Lusaka, Zambia ensure to hire highly competent individuals who are motivated and eager to learn and make positive contribution. Generally, these organisations offer attractive conditions of services to their employees which include high salaries, better medical insurance, gratuities and other attractive incentives in order to motivate and retain their employees. However, despite the attractive benefits and incentives, in the last five years (2018 to 2022), the INGO in the agricultural sector experienced high turnover rates which are beyond and above the recommended average of 10%. (Austrian HR Institute, 2019). This study revealed that on average across the 11 INGOs, the turnover rate currently stood at 23% which is significantly above the recommended rate. However, specific data on the exact percentage before the current average is limited and can vary depending on the INGO.

This study however, found that high turnover rate in the INGOs in the agriculture sector in Lusaka, Zambia was attributed to the inconsistencies in the employee performance evaluation process. These include; poor feedback mechanism, unfair recognition and reward systems, low employee engagement and loss of donor funding. A survey by Parmar, Rajpoot and Bhardwaj (2022) indicated that over 50% of non-profit organizations cannot calculate the cost of employee turnover and have not established or updated their HR strategies for managing performance. Other studies by Amri and Pandey (2019) revealed that employee turnover jeopardizes the attainment of organizational objectives. Failure to develop clear strategies to manage performance and promote retention was a big problem in the INGO in the agricultural sector in Lusaka, Zambia. It was therefore, critical for the researcher to evaluate the employee performance appraisal process in the International Non-Profit Organisations in the agricultural sector operating in Lusaka, Zambia.

### 1.2 Statement of the Problem

The main problem facing the International Non-Profit Organisations in the agricultural sector was high staff turnover as a result of the ineffective employee performance appraisal process. The study revealed that high staff turnover in this sector in the last five years had adversely affected operations of these organisations. The table below shows high staff turnover statistics from a sampled INGO for the past five years from 2018 to 2022:

**Table 1 Staff turnover rates at an International Non-Profit Organization in Lusaka, Zambia (Agric. Sector)**

| | | Total staff | Staff departures | Turnover rate |
|---|---|---|---|---|
| 1 | 2018 | 85 | 15 | 18% |
| 2 | 2019 | 94 | 16 | 17% |
| 3 | 2020 | 101 | 24 | 24% |
| 4 | 2021 | 105 | 43 | 41% |
| 5 | 2022 | 114 | 08 | 13% |
| | **Average** | **100** | **21** | **23%** |

*Source: Human Resources Dept (2023)*

The table shows that the average staff turnover in the last five years was 23% which is substantively above the acceptable rate. The global acceptable employee turnover rate is 10% (Australian HR Institute, 2019). According to Parmar, Rajpoot & Bhardwaj (2022), the impact of poor employee performance on organizations often produces far-reaching consequences and at the extreme, may endanger the efforts to attain organizational objectives. Similarly, in the period under review, continued departure of employees affected the organization's critical success factors which ultimately resulted in loss of funding from some donors. For example, in 2021, the INGO represented in table 1 above lost its major funder resulting in 43% of turnover rate. Exit interview forms from employees that exited the organization show that on average only 20% of employees separated on voluntary terms and they indicated that they were not satisfied with the reward and recognition practice while 80% of employees that separated involuntarily had their contracts terminated prematurely based on either poor performance or lack of continued funding support by donors (Field data, 2023).

The research gaps in this study are that; despite the existence of an extensive body of literature on performance management systems in Zambia, very limited information was found on performance management systems in international non-profit organisations as most studies conducted relate to performance management systems either in the public sector or for-profit organisations in Zambia. Related studies done in Zambia by Mangisa and Kapasa (2024) were focused on the impact of transparency, accountability and relationships in non-profit organisations while Banda (2019) studies focused on identifying the main factors affecting employee job satisfaction in the non-governmental organizations sector in Zambia. However, little is known about performance appraisal process in the International Non-Profit organisations in Zambia particularly in the thematic area of agriculture. This study however, contributes to the knowledge gap in this sector. It will also contribute to the data gap for future research as this study has revealed that the average turnover rate is 23% which is significantly higher than the recommended. However, specific data on the exact percentage before this study has not been explored.

## 1.3 Objectives of the Study

### 1.3.1 Main Objective

The main research objective of the study was to assess the effectiveness of the employee performance appraisal process in the international non-profit organisation in the Agricultural Sector in Lusaka, Zambia.

### 1.3.2 Specific Objectives

The main objective of the study was achieved through the following sub-objectives:

i. To measure the effectiveness of employee performance evaluation methods on employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka, Zambia.
ii. To determine the effectiveness of the recognition and reward system on employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka, Zambia.
iii. To examine the effectiveness of employee feedback on employee performance in the international non-profit organisations in the Agriculture Sector in Lusaka, Zambia.

## 1.4 Research Questions

The study was guided by the following research question:

i. What is the effectiveness of employee performance evaluation methods on employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka Zambia?
ii. How does the recognition and reward systems affect employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka Zambia?
iii. What is the effectiveness of employee feedback on employee performance in the international non-profit organisations in the Agriculture Sector in Lusaka, Zambia.

### 1.5 Significance of the Study

The results of this study will contribute to the wealth of knowledge and they will be useful to the following stakeholders:

**Academicians and Researchers** - This study will add to the body of knowledge on performance appraisal process and particularly with regard to the Zambian case. The information on the subject of performance appraisal process and productivity is scanty and many sources do not offer current information therefore this research plays a crucial role in providing current information. The theoretical contribution of the study is that a well-managed performance management system enhances employee productivity.

**Policy Regulators -** Policy-makers and stakeholders such as the Zambia Federation of Employers (ZFE) and the International Non-Profit Organisations Network in Zambia can use the findings of this research to formulate policies and procedures and devise the best methods of increasing employee productivity from the findings of this study. The policy implications of the study findings are that the results can be used in formulating effective performance appraisal processes that can go a long way in improving employee performance in Zambia.

**Practitioners -** The study will provide the human resource departments with an assessment of the performance appraisal tools and provide a basis for improvement and also provide constructive feedback on how best to attain organisational goals and objectives.

## 1.6 Scope of the Study

Theoretically, the study assessed elements and implementation of the employee performance appraisal processes in the international non-profit organisations by selecting eleven (11) registered INGOs provided by the Registrar of NGOs Department under the Ministry of Community Development and Social Services. Specifically, it sought to determine the effects of performance evaluations, performance reward and recognition as well as effects of performance feedback on employee's performance. The majority of the international non-governmental organisations under this study are headquartered outside of Zambia i.e. the United States of America, the United Kindgom, Canada, Sweden, Germany. The researcher focused on the country program operations in Zambia as geographical boundary. Other than having their main headquarters in different parts of the world, these organisations have local head offices for in-country operations in Lusaka with various branches in other regions across all provinces in Zambia. Therefore, the results of this study can be extrapolated to other sectors. The study targeted employees at all levels in these organisations i.e. the senior management, middle management and non-management employees and was guided by one diverse organisational theory, the Goal Setting theory, to comprehensively discuss the study. This theory enabled the researcher to examine the performance management and its effect on the employee performance appraisal process exhaustively as it aligns with all three objectives of this study, thus, process, rewards and recognition and lastly feedback.

## 1.7 Limitations of the Study

The research was limited in terms of time and sample size that was used. As such the study did not disaggregate the analysis per organisation, but rather a holistic analysis from the eleven selected International Non-Profit Organisations in the agriculture sector in Lusaka, Zambia. Further, the study was only able to describe processes and identify challenges experienced in these processes. However, the study did not go into quantitative analysis that would require statistical analyses of regressions and tests, where effectiveness of employee performance appraisal process was determined.

## 1.8 Theoretical Framework

Studies that focused on the designing of employee performance appraisal process adopt organisational theories, most notably the ones that explain the overall testimonial of the existence of performance management and their predicted consequences (Franco-Santos and Otley, 2018). There are numerous organizational theories that can be used in performance appraisal studies, some of which include Goal Setting theory, Systems theory and Agency theory. These theories, however are interrelated and together are able to explain performance management process holistically. For the purpose of this study, the researcher opted to use the theory that was propounded by Edwin A. Locke and Gary P. Latham in the late 1960s and early 1990s, thus, the Goal-setting theory as it allowed the researcher to examine the performance management from the beginning of the cycle to the end. The section below summarizes the goal setting theory and also explains how it relates to performance management systems in the context of the set research objectives for this research. (Franco-Santos and Otley, 2018).

### 1.8.1 The Goal-setting theory

The goal-setting theory strives to respond to objective one which speaks to the effectiveness of employee performance evaluation methods on employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka Zambia. This theory is particularly important in explaining performance management process and its uses in organisations. Locke and Latham emphasized on the role of clear, challenging, and attainable goals in boosting motivation and performance. They defined a goal as "what an individual is trying to accomplish; it is the object or aim of an action". In the context of a goal setting, a goal is a high-level objective composed of smaller, measurable targets. Moeller et al. (2012). These targets help track progress and ensure that the overall goal is achieved. It sets the objectives of people's action. The concept can be compared to the idea of purpose and intent in terms of what they mean. The theory proposes that, "human beings are more motivated to act when there is a reward at the end of the performance of a task or behaviour," and this is premised around the objectives of performance appraisal (Noe et al., 2013). The goal-setting theory is highly applicable in performance reviews in the INGO as it helps set clear, attainable objectives and expectations. This theory encourages motivation and performance improvement when goals are specific and challenging yet achievable.

Furthermore, the goal setting theory, being the important first step in performance management, gives employees clear direction; a roadmap to what they need to accomplish. It also ensures that employees are doing work that directly contributes to business goals and objectives. Other than laying the Foundation for what is expected of an employee and how their performance will be measured, this theory helps establish the framework for the entire performance evaluation process. In order for the INGOs to have an effective performance evaluation process, application of the goal-setting theory is critical to attain organizational objectives as these goals are expected to align with the overall business objectives and the employee's role within the organization. In addition, the motivation theories and need theories are closely linked to goal setting theory as they all emphasize the importance of setting clear goals to fulfill individual needs and drive motivation. Motivation theories focus on what drives individuals to achieve goals, while need theories highlight the basic human needs that influence goal-oriented behavior (Harris and McDade, 2018). Combining these theories with goal setting ensures that goals align with personal motivations and needs, enhancing commitment and performance. The goal theory proposes that a reward at the end of a task or behaviour acts as a motivation for the performance of that said task or behaviour. It is therefore imperative to have the goals reviewed periodically and adjusted as needed to reflect changes in the business environment or employee responsibilities. (Sharma & Gupta, 2022).

In line with objective two that seeks to determine the effectiveness of the recognition and reward system on employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka, Zambia, the reward and recognition theory in the workplace suggests that providing extrinsic and intrinsic rewards can motivate employees to achieve better performance and satisfaction. Extrinsic rewards, like bonuses and promotions, are tangible and external, while intrinsic rewards, like recognition and appreciation, are intangible and internal. Both types of rewards can significantly impact employee motivation and engagement. This theory however, should be clearly stated. The end state can be the reward in itself. This research suggests that the INGOs under review can use a balanced approach to create a positive work environment by providing both extrinsic and intrinsic rewards, ensuring that employees feel valued and appreciated. This strategy, not only boosts staff morale, it ultimately promotes retention in the organisations. (Harris and McDade, 2018)

In line with objective three that seeks to examine the effectiveness of employee feedback on employee performance in the international non-profit organisations in the Agriculture Sector in Lusaka, Zambia, the goal-setting theory highlights that feedback is necessary for measuring progress towards the goal. Feedback makes it possible to know whether the level of efforts is adequate and in the proper direction or needs corrections. It also requires that regular employee engagement is taking place to ensure that constructive feedback is communicated to ensure corrective measures are undertaken, to promote growth and better performance. It is crucial for individuals to track their progress, identify areas for improvement, and maintain motivation. In essence, goal setting theory highlights the importance of setting clear, challenging, and accepted goals, coupled with regular feedback, to maximize motivation and enhance performance across various domains. (Amaro, et'al, 2021)

In view of the above discussion, it can be concluded that the goal setting theory responds effectively to all the research objectives as it stresses the importance of the full cycle of the performance evaluation process. It has highlighted how the performance evaluation mechanism connects the goals to performance outcomes. Firstly, goals direct attention to priorities that is, when specific goals are set for workers, it drives their attention to priorities of achieving the goals. Secondly, they stimulate effort, in other words when sets of goals are attached to specific reward system, it stimulates workers to work better and effectively. Thirdly, they challenge people to bring their knowledge and skills to bear to increase their chances of success. Fourthly, the more challenging the goal, the more people will draw on their full repertoire of skills. Finally, in all these steps however, success is achieved through regular employee engagement for feedback sessions.

### 1.9 Critique Theories

#### 1.9.1. The Goal Setting Theory

The theory suggests that dynamic individually adjustable goals, based on one's trend and performance, are superior to abroad overarching goals which have more of a hit and miss approach. Arguably, it can be partially accounted for in the theory by setting the right goals. So, it is important to recognize that one goal cannot equally motivate a larger group of individuals with different levels of ability, self-efficacy and potential performance (Goerg, 2015).

According to Drach –Zahavy and Erez (2013) identified that, in contrast to a positive potential gain frame, a harmful or threatening loss- aversion frame of specific and difficult goal, causing emotional states of fear and stress, can negatively impact performance irrespective of personal capability and commitment. The critics argue that the individual prioritizes repetitive goal attainment over reaching his full potential, and ignores eventual future drops in ability or increased competition. Another limitation is that the theory does not look at new employees who are still being orientated into the complex processes. The contextual limitation suggests that existing research only accounted for goal achievement and net increase in performance, but had difficulty measuring an individual 's performance in relation to one's full potential, and underestimated human's tendency to learn from experiences as well as the tendency to proactively manage the difficulty of future goals.

### 1.10 Conceptual Framework

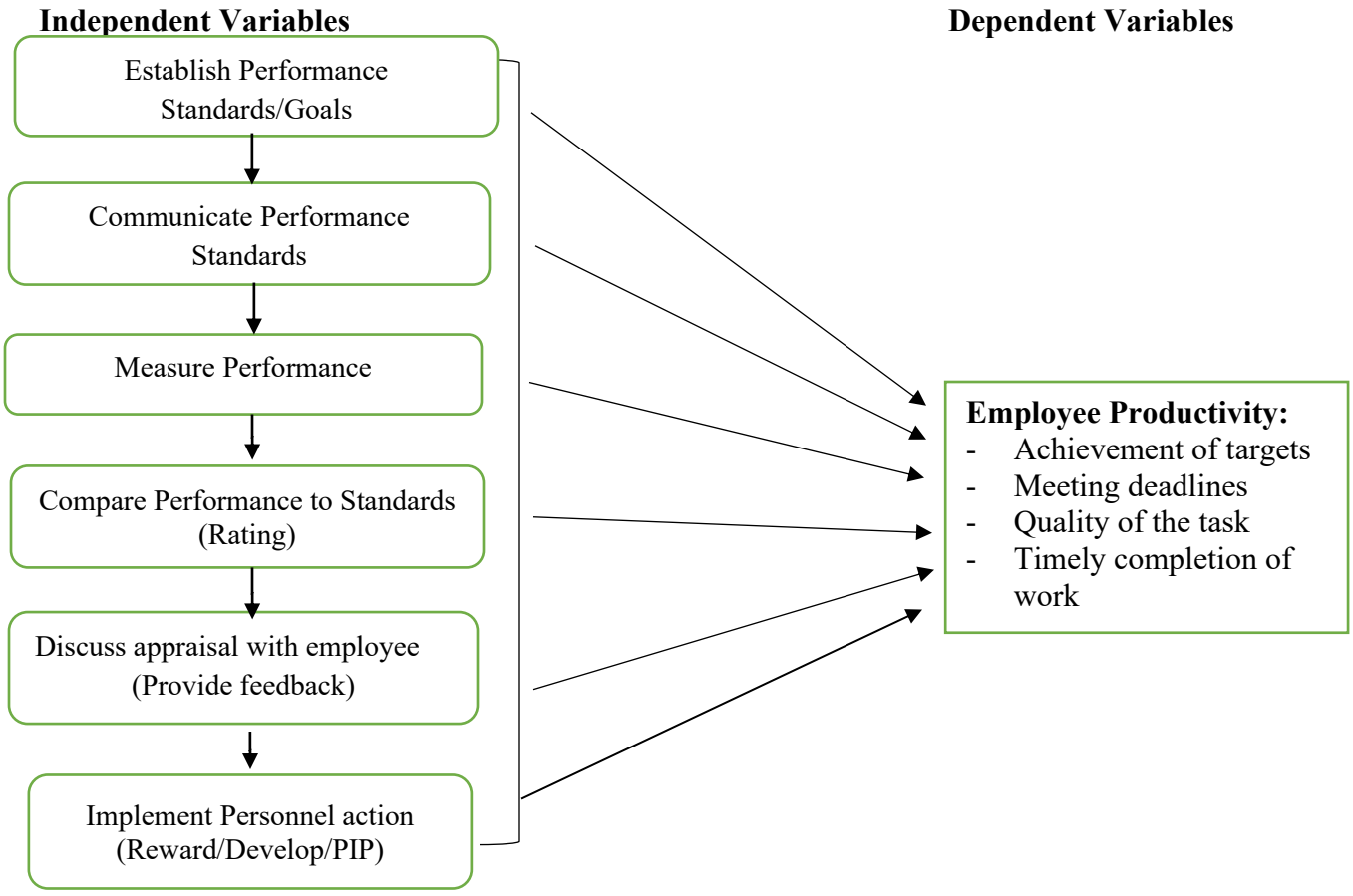
The conceptual framework is based on the research objectives clearly outlining the full cycle of the performance appraisal process. It also responds to the goal setting theory discussed above as well as confirming that all key elements of the performance appraisal process cycle are critical in order to achieve effective results i.e. highly motivated and productive employees translating to organizational success. The conceptual framework will also show how the research problem of the study is connected to the Goal Setting theory. This study however, tested the effectiveness of independent variables against achieving employee productive depicted in the depended variable.

Weaknesses in any of the components of the mediating variables affect the attainment of the desired results. For instance, failure to set the right performance standards that are aligned to the organizational objectives will have a negative effect on the performance expected of the employee. Also, without taking the necessary action after measuring performance the same weaknesses will continue to exist. The conceptual framework of the study summarizes the nature of performance appraisal process as shown in figure 1 below.

**Figure 1: Conceptual Framework Performance Appraisal Process**

A conceptual framework was used to guides the direction of the study. It applied the previous exploration to conclude a philosophy and procedures for the existing research. (Magher, 2018).

The conceptual framework was used as an instrument that explains the affiliation between the dependent and independent variable as shown below:




***Source: Baroka, 2019, Steps in the Appraisal Process: Lumen Learning***

*Figure 1* shows the performance appraisal process which informs the employee on the performance expectations.

In the context of this study, the variables above were operationalized as follows:

***Table 2 Operationalised Variables***

| Variable Type | Variable | Operational Definition |
|---|---|---|
| **Independent Variable** | Establish Performance Standards/Goals | The setting of clear, measurable, and job-related performance targets that employees are expected to achieve within a specific timeframe. |
| **Independent Variable** | Communicate Performance Standards | Clearly informing employees about the expected performance standards and ensuring they understand their performance objectives. |

| | | |
|---|---|---|
| **Independent Variable** | Measure Performance | The process of evaluating employee outputs using predefined indicators, tools, or benchmarks aligned with organizational goals. |
| **Independent Variable** | Compare Performance to Standards (Rating) | The process of assessing employee performance by comparing actual performance outcomes against the established standards or goals. |
| **Independent Variable** | Discuss Appraisal with Employee (Feedback) | Conducting formal or informal meetings with employees to share performance results, highlight strengths, and identify areas for improvement. |
| **Independent Variable** | Implement Personnel Action (Reward/Develop/PIP) | Actions taken based on performance outcomes, such as rewarding high performers, providing development opportunities, or placing underperformers on PIPs. |
| **Dependent Variable** | Employee Productivity | The extent to which an employee consistently achieves set targets, meets deadlines, maintains high quality of work, and completes tasks in a timely manner. |

### 1.10.1 Establish Performance Standards/Goals

Variable 1: Setting of performance goals are vital to performance because they help employees to have direction in their work. This is a collaborative process which ensures that goals are aligning with the employee's work. The critical guide in this process is the employee's job description which serves as the first step toward creating standard performance measures. The supervisor establishes the performance standards/goals which are shared with the employees for further review and narrowing these into SMART goals. According to Switasarra and Astanti (2021), a job description alone can save as a measurement tool during an evaluation if you are assessing an employee's skills match the requirements of the position.

### 1.10.2 Communicate Performance Standards

Valuable 2: the supervisor and the employee sit to discuss and re-evaluate the set goals. If both parties are satisfied with the set goals, they then sign-off on the performance review form and run with it for the year. During the year, supervisors are expected to have one-on-one performance feedback meetings with their teams on a quarterly basis as a way to monitor and track employee

performance. Monitoring performance is another critical process in the cycle, Marshal and Control (2022) asserts that, 'employee monitoring is used by businesses to keep track of productivity, detect data breaches and optimize workflows.'

### 1.10.3 Measure Performance

There are several ways in which performance is measured. Tools include; graphic rating scales (sequential numerical scales), 360 feedback, Management by objectives, self-evaluations and check-list. The standard process involves; at the beginning of the evaluation process, the employee does a self-evaluation rating in comparison with the set expectations and shares their ratings (self-evaluation form) with the supervisor for review and inclusion of their scores before meeting with the employee for a feedback meeting. The majority of the INGO utilize the graphical rating scale of 1 – 5; whereas, 1 is the lowest score and 5 the highest. Interpretation of the scale used is represented in table 3 below:

**Table 3 Interpretation of the scale at the named International Non-Proft Organisation**

| Does Not Meet Expectations | | | Meets Expectations | | Exceeds Expectations |
|---|---|---|---|---|---|
| 0% – 19% | 20% – 39% | 40% - 59% | 60% - 70% | 71% - 79% | 80% - 100% |
| 0 | 1 | 2 | 3 | 4 | 5 |

***Source: Human Resource Department-INGO, 2023***

### 1.10.4 Compare Performance to Standards (Rating)

Variable 3 – the supervisor reviews the employee's ratings and independently add their rating. The supervisor may either agree with the employee's score or disagree (rate lowly, match the employee's score or award a higher score). They are also able to add comments explaining why they have awarded a particular score. All employees are expected to participate in this process on a quarterly basis each year with the final evaluation (annual performance appraisal process) at the end of the year where rewards and recognitions or developmental plans are provided

### 1.10.5 Discuss appraisal with employee (Provide feedback)

Variable 4: At the end of the year, the supervisor formerly reviews employee performance in comparison with the set goals and rate accordingly. This being a final evaluation process that informs the decision to either reward the employee or not, is very critical. Both parties are expected to participate in the final feedback meeting stating how the employee fared in the year. This requires constructive feedback and dialogue to build the employee in terms of career growth and where all performance issues are addressed. It is critical that the employee is made aware of the outcome in order for him/her to work on the recommendations by the supervisor.

### 1.10.6 Implement Personnel action (Reward/Develop/Performance Improvement Plan)

Variable 5: this is the last stage of the appraisal process; human resources takes course of action as per the recommendation by the supervisor. Some of the actions include; rewards in form of salary increment, promotion, recommendation for training/development. Where final rating is below average, it entails that the performance is below acceptable standards. The employee will then be placed on a performance improvement plan, a decision which the majority of employees in the INGOs under review find unfavourable. Where feedback is seen to be unfair, employees tend to feel demotivated and eventually decide to exit the organization contributing to the turnover rate.

The above discussed variable are critical steps in the performance appraisal process that the INGO under review should ensure to implement. To foster a productive work environment, it is crucial to establish clear and measurable performance standards that align with organizational goals and provide employees with the guidance necessary for success. Without clear goals, the whole evaluation process will not be successful and many challenges may arise. These include; decreased motivation as employees will lack direction and motivation, leading to reduced engagement and productivity, inconsistent performance as employees will not understand what is expected of them resulting in varying levels of performance and a lack of accountability. Other challenges include; poor work quality, increased conflicts, impact on team dynamics as teams may struggle to collaborate effectively if there are no clear expectations regarding individual contributions and responsibilities and loss of competitive edge as organizations that do not maintain high performance standards may fall behind competitors who are able to consistently meet or exceed

industry benchmarks. These challenges can ultimately contribute to high turnover rates, as employees may feel uncertain about their roles and unrecognized for their contributions. Implementing clear performance standards is vital for mitigating these issues and fostering a positive, high-performing workplace culture.

Clear performance goals are essential for guiding employee efforts, enhancing engagement, fostering accountability, and driving overall organizational success. They create a structured approach to performance management that ultimately contributes to a more effective and motivated workforce. Organisations that have effectively implemented the performance management system have enjoyed the several benefits which include; clarity and direction which helps to eliminate ambiguity and confusion regarding their roles and responsibilities aligning with variable 1 and 2 above, measurable outcomes which allow for the establishment of specific metrics and benchmarks, enabling both employees and management to measure progress and outcomes objectively aligning with variable 3. This will also result into accountability and promotes ownership of their responsibilities and encourages them to take initiative. In line with variable 3 and 4 above feedback and development provides a framework for ongoing feedback and evaluations. Regular check-ins against these goals can highlight areas for improvement and inform employee development efforts. Finally, under variable 5, an effective reward systems helps facilitate recognition and reward systems by providing a basis for evaluating performance objectively, making it easier to link rewards and incentives to achievements. (Hamidi, 2023)

In conclusion, it can be said that the conceptual framework has provided a clear guidance in terms of practicability of the discussed independent variables in order to achieve the dependent variable. The discussion has showed that in order for the performance management system to be effective, it is crucial that the system is aligned with the organsational objectives. It has showed that it is crucial that individual goals are also aligned with the broader goals of the organization, fostering a sense of unity and collaboration among team members. Effective feedback will not only help create a motivated workforce and driving employees to refine their skills, but it will also help with risk mitigation of the identified problem of high staff turnover in the INGOs in the agriculture sector, in Lusaka, Zambia. Without some form of performance management, organizations risk

losing sight of individual and team goals, compromising accountability, and hindering growth and development opportunities. (ibid)

### 1.11 Organisation of Chapters

The study consisted of the following five chapters:

**Chapter One** offers an insight into the problem, the aims of the investigation, the research goals and questions, the study's significance and scope, the theoretical framework and finally the conceptual framework.

**Chapter Two** offers evaluation of existing literature, table of literature gaps .

**Chapter Three** discusses the research methodology, the types of data used and how it was obtained, and the weaknesses of data collection strategies used.

**Chapter Four** included the presentation and analysis of the data. It dealt with all data obtained outcomes and analysis. The chapter also presented a discussion of the findings and compared them in the empirical evaluation with other findings from similar studies. This demonstrated clearly how each study goal met and how research questions were addressed.

**Chapter Five** presented conclusion and gave recommendations to the stakeholders and also proposed future study opportunities on the topic.

### 1.12 Conclusion

The introductory chapter sets the foundation of the research study. It sets out the background to the noted problem and goes on to give the problem statement in order for the researcher to provide a solution and contribute to the body of knowledge. The study aims, objectives and research questions are clearly pointed out in coming up with tentative solutions to the stated problem. Additionally, the justification of the study and study format are highlighted. The next chapter reviews relevant literature to the study.

# CHAPTER TWO
# LITERATURE REVIEW

## 2.1 Introduction

This chapter highlights related literature and research done by other scholars and researchers in relation to performance management system and its effect on the performance of employees. It seeks to extract different opinions and views from different authors both from Zambia, Africa and globally so as to have a wide perspective on the topic at hand and to show how this research relates to different studies. Most of the reviewed literature on this topic is however, from other countries as there is little written information about performance management in the INGO sector especially in the thematic area of agriculture. The literature reviewed was however enough to give perspective to the topic; and to give credence to the views discussed and provide a foundation for the whole research paper. The section presents an overview of the effect of performance evaluation practices on employee productivity. Secondly, it also looks at the effect of recognition and reward systems on employee performance. Thirdly, the section examines the impact on employee productivity of performance feedback. Empirical studies related to the research are also presented. A summary of the literature review concludes the chapter.

## 2.2 Rationale

Effective performance management is essential to businesses. Through both formal and informal processes, it helps organisations align their employees, resources, and systems to meet their strategic objectives. It works as a dashboard too, providing an early warning of potential problems and allowing managers to know when they must make adjustments to keep a business on track. Organisations that get performance management right become formidable competitive entities. Yet in many organisations, the performance-management system is slow, wobbly, or downright broken. At best, these organisations are not operating as efficiently or effectively as they could. At worst, changes in technologies, markets, or competitive environments can lead to challenges in responding to these changes.

Strong performance management rests on the simple principle that “what gets measured gets done.” In an ideal system, a business creates a cascade of metrics and targets, from its top-level strategic objectives down to the daily activities of its front-line employees. Managers continually

monitor those metrics and regularly engage with their teams to discuss progress in meeting the targets. Good performance is rewarded; under-performance triggers action to address the problem. The International Non-Profit Organisations in the Agricultural Sector in Lusaka contribute to the economic well-being of the people of Zambia through various ways such as assisting small-scale farmers to come out of poverty as well as provision of food security to the people of Zambia at large. Therefore, management of its employees for optimal performance cannot be overemphasized. It is for this reason that the researcher has decided to assess the effectiveness of employee performance appraisal in the International Non-Profit Organisations in the Agricultural Sector in Lusaka, Zambia.

### 2.3 Overview of Performance Management in Non-Profit Organisations

According to Aguinis (2023), performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organisation. Performance management includes any management activity aimed at improving performance through training and developing employees, establishing performance standards, appraising performance, setting performance plan, and through managing career mobility (Matheny, 2024). Rath (2018) asserts that performance measurement system is extensively researched in profit-oriented organizations and public sector organizations as there are few studies on measuring project performance in non-profit organizations. Other studies have revealed that NGOs measure performance in different ways. The common understanding is that performance measurement is a method of identifying, controlling and utilizing different objective measures of the organization's performance and its programs on regular basis. Studies by Nisa, Javed & Akhtar, 2015 revealed that, working from the NGOs perspective, performance measurement is the utilization of objectives, indicators and information to assess NGOs interventions and services. It is a program assessment method that evaluates efficiency and effectiveness of a program and its impact.

In view of the above, the literature on the performance management systems in non-profit organisations especially in Zambia specifically INGOs in the agriculture sector is unavailable and very limited globally. The literature discussed below, will draw more for the perspective of the public sector and profit making organisations both in Zambia and globally..

## 2.3 Empirical Studies

### 2.3.1 Effectiveness of Performance Evaluations Methods

Rath (2018), conducted a study on the existing performance management systems practices, challenges and possible way forward for 'Not for-profit' organizations in India. The study results revealed that there was little consensus over how to define and measure performance in NGOs since these organizations had unclear goals and uncertain relationship between programs' activities and outcomes. Secondly, the study found that there were very few conceptual frameworks in NGOs compared to 'For-profit-organizations' which have clear guidelines and parameters which were in line with the market demand, and had been continuously evolving in accordance to the surrounding development. Results also revealed that NGOs often lacked the technical and organizational capacity to implement and fulfill their mission, and few were willing or able to invest in training for capacity building. While Rath's research relates to this study, his focus was on performance management systems from the organizational perspective, this research focuses on the perspective of the employee and factors that influence retention.

The study conducted by Wendy et al. (2011) shows how to effectively build and run performance management process as well as how to make successful performance management happen in practice. According to the study, the main conflict in performance management is between overseeing performance and doing paperwork. Further, Wendy's research revealed that filling out forms was a laborious task that many workers felt competed with other crucial tasks they were required to complete. Wendy's study suggest that the performance appraisal process is viewed as a cumbersome process in the absence of better tools which can be discouraging to some employees. The reason why further literature on this topic contends that when the performance management tools and processes have been designed, additional implementation steps are necessary. These include automating the tools and processes, such as developing the Human Resource Information System, pilot testing the performance management systems training staff on using the system, and evaluating and subsequently improving the system (Pulakos, 2009:103). Wendy's studies and others however, is concentrated on performance tools, while this research focused on employees engagement in the appraisal process.

Chidwala (2013) undertook a study focusing on finding out the factors contributing to non-implementation of the performance management policy of the Malawi Civil Service. In carrying out this study, he used a qualitative research methodology and questionnaire administered interviews to collect data. The main findings from the study were that implementation of the policy was being hampered because of the complex nature of the public service, absence of follow ups and management support, lack of consultations and motivation factors.

Chelangat (2022) conducted a study to investigate the effect of the performance management process impact productivity of an employee in Development Financial Institutions, a case of Shelter Afrique Nairobi City County, Kenya. The results of this study revealed that there is positive correlation between employee productivity and performance appraisal, training and performance feedback. This study also showed that performance appraisal improves employees' job performance. It also helps employees understand their full potential to carry out the company's mission and information essential to make work-related decisions through employee feedback

Sisa (2014) carried out a study which focused on implementation of the Performance Management process in the ministry of Foreign Affairs and International Co-operation of the Botswana public service. The study found that the implementation of the performance management system in the Ministry of Foreign Affairs and International Co-operation was problematic because of unclear and ambiguous foreign policy goals and objectives; lack of broad-based support and critical mass of champions of the performance management system; use of command-and-control management model rather than empowerment and the adaptation model; inadequate human and institutional capacities; ineffective supporting systems of the performance management system; weak accountability and responsibility mechanisms; weak intra-ministerial and inter-ministerial communication, co-operation, collaboration and coordination; inadequate information and communications technology infrastructure and unfavourable international environment.

Shamizhinga (2020) aimed to find the challenges that organizations face in implementing performance appraisal process in public institutions. A structured questionnaire was used to collect primary data for the study's descriptive design from parastatal entities in Zambia. The study found that the firms under investigation follow the procedures of performance appraisal processes. The

majority of employees were however aware of the procedures but did not comprehend the criteria used to evaluate their performance. The survey also revealed that line managers and human resource specialists occasionally set performance goals or standards for specific employees in addition to supervisors, appraisees, and others. The study highlighted a variety of issues, such as low employee participation in system planning and implementation, inadequate assessment systems, and ineffective management-employee communication that led to bad management, a lack of clarity, and flawed reward systems. According to the study's findings, overcoming these obstacles necessitates a comprehensive approach to performance management processes, including everything from performance planning through appraisal. Failure to follow these guidelines would lead to the persistence of such issues, including poor performance of the entire organisation.

Mukuwa (2020) surveyed a case on the impact of appraisal on the employee productivity in Chilanga Town local government. The test concentrated on assessing the interrelationship between performance appraisal and employee output, examine ways in which appraisal influences on employee job and to explore ways in which managers can review past performance and improve existing performance at Chilanga Town Council. The random sampling technique was applied and questionnaires distributed to the respondents. The results showed that efficient performance appraisal allows the employees to give suggestion and know the expectation for achieving the company’s planned objectives. The use of compensation is fundamental factor and the employees should be rewarded to reduce poor performance and meet the target levels. The study further highlighted that the key to successful empowerment and productivity is satisfactory performance feedback between both employee and supervisor. Subsequently appropriate feedback establish accountability since individuals and supervisors contribute to development of objectives, required skills, recognition, career growth and incentive. Effective feedback can result in improved productivity of employees and Likewise employees will know their expectation (Mukuwa, 2020).

In view of the above, there was need to assess the extent to which performance evaluation practices has been applied in INGOs in the agriculture sector and how it links with high staff turnover attributed to inconsistencies in the processes. Hence, this research attempted to fill this gap in literature.

### 2.3.2 Effectiveness of the Recognition and Reward System on Employee Performance

The study by Togher (2016) whose main aim was to analyse the area of reward and recognition and the impact it had on employee retention endeavoured to understand how employees view the variety of incentives offered and to ascertain whether financial incentives were generally more favoured than nonfinancial alternatives. The main study findings were that remuneration packages and defined career paths were the most influential elements of a reward strategy in terms of employee retention. In addition, this study also found that non-financial rewards were benefits that could be offered to employees as an alternative or supplementary to financial rewards. The study further found that this type of reward appealed to workers need for recognition, achievement, autonomy and their desire for personal growth. In summary, the main findings indicated that financial incentives were of considerable importance and that having a defined career path impacted on an employee's decision to remain in their current employment.

In relation to the study by Togher (2016), the study by Afraei (2019) on the consequences of reward system on employee's productivity in Dares Salaam higher education students' loans board also agree that both intrinsic and extrinsic rewards such as salary, bonus, employees' promotion, fridge benefits, training and development affect employee productivity. Similarly, it motivates the employees to timely complete and meet the set targets and goals. The study suggested that the company should invest in both intrinsic and extrinsic reward to boost employee productivity.

Mone and London (2018) carried out a study which suggests that the reward systems need to be aligned with organizational and employee needs to be effective. This study explored how reward systems, both monetary and non-monetary, can influence employee behavior and performance. They examined how performance management processes, such as setting goals, providing feedback, and evaluating performance, can be integrated with reward systems to optimize employee engagement and productivity. Their research considered various types of rewards, including financial incentives (bonuses, raises), non-monetary rewards (recognition, opportunities for growth), and psychological rewards (autonomy, meaningful work). They emphasized the importance of linking rewards to specific performance goals and behaviors, ensuring that employees understand how their actions contribute to organizational success. The

main findings suggest that organizations should blend their reward strategies in line with the organizational and employee's needs.

Aruna (2018) explored research on the impact of rewards and recognition on employee motivation. Various employees from different organizations were the respondents. The findings revealed that a variety of factors influence employee motivation and satisfaction, these include; there was a direct and positive relationship between rewards and recognition and job satisfaction and motivation. Hence, if rewards and recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction. This postulates that the better the rewards and recognition, the higher the levels of motivation and satisfaction, and possibly, therefore, the greater the levels of performance and productivity. The study suggests that in the event of major inconsistencies, especially for emotional conflicts between performers and nonperformers, the organization should make an effort to re-assess and rectify this situation. The findings alluded to the fact that employees with no awards tended to be less motivated.

Muluneh (2015) had carried out a study on the challenges of implementing performance based pay system: the case of Ethio-Telecom and found that the organisation's goals and objectives were not communicated to employees at different levels in the same manner. In addition, the existing performance management system and the performance measurement tools were not appropriately used to measure the achievements of employees. As a result, the merit-based pay system which has been functioning in the previous year was not effective and the pay raise system was highly subjective. The researcher concluded that there was no clear linkage between annual increments and actual performances.

Zvavahera's (2013) conducted research on effectiveness of performance management process on service delivery in the Zimbabwean civil service. In carrying out this study, the methodology used was document analysis, open-ended questions and face to face interviews. The study found that the performance management system was fraught with challenges due to its complexity and non-adherence to its tenets by the employer. Evidence from documentary analysis showed that performance related awards had not been implemented since 2007 due to financial constraints, employees' final ratings were not submitted to the Civil Service Commission for payment

purposes. For ministries which got performance related salary increases, it was found that these were applied arbitrarily.

In addition, career advancements and promotions were not tied to performance. Most respondents indicated that performance appraisals were hurriedly done at the end of each year so as to fulfil the Civil Service Commission's performance requirements. He concluded that the current performance management system was not enhancing the provision of quality service in the civil service because employees did not see any merit in its application.

Tembo (2018) aimed to evaluate how well the performance management process employed by the Zambian public service managed the performance of public service employees. The study's conclusions suggested that the performance management system in use in Zambia's public sector was unsuccessful since it did not accurately gauge employees' output and did not account for that of workers in the sector. Additionally, the results of the study showed that the assessment process was unsuccessful because it was not necessary to fulfil requirements for promotions and other human resource management decisions. The study found that although the procedure is transparent, it takes a long time to complete, and employees must fill out lengthy Annual Performance Appraisal System forms (APAS). Since there are no sanctions for underachievers in the system, practically every public servant receives a favourable rating.

### 2.3.3. Effectiveness of employee feedback on employee performance

Mekonnen (2014) conducted research on performance management practice and challenges in Ethiopian management institute and found that there was no strong link between individual, departmental and organizational goals. In addition to this, the researcher has concluded that there was no sufficient participation by employees at the planning stage of the planning phase. Inconsistency in giving performance feedback, lack of uniformity in gathering information about employee's performance and absence of information technology to assist the gathering and analysis of performance related information were also noted as deficiency of the PMS in the organisation under study.

Nuswantoro (2017) conducted a study which focused on whether implementation of a formal performance management system improved employee performance, drawing perspectives from Indonesian civil servants. This primary aim of the study was to examine whether the implementation of the individual PMS may improve employees' performance by analysing perceptions of Indonesian civil servants towards the ideal view and actual experience. The study was exploratory research which used a survey to collect data. The research found that a significant gap between the ideal view of performance management and actual experiences of the respondents. Further, findings suggest that many supervisors have not developed their leadership skills or there is still a practice of nepotism which may impede the development of effective leadership. Consequently, these supervisors may not have the sufficient capability to assist their employees in developing their performance goals, let alone lead and inspire their employee to improve performance. This study however, suggest that employees are not properly guided or engaged which translates to lack of feedback on their performance.

Phiri (2022) undertook a study which sought to explore the implementation of Performance Management System in Zambia's public service with specific focus on exploring awareness, challenges and mitigation measures. The study revealed a number of findings some of which include; that Zambian public service workers were aware of the implementation of the Performance Management System. It also revealed that some of the most common challenges involved in the performance appraisal process was low level of feedback rate, lack of commitment from top management, lack of resources lack of adequate capacity building and artifacts funding, lack of time, lack of coordinated leadership style, unfairness in the performance managements system, lack of an affective reward system, lack of training in performance management system, ineffective supervision and cultural beliefs.

Kafwa (2016) conducted a study with the primary goal of determining the efficacy of the APAS in enhancing efficiency in selected Zambian Civil Service Ministries. This study showed that in all of the concerned Ministries, departmental and individual work plans and goal setting were not strictly adhered to. Furthermore, the study found out that APAS was only used in the Civil Service for confirmation and substantive promotions. The analysis also discovered inconsistencies in the implementation of performance planning, reporting, and feedback in the relevant Ministries. The

APAS was also found to be ineffective in making important human resource decisions including selecting officers who should be promoted. In summary, this study found that the APAS had failed to meet nearly all of the goals for which it was developed.

### 2.4 Research Gap

From the studies reviewed in this research, the focus varied from study to another. Notably amongst them was Rath (2018) whose study focused on performance management systems from the organizational perspective, this research however, focuses on the perspective of the employee and factors that influence retention. Chidwala (2013) study mainly focused on the factors that contribute to non-implementation of the performance management policy of the Malawi civil service**.** While his study was looking at hindrances of implementation of performance management policy, this study however, is concerned with challenges that are experienced when the policy has already been implemented. Another study in Zimbabwe by Zvavahera (2013) focused on an evaluation of the effectiveness of performance management systems on service delivery in the Zimbabwean civil service.

Sisa's studies (2014) focused on implementation of the performance management system in the Ministry of Foreign Affairs and International Co-operation of the Botswana Public Service. This study, focuses on the effectiveness of the performance management system. Another study on performance management carried out by Wendy et al. (2011) focused on the effective implementation and operation of performance management systems and how to get effective performance management happening in practice. Although the studies were similar, the did not specifically focus on establishing the effectiveness of performance management system on employee performance in non-profit organisations which this study seeks to establish. Another study by Nuswantoro (2017) focused on whether implementation of a formal performance management system improved employee performance, drawing perspectives from Indonesian civil servants.

Further in Zambia, the study by Tembo (2018) aimed to evaluate how well the performance management process employed by the Zambian public service managed the performance of public service employees. While the focus of the previously reviewed studies were concerned with

evaluation of the effectiveness of the performance management system, the majority are concentrated on the public sector as opposed to the current study which sought to address the same problem in the non-profit organisations. Similarly, the studies by Kafwa (2016) and Phiri (2022), though related to this study both studies focused on the public sector as can be seen that Kafwa's studies sought efficacy of the APAS in enhancing efficiency while Phiri's studies explored the implementation of Performance Management System. This study on the other hand seeks to address the problem of high staff turnover attributed to ineffective performance appraisal system.

Other related studies reviewed include the study by Banda (2019) whose research focused on a framework of factors affecting employee job satisfaction in non-governmental organizations in Zambia. Though this research was not focused on performance management system specifically, it was able to highlight insightful data that is related to high staff turnover in the non-profit organisations in the Zambia context. Notably, the major part of the literature reviewed show that little is known about the role of performance management systems and their effects on employee performance in the non-profit making organisations sector in Lusaka, Zambia which is the focus of the current study. Given these and many studies, this study will generate information and knowledge on performance management system in the INGO sector and contribute to addressing the information gap that exist on the effectiveness of the system. The information will contribute to improving performance management systems in the INGO sector as well as other sectors utilizing this tool.

### 2.5 Critique of Prior/Related Research and Justification for this Study

Rath (2018) conducted a study on the existing performance management systems practices, challenges and possible way forward for 'Not for-profit' organizations in India. Some of the study results revealed that there was little consensus over how to define and measure performance in NGOs due to unclear goals and uncertain relationship between units. Findings also revealed that there were very few conceptual frameworks in NGOs compared to 'For-profit-organizations' Lack of technical and organizational capacity to implement and fulfill their mission. This study focused more on organisations perspective than on employees who are drivers to the achievement of the organisational's critical success.

Nuswantoro (2017) conducted a study which focused on whether implementation of a formal performance appraisal system improved employee performance, drawing perspectives from Indonesian civil servants. The primary aim of the study was to examine whether the implementation of the individual PMS may improve employees' performance by analyzing perceptions of Indonesian civil servants towards the ideal view and actual experience. The study was exploratory by nature which used a survey to collect data. The research found a significant gap between the ideal view of performance management and actual experiences of the respondents. Further, findings suggest that many supervisors did not develop their leadership skills and, in some instances, practiced of nepotism which impeded the development of effective leadership. Consequently, the supervisors did not have the sufficient capability to assist their employees in developing their performance goals, let alone led or inspired their employee to improve performance. However, this study concentrated on individual PMS instead of a holistic approach. As a result, it was difficult to generalize the findings due to limited baseline information on the variables used.

Tembo (2018) aimed to evaluate how well the performance management process employed by the Zambian public service managed the performance of public service employees. The study's conclusions suggested that the performance management system in use in Zambia's public sector was unsuccessful since it did not accurately gauge employees' output and did not account for that of workers in the sector. Additionally, the results of the study showed that the assessment process was unsuccessful because it was necessary to fulfil requirements for promotions and other human resource management decisions. The study found that although the procedure is transparent, it takes a long time to complete, and employees must fill out lengthy Annual Performance Appraisal System forms (APAS). Since there were no sanctions for underachievers in the system, practically every public servant receives a favorable rating. While the focus of the foregoing study was concerned with evaluation of the effectiveness of the performance management process, they were done in the public sector as opposed to the current study which addressed the employee performance appraisal process in international nonprofit organization in the agriculture sector in Lusaka, Zambia.

## 2.6 Conclusion

Based on the analysis, the literature revealed that, globally organizations were experiencing poor performance due to ineffective performance management systems casting doubt on the manager's ability to manage employee performance. However, low employee participation in system planning and implementation, inadequate assessment systems, and ineffective management-employee communication led to bad management, a lack of clarity, and flawed reward systems. However, most performance management systems, while well-intentioned, are fraught with numerous challenges that impact on its implementation. These range from lack of regular system review, lack of training on performance management, shortage of resources in organizations, abuse of the system as well as lack of an effective reward. A theoretical study of the Goal Setting presented enabled the researcher to examine the employee performance appraisal process holistically.

**Summary of Research Gaps in Reviewed Literature**

| Author's Name | Focus of Research/Methodology | Outcome/Findings | Research Gap | Focus of the Current Study |
|---|---|---|---|---|
| **Objective 1: Effectiveness of Performance Evaluation Practices** | | | | |
| Rath (2018) | The existing performance management systems practices, challenges and possible way forward for 'Not for-profit' organizations in India. | Little consensus over how to define and measure performance in NGOs due to unclear goals and uncertain relationship between units. Very few conceptual frameworks in NGOs compared to 'For-profit-organizations' Lack of technical and organizational capacity to implement and fulfill their mission. | Focused on organisations perspective. | Focused on the perspective of the employee and factors that influence retention. |
| Wendy et'al (2011) | Sought on how to effectively build and run performance management process as well as how to make successful performance management happen in practice. | The main conflict in performance management is between overseeing performance and doing paperwork, many workers felt competed with other crucial tasks they were required to complete. | Focused on tools used in the process. | Focused on employees. |
| Chidwala (2013) | Focused on finding out the factors contributing to non-implementation of the performance management policy of the Malawi Civil Service. | Findings were that implementation of the policy was being hampered because of the complex nature of the public service, absence of follow ups and management support, lack of consultations and motivation factors. | Focused on the performance management in the public sector | Focused in the non-profit organisations |
| Chelangat (2022) | Investigated the effect of the performance management process impact productivity of an employee in Development Financial Institutions, a case of Shelter Afrique Nairobi City County, Kenya. | Found that positive correlation between employee productivity and performance appraisal, training and performance feedback. | Focused on employee productivity and performance appraisal, training and performance feedback in For-profit organisation. | Focused on effectiveness of employee evaluation practices, recognition and reward system and performance feedback in non-profit organisations. |
| Sisa (2014) | Focused on implementation of the Performance Management process in the | Found that implementation was problematic because of unclear and ambiguous foreign policy goals and | Concerned with external partner collaborations and engagements. | Focused on internal processes of performance appraisal between |

| | | | | |
|---|---|---|---|---|
| | ministry of Foreign Affairs and International Co-operation of the Botswana public service. | objectives; lack of broad-based support and critical mass of champions of the performance management system | | employees and supervisors engagement. |
| Shamizhinga (2020) | Aimed to find the challenges that organizations face in implementing performance appraisal process in public institutions. | The study found that majority of employees were aware of existence of the APAS but did not comprehend the criteria used to evaluate their performance. | Sought to understand awareness of the APAS in the public sector. | Sought to found out on the effectiveness of the performance management systems in INGO. |
| Mukuwa (2020) | Surveyed a case on the impact of appraisal on the employee productivity in Chilanga Town local government. The test concentrated on assessing the interrelationship between performance appraisal and employee output, examine ways in which appraisal influences on employee job and to explore ways in which managers can review past performance and improve existing performance at Chilanga Town Council. | Efficient performance appraisal allows employees participation.<br>The use of compensation was fundamental factor in achieving high productivity. Feedback was key to the process. | Focus was on the public sector leaning more on the process. | Focus is on the non-profit organisations leaning more on the consequences on ineffective performance appraisal process which is high staff turnover. |
| **Author's Name** | **Focus of Research/Methodology** | **Outcome/Findings** | **Research Gap** | **Focus of the Current Study** |
| **Objective 2: Effectiveness of the Recognition and Reward System on Employee Performance** | | | | |
| Togher (2016) | To analyse the area of reward and recognition and the impact it had on employee retention. (India) | The main findings indicated that financial incentives were of considerable importance and that having a defined career path impacted on an employee's decision to remain in their current employment. | Focused only on one facet of the process which was reward and recognition. | Focused on three facets of performance appraisal process which was process, reward and recognition and lastly feedback. |

| | | | | |
|---|---|---|---|---|
| Mone and London (2018) | The study explored how reward systems, both monetary and non-monetary, can influence employee behavior and performance. | The main findings suggest that organizations should blend their reward strategies in line with the organizational and employee's needs | Emphasized on the importance of linking rewards to specific performance goals and behaviors. | Emphasis is on appraisal process which was process, reward and recognition and lastly feedback |
| Aruna (2018) | Explored a research on the impact of rewards and recognition on employee motivation in various employees from different organizations were the respondents. | The findings revealed that a variety of factors influence employee motivation and satisfaction. | The focus was on motivation and rewards. | This study is focused on appraisal process, reward and recognition and lastly feedback. |
| Muluneh (2015) | Challenges of implementing performance-based pay system: the case of Ethio-Telecom and found that the organisation's goals and objectives were not communicated to employees at different levels in the same manner. | Found that the organisation's goals and objectives were not communicated to employees at different levels in the same manner.<br>Existing performance management system and tools were not appropriately used. | Other factors affecting employee productivity were left out, focused solely on performance based-pay system. | Looks at performance management process in a more broader context as above. |
| Zvavahera's (2013) | Effectiveness of performance management process on service delivery in the Zimbabwean civil service. | The study found that the performance management system was fraught with challenges due to its complexity and non-adherence to its tenets by the employer. | Focus was on the public sector leaning more on the process. | Focus is on INGOs. |
| Tembo (2018) | Aimed to evaluate how well the performance management process employed by the Zambian public service managed the performance of public service employees. | The study's conclusions suggested that the performance management system in use in Zambia's public sector was unsuccessful since it did not accurately gauge employees' output and did not account for that of workers in the sector. | Public sector focused | Non-profit organization focused. |

| Author's Name | Focus of Research/Methodology | Outcome/Findings | Research Gap | Focus of the Current Study |
|---|---|---|---|---|
| **Objective 3: Effectiveness of employee feedback on employee performance** | | | | |
| Mekonnen (2014) | Performance management practice and challenges in Ethiopian management Institute. | Results include; no strong link between individual, departmental and organizational goals. No sufficient participation by employees at the planning stage, inconsistency in giving performance feedback among others. | Focused on practice and challenges. Based on a case study in the public institution. | Cluster study across the INGOs. |
| Nuswantoro (2017) | Focused on whether implementation of a formal performance management system improved employee performance, drawing perspectives from Indonesian civil servants. | Results include; a significant gap between the ideal view of performance management and actual experiences of the respondents. Lack of leadership skills, practice of nepotism among others. | The study was an exploratory research and focused on public sector. | Descriptive research. INGO focused |
| Phiri (2022) | Explored the implementation of Performance Management System in Zambia's public service with specific focus on exploring awareness, challenges and mitigation measures. | Findings include; employees were aware of the implementation of the APAS. Challenges found include low level of feedback rate, lack of commitment from top management, lack of resources among others. | Public sector focused | INGO focused. |
| Kafwa (2016) | A study with the primary goal of determining the efficacy of the APAS in enhancing efficiency in selected Zambian Civil Service Ministries. | Results include lack of policy adherence in Ministries, departmental and individual work plans. Found that the APAS was only used in the Civil Service for confirmation and substantive promotions, among others. | Public sector focused | INGO focused. |

# CHAPTER THREE
# METHODOLOGY

## 3.0 Introduction

This chapter explains the research design, population, sampling design and sample size which was used in the study. The chapter also provides research information on data collection technique and the reasons why some particular techniques were used as opposed to other methods. The research procedures are detailed as well as the proposed data analysis method.

## 3.1. Research Design

The research utilized a descriptive research design to study the influence of performance appraisal system on employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka, Zambia. A descriptive research design is where the researcher uses scientific method to observe and describe the behavior of a subject in a study without influencing the conduct at all (Sharma, 2019). The researcher opted to use a descriptive method because it provided practical insights into how the performance appraisal system affects employee performance in International Non-Profit Organisations operating in the Agricultural Sector in Lusaka, Zambia.
This involved reviewing the existing and available employee data pertaining to the performance appraisal forms for employees, focusing on the processes, outcome and recommendations by the supervisors in this sector as well as assessing employee's behaviour through observation in relation to organizational culture and working values. The focus was on real-world implications and solutions to improve employee performance and organisational effectiveness. The specific independent variables for the study are narrowed to employee performance evaluations, reward and recognition system and the employee performance feedback and the independent variable being employee productivity.

McCombes (2019) indicate that a descriptive study has the ability to collect people's opinions and attitudes since it explores events in different aspects by asking how, why, what and where. Employee's verbal and non-verbal gestures were also helpful in assessing the work culture and the environment in general in all the eleven international non-profit organisations. In this vein, not only did the researcher observe employee's behaviour, but was also able to engage employees on one-on-one conversations in order to assess if the employees and their supervisors were well

acquainted with the performance appraisal process. The researcher was also able to find out if the employees understood the significance of the performance reviews and what it meant to them. This helped the researcher in determining whether high staff turnover was attributed to the performance appraisal process in the international non-profit organisations in agriculture sector in Lusaka, Zambia.

### 3.1.1 Philosophical Underpinning

The study is based on the philosophical framework of pragmatism, which prioritises practical outcomes and problem-solving in research. The pragmatic approach deduced from pragmatism was suitable for this study because it allows for the integration of both quantitative and qualitative methods, which provided a comprehensive understanding of the performance appraisal process. (Bryman, 2016).

## 3.2 Target Population

According to Frankel and Wallen (2014) a population refers to the group to which the results of the research are intended to apply. They stated that a population is usually the individuals who possess certain characteristics or a set of features a study seeks to examine and analyze. The total population of this study was 1200 employees drawn from the eleven international non-profit organisations in the Agricultural Sector in Lusaka, Zambia as presented in Table 3.0 below. This study targeted international non-profit organisations in the Agricultural Sector in Lusaka, Zambia and the target respondents were drawn from Lusaka offices where these INGOs are headquartered with the majority of some key employees such as senior management employees, middle-management and non-management employees. The population of interest was considered to have the potential of providing the relevant information regarding the effects of employee performance appraisal process on productivity in the international non-profit organisation in the agricultural sector in Lusaka because the researcher is also from this sector.

**Table 4: Total population distribution**

| Categories | Frequency |
|---|---|
| Senior Management | 80 |
| Middle Management Staff | 300 |
| Non-Management Staff | 820 |
| **Total** | **1200** |

Source: Human Resource Department, 2023

### 3.3 Sampling Design and Sample Size

In this study, stratified random sampling was employed to ensure proportional and representative participation across different job grades within International Non-Governmental Organizations (INGOs). The target population consisted of 1,200 employees, and the researcher drew a **10% sample size** (n = 120) as guided by Mugenda and Mugenda (2013), who recommend a 10–30% sample for populations under 10,000. To implement stratified sampling, the population was divided into three distinct strata based on employee hierarchy**:**

1. Senior Management
2. Middle Management
3. Non-Management Staff

The sampling frame for each stratum was obtained from the HR departments of the participating INGOs. Within each stratum, random sampling was applied to select individuals, ensuring each category was proportionally represented in the final sample.

| Stratum | Population Share (%) | Sample Size (n) | Sampling Method |
|---|---|---|---|
| **Senior Management** | ~10% | 22 | Random sampling within the stratum |
| **Middle Management** | ~27.5% | 33 | Random sampling within the stratum |
| **Non-Management Staff** | ~54.2% | 65 | Random sampling within the stratum |
| Total | **100%** | **120** | Stratified random sampling |

The researcher segregated interview sessions by job grade, meaning non-management staff were interviewed separately from middle or senior management. This enhanced data reliability**,** as participants felt more comfortable expressing views among peers with similar roles, incomes, and educational levels (Hayes, 2016).

Further, one-on-one confidential interviews were conducted with senior management to ensure openness and confidentiality. This stratified approach allowed the researcher to capture diverse perspectives on the effectiveness of the employee performance appraisal process and draw more accurate and statistically efficient inferences across the different organizational layers.

### 3.4 Data Collection Method

There are two types of data collected in a research study, primary and secondary data. The study used primary data through the self-administration of semi-structured questionnaires to employees of different ranks at the INGO in agriculture sector. The study primarily depended on field survey data, which were collected from the employees. Primary data was collected from management staff using a different set of semi-structured questions. The questionnaire that this researcher opted for consisted mainly of closed-ended questions which were completed by respondents using the five-point likert scale where 5 = Strongly Agree, 4 = Agree, 3 = Not Sure, 2 = Disagree and 1 = Strongly Disagree) to measure the judgement of respondents on how performance management process influenced employee productivity.

### 3.5 Data Analysis

This study employed a mixed research methodology, a process of research which integrated qualitative and quantitative research methods of data collection and analysis to best understand a research purpose. The researcher opted for a mixed methodology because it has the potential to offset the shortcomings of one single method and therefore, offers more validity and reliability to the findings of a research. (Hafsa, 2019). The quantitative data mainly descriptive statistics was generated using SPSS version 24 and Excel. Percentages were used to describe variable distributions using bar charts and pie charts. This allowed the researcher to analyse and interpret the data gathered from the sample. Qualitative data collected through interviews and open-ended questions, thematic analysis was used to identify patterns, themes, and relationships within the

data. The transcribed data was coded and analyzed to identify recurring themes and patterns that relate to the research questions.

### 3.6 Verbatim Used

The researcher opted for italics to denote verbatim responses obtained from semi-structured interviews for several reasons because verbatim transcription captures every detail of participants' spoken words, including pauses, fillers, and emotional expressions, which are crucial for deep analysis. (Hecker and Kalpokas, 2022). Verbatim transcriptions help visually differentiate them from the rest of the text, making it easier for readers to identify direct quotations within the narrative. Additionally, italicising the verbatim responses adds emphasis to the words spoken by participants, highlighting their significance and preserving the authenticity of their voices. This formatting choice also improves readability and ensures that readers can quickly distinguish between the researcher's analysis and the participants' actual words. Moreover, employing a consistent formatting style, such as italics for verbatim responses, enhances the overall coherence and professionalism of the research report, contributing to its clarity and coherence. Overall, italicising verbatim responses enhances the presentation of the embedded qualitative data, maintaining fidelity to participants' expressions while facilitating comprehension and engagement for readers.

The results from both the quantitative and qualitative data were presented in a narrative form to provide a detailed description of the findings, which was discussed in relation to the research objectives and previous literature.

### 3.7 Validity and Reliability

The validity is the correctness, capacity of interpretations founded on study finding. Reliability and validity form psychometric properties of measurement scales that are very important in estimating adequacy and accuracy procedures of a scientific research according to Bajpai and Bajpai (2014). The multiple instruments that were employed to carryout out this study which are; questionnaire, observation, document review and interviews provided crosschecking data required for validity. To ensure correctness of the questionnaire, the researcher study supervisor was availed the questionnaire for review and amendments before distribution to the respondents was

done. It was necessary in finding out any deficiencies in the questionnaire and rectifying them before the actual questionnaire were issued out. This is because, the questionnaire has the expectation that it reliably does what it is designed to do every time it is used. If the questionnaire is consistent over time and yields the similar results each time used, it is reliable. Thus, the questionnaire's reliability was assessed by checking its consistency using Cronbach's alpha. The questionnaires achieved an acceptable level of 0.7 or higher, as shown in the table below. (Bajpai and Bajpai, 2014)

***Table 5 Instrument Reliability Test***

| No. | Items | Cronbach's Alpha | N of Items |
|---|---|---|---|
| 1 | Performance Appraisal on employee | .743 | 12 |
| 2 | Rewards system on employee | .786 | 11 |
| 3 | Performance feedback on employee | .841 | 10 |

Data Source: Author (2023)

### 3.8 Pilot Study

A pilot study is the first step of the entire research protocol and is often a smaller-sized study assisting in the planning and modification of the study (Thabane, et;al, 2010). It involves small-scale study which often precedes the main trial to analyze the study validity. Research instruments are pre-tested on a small number from the sample size. A sample equivalent to 10% of the study sample is enough for piloting the study instruments. The researcher therefore conducted a pilot study from one international non-profit organization in the agriculture sector within Lusaka using simple random sampling. Therefore, 12 respondents representing 10% of the sample size were selected in this pilot studies. From this exercise, the researcher had an opportunity to make amendments and refine the questionnaire further to iron up issues or hiccups raised by respondents with to the instruments that were developed.3.8 Ethical consideration. (Mugenda and Mugenda, 2013).

### 3.9 Ethical Consideration

This study adhered to ethical principles in research involving human participants. The researcher obtained ethical clearance from the relevant ethics committee before conducting the study. An introductory letter was obtained from the University of Zambia (UNZA) graduate school of

business Management and clearance letter was sought from The University of Zambia Humanities and Social Sciences, Research Ethics Committee, before proceeding with the research on effectiveness of the performance appraisal process in the International Non-Profit Organisations sector. In proceeding with the study, the participants were informed about the purpose of the study, their right to withdraw from the study at any time, and the confidentiality of their responses. Informed consent was obtained from all participants. To protect the anonymity of the participants, no identifying information were collected, and all data collected was kept confidential and used only for the purpose of the study. The researcher also ensured that the study did not cause any harm to the participants and that their rights were respected throughout the study.

### 3.10 Generalizability and Triangulation

Generalizability and Triangulation in relation to the study was achieved in the following ways:

#### 3.10.1 Generalizability

The study's findings are particularly relevant to International Non-Profit Organisations operating within the agricultural sector in Lusaka, Zambia. The unique organisational structures, cultural contexts, and performance appraisal systems within this specific sector may limit the direct applicability of the findings to other industries or geographical regions. However, insights gained from this study could potentially inform similar organisations operating within the non-profit sector globally, especially those facing similar challenges related to employee performance appraisal and organisational effectiveness.

#### 3.10.2 Triangulation

To ensure the robustness and reliability of the findings, the study employed triangulation, utilising multiple methods of data collection. By combining semi-structured interviews, self-administered questionnaires, document reviews, and observations, the researcher gathered data from various sources, perspectives, and contexts. This approach facilitated a comprehensive understanding of the research topic, allowing for the cross-validation of findings and minimising the impact of biases inherent in any single data collection method. Additionally, the integration of both qualitative and quantitative methods through mixed research methodology further enriched the

analysis, enabling the researcher to explore the research phenomenon from different angles and perspectives.

### 3.9 Conclusion

This section addresses the paradigm of the research and systematically evaluates how the study was carried out to assess the effectiveness of performance appraisal process in the international non-profit organisations. The chapter also examined the many research methodologies using diverse research philosophies, different techniques to data collection and analysis. It also addressed the ethical principles that were utilized for the study. It also discussed the summative assessment technique and the distinct research framework. The chapter also highlighted benefits and shortcomings of various research strategies.

# CHAPTER FOUR
# PRESENTATION AND ANALYSIS OF RESULTS

## 4.0. Introduction

This chapter presents the findings of the study that were gathered through questionnaires and interviews. The main purpose of this chapter is to present the results of the data analysis and interpretation of the results in line with the tenets of this study. The results have been presented in a manner as not to allow diversion from the original objectives using the suitable statistical analysis. The findings from the questionnaires are supported with tables and figures. The results of the investigation were based on the following objectives:

i. To measure the effectiveness of performance evaluation methods on employee performance in the international non-profit organisations in the agricultural sector in Lusaka, Zambia.
ii. To determine the effectiveness of the recognition and reward system on employee performance in the international non-profit organisations in the agricultural sector in Lusaka, Zambia.
iii. To examine the effectiveness of performance feedback on employee performance the international non-profit organisations in the agricultural sector in Lusaka, Zambia.

## 4.1. Response Rate of Respondents

A total number of 120 questionnaires were administered to respondents sampled from among employees of international non-profit organisations in the eleven agricultural sector in Lusaka, Zambia. From the distributed questionnaires, a total of 97 were fully completed and returned which represented a response rate of 80% as tabulated in the table below:

***Table 6: Participants Distribution Rate***

| RESPONDENTS | FREQUENCY | PERCENTAGE |
|---|---|---|
| Senior Management | 11 | 10.7 |
| Middle Management | 21 | 20.4 |
| Non-Management | 65 | 63 |
| **TOTAL** | **97** | **80%** |

**Source: Field Survey (2023)**

In the study, respondents with different characteristics were interviewed to ensure balanced views from all categories of employee.

The above response rate of 80% was considered high and representative enough to proceed with further analysis and data interpretation as well as generalizing the findings. This was in agreement with Creswell (2013) who postulates that a response rate above 50% is statistically acceptable to make generalised responses for a sample size between 300 and 350 with a margin of error of 5%. Based on these suggestions by scholars, it can be argued that the study's response rate of 80% was a good basis for making conclusions and recommendations.

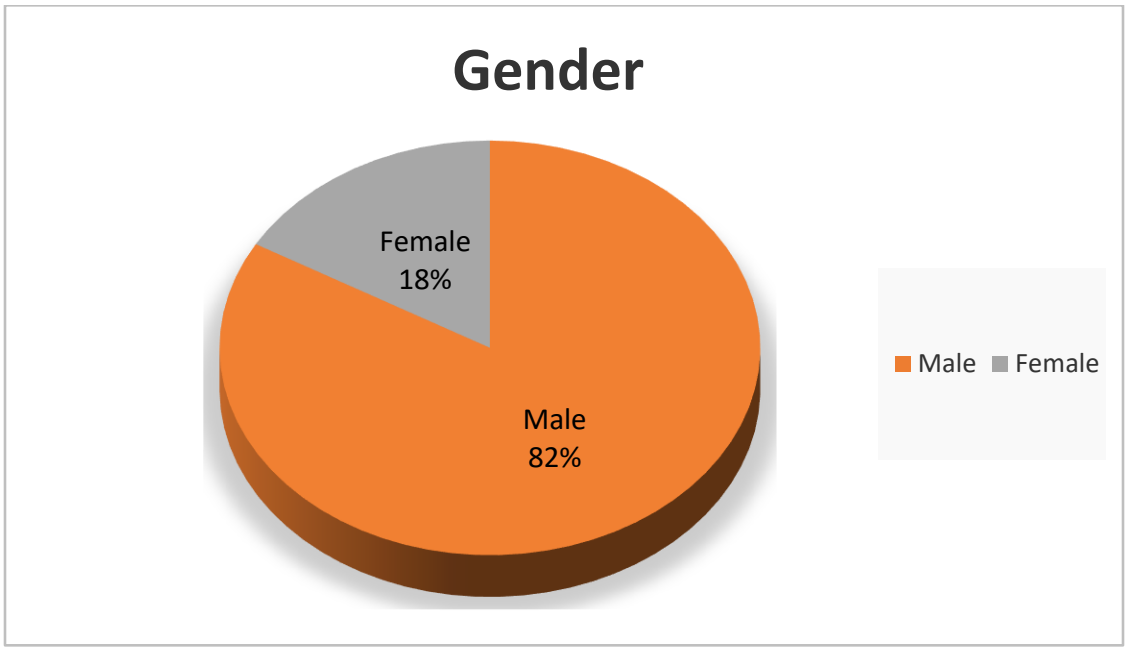
### 4.2. Demographic Characteristics of Respondents

This involved values such as, gender, age, level of education and length of service in the institution representing the background variables for the purpose of assessing any influence that these variables may have on the findings.

#### 4.2.1. Gender of Respondents

The gender distribution of the respondents in this study was relevant due to the immense role that gender stratification plays when it comes to how males relate with females in the workplace. It is against this background that respondents were asked about their gender. A total of 80 (82%) were male and 17 (18%) were female. The findings show that male respondents were largely dominated the international non-profit organisations in Zambia under study as tabulated in the figure below.

**Figure 2 Gender of Respondents (n=97)**

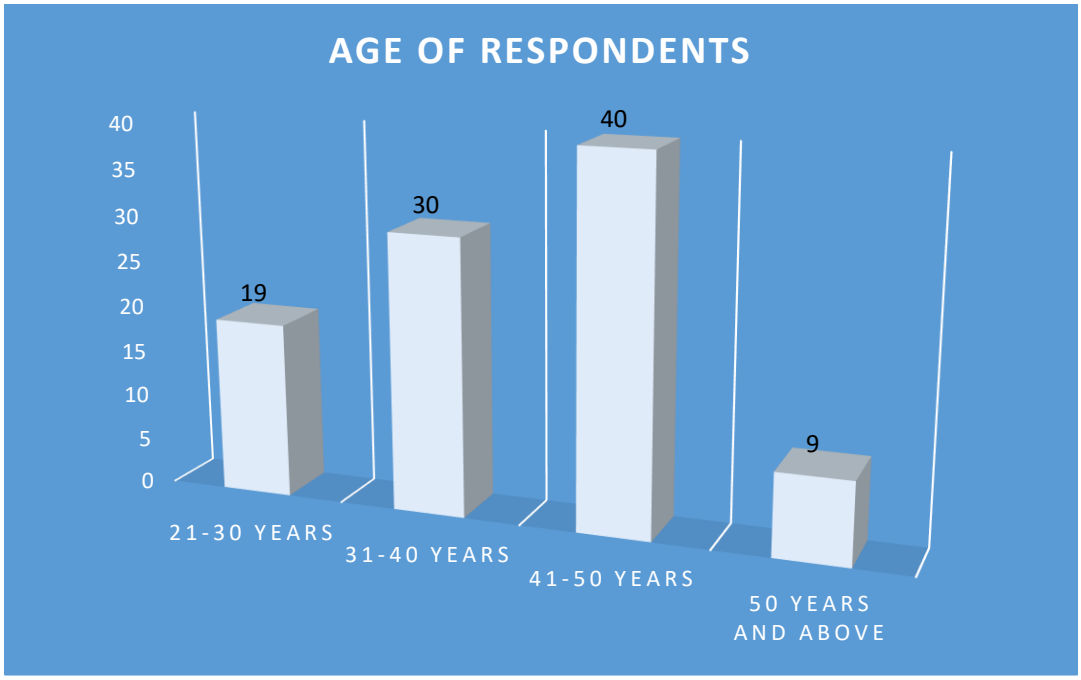



**Source: Field Survey (2023)**

### 4.2.2 Age Distribution of Respondents

The results from Figure 4.2 below reveals that 20% were within the age group 21-30 and 31% were between 31-40 years, 41 % were between 41-50 years and 9% were above 50 years. The results further indicate that, 41% of the total number of respondents being the majority were within the age group 41-50 years whilst 31% followed in second place for respondents in the 31-40 years age-group. Therefore, a total of 72% respondents were above 30 years. Age has been noted by many researchers as having a very crucial role in determining whether an employee will be able to perform beyond or below what is expected of them. Burlacu (2012) observes that the relationship that exists between age and performance is an issue for the coming times.

**Figure 3 Age of Respondents (n=97)**



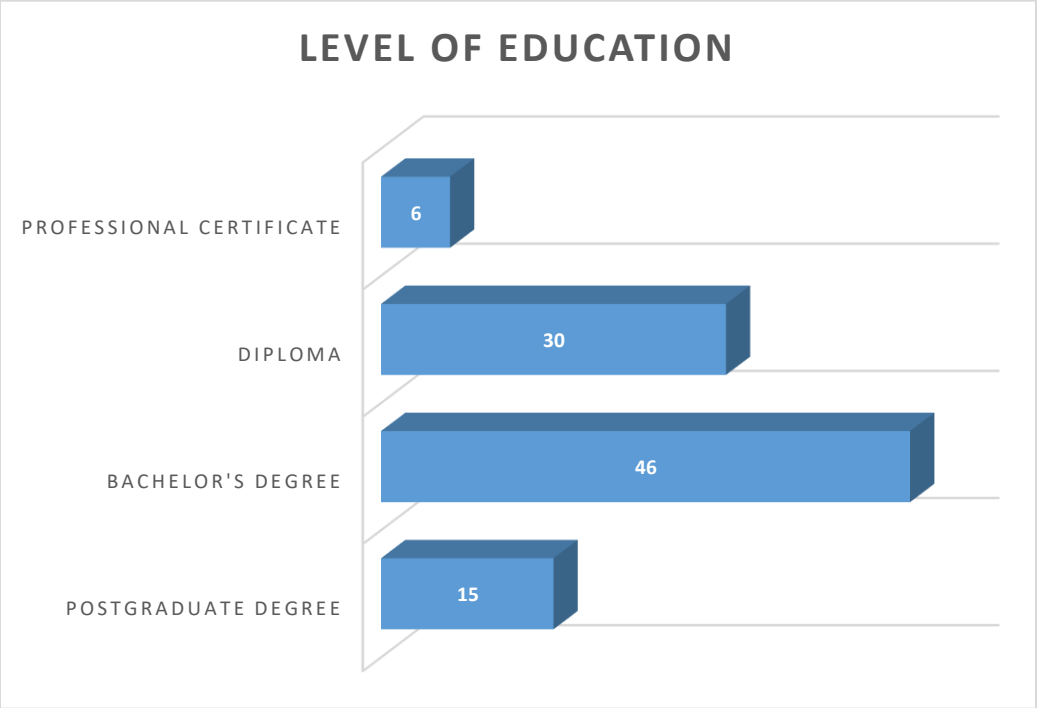

**Source: Field Survey (2023)**

### 4.2.3 Educational Background of Respondents

Figure 4.3 shows the various levels of education of all respondents. The majority of respondents 46 (47%) had bachelor's degree, 30 (31%) were diploma holders, 15 (15%) were postgraduate degree and constituted mostly the supervisory staff stratum. 6(6%) had a professional certificate.

Formal education has given rise to shifts in the occupational distribution and ranking in the country, as well as a change in the stratification arrangements of the wider society (Assimeng, 2012). It has also changed the cognitive structure of many people. It is in the light of this that the study examined the educational background of respondents. This level of literacy enhanced the research, especially during the data collection. This was because most of the respondents could understand the issues that the research sought to unravel. These results reveal that more of the respondents had a minimum of bachelor's degree which helped to get an enlightened view of the study topic as tabulated in the figure below:

**Figure 4 Level of Education of Respondents (n=97)**

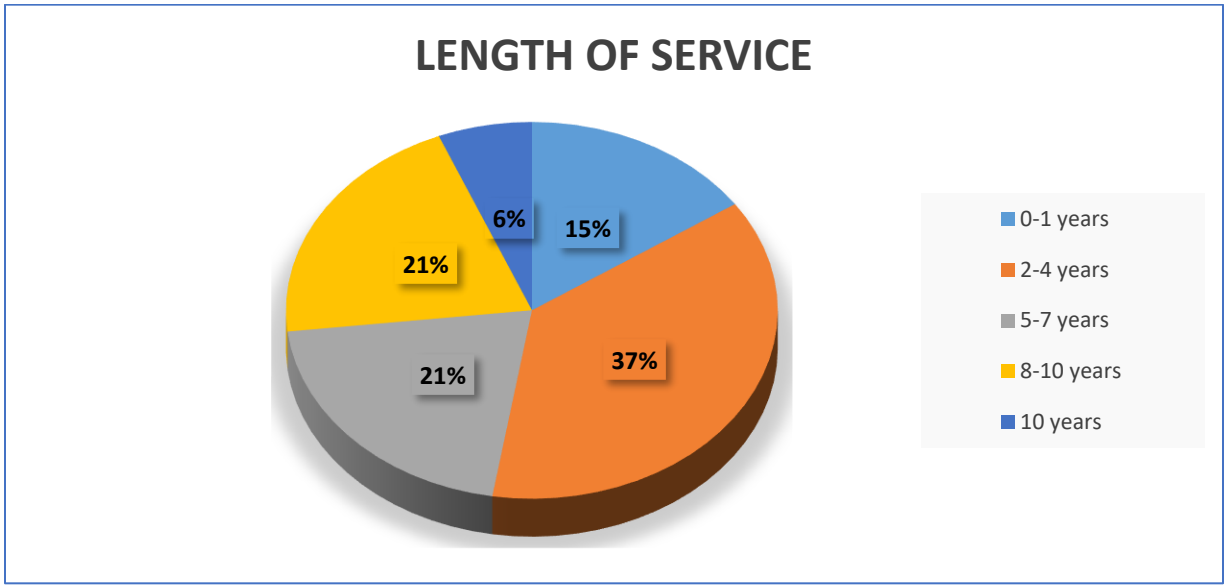



**Source: Field survey (2023)**

### 4.2.4 Length of Service of Respondents

Out of the total number of 97 respondents, 15 (15%) had been working in the organization for 0-1 years, 36(37%) had been working for 2-4 years and 20 (20%) had served for 5-7 years. Those who had been working for 8-10 years represented 20 (20%) and another 6 (6%) of the respondents had worked with the institution for over 10 years. According to the study, the majority of respondents had been working in the organization for 2 to 4 years. Length of service is an important characteristic that helps the organisation planners to plan the manpower requirements of the organisation at any point in time and the results are given below. In order to investigate the impact of performance management on service delivery, it was important to explore for how long respondents had been working in the organization. Figure 4.4 gives the length of service of employees in International non-profit organisations in the agriculture sector in Lusaka as tabulated in the Figure below:

**Figure 5 Summary of Length of Service (n=97)**




**Source: Field survey (2023)**

## QUALITATIVE FINDINGS

### 4.3. Effectiveness of Performance Evaluation Methods on Employee Performance in International Non-Profit Organisations in the Agriculture Sector: Lusaka Province (n=97)

Qualitative findings in line with the Effectiveness of Performance Evaluation Methods on Employee Performance are presented under this segment of the chapter:

The qualitative analysis of employee responses on performance appraisals in their organisations reveals several key themes: fairness and transparency in the appraisal process, the link between appraisals and motivation, skill development gaps, the role of leadership in fostering career growth, and the impact of rewards and incentives on retention.

### 4.3.1 Fairness and Transparency in the Appraisal Process

One recurring concern is the perceived fairness of performance appraisals. Employees highlighted that appraisals could either serve as a motivator or a demotivator, depending on how fair and transparent they were. Many respondents felt that biases within the system undermined its effectiveness. As one employee put it, *"If the same people keep getting recognized regardless of actual performance, then the whole system loses credibility."* Another echoed this sentiment, *"We are told appraisals matter, but decisions seem to be made before the process even begins."*

Additionally, employees pointed out that appraisal outcomes often seemed subjective, with some managers appearing to favor certain individuals over others. One respondent shared, *"It's frustrating when you work hard, yet promotions or incentives go to people who seem to have personal connections rather than actual performance records."* Another noted, *"I know my contributions matter, but I have never felt like my appraisal truly reflects my effort. It feels like a box-ticking exercise."* These responses indicate that unless organisations strengthen the objectivity of appraisals, employees may continue to view them with skepticism, which could negatively impact their morale and commitment.

### 4.3.2 The Role of Performance Appraisals in Motivation

Closely tied to the issue of fairness is the role of performance appraisals in motivation. While some employees acknowledged that well-executed appraisals encouraged them to perform better, others felt that poor implementation led to disillusionment. One employee noted, *"If my efforts are acknowledged, I am willing to go the extra mile. If not, I will just do the bare minimum."* Similarly, another employee observed, *"I work hard not because of appraisals, but because I have personal goals. The process itself doesn't inspire me."*

A significant number of employees also questioned whether appraisals served their intended purpose. One participant stated, *"We fill out forms, we sit through the discussions, and at the end of the day, nothing changes. There's no follow-up, no action, no improvement."* Others pointed out that motivation is tied to how feedback is given. A respondent explained, *"If an appraisal is constructive and helps me understand how I can grow, I take it seriously. But when it feels like criticism for the sake of criticism, it's demotivating."* These insights suggest that appraisals alone may not be sufficient to drive motivation; instead, they need to be integrated with meaningful recognition and support mechanisms.

### 4.3.3 Skill Development Gaps and Lack of Follow-Through

Another key theme that emerged is the disconnect between appraisals and skill development. While appraisals are expected to identify areas for improvement, many employees felt that there was little to no follow-up in terms of targeted training and development. As one respondent explained, *"Appraisals tell us where we fall short, but they don't tell us how to improve."*

One employee highlighted the lack of structured development opportunities: *"I have never had a post-appraisal training session specific to my needs. We get general training, but that's different from what I actually require to perform better."* Another noted, *"The few trainings we do have are mostly generic. They don't address the specific weaknesses identified in our appraisals."* These responses indicate that organisations must ensure appraisals are linked to actionable development plans to be effective.

The absence of targeted skills development was also tied to perceptions of job stagnation. One respondent shared, *"I've been in the same position for years, and despite good appraisals, there has been no effort to help me develop new skills or move to the next level."* This lack of career progression opportunities could lead to disengagement and higher turnover rates.

### 4.3.4 Leadership's Role in Driving Growth and Development

The study also underscores the critical role of leadership in ensuring growth and development through appraisals. Employees who had supportive managers were more likely to see value in appraisals. One senior leader stated, *"I use appraisals as a way to help my team set goals and find the right training to support their growth."*

However, many employees felt that leadership engagement in the appraisal process was inconsistent. One employee noted, *"Some managers only see appraisals as a compliance exercise; they don't actually use them to help employees grow."* Another respondent stated, *"I've had managers who use appraisals effectively, but I've also had managers who rush through the process without any real discussion about my progress."*

This suggests that leadership commitment to the process determines whether appraisals translate into meaningful career advancement opportunities. Organisations must ensure that managers are well-equipped to conduct appraisals effectively and use them as tools for development rather than just administrative tasks.

### 4.3.5 The Impact of Rewards and Incentives on Employee Retention

Lastly, the relationship between rewards, incentives, and employee retention was a major concern. Many employees felt that their organisations' reward structures were not competitive enough to retain talent. One respondent shared, *"I love my job, but if a better offer comes, I won't hesitate to leave because there's nothing holding me back."* Another added, *"Salary is just one part of retention. Feeling valued and appreciated matters just as much, and right now, many of us don't feel that way."*

Employees also expressed dissatisfaction with the fairness of the rewards system, particularly when it came to recognition for high performance. One participant stated, *"Bonuses and incentives seem to be given arbitrarily. There's no clear link between performance and reward."* Another employee noted, *"Even when I perform well, my salary increase is minimal. Meanwhile, people who contribute less seem to get the same treatment."* These responses indicate that beyond monetary incentives, employees seek a work environment where they feel acknowledged and valued for their contributions.

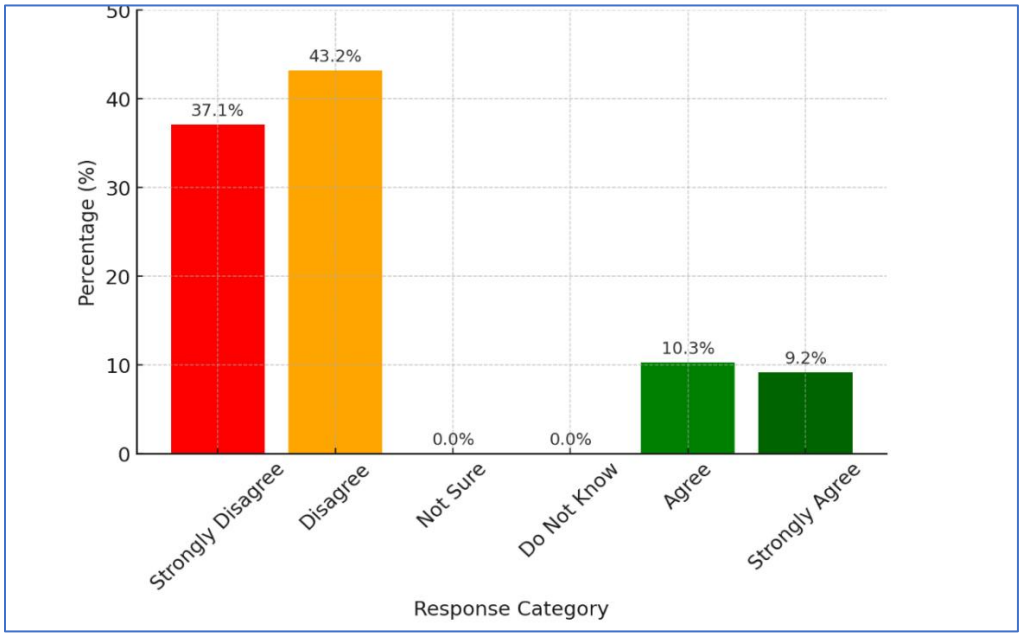
## QUANTITATIVE FINDINGS

### 4.4. Effectiveness of Performance Evaluation Methods on Employee Performance in International Non-Profit Organisations in the Agriculture Sector: Lusaka Province (n=97)

Quantitative findings in line with the effectiveness of Performance Evaluation Methods on Employee Performance are presented under this segment of the chapter

Figure 6 demonstrates that the majority (43.2% and 37.1) do not agree that there was an appeal process if they did not agree with the performance scores with their managers. The majority of this response were from the non-management employees in the INGOs. The minority (10.3% and 9.25%) that agreed that there was an appeal process were from the senior management team.

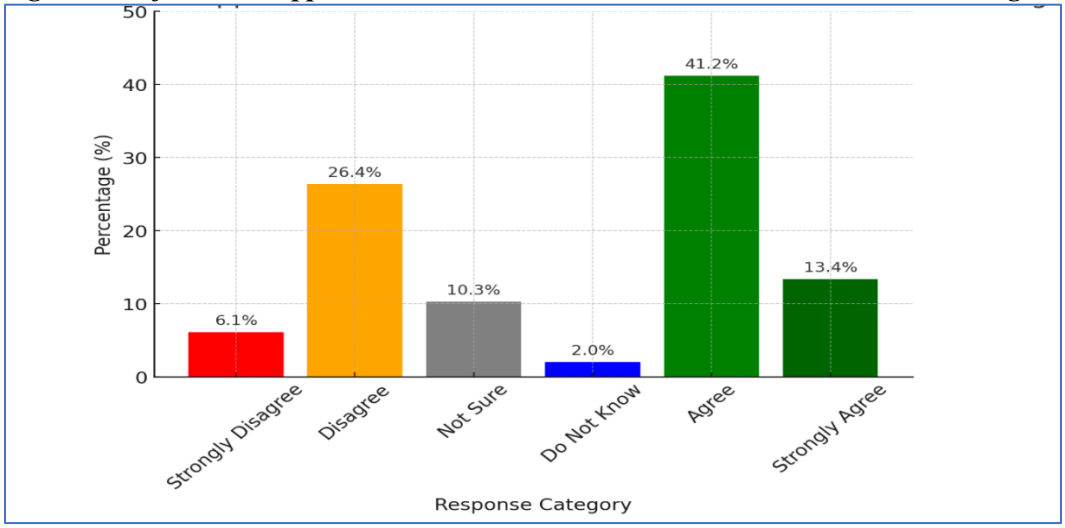
*Figure 6: If I don't agree with performance appraisal score, there is appeal process*




**Source: Field Survey (2023)**

Results in Figure 7 indicate that the majority (41.2%) do agree with this assertion and 13.4% strongly agree. While a substantial number (26.4%) on the other side disagree with the viewpoint, interview results indicated that most employees expressed knowledge on what they are expected to do. They appreciated that performance appraisals offered guidance on what they needed to do because their goals were aligned to the project requirements.

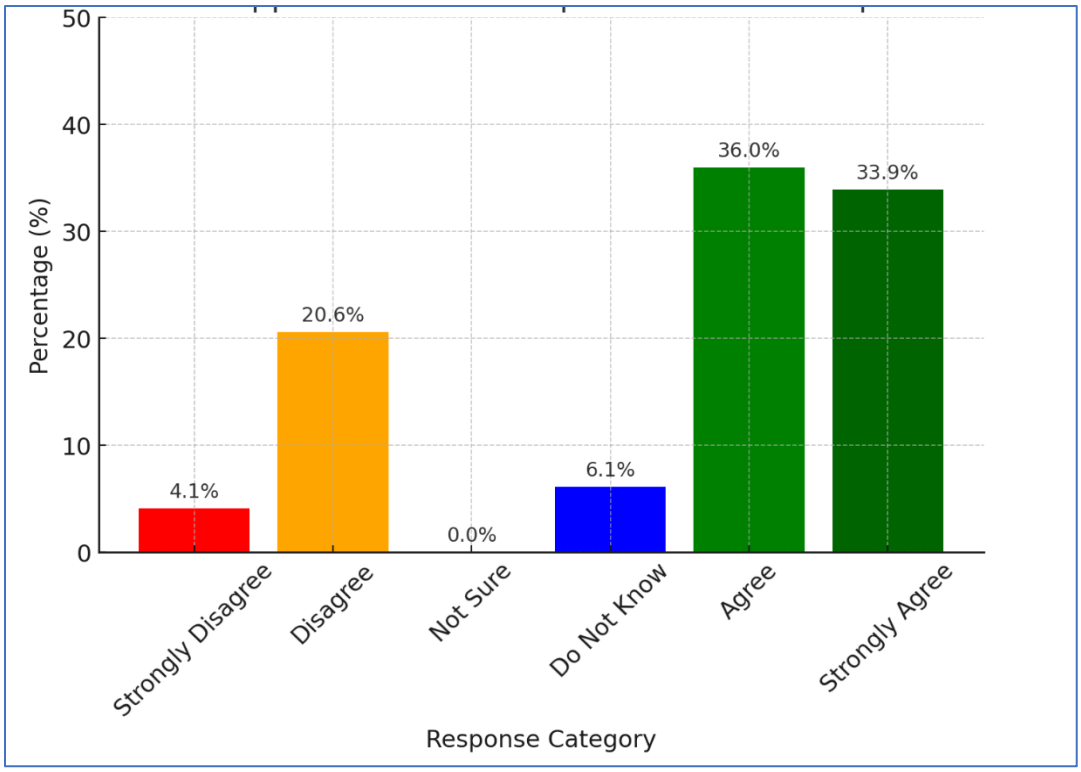
*Figure 7 Performance appraisal makes me better understand what I should be doing*




**Source: Field Survey (2023)**

Figure 8 demonstrates that the majority (36% and 33.9%) do agree that performance appraisals have the ability to influence positive individual performance. However, the minority did not agree with this assertion as can be seen that a 20.6% expressed that there was some level of biasness in the process resulting into some employees losing confidence in the process. The group that felt that way, confirmed the problem of high staff turnover in INGO in the agriculture sector in Lusaka Province.

***Figure 8 Performance appraisals influence positive individual performance.***

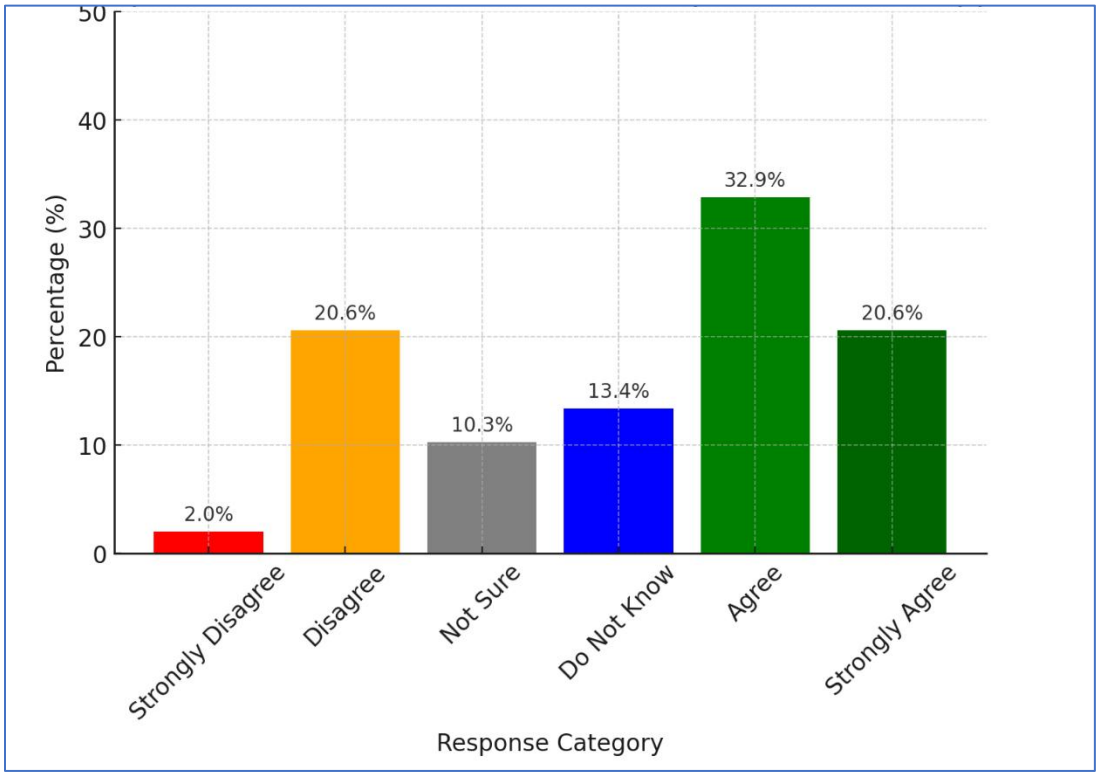



**Source: Field Survey (2023)**

Figure 9 demonstrates that the majority (32.9%) do agree that they often perform better than what could be expected without the appraisals. 20.6% strongly agree while the other 20.6% on the other hand disagree with this assertion. 10.3% where not sure of the assertion while 13.4% did not know which category to fall under. From interviews, the researcher found that the responses from respondents were somewhat balanced; about 30% of employees in the INGOs in Agriculture

Sector in Lusaka felt that the performance appraisals where relevant to boost performance while 30% on the other hand felt that they would work better in the absence of the performance appraisals as they viewed appraisal process as time consuming and irrelevant. This response was common to organisations who do not attach incentives to the process such as salary increments, promotions or any form of recognition. Results also reviewed that some INGOs who did not attach any incentives to the performance appraisals experienced a high staff turnover return.

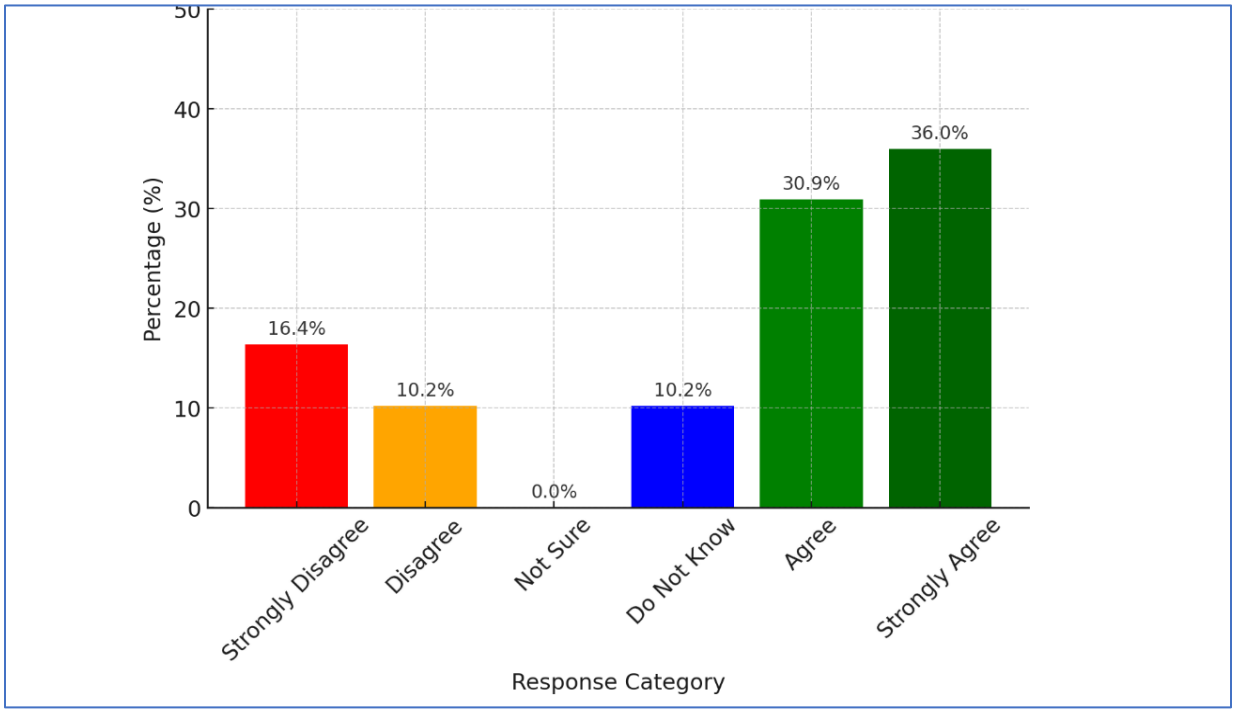
***Figure 9 I often perform better than what can be expected without appraisal.***




**Source: Field Survey (2023)**

Results in Figure 10 indicate that the majority (36%) strongly agree that performance appraisal process is valuable to their performance in their organisations, 30.9% of respondents do concur with this viewpoint. 16.4% strongly disagree while 10.2% disagree with the assertion. The researcher found that, the INGOs with positive responses to this assertion turned out to do better with the appraisal process in almost all aspects and enjoyed low staff turnover.

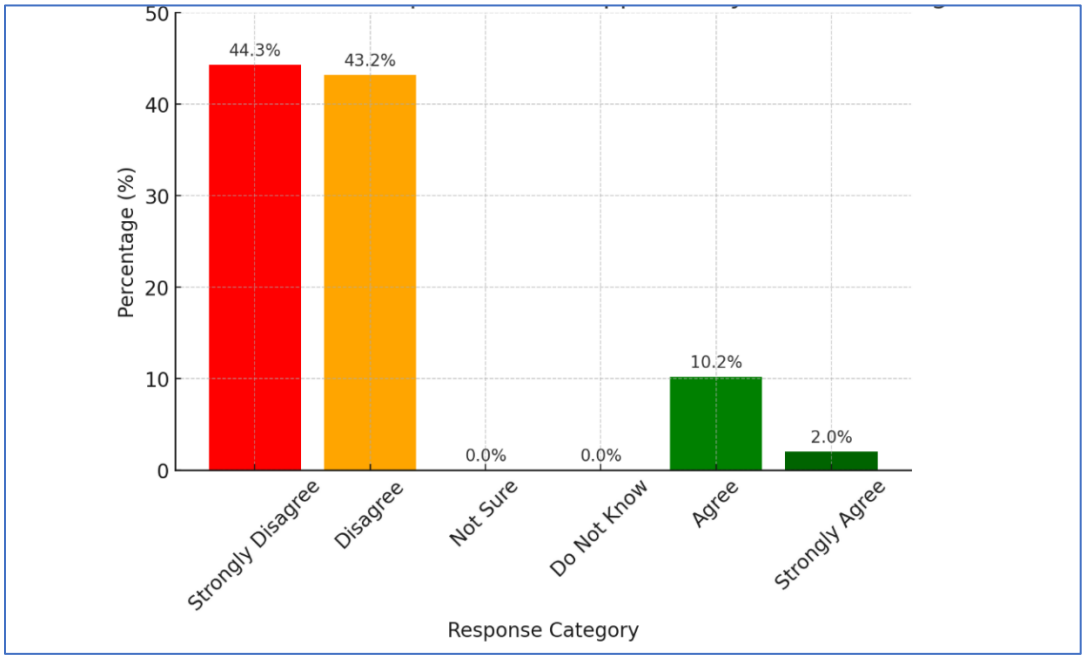
*Figure 10 Performance appraisal process is valuable to my performance in my organization*




**Source: Field Survey (2023)**

**Figure 11** demonstrates that the majority (44.3% and 43.2) strongly disagree and disagree that they were satisfied with their current performance appraisal system in their organizations. The minority on the other hand (10.2% and 2%) expressed their satisfaction with the process in their organisations. The significant number of the respondents not satisfied expressed various reasons such as lack of engagement by their managers to discuss performance, lack of clear goals due to everchanging donor requirements, biasness as well as unfair reward system. These reasons have however, contributed to high turnover rate in the INGOs in the Agriculture Sector operating in Lusaka, Zambia.

**Figure 11 Am satisfied with the current performance appraisal system in the organization**



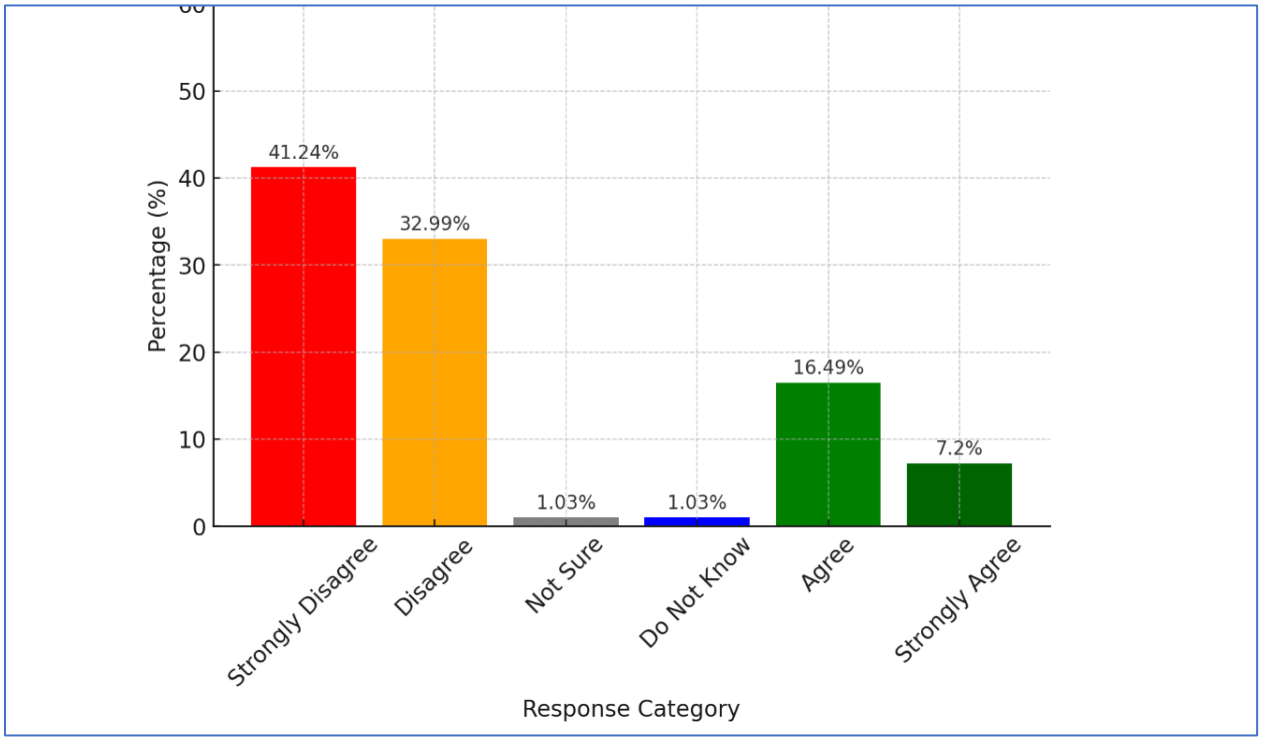

**Source: Field Survey (2023)**

### 4.5. Effectiveness of Recognition and Reward Systems on Employee Performance in the International Non-Profit Organisations in the Agriculture Sector in Lusaka, Zambia

Findings in line with the second research objective which aimed at determining the effectiveness of the recognition and reward system on employee performance in the International Non-Profit Organisations in the Agricultural Sector in Lusaka, Zambia, are presented under this section of the chapter:

Figure 12 results show that a substantial percentage of participants (41.24%) strongly disagree that the rewards and recognition systems offered by their organization inspire them to perform at their highest level. Furthermore, a significant proportion (32.99%) also concurs with this assertion. There is a widespread feel among employees that the awards provided by their organizations are not as efficient for maximizing their performance and effort. Nevertheless, a minority of respondents, comprising 1.03% who are neutral and 16.49% who agree, do find the prizes inspiring. This indicates that although most people find the awards not compelling, there are still some who do regard them as such.

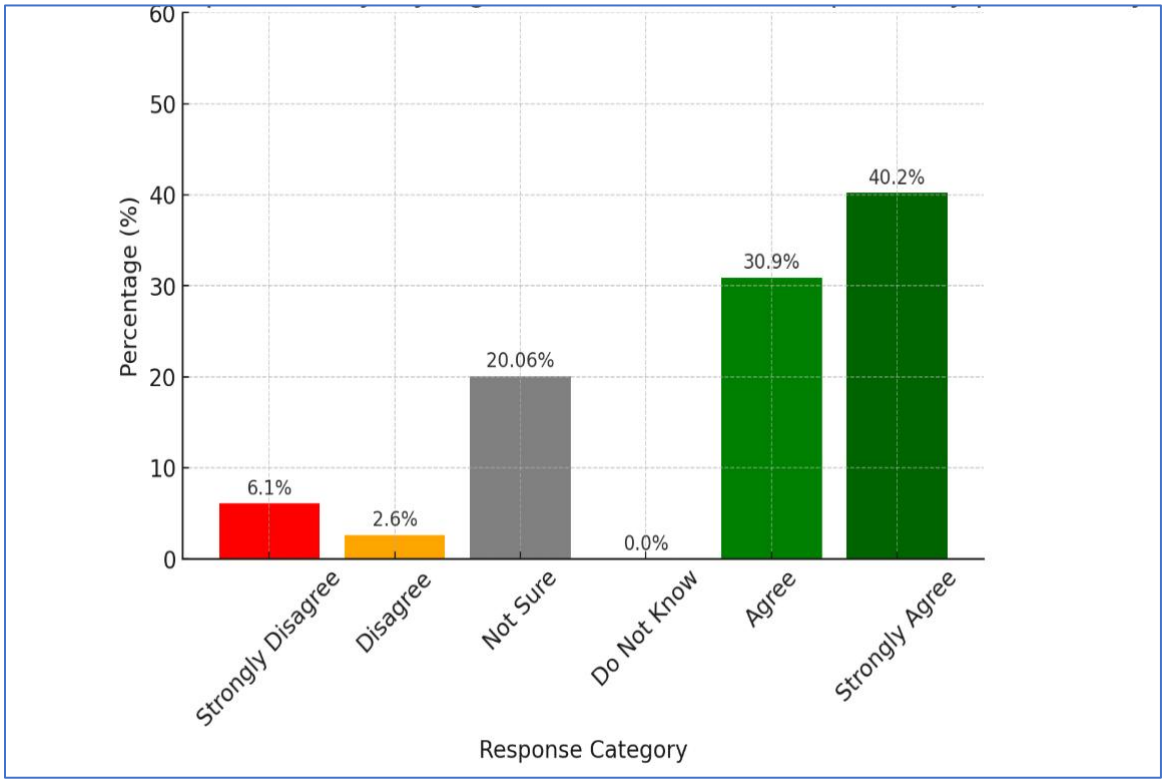
***Figure 12 The rewards provided by my organization very frequently motivate us to give our best***




**Source: Field Survey (2023)**

Figure 13 clearly demonstrates that a substantial proportion of participants (40.2%) concur that the incentives offered by their company occasionally contribute to enhancing their productivity. Furthermore, a significant proportion (30.9%) likewise hold this view. This indicate that although a significant fraction of employees view awards as beneficial means of improving productivity, there is also a considerable percentage (2%) who have a neutral stance and another important percentage (20%) who disagree with this assertion.

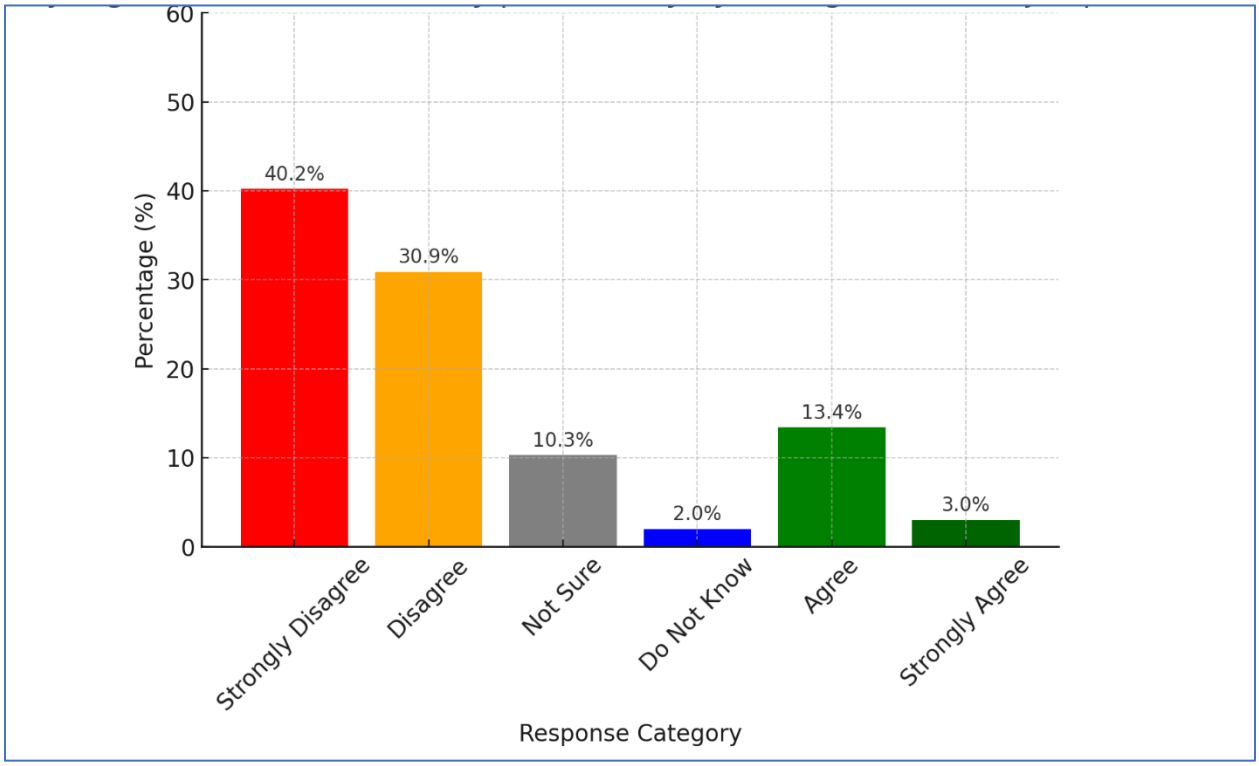
***Figure 13 The rewards provided by my organization sometimes serve to improve on my productivity.***




**Source: Field Survey (2023)**

Figure 14 clearly demonstrates that a substantial majority of participants (40.2%) strongly disagree that their organisation impacts their productivity by establishing a connection between rewards and job advancement. Furthermore, a significant percentage (30.9%) likewise holds this viewpoint. There is a prevalent view among employees that the combination of job promotion opportunities and rewards do not necessarily act as a significant motivational element for maximising productivity. Nevertheless, a minority of respondents, comprising 10.3% who are neutral and 13.4% who agree, do view the connection between rewards and job promotion as significant in enhancing productivity. This implies that not all employees recognise the impact of rewards on their job performance. As a result, some employees are forced to leave the organisations to join other organisations with better rewards and benefits.

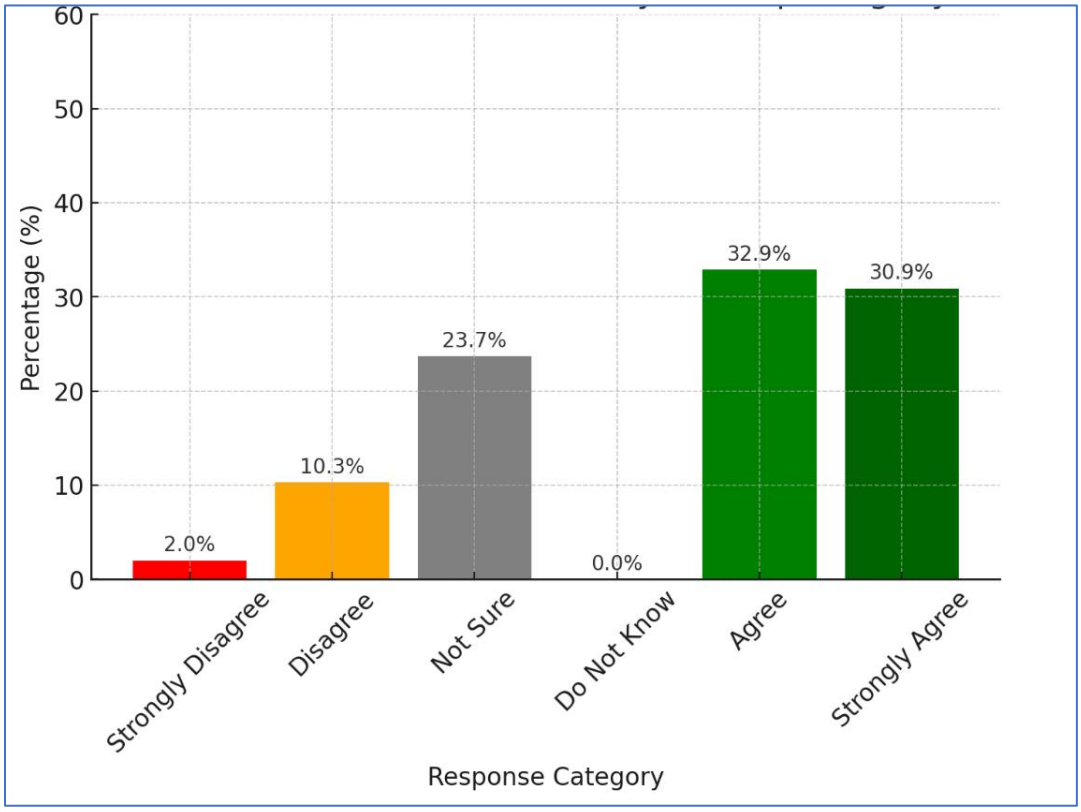
*Figure 14 My organization influences my productivity by linking the reward on job promotion.*




**Source: Field Survey (2023)**

According to the findings shown in Figure 15, a substantial percentage of participants (30.9%) express a strong agreement that awards serve as a motivating factor for them to complete their obligations promptly. Furthermore, a significant proportion (32.9%) concurs with this assertion. There is a widespread agreement among employees that prizes are excellent incentives for encouraging timely completion of tasks. Nevertheless, a minority of respondents, comprising 23% who are neutral and 10% who disagree, do not consider prizes to be motivating in terms of timeliness. This implies that although the majority perceives rewards to be motivating in terms of timeliness, there were still individuals who do not share this perception.

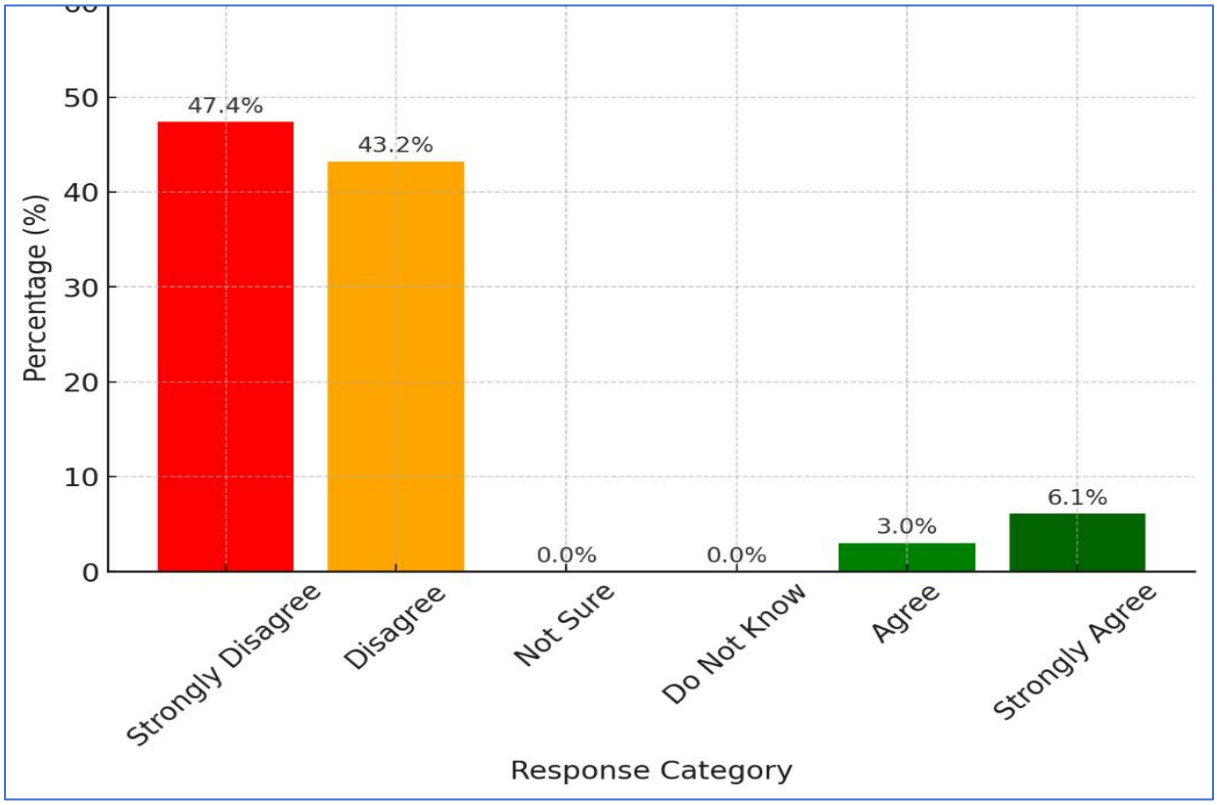
***Figure 15 The rewards motivate me to be timely in completing my duties.***




**Source: Field Survey (2023)**

Figure 16 clearly shows that a substantial majority of respondents (47.4%) strongly disagree that the rewards provided by their business are diverse and satisfactory. Furthermore, a significant percentage (43.2%) also concurs with this assertion. This indicates that employees generally believe that the awards offered by the organisation are not varied and do not fulfil their satisfaction requirements. The existence of a small yet significant proportion of participants who have a dissenting view (6.1%) implies that there is potential for enhancing certain elements of the rewards system to guarantee that it is universally regarded as completely satisfying by all staff members.

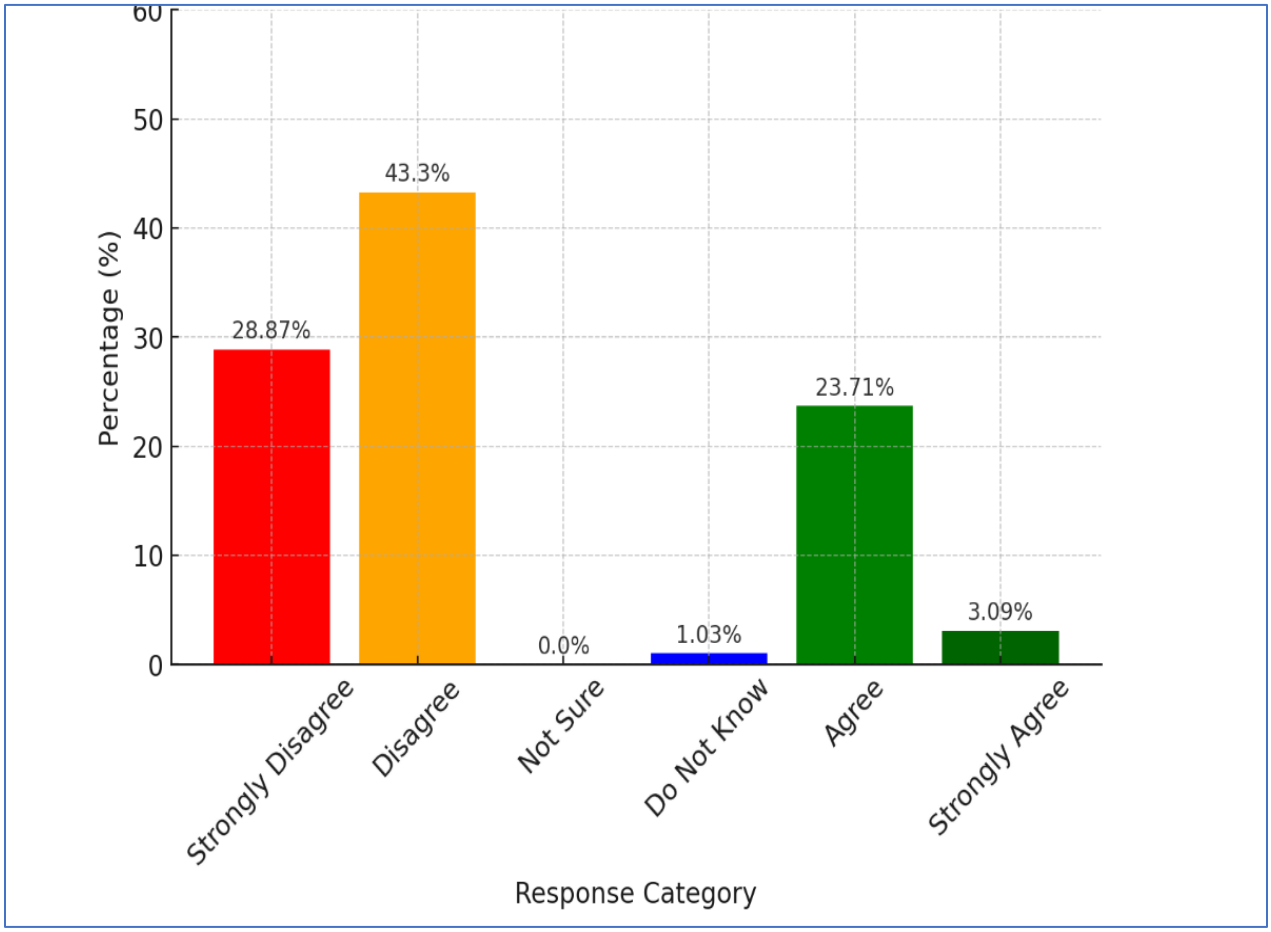
***Figure 16 The rewards are varied and satisfactory.***




**Source: Field Survey (2023)**

Results presented in Figure 17 reveals that a substantial percentage of participants (43.3%) hold a strong belief that their income level is not as fair and as satisfactory in relation to their performance. In addition, a significant proportion (28.87%) also concurs with this assertion. This indicates that employees generally believe that their earnings are not an accurate representation of their performance and therefore not satisfactory. Nevertheless, a minority of respondents, specifically 23.71% do agree, while an even smaller fraction, only 1.03%, strongly agreed with this assertion. This suggests that although a few individuals consider their pay to be just and acceptable, there is still a significant portion who may not completely agree with this viewpoint claiming that there was lack of equity. The existence of a small yet significant proportion of participants who have a contrary opinion (3.09%) indicates that there is potential for enhancing certain elements of the salary framework to guarantee that it is universally seen as completely equitable and fulfilling by all staff members.

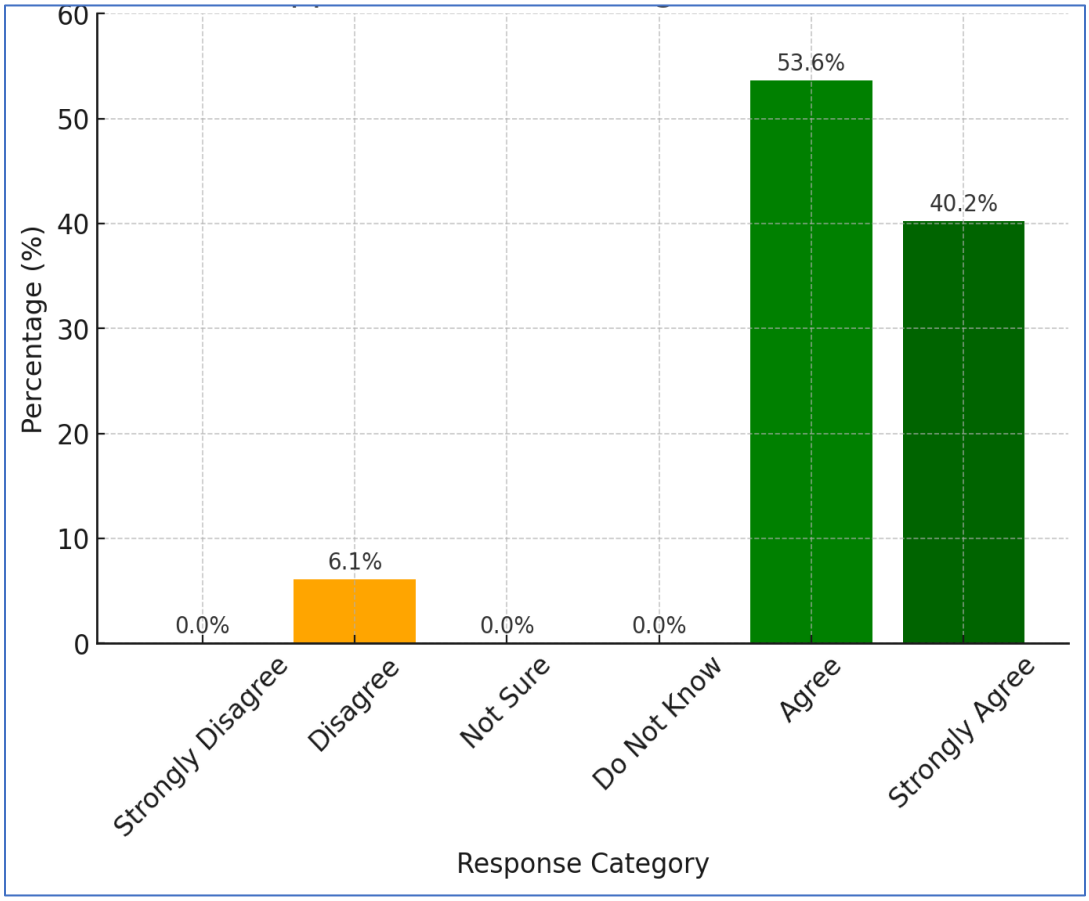
*Figure 17 My level of wage is fair and satisfactory to the degree of my performance.*




**Source: Field Survey (2023)**

Results presented in Figure 18 reveals that a significant majority of respondents (53.6%) hold a strong belief that reward possibilities serve as a catalyst for encouraging staff members to exhibit creativity. Furthermore, a significant percentage (40.2%) also concurs with this assertion. This indicates that employees generally believe that the presence of reward opportunities in the business is a major factor in motivating staff to be more creative. Nevertheless, a minority of respondents (6.1%) do not agree with this stance towards this statement, suggesting a degree of doubt or absence of view regarding the connection between reward opportunities and creativity. These findings highlight the significance of providing reward opportunities to stimulate innovation among employees in the organisation.

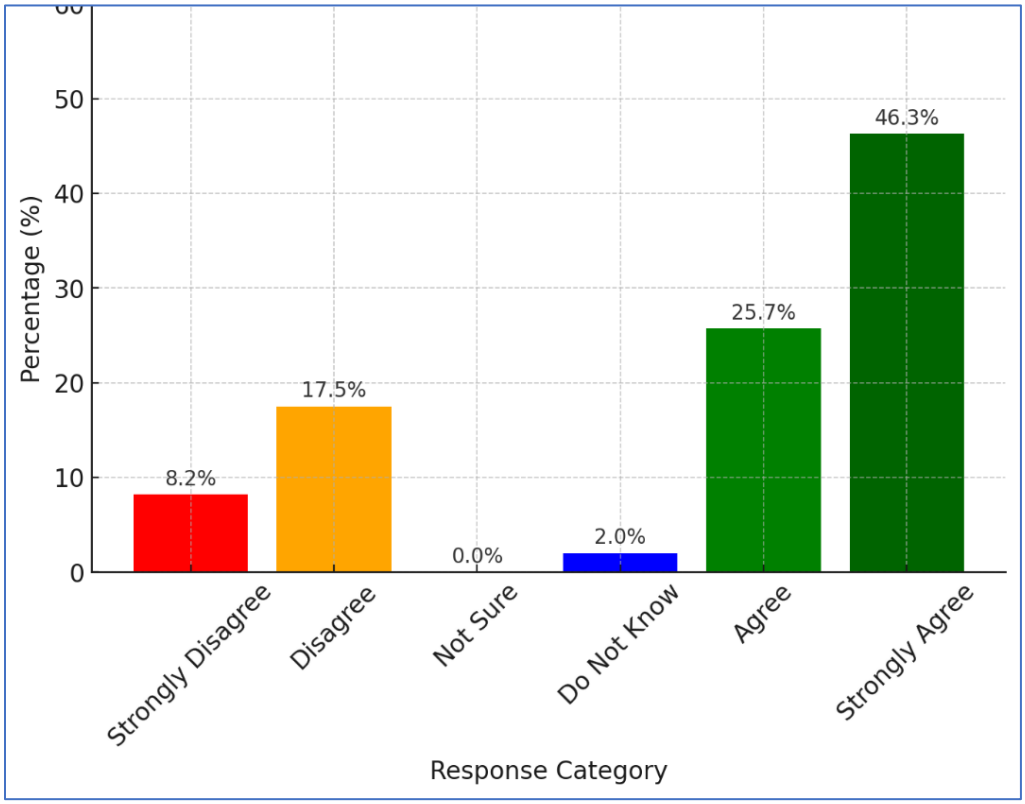
***Figure 18 Reward opportunities encourage staff to be creative.***




**Source: Field Survey (2023)**

According to the results shown on Figure 19, a substantial majority of respondents (46.3%) strongly concur that bonuses have a significant impact on enhancing their performance. Furthermore, a significant proportion (25.7%) also concurs with this assertion. This indicates that employees commonly believe that bonuses are good motivators for improving performance. Nevertheless, a minority of respondents, including 17.5% and 8.2% respectively, hold a disagreeing stance towards this assertion. This suggests that although most people consider bonuses to be useful in enhancing performance, there are still individuals who may not view them in the same way. The existence of dissenting replies implies that there could be additional factors impacting performance that go beyond the motivating influence of bonuses. These elements should be further examined to have a better understanding. These findings emphasize the importance of bonuses as motivational strategies for enhancing employee performance inside the business.

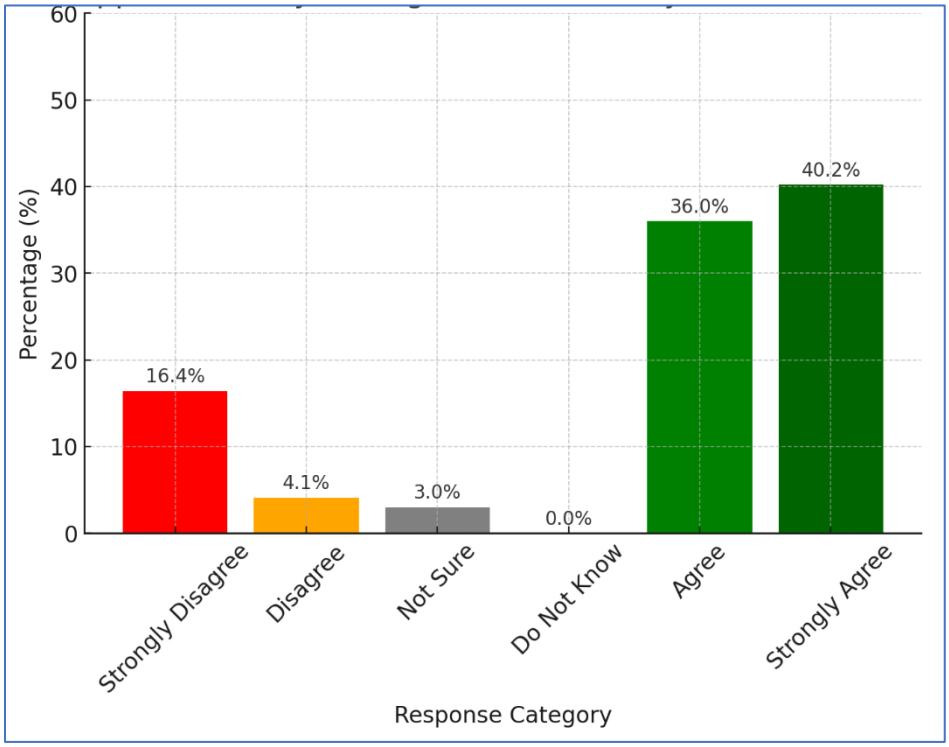
***Figure 19 Bonuses increase my performance***




**Source: Field Survey (2023)**

The data presented on Figure 20 reveals that a significant majority of respondents (40.2%) hold a strong belief that receiving recognition from their bosses enhances their level of achievement in the workplace. Furthermore, a significant proportion (36.0%) also concurs with this assertion. This indicates that employees generally believe that receiving acknowledgement and appreciation from their bosses has a substantial role in their success at work. Nevertheless, a minority of respondents, comprising 16.4% strongly disagree and 4.1% who disagree, hold a different view on this statement. This suggests that although most individuals consider receiving recognition from supervisors to be advantageous for their achievements, there may be a few who do not view it in the same way. These findings highlight the significance of managerial recognition in promoting employee achievement inside the business.

***Figure 20 Appreciation by managers enhances my success at work***




**Source: Field Survey (2023)**

***Table 7 When rewarded I seek for ways of improving the performance of the organization.***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| When rewarded I seek for ways of improving the performance of the organization. | Table N% | 0.0% | 10.3% | 10.3% | 6.1% | 40.2% | 32.9% |
| | Count | 0 | 10 | 10 | 6 | 39 | 32 |

***Source: SPSS version 24***

The data from Table 7 indicates that a substantial percentage of respondents (40.2%) highly endorse the notion that they actively strive to enhance the organization's performance when incentivized. In addition, a significant proportion (32.9%) also concurs with this assertion. This suggests that employees have a widespread belief that earning awards serves as a motivation for them to actively contribute to improving the organization's performance. Nevertheless, a minority of respondents, comprising 10.3% who are neutral and another 10.3% who disagree, hold a different view on this statement. This indicates that although most individuals regard rewards to be motivating in terms of enhancing organisational performance, there may still be a subset of

people who do not see them in the same way. These findings emphasise the significance of rewards in motivating employees to be engaged and committed to organisational reform projects.

### 4.6. Effectiveness of Performance Feedback on Employee Performance in the International Non-Profit Organisations in the Agriculture Sector in Lusaka, Zambia.

Findings in line with the effectiveness of Performance Feedback on Employee Performance are presented under this segment of the chapter:

***Table 8 My manager gives me fair and productive feedback.***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| My manager gives me fair and productive feedback. | Table N % | 40.2% | 32.9% | 0.0% | 3.3% | 15.4% | 10.3% |
| | Count | 39 | 32 | 0 | 1 | 15 | 10 |

***Source: SPSS version 24***

Table 8 shows that a considerable majority of employees do not believe that their supervisors' input is fair and productive, with 40.21% strongly agreeing and 32.99% concurring with the statement. Notably, there were no neutral responses, indicating that employees have a firm opinion on supervisor input. However, only 10.3% of respondents strongly agreed, while 15.46% agreed with the statement. Overall, while the majority of employees felt that the feedback by their supervisors was not adequate, there is space for improvement in addressing the concerns expressed by staff who are dissatisfied with managerial input.

***Table 9 My manager engages with me on a regular basis to provide feedback on my job performance.***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| My manager engages with me on a regular basis to provide feedback on my job performance. | Table N% | 36.0% | 47.4% | 3.3% | 0.0% | 12.37% | 3.0% |
| | Count | 35 | 46 | 1 | 0 | 12 | 3 |

***Source: SPSS version 24***

Table 9 provides useful insights into employees' opinions of managerial engagement in providing feedback on job performance. According to the data, a large chunk of the workforce, 36.08% strongly disagree and 47.42% disagree, believes their supervisors do not engage with them on a regular basis to provide feedback. The lack of indifferent responses demonstrates a general preference for positive managerial participation in this area. However, it is worth noting that a

little minority (3.0%) strongly agreed with the statement, while 12.37% firmly agreed, demonstrating a range of perspectives among the workforce.

***Table 10 I feel appreciated in my work in the way feedback is provided***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| I feel appreciated in my work in the way feedback is provided. | Table N% | 33.6% | 18.8% | 14.4% | 0.0% | 13.0% | 23% |
| | Count | 32 | 18 | 14 | 0 | 13 | 18 |

***Source: SPSS version 24***

Table 10 depicts employees' perceptions of being valued at work, based on the feedback provision method. A majority of responders (33.6%) indicated that they did not feel appreciated and strongly disagreed with the statement. However, around 18.87% of respondents concurred with the assertion, while 14.4 held a neutral view, indicating no agreement or disagreement. Notably, 23% of respondents reported feeling appreciated, which is a sizable proportion of the sample. These findings emphasise the importance of effective feedback methods in enhancing employee appreciation and work happiness. Further examination into feedback procedures and their alignment with employee preferences is critical for improving overall workplace morale and productivity.

***Table 11 My organization is more engaged in providing positive feedback for good performers than criticizing the poor ones***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| My organization is more engaged in providing positive feedback for good performers than criticizing the poor ones. | Table N% | 6.1% | 13.4% | 13.4% | 7.2% | 26.8% | 32.9% |
| | Count | 6 | 13 | 13 | 7 | 26 | 32 |

***Source: SPSS version 24***

Table 11 shows employees' impressions of their organization's feedback processes, with a particular emphasis on the balance of positive feedback for strong performers and criticism for poor performers. The majority of respondents, 32.99%, feel that their organisation is more likely to provide favourable feedback to high achievers. However, a significant proportion (13.40%)

express neutrality on the subject, suggesting neither agreement nor disagreement. Furthermore, 7.22% of respondents disagree, implying that their company does not emphasise positive feedback for top performers. Surprisingly, a sizable proportion, 26.80%, feel that their organisation provides equal amounts of positive feedback to high performers and criticism to low performers. These findings highlight the need of creating a balanced feedback culture inside businesses in order to promote fairness, performance development, and overall employee satisfaction. To improve employee performance and organisational effectiveness, we need to investigate feedback methods and how they correspond with organisational goals.

***Table 12 The feedback I receive agrees with what I have actually achieved***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| The feedback I receive agrees with what I have actually achieved. | Table N% | 46.3% | 3.2% | 11.3% | 4.1% | 28.8% | 6.1% |
| | Count | 45 | 3 | 11 | 4 | 28 | 6 |

***Source: SPSS version 24***

Table 12 depicts employees' perceptions of the alignment of feedback they received with their actual achievements. A sizable majority, 46.39% of respondents, think that the feedback they receive was not consistent with their real achievements. In contrast, only 28.8% disagree with this assumption, indicating a discrepancy between feedback and actual performance. Furthermore, 11.34% of respondents were indifferent on the issue, expressing neither agreement nor disagreement. Furthermore, 6.1% of respondents agree that the feedback they receive was consistent with their achievements. On the other hand, 3.2% disagreed that that the feedback they **receive aligned well with their real achievements.**

***Table 13 The feedback provided has helped me improve my performance.***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| The feedback provided has helped me improve my performance. | Table N% | 10.31% | 6.1% | 13.4% | 7.2% | 36.0% | 26.8% |
| | Count | 10 | 6 | 13 | 7 | 35 | 26 |

***Source: SPSS version 24***

Table 13 demonstrates how employees perceive the effectiveness of comments in improving their performance. A sizable proportion of responders (36.08%) strongly agree that the feedback offered has greatly improved their performance. Additionally, 26.80% of respondents agree with this

statement, demonstrating a significant positive influence of feedback on performance enhancement. Furthermore, 13.40% of respondents believe that the feedback they got has helped them improve their performance. In contrast, just 10.31% of respondents expressed disagreement with this view, indicating that feedback has a minimal impact on performance improvement. Furthermore, 6.1% of respondents moderately disagree that the feedback they received helped them improve their performance, demonstrating a perceived lack of effectiveness in feedback methods, questioning the efficacy of feedback in improving performance.

***Table 14 The feedback I receive on how I do my job is highly relevant***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| The feedback I receive on how I do my job is highly relevant. | Table N% | 13.4% | 6.1% | 0.0 | 8.25% | 36.0% | 36.8% |
| | Count | 13 | 0 | 6 | 8 | 35 | 35 |

***Source: SPSS version 24***

Table 14 depicts employees' perceptions of the relevance of feedback they receive to their job performance. A sizable majority, 36.0% of respondents, strongly agree or agree that the input they receive on how they perform their jobs is extremely important. Specifically, 36.08% of respondents strongly agree with this statement, highlighting the importance of the input they get. Similarly, 36.0% of respondents agree, suggesting widespread recognition of the feedback's importance. Furthermore, 8.25% of respondents are unsure whether feedback provided is effective to them or not. A smaller minority, 13.4% of respondents, strongly disagree with the statement, while 6.19% moderately disagree, indicating some disagreement over the relevance of the input **received.**

***Table 15 I am satisfied with the way my organization provides me with feedback***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| I am satisfied with the way my organization provides me with feedback | Table N% | 43.2% | 53.6% | 0.0% | 0.0% | 0.0% | 3.09% |
| | Count | 42 | 52 | 0 | 0 | 0 | 3 |

***Source: SPSS version 24***

Table 15 shows employees' levels of satisfaction with the feedback supplied by their organisation. The vast majority of respondents, 96.91%, are unpleased with how their organisation delivers feedback. Notably, 43.30% of respondents strongly disagree, with a larger proportion, 53.61%,

disagreeing with the statement, demonstrating a general feel towards the feedback process. Respondents who agree with the statement are not reflected, with 0.00% falling into the neutral or disagreement category. Furthermore, an insignificant 3.09% of respondents moderately agree with the assertion, confirming the overall feel towards the organization's feedback methods. Overall, the vast majority of respondents are not satisfied with the feedback process, demonstrating a challenge and reason why these organization are experiencing high staff turnover due to lack of satisfaction in the process.

***Table 16 My manager gives me an opportunity to air my views on what I need to be supported with in my work during feedback meetings.***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| My manager gives me an opportunity also air my views on what I need to be supported with in my work during feedback meetings. | Table N% | 37.1% | 40.2% | 2.0% | 10.3% | 0.0% | 10.2% |
| | Count | 36 | 39 | 2 | 10 | 0 | 10 |

***Source: SPSS version 24***

Table 16 depicts employees' perceptions on their bosses' engagement during feedback meetings. The majority of respondents, 77.32%, disagree that their managers provide them with a platform to express their demands for work support during these sessions. Specifically, 37.11% of respondents strongly disagree with this assertion, with an additional 40.21% concurring, demonstrating a widespread attitude across the INGOs in the agriculture sector. However, a small percentage of respondents (2.06%) are neutral on the issue. Furthermore, 10.31% of respondents said their managers do provide them an opportunity to air their views, indicating a need for improvements in managerial procedures to ensure all employees feel acknowledged and encouraged. Despite this, 10.31% of respondents moderately agree, indicating that, while there is space for improvement, their current level of managerial engagement is enough.

***Table 17 Current performance feedback in my organization is fair and unbiased.***

| Statements | Count | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| Current performance feedback in my organization is fair and unbiased. | Table N% | 46.3% | 36% | 0.0% | 0.0% | 11.3% | 6.1% |
| | Count | 45 | 35 | 0 | 0 | 11 | 6 |

***Source: SPSS version 24***

Table 17 shows employees' perceptions of the fairness and impartiality of current performance feedback in their organisation. The majority of respondents (82.47%) believe the feedback they receive is unfair and unbalanced. Specifically, 46.39% of respondents strongly disagree with this statement, while another 36.08% feel the same, demonstrating a general attitude towards the performance evaluations process in their organisations. However, there is no response in the neutral group, indicating a lack of ambiguity about the fairness of comments. Despite the overall negative opinion from the majority, a smaller minority of respondents (17.53%) agree with the assertion. Among these, 11.34% agree, indicating that they believe the existing feedback is always fair and objective. Furthermore, 6.19% of respondents also strongly agree, indicating that there is still space for improvement in guaranteeing the fairness and impartiality of organisational performance feedback procedures in order to motivate employees and promote retention.

## 4.6 Summary

Based on the analysis of the findings from the various tables and graphs it can be concluded as follows: Firstly, in terms of the performance appraisal system in the INGOs in the agriculture sector in Lusaka, it is evident that the majority of respondents do understand the importance of having a performance appraisal tool in place in their organisations. However, the majority raised concerns on how the performance appraisal process were conducted in their organisations, one of which include employees and supervisors rarely agreed on the final scores given by their supervisors. This can be confirmed from the results obtained from the majority in Figure 11 where 44.3.5% respondents who strongly disagreed that they were satisfied with their current performance appraisal system while 43.2% of respondents concurred with the assertion.

Secondly, with regard to recognitions and rewards in Table 28, over 80% of respondents disagreed that the INGOs in agriculture in Lusaka offer competitive rewards and incentives that effectively

encourage employee retention. This suggests that employees generally believe that the organisations do not provide attractive rewards and incentives which are essential for keeping talented individuals in the organization. Only less than 20% of the respondents showed satisfaction with the provisions around recognitions and rewards.

Lastly, based on the analysis above it is evident that the majority of employees do acknowledge that performance feedback was a critical component of the performance appraisal process and that this process should be fair, productive and balanced in order to achieve unbiased and objective results. However, the results in Table 17 (82%) suggests that the organization's feedback mechanisms are generally not aligned with employee needs and expectations.

Overall, it can be said that to a large extent the International Non-Profit Organisations in the Agriculture sector operating in Lusaka province, Zambia are facing challenges with the performance appraisal process. It is importance to note that poor employee performance has far reaching consequences on the organization which ultimately affect the organizational critical success resulting into high staff turnover.

### 4.7 Summary of the Qualitative and Quantitative Findings

Both qualitative and quantitative findings consistently highlight that performance appraisal systems in INGOs within Lusaka's agriculture sector are widely perceived as biased and lacking transparency. Employees across both data sets feel that the process is subjective, with favoritism undermining fairness and credibility.

This perceived unfairness directly affects motivation. While some employees recognize the potential of appraisals to inspire better performance, both forms of data show that without fairness and recognition, appraisals lose their impact. In fact, respondents agreed that motivation is only sustained when feedback is constructive and tied to tangible outcomes. Further, both sets of findings reveal a disconnect between appraisal outcomes and skill development. Employees report that although performance gaps are identified, few organizations follow through with targeted training or growth opportunities. Quantitative responses reinforce this, showing little to no alignment between performance and promotions.

Managerial engagement emerged as another common weakness. From both perspectives, leaders are often seen as disengaged treating appraisals as compliance tasks rather than developmental tools. Most employees rarely receive regular or meaningful feedback, which contributes to a sense of being undervalued. Recognition and reward systems were another area of strong alignment. Employees overwhelmingly indicated that current rewards are neither motivating nor fairly distributed. Both qualitative views and statistical data confirm that rewards lack variety, fairness, and are poorly connected to performance, leading to increased turnover. Feedback mechanisms are generally seen as ineffective. Many employees feel that feedback does not reflect actual performance and that it is rarely delivered in a way that feels appreciative or useful. This is reflected in the high percentage of respondents expressing dissatisfaction with the current feedback approach.

Ultimately, both qualitative and quantitative insights point to the same conclusion: performance appraisals in these INGOs are falling short in execution. They lack fairness, follow-through, and fail to link feedback and rewards to actual employee development resulting in low motivation, high turnover, and lost opportunities for organizational improvement.

# CHAPTER FIVE
# DISCUSSION OF FINDINGS

## 5.0. Introduction

This chapter examines the study's findings in relation to the research objectives, which were; to investigate the effectiveness of performance appraisal process on employee performance in international non-profit organisations in the Agriculture Sector in Lusaka, Zambia, secondly to determine the effectiveness of the recognition and reward system on employee performance in international non-profit organisations in the Agriculture Sector in Lusaka, Zambia and finally, to examine the effectiveness of employee feedback on employee performance in international non-profit organisations in the Agriculture Sector in Lusaka, Zambia.

## 5.1. Objective 1: The Effectiveness of Performance Evaluation Methods on Employee Performance in the International Non-Profit Organisations in the Agriculture Sector in Lusaka, Zambia

This section provides information on the effectiveness of performance appraisals on employee performance. The goal of this objective was to understand how the performance appraisal process influences employees in the international non-profit organisations in the Agriculture Sector in Lusaka, Zambia. It intends to answer the study question, "What is the effectiveness of performance evaluation methods on employee performance in the international non-profit organisations in the Agriculture Sector in Lusaka, Zambia?

### 5.1.1 Performance appraisal was used as a decision-making tool for improving productivity.

Based on the study the majority (73%) of respondents revealed that performance appraisal was used as a decision-making tool for improving productivity. The respondents are aware that this process is critical and should be used to fulfil management decisions to motivate employees. If not, employees will not be as committed as they should be. Prior studies by Shamizhinga (2020) agrees that the performance evaluations challenges are higher where the majority of employees are aware of the procedures and management chooses to ignore the procedures. Just like this study results, Shamizinga's study highlighted a variety of issues associated with lack of procedure compliance such as; low employee participation in system planning and implementation, inadequate assessment systems, and ineffective management-employee communication that lead to bad management, a lack of clarity, and flawed reward systems.

### 5.1.2 Performance Evaluation as a Growth and Development Tool

The results of the study proclaimed that some of respondents (56.7%) either strongly disagreed or disagreed with statement that performance appraisals in their organisations promote growth and development. Growth is however, achieved through continuous learning and development which is rarely implemented in the INGOs in the agriculture sector in Lusaka, Zambia due to the nature of the fast-paced projects that they implement which limit the time for employees to learn adequately. This is because these INGOs claim to be working against time in achieving donor requirements/results. This result can be confirmed from the studies by Rath (2018) which revealed that there were very few conceptual frameworks in NGOs compared to 'For-profit-organizations' which have clear guidelines and parameters which were in line with the market demand, and had been continuously evolving in accordance to the surrounding development. In line with Rath's findings which suggest that NGOs often lacked the technical and organizational capacity to implement and fulfill their mission, and few were willing or able to invest in training for capacity building, this study also agree that the INGOs under review lacked proper learning and development mechanisms to promote growth. According to Boachie-Mensah & Seidu (2012), if employees see the Performance Appraisal scheme as a chance for personal growth, they are more likely to embrace it and participate in it. However, with a result like this one, the system does not appear to be doing its part to help with employees' career growth and development.

### 5.1.3 Fairness in the Performance Evaluations Methods

The results of the study propounded that some of the respondents indicated that the performance appraisal process was unfair and biased because the managers were not objective and sometimes used favouratism. As a result, the performance appraisal process in the INGOs in the Agriculture Sector in Lusaka, Zambia seemed to demotivate employees and made them question the value of their efforts. Similarly, findings by Nuswantoro (2017) suggest that many supervisors had not developed their leadership skills or there was still a practice of nepotism which impedes the development of effective leadership. Consequently, the supervisors may not have the sufficient capability to assist their employees in developing their performance goals, let alone lead and inspire their employee to improve performance. These findings, however, confirm the result of this study indicated by respondents that the performance appraisal process in INGO in the

Agriculture Sector in Lusaka, Zambia was at times unfair and biased which forced employees to exit the organisations.

In addition, other studies confirm that oher factors such as culture and nepotism play a role in the performance appraisal process. For example, the study by Karyeija (2012) on performance appraisals in Uganda's civil service which focused on establishing whether administrative culture mattered in appraisals found that Uganda's bureaucracy was characterized by large power distance, strong uncertainty avoidance, high ethnicity and political neutrality. Evidence further indicated that cultural variables influenced the introduction of performance appraisal by sabotaging its actual conduct and undermining its institutionalization.

It is therefore critical for INGO in the Agriculture Sector in Lusaka, Zambia to assess the biasness of the process in order to promote fairness and objectivity. Studies by Rowland and Hall (2014) recommends that organizations must now prioritize addressing the fairness of their appraisal system above all other issues. Similarly, fairness was mentioned as a critical component of an effective appraisal in the study done by Fletcher (2016). In general, the study institution does not consider the fairness of the assessment to be a significant problem because it appears to be an essential component of the system and an aspect of the appraisal that should be respected.

### 5.1.4 Employees Satisfaction with the Performance Evaluations Methods

The study demonstrated that 59.6% of respondents were not satisfied with the performance appraisal process in their respective organizations and from the interviews conducted most of the respondents indicated that the inconsistencies on how appraisal process were conducted were overwhelming and needed to be dealt with. They further claimed that their supervisors did not always hold one-on-one meetings instead; employees were only availed final ratings at the end of the cycle and course of action forwarded to Human Resources for execution according to the supervisor's recommendation. This processes significantly affected most employees as it showed lack of transparency and commitment to the process. These results suggested that management view this process as a cumbersome or monotonous hence pay less attention or resort to box-ticking. Wendy et al. (2011) studies agree that efficient tools are required to conduct the appraisal process to eliminate the paperwork. According to the study, the main conflict in performance management is between overseeing performance and doing paperwork. Further, Wendy's research revealed that

filling out forms was a laborious task that many workers felt competed with other crucial tasks they were required to complete.

In overcoming some of the performance challenges highlighted above Shamizinga (2020) findings suggest that these obstacles necessitate a comprehensive approach to performance management processes, including everything from performance planning through appraisal. In addition, in order to have a successful performance management system, employees must continuously be sensitized on the organizational goals and objectives in order to have their own performance goals aligned to those of the organization.

## 5.2. Objective 2: The Effectiveness of the Recognition and Reward System on Employee Performance in the International Non-Profit Organisations in the Agriculture Sector in Lusaka, Zambia

### 5.2.1 Employee Awareness of Rewards and Recognition Strategy

The results of study revealed that 93.3% of respondents were aware that reward and recognition opportunities motivated employees and promoted more innovative and creative employees in an organization. These findings, corroborate by a previous study undertaken by Mone and London (2018), that rewarding employees for innovative work practices encourages employees to apply their ingenuity across a variety of tasks. They emphasized the importance of linking rewards to specific performance goals and behaviors, ensuring that employees understand how their actions contribute to organizational success. The main findings suggest that organizations should blend their reward strategies in line with the organizational and employee's needs. In other words, rewarding employees for their innovative work practices encourages employees to apply their ingenuity across a variety of other tasks as well.

### 5.2.2 Rewards and Recognition Pattern

This study on the other hand, the majority of the respondents also indicated that the rewards and recognition initiatives were not regular in their organization. They further indicated that some recommendations such as annual salary increments were rarely implemented and when implemented minimal percentages of not more than 5% as the maximum were awarded. This results in levels of demotivation and lack of trust in the process. The study by Tembo (2018)

which aimed to evaluate how well the performance management process employed by the Zambian public service managed the performance of public service employees also concluded that the performance management system in use in Zambia's public sector was unsuccessful because because it was not necessary to fulfil requirements for promotions, there were no sanctions for under-achievers, practically every public servant received a favorable rating. Similarly, this study has also revealed that some INGOs have suffered high staff movement as a result of this practice.

### 5.2.3 Promotion of High Productivity

The study has also demonstrated that (80%) of participants either strongly agreed or agreed that managers' acknowledgement or recognition of the employee's efforts led to greater productivity. Derven, (2010) findings do confirm that, the opportunity for a management to recognize and reward exceptional performance fosters employee engagement and productivity. Would this have been the case in the INGO in the Agriculture Sector in Lusaka, Zambia, it would contribute to staff retention. However, the majority of respondents disagreed that this practice was not regular in their organisations as they claim that some managers do not or on rare occasions recognise and reward their employee efforts as they should during the performance appraisal process. In addition, this study also found that managers and their subordinates did not meet regularly to discuss performance. This hinders tangible platform to recognise and recommend rewards appropriately. Other studies show that manager-employee engagement fosters more positive attitudes and actions among the employees as employees are more motivated to meet or surpass performance goals if they receive tangible recognition and rewards.

### 5.2.4 Organisational Competitiveness

Furthermore, the results revealed that majority (80%) of respondents disagreed that their organizations provided competitive rewards and incentives that promote retention. The study by Mukuwa (2020) emphasizes the use of compensation as a fundamental factor and that the employees should be rewarded to reduce poor performance and meet the target levels. In order to promote retention, the study findings by Togher (2016) suggest that remuneration packages and defined career paths were the most influential elements of a reward strategy. Further Togher's study also found agree that non-financial rewards were benefits that could be offered to employees as an alternative or supplementary to financial rewards.

## 5.3. Objective 3: The Effectiveness of Performance Feedback on Employee Performance in International Non-Profit Organisations in the Agriculture Sector in Lusaka, Zambia.

### 5.3.1 Employee Feedback

Performance feedback is essential for fostering a positive work environment and facilitating employee growth and development. The results of the survey reveal that, the majority of the respondents either disagreed or strongly disagreed that the feedback received from their managers was not always constructive, therefore seen as unfair. Constructive feedback serves as one of the retention strategies in any organization. According to Igbinoba and Ogueyungbo (2022), retention strategies involve a dialogue between employees and management that is focused on the psychological, practical, cultural and political dimensions. Management, however, need the skill and knowledge on how to conduct performance evaluation process in order to provide constructive feedback that promote employee growth and development. Some of the findings by Phiri (2022) study which sought to explore the implementation of Performance Management System in Zambia's public service with specific focus on exploring awareness, challenges and mitigation measures were that; lack of training in performance management system, lack of commitment from top management, lack of resources, lack of adequate capacity building and artifacts funding contribute to poor performance management process.

### 5.3.2 Employee Engagement

The majority of respondents, 77.32%, disagree that their managers provide them with a platform to express their demands for work support during these sessions. This study findings suggest that the majority of the employees are not regularly engaged by their managers to discuss performance feedback. Studies reveal that employee engagement is an important factor in the performance evaluation process as it provides employees a platform to air their views. Lack of employee engagement in the performance evaluation process translates to low participation. A study by Mekonnen (2014) on performance management practice and challenges in Ethiopian management institute found that there was no strong link between individual, departmental and organizational goals. This is as a result of lack of employee engagement. In addition, inconsistency in giving performance feedback, lack of uniformity in gathering information about employee's performance and absence of information technology to assist the gathering and analysis of performance related information were also noted as deficiency of the PMS in the organisation under study.

### 5.3.3 Management Commitment to the Evaluation Process

There are areas where improvement is needed to enhance the effectiveness of performance feedback some of which include improving managerial involvement and ensuring all employees have the opportunity to voice their needs effectively during feedback meetings can contribute to a more supportive work environment and enhance employee performance and retention. This entails that supervisors should ensure objectivity and transparency in the process. Nuswantoro (2017) asserts that in order for the process to be successful, supervisors should refrain from practicing nepotism, this is as a result of his findings which suggest that many supervisors have not developed leadership skills and are practicing nepotism which may impede the development of effective leadership. This study however, suggest that employees are not properly guided or engaged which translates to lack of feedback on their performance. Therefore, this study reveals that managers in the INGOs in the Agriculture Sector in Lusaka, Zambia do not regularly dialogue with their employees to get the real issues affecting them. Through interviews, the majority claimed that the platform for employee engagement initiated were very minimal.

## 5.4 Theoretical Framework Discussion

### 5.4.1 Goal-Setting Theory

The Goal-Setting theory proposed by Edwin Locke and Gary Latham, was suitable to explain the phenomena of this study because it responds to all components of the study objectives which speak to process, rewards and feedback. From the study results this theory has achieved its goal. All challenges faced in the performance appraisal process in the agriculture sector in Lusaka, Zambia have been addressed in line with the study objectives. The goal-setting theory outlines some of the core principle guidelines to followed in order to have a successful performance appraisal process. These are; clarity, challenge, commitment, feedback and task complexity.

In relation to objective 1, the goal-setting theory is applicable to objective one in that it particularly explains the importance of performance evaluation procedure that could be followed for a successful process. It states the importance of setting performance objectives in the evaluation process. In as much as this theory acknowledges the core principle of ‘task complexity' which is believed to influence the effectiveness of goal setting, the theory also emphasises on clarity which promotes specificity and well-defined goals to avoid ambiguity. This entails that unclear goals pause a challenge on the entire process. For example, the study by Sisa (2014) which focused on

implementation of the Performance Management process in the ministry of Foreign Affairs and International Co-operation of the Botswana public service revealed that the performance evaluation process in this institution was problematic because of unclear and ambiguous foreign policy goals and objectives among others pausing, lack of broad-based support and critical mass of champions of the performance management system. In addition, 'challenge' is another core principle of the goal-setting theory. This principle proposes that goals should be challenging but achievable. This encourages the employees to push and strive for improvement making them interested in the evaluation process as this study has shown that lack of interest results in low participation.

In line with objective 2, the goal-setting theory proposes that, "human beings are more motivated to act when there is a reward at the end of the performance of a task or behaviour," and this is premised around the objectives of performance appraisal (Noe et al., 2013). This theory suggests that in order to be rewarded, there should be some level of commitment by both the employee and the supervisor. 'Commitment', as one of the core principles should drive impactful results amongst employees. Employees should be encouraged to stay committed to the goals, either through self-set goals or through participation in the goal-setting process. The study results suggest that over 70% of employees felt that their organisations' reward structures were not competitive enough to retain talent hence were not compelled to stay committed to the process. Phiri (2022) studies found that lack of commitment from top management and coordinated leadership style in the evaluation process pause challenges.

Under objective 3, the goal-setting theory speaks to 'feedback' as one of the core principles that encourages dialogue between the supervisor and subordinates. Regular feedback on progress towards goals is crucial for maintaining motivation and making necessary adjustments. The study by Mukuwa (2020) highlight that the key to successful empowerment and productivity is satisfactory performance feedback between both employee and supervisor. Mukuwa further revealed that appropriate feedback establish accountability since individuals and supervisors contribute to development of objectives, required skills, recognition, career growth and incentive. This study however, has revealed that lack of regular feedback has led to employee demotivation and high staff turnover to a large extent.

## 5.5 Conceptual Framework Discussion

This study utilized the performance appraisal conceptual framework based on the recent trends in the INGO sector, stressing out the importance of organizational context in influencing effective performance appraisal systems and process. (Gabriela R. et'l, 2016). In addition, the attention on strategic human resources management brings a new perspective with a focus on employee performance management and improvement. The strategic integration of human resources management involves processes of performance management and performance appraisal where basic performance criteria and standards are applied. (Budworth and Mann, 2011). According to the utilized conceptual framework, the purpose of employee performance appraisal has a significant influence on the use of specific appraisal instruments and techniques. This framework will clearly respond to the research objectives and questions relating to the effectiveness of the evaluation methods, effects of recognition and reward system as well as the effectiveness of employee feedback in the performance appraisal process. It can be noted that the respondents mentioned the following prevalent performance criteria as being required by their organisations in performing activities:

i) Employee engagement
ii) Regular feedback
iii) Orientation towards appraisal process
iv) Employee development
v) Fair recognition and reward system
vi) Complying with protocols in performing work tasks

### 5.5.1 Variable 1: Establish Performance Standards/Goals

Setting of performance goals is a vital process to performance as this is a collaborative process which ensures that goals are aligning with the employee's work. Results reveal that, this was a common challenge across all the INGOs under review due to the nature of the business. Some of the challenges are attributed to changes in donor requirements that result in constant amendments of the goals. Secondly, in relation to the goal-setting core principle, lack of clarity in goal-setting results into ambiguity of goals. It is not only imperative to set clear goals that are well aligned to the organizational objectives, management should ensure that the employees are involved in the planning stage of the strategic objectives to ensure full participation. Mekonnen (2014)'s research

on performance management practice and challenges in Ethiopian management institute found that there was no strong link between individual, departmental and organizational goals because employees were left out at the planning phase resulting into low understanding and participation of the performance appraisal process.

### 5.5.2 Variable 2: Communicate Performance Standards

This variable requires that the supervisor and the employee sit to discuss and re-evaluate the set goals on a regular basis throughout the year. The study results however, suggest that the INGOs under review do not seem to be consistent with the recommended performance evaluation reviews which recommends at least quarterly or mid-year check-ins, most supervisors opted to wait till the end of the year to give feedback. Data show that less than 50% of the INGOs were committed to conduct a structured feedback mechanism. As a result, challenges relating to inconsistencies were experienced in these INGOs resulting in lack of accurate feedback and objectivity. This result is in agreement with Kafwa (2016)'s study which focused on the Zambian civil service and discovered inconsistencies in the implementation of performance planning, reporting, and feedback in the relevant Ministries. The study also found that departmental and individual work plans and goal setting were not strictly adhered to.

### 5.5.3 Variable 3: Measure Performance

The study results revealed that the commonly utilized performance evaluation scale in the INGOs was a graphical rating scale of 1 – 5 and the 360%. In order to achieve an objective rating, dialogue is key in the process, the supervisor and the subordinate are to agree on the performance management plan with weighted goals to ensure they are effectively measurable. This ensures transparency in the process as both parties will be on the same page. Results reveal that, about 83% of the employees disagree that their supervisors engage with them on a regular basis to discuss performance feedback. Drawing from Rath (2018)'s study on the existing performance management systems practices, challenges and possible way forward for 'Not for-profit' organizations in India, study results revealed that there was little consensus over how to define and measure performance in NGOs since these organizations had unclear goals and uncertain relationship between programs' activities and outcomes. This study results agree with Rath's study about the general impression of the INGOs.

### 5.5.4 Variable 4: Compare Performance to Standards (Rating)

Under this variable, results suggest that more than 50% of the INGOs in the agriculture sector faced challenges with this process due to several reasons, the prevalent one from the respondents include; inconsistencies in the performance appraisal process by management staff as a result of lack of performance tracking or performance record for their employees. For feedback to be effective, performance record should be evidence based to avoid guess work or bias ratings. Lack of evidence in the rating process pauses a serious challenge causing employee demotivation, frustrations, low participation and ultimately staff exiting the organization. Study results in the Zambian public service by Tembo (2018) concluded that the performance management system in use in Zambia's public sector was unsuccessful since it did not accurately gauge employees' output and did not account for that of workers in the sector. This result suggest lack of evidence based performance record.

### 5.5.5 Variable 5: Discuss appraisal with employee (Provide feedback)

In order to deliver effective performance appraisal feedback, the supervisor must focus on specific behaviors and outcomes, provide both positive reinforcement and constructive criticism, and create a space for open and honest discussion, aiming to improve performance and foster growth. The study results in this area show that this practice was only taking place at the end of the performance cycle where the performance appraisal process was a must. Hence supervisors were compelled to provide performance feedback to their subordinates. This resulted in biasness, lack of accuracy in ratings especially where feedback was unfavorable. Other responses suggested that those that were given favourable feedback with greater rewards and recognition where management's favourites and seen to practice nepotism. This finding agrees with Nuswantoro (2017) study findings from Indonesian civil servant that many supervisors did not have sufficient capability to assist their employees in developing their performance goals, let alone lead and inspire their employee to improve performance. On the other hand, they lacked leadership skills and practiced nepotism which impeded the development of effective leadership.

### 5.5.6 Variable 6: Implement Personnel action (Reward/Develop/Performance Improvement Plan)

Being the final stage, this variable is also one of the most critical stages in of the performance evaluation process. The final decision on the course of action after the review process is communicated to the employee. The study results at this stage show that over 80% of respondents disagree that the rewards provided by their business were diverse and satisfactory, results also suggest that salary increments and promotions were not regularly awarded. Where salary increments were implemented, only 5% or less was awarded which was not adequate for the cost of living. Respondents also revealed that salary increments were at times not tied to performance which meant that all employees across the board, including the non-performers got the same percentage in terms of pay increase. This proved to be demotivating to some employees as it showed that their efforts were not recognized appropriately. The study by Aruna (2018) suggests that in the event of major inconsistencies, especially for emotional conflicts between performers and nonperformers, the organization should make an effort to re-assess and rectify this situation.

Furthermore, some respondents pointed out on inconsistencies with employee developmental plans. While the performance improvement plan was meant to improve the employee's performance, the majority of employees saw it as a strategy to constructively dismiss employees. It was noted that the performance improvement plans caused fear and uncertainties in terms of job security for most employees working in the INGOs. It was confirmed from the employee exit interview forms that some employees opted to leave the organization when issued or while serving the performance improvement plan, confirming another challenge attributing to the turnover rate in the INGOs.

Finally, another common challenge causing high staff turnover in the International NGO in Agriculture Sector in Lusaka, Zambia was abrupt change of strategy by donors as well as abrupt end of project. To a large extent, such situations were as a result of poor organizational performance in terms of delivery. This was attributed to employees not performing well because of lack of understanding the organizational goals and objectives affecting the organizational critical successes. As a result, donors lose confidence and pull out their funding. This however, confirms why there was a lot of employee movements from one INGO to another.

In view of the above, it can be concluded that the steps in the conceptual frame for performance appraisal is crucial because it provides a structured approach to understanding and improving employee performance, linking it to organizational goals, and ensuring fairness and effectiveness in the appraisal process. It ensures that employees are evaluated based on their performance against clearly defined standards, promoting fairness and trust, it incorporates strategies that help to mitigate potential biases and ultimately helps identify both the strengths and weaknesses of employees, allowing for targeted development and training. Effective implementation of the discussed variables will help achieve dependent variables listed under employee productivity. These are;

- ✓ Achievement of targets
- ✓ Meeting deadlines
- ✓ Quality of the task
- ✓ Timely completion of work

# CHAPTER SIX:
# CONCLUSIONS AND RECOMMENDATIONS

## 6.0. Introduction

This chapter presents the conclusions drawn from the findings highlighted and recommendations made thereto, the conclusions and recommendations drawn were focused on addressing the objective of the study.

i. To measure the effectiveness of performance appraisals on employee performance in international non-profit organisations in the Agriculture Sector in Lusaka, Zambia.
ii. To determine the effectiveness of the recognition and reward system on employee performance in the international non-profit organisations in the Agriculture Sector in Lusaka, Zambia
iii. To examine the effectiveness of employee feedback on employee performance in the international non-profit organisations in the Agriculture Sector in Lusaka, Zambia.

## 6.1. Conclusion

In line with objective 1, it can be concluded that the International Non-Profit Organisations in the Agriculture sector operating in Lusaka, Zambia have the potential to resolve the problem of high staff turnover in their respective organisations. The information drawn from the respondents from the eleven INGO in the Agriculture Sector in Lusaka, Zambia that participated in the study reveal that a number of challenges where experienced with the performance evaluation process in the INGO in the Agriculture Sector in Lusaka, Zambia. These include, lack of policy compliance by employees including the management staff, lack of leadership commitment to the process, lack of regular employee engagement for feedback sessions, lack of fairness and objectivity as some managers practiced favoritism which discouraged high flier performers. This study also reveals that, having an effective performance appraisal process in the INGO in the Agriculture Sector in Lusaka, Zambia, has the potential of promoting high productivity in the organisations as well as enhancing the organisations critical success which attract donor funding for continued successes of the organisation.

Based on objective 2, the study results revealed that the rewards and recognition strategies in the INGOs under review were perceived to be unfavourable by the majority of the employees. Some

employees believed that the rewards and recognition system in their organisations were not inspiring for a number of reasons which include; lack of policy adherence, more specifically lack of adherence to the salary scale structure as employees believed that there was no transparency in the way rewards were administered. They believed the promotions and salary increments were based on favouritism and nepotism. This created salary discrepancies resulting in wide compensation gaps between job grades. On the other hand, some INGOs awarded same percentage of salary increments across the board instead of performance-based rewards which further demotivated the high performers. This was another demotivating factor as non-performers benefited equally. The study results suggest that, it is imperative to link employee incentives such as salary increments, bonuses, promotions and any other performance-based incentives to the performance-based rewards as this leads to greater interest and motivation in achieving the set objectives both at employee and organizational levels. In conclusion, the results suggest that when good performance is recognised and rewarded, high productivity and employee retention is achieved. Furthermore, it is evident from the study results that better rewards and recognitions strategies boost staff morale and promote a good organisational culture that allows employees to be more creative and innovative contributing towards attaining the organisation's strategic objectives.

Under objective 3, the study demonstrated that the influence of feedback on the performance of employees, creates a level of transparency in the process which eliminates perceptions of favouritism in an organisation. Constructive feedback that is provided frequently also helps build a motivated and better engaged workforce. In addition, the study revealed that, employees that expressed dissatisfaction in the performance appraisal process in their organisations highlighted that there were a lot of inconsistencies in the appraisal process that needed to be dealt with. These include; supervisors not having regular performance feedback meetings or check-ins with their employees during the year, supervisors not giving employees an opportunity or platform to discuss final rating scores that determines the outcome of the rewards, this also had a negative impact on employees. lack of retention strategies and policies in place, among others. These, have however, been highlighted as the most demotivating factors to employees and have contributed to high staff turnover.

## 6.2. Recommendations

The study recommends optimising the performance management system to improve employee performance as follows:

- Management of the International Non-Profit Organisations in the agriculture sector in Lusaka, Zambia should ensure that their employee's performance management objectives are aligned to their organisational objectives in order to achieve the organisational critical successes. As the results suggests, the organisational critical success have the potential to attract donor funding and also ensure donors confidence in the organisation.

- Management of the International non-profit organisation in the agriculture sector in Lusaka, Zambia should develop strategies which influence employee's interest to participate in the performance appraisals process to enhance employee's performance which largely contributes to the organisation's performance in order to retain and attract donor funding. Furthermore, in line with the study results, employee retention strategies are critical in addressing the identified problem of high turnover rate. These strategies include having in place competitive compensation for employees, effective career development opportunities, better supervisor-employee relation for a positive work environment to eliminate the perception of favourism and nepotism. Structured employee engagement strategies are also key to an effective performance appraisal process and these should be regular.

- Management of the INGOs in the agriculture sector must practice policy adherence when awarding and recognising employees such as the salary structure and performance-based rewards in order to maintain standardization, objectivity, transparency as well as fairness. This serves as clear justification to reward employees as and it also promotes employee retention in the organisation. Furthermore, Management must ensure the performance appraisal system incentives are tied to performance in order to promote high productivity amongst employees. Therefore, the compensation system should be varied according to employee output.

- Management to create deliberate standardized platforms to allow dialogue between employees and managers for feedback sessions. For example, having one-on-one quarterly

feedback meetings as this helps identify and correct any performance challenges an employee. In addition, regular employee engagement helps build a conduce work environment and culture especially where feedback is constructive.

- Employee recognition to be practiced frequently as the results suggest that both intrinsically and extrinsically rewards are critical to the performance management process. Where employees are recognised, there is high productivity, motivation, creative and innovative workforce as employees feel appreciated for their contributions to the organisation.

- Leadership training for management staff is encouraged in order to orient all supervisors on people's management skills. The study revealed that some leaders lacked leadership skills as some managers were reported to use inappropriate communication during the performance appraisal process instead of constructive criticism resulting in toxic work culture and ultimately high staff turn-over.

- Human resources personnel must ensure that all employees are trained and sensitized on performance management systems and processes in order to impart knowledge on the process for effectiveness.

## 6.4 Areas for Future Study

This study was limited to International non-profit organisation in the agriculture sector in Lusaka, Zambia. In order to generalise the findings, it is suggested that a similar study be conducted in other sectors such as local non-profit organisations and private companies in Zambia. Secondly, the number of the independent variables (demographic characteristics) needs to be increased as this study only focused on three components of performance management system that influence performance of employees.

Future researchers should also focus on other factors influencing the performance of employees in non-profit organisations such as institutional factors, motivational factors and legal factors that are attached to this process.

**REFERENCES**


Aruna, G. (2018). Impact of Rewards and Recognition on Employee Motivation. Volume 6, Issue 1, Dept. of MBA, Geethanjali College of Engineering and Technology, Cheeryal Village, Keesara Mandal, Medchal District., Hyderabad, Telangana, India.

Assimeng, M. 2012. Social Structure of Ghana. A study in persistence and change. Ghana Publishing Corporation, Assembly Press. Ghana

Aguinis, H. 2023. Performance management around the world: solving the standardization vs adaptation dilemma. The George Washington University, Washington, District of Columbia, USA, and Jing Burgi-Tian Dublin City University

Amaro, H. M., Sanchez, Bautista, T. and Cox, R. (2021). Social Vulnerabilities for Substance Use: Stressors, Socially Toxic Environments, and Discrimination and Racism. Neuropharmacology, Vol. 188, Article 108518, 10.1016/J.NEUROPHARM.2021.108518

Bajpai, S. R., & Bajpai, R. C. (2014). Goodness of Measurement: Reliability and Validity. International Journal of Medical Science and Public Health, 3(2), 112-115. India

Berg, D. J., & Wrzesniewski, A. (2013). Job crafting and meaningful work: purpose and meaning in the workplace. Washington, DC: American Psychological Association. USA

Boateng, N., & Owusu, W. (2014). The effectiveness of performance appraisals in measuring employee performance: a study of the first capital plus limited. A Journal of Public Policy and Administration, 4(6), 11-13. Retrieved from https://pdfs.semanticscholar.org.

Brudan, A. (2010). Rediscovering Performance Management: Systems, Learning and Integration: Measuring Business Excellence. Vol. 14 No. 1, pp. 109-123. https://doi.org/10.1108/13683041011027490

Chidwala, J. J. (2013). Implementation of the Performance Management Policy on the Malawi Civil Service.
http://mobile.wiredspace.wits.ac.za/bitstream/handle/10539/14185/Chidwala 683807 MMPP Report.pdf?sequence=1

Derven, M. (2010). The paradox of performance appraisal. Personnel Journal 69 (2), 1217.

Drach-Zahavy, A. and Somech, A. (2013). Translating Team Creativity to Innovation Implementation: The Role of Team Composition and Climate for Innocation. Journal of Management

Fletcher C, (2016) "Appraisal: An individual Psychological perspective" in Somentry (eds). Psychological management of individual performance Sussex: Wiley, 115-135.

Fryer, K., Ogden, S., & Anthony, J. (2013). Bessant's continuous improvement model: revisiting and revising. *International Journal of Public Sector Management*, *26*(6), 481-494. https://doi.org/10.1108/IJPSM-05-2012-0052

Frankel, D. and Wallen, R. (2014). Knowledge management and organisational Competitiveness: A framework for human capital analysis. Journal of Knowledge Management 7 (3), 82-91.

Franco-Santos, M. and Otley, D. (2018). Reviewing and Theorizing the Unintended Consequences of Performance Management Systems. British Academy of Management, https://doi.org/10.1111/ijmr.12183

George, F. (2013). Performance development framework. Employee support mechanism. London: Emerald Group Publishing Ltd.

George, T. 2023. Mixed Methods Research: D*efinition, Guide & Examples***.** https://www.scribbr.com/methodology/mixed-methods-research/

Government of the Republic of Zambia (2016). Draft Re-aligned Sixth National Development Plan.

Goerg, S. J. (2015). Goal Setting and Worker Motivation. IZA World of Labor, ISSN 2054-9571, Institute for the Study of Labor (IZA), Bonn, https://doi.org/10.15185/izawol.178

Hafsa, E, N., 2019. Mixed Methods Research: An Overview for Beginner Researchers. Southeast University, Bangladesh

Hamidi, A.B. (2023). The Impacts of Performance Appraisal on Employee's Job Satisfaction and Organizational Behavior. Ilomata International Journal of Social Science, Padjadjaran University

Harris, K.M and McDade, T.W. (2018). The biosocial approach to human development behavior, and health across the life course, Russell Sage Found J Soc Sci RSF.

Hayes, A. (2016). Decentralized Banking: Monetary Technocracy in the Digital Age. University of Wiscosin, USA. University of Wisconsin-Madison, USA

Hecker, J. and Kalpokas, N. (2022). The Guide to Interview Analysis. https://atlasti.com/guides/interview-analysis-guide/verbatim-transcription

Hyman, M.R. and Sierra, J. J. (2016). Open-Versus Close-Ended Survey Questions. Institute of Marketing Futurology and Phylosophy, Texas State University.

Igbinoba, E., Joel, O., Igbadumhe, F., & Peter, D. (2022). Employees' Retention Strategies And Organizational Performance. Academy of Entrepreneurship Journal, 28(S5), 1

Jackson, S. and Schuller, R. (2012). Managing Human Resources through Strategic Partnership (8th ed.). Toronto, Canada: Thompson.

Kabir, S. M. S. (2016). Methods of Data Collection: Basic Guidelines for Research: An Introductory Approach for All Disciplines. Book Zone Publication, Chittagong-4203, Bangladesh

Kamfwa (2016). Evaluation of Effectiveness of Annual Appraisal system. The University of Zambia, Lusaka

Karyeija, G. K. (2012). The Impact of Culture on Performance Appraisal Reforms in Africa: The Case of Uganda's Civil Service. Uganda Management Institute (UMI)

Kirk, H. (2016). The Performance Management Impact Survey: A Place to Begin your Performance Management Redesign. Learning and Development, Navistar, Illinois, USA.

Locke, E.A and Lathan, G. (2018). Handbook Of Industrial, Work and Organizational Psychology. Vol. 1 (eds D Ones, N Anderson, C Viswesvaran, H Sinangil), pp. 103–124).

Marshal, M. and Control, C. (2022). How to Monitor Employment Performance. https://clutch.co/resources/5-easy-ways-to-monitor-employee-performance

Mate, N. (2006). Evaluation of the Performance Management Package (PMP) in the Zambian Civil Service. Masters Dissertation University of Zambia.

Matheny, M.R. ans Owusu, D. (2024). Personal Leadership Evaluation. Governors University, Illinois, USA

McCombes, S. (2019). Descriptive Research: Definition, Types, Methods and Examples. https://www.scribbr.com/methodology/descriptive-research

Magher, M. (2018). Meaning of Conceptual Framework in Research. A class Room, Leaf Group Limited. Retrieved from conceptual-framework-research

Mangisha, D. and Kapasa, A. (2024). Why Should Non-profit Organisations in Zambia Strive for Transparency, Accountability and Relationship Practices? The University of Lusaka, Department of Postgraduate Studies, Lusaka, Zambia.

Mone, E. M., and London, M. (2010). Employee Engagement through Effective Performance Management: A Practical Guide for Managers. New York, NY: Routledge.

Mugenda, A., and Mugenda, O. (2013). Research Methods: Quantitative and Qualitative Approaches. Nairobi: ACTS press.

Mulu, A. and Zewdie, S. (2021). The Effect of Diversity Management on Organisational Performance: The Case of Ethio-Telecom. South West Region. European Journal of Business Management and Research. 6(2):134-139

Munzhedi, P. H. (2011). Performance Management System and Improved Productivity: A Case of Department Local Government and Housing in Limpopo Province. University of South Africa.

Newstrom, J.W. (2011). Organizational Behaviour. (5thed.). New York, NY: McGraw-Hill.

Nisa, Z. Javed, U. and Akhtar, H. (2015). Impact of Project Performance Measurement System on Project Success: A Study Based on NGO Sector of Pakistan. International Journal of Sciences: Basic and Applied Research, Volume 22, No 2, pp 289-315, 2015

Noe, R.A, Hollenbeck, J.R, Gerhat, B. and Wrigh, P.M. (2013). Human Resource Management: Gaining a Competitive Advantage. Boston: Irwin McGraw-Hill.

Non-Governmental Organisations Act, (Commencement) Order, 2011. 2. Commencement of Act No. 16 of 2009. Zambia

Nuswantoro, H. (2017). Does the Implementation of a Formal Performance Management System Improve Employee Performance? Perspectives from Indonesian Civil Servants. MA thesis, University of Melbourne. https://tinyurl.com/s3ukt9v

Ortega-Rodriguez, C. & Licerán, A. (2020). Transparency As a Key Element in Accountability in Nonprofit Organisations:A Systematic Literature Review. Sustainability, 12(14), 5834

Panda. I. (2019). Structured and Semi-structured Interviews. https://ivypanda.com/essays/structured-and-semi-structured-interviews/

Phiri, M. (2022). Implementation of Performance Management System In Zambia's Public Service: Exploring Awareness, Challenges And Mitigation Measures. University of Zambia and Zimbabwe, Open University, The University of Zambia, Lusaka

Pollit, C., and Bouckaert, C. (2013). Public Management Reform: A Comparative Analysis: Oxford University Press.
Powerhouse Coopers. (2019). Survey of Nonprofit Organisations in Zambia

Public Service Management Division ]PSMD] (2017). Procedures and Guidelines for Human Resource Development in the Public Service, Government Printers, Lusaka, Zambia.

Rath, A. (2015). Performance Management System in Non-Government Organizations. International Journal of Management, Technology and Engineering. Centurion University of Technology & Management, Odisha

Sisa, E. (2014). Implementation of the Performance Management System in the Ministry of Foreign Affairs and International Cooperation of the Botswana Public Service. University of South Africa

Shamizinga, K. (2020). Challenges Of Performance Management Systems Implementation In Selected Zambian Public Institutions. The University of Zambia.

Sharma, S. 2019. Descriptive Research Design. Horizons University

Sharma, N.P and Gupta, V. (2022). Human behavior in a social environment. 6th Edition, New York. USA

Sierra, J.J. 2016. Open-Verses Close-Ended Survey Questions. Institute for Marketing Futurology and Philosophy, Texas State University

Switasarra, A. V. and Astanti, R. D. (2021). Literature Review of Job Description: Meta-Analysis. Literature Review of Job Description: Meta-analysis. International Journal of Inustrial Engineering and Engineering Management. Universitas Atma Jaya Yogy

Tembo, E. (2018). The Effectiveness of Performance Management System: The Case of Zambian Public Service. Unpublished Masters dissertation, KDI School of Public Policy and Management.

Thabane L, Ma J, Chu R, Cheng J, Ismaila A, Rios LP, et al. (2010). A tutorial on pilot studies: the what, why and how. BMC Med Res Methodol. 2010; 10:1.

Togher, K. (2016). An analysis of the area of reward and recognition and the impact it has on employee retention. National College of Ireland

Uma, R. (2013). Different types of general performance management appraisal in organizations. International Journal of Management and Commerce Innovations

Williams, K. (2023). What Are Questionnaires? Benefits, Types and Examples. https://surveysparrow.com/blog/questionnaires/

Wendy, H., Duncan, B., Catherine, C., and Peter, R. (2011). Performance Management: The Implementation Challenge Key research findings. Institute for Employment Studies, Sovereign House, Church Street, Brighton BN1 1UJ UK

Zvavahera, P. (2013). Journal of Management and Marketing Research An Evaluation of the Effectiveness

Journal of Management and Marketing Research An evaluation of the effectiveness. IBS University

**APPENDIX I: LETTER OF CONSENT TO RESPONDENTS**

University of Zambia

Lusaka

……/……./ 2023

Dear Respondent,

**Re: Student Research**

I am a Master of Human Resource Studies student at UNZA - Lusaka currently carrying out a research on: "The Effectiveness of Employee Performance Appraisal in the International Non-Profit Organisations in the Agriculture Sector in Lusaka".

You have been chosen to take part in this study by answering the questionnaire attached. This is an academic exercise to enable me partially to fulfil a requirement for the award of a degree. Therefore, your honest response to the questionnaire will be highly appreciated and considered confidential. Please take a few minutes to answer this questionnaire. It is the researcher's ethical responsibility to maintain confidentiality of responses. You are also at liberty to remain anonymous in this process.

Participant signature /

Thumb print….....Date……

Yours faithfully,

Elledy Tembo

Cell: +260 977 718257

## APPENDIX II: QUESTIONNAIRE FOR STAFF

Topic: "The Effectiveness of Employee Performance Appraisal in Non-Profit Making Organisations in the Agriculture Sector in Lusaka, Zambia."

**Instructions**: Kindly indicate your preference among alternative answers for each question by ticking in the appropriate box. Where alternative answers are not provided, fill in the gaps provided. Thank you for your contribution.

### Section I: Background Information

1. **Gender**

| **Gender** | **Tick** |
|---|---|
| Male | |
| Female | |

2. **Age**

| **Age** | **Tick** |
|---|---|
| 21-30 | |
| 31-40 | |
| 41-50 | |
| 51 and above | |

3. **Education**

| **Level of Education** | **Tick** |
|---|---|
| School Certificate | |
| Professional Certificate | |
| Diploma | |
| Bachelor's Degree | |
| Postgraduate Degree | |

4. **Length of service**

| **Length of Service with Ide** | **Tick** |
|---|---|
| 1 year and below | |
| 2-4 years | |
| 5-7 years | |
| 8-10 years | |
| 10 years and above | |

**Section II: Effectiveness of Performance Evaluation Practices on Employee Performance in the International Non-Profit Organisations in the Agriculture Sector in Lusaka, Zambia.**

On a scale of 1 to 6, indicate the extent to which you agree or disagree with the following statements about Performance Appraisal Process in the Non-Profit Making Organisations in the Agriculture Sector in Lusaka, Zambia.

(Key: 1-Strongly disagree; 2-Disagree; 3-Not Sure; 4-Do not know; 5-Agree 6-Strongly agree)

| | **Statements** | **1** | **2** | **3** | **4** | **5** | **6** |
|---|---|---|---|---|---|---|---|
| | Performance appraisals make me work harder than expected | | | | | | |
| | Performance appraisals make me work at my normal pace | | | | | | |
| | Performance appraisals make me work below expectation due to how they are conducted | | | | | | |
| | If I don't agree with performance appraisal score, there is appeal process | | | | | | |
| | Performance appraisal makes me better understand what I should be doing | | | | | | |
| | Performance appraisal is used as a decision-making tool for the increasing my performance/putting much effort. | | | | | | |
| | Performance appraisals influences positive individual performance | | | | | | |
| | I often perform better than what can be expected without appraisal. | | | | | | |
| | Performance appraisal process is valuable to my performance in my organization | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Am satisfied with the current performance appraisal system in the organization | | | | | | |
| | I have developed new skills as part of development plans from performance appraisal. | | | | | | |
| | Performance appraisals promote growth and development in my organisation | | | | | | |

**16.** How else does performance appraisal affect employee performance?
……
……
……

**Section III: Influence of Reward Systems on Employee Performance**
Please indicate the extent to which you agree with the following statements (Key: 1-Strongly disagree; 2-Disagree; 3-Not Sure; 4-Do not know; 5-Agree 6-Strongly agree)

| | **Statements** | **1** | **2** | **3** | **4** | **5** | **6** |
|---|---|---|---|---|---|---|---|
| **1** | The rewards provided by my organization very frequently motivate us to give our best. | | | | | | |
| **2** | The rewards provided by my organization sometimes serve to improve on my productivity. | | | | | | |
| **3** | My organization influences my productivity by linking the reward on job promotion. | | | | | | |
| **4** | The rewards motivate me to be timely in completing my duties. | | | | | | |
| **5** | The rewards are varied and satisfactory. | | | | | | |
| **6** | My level of wage is fair and satisfactory to the degree of my performance. | | | | | | |
| **7** | Reward opportunities encourage staff to be creative. | | | | | | |
| **8** | Bonuses increase my performance. | | | | | | |
| **9** | Appreciation by managers increases my success at work. | | | | | | |
| **10** | When rewarded I seek for ways of improving the performance of the organization. | | | | | | |
| **11** | The organisation provides competitive rewards and incentives that promote retention. | | | | | | |

**28**. How else does the reward system affect employee performance?

……..

……

**Section IV: Effectiveness of Performance Feedback on Employee Performance**

Please indicate the extent to which you agree with the following statements (Key: 1-Strongly disagree; 2-Disagree; 3-Not Sure; 4-Do not know; 5-Agree 6-Strongly agree)

| | Statements | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| **1.** | My manager gives me fair and productive feedback. | | | | | | |
| **2.** | My manager engages with me on a regular basis to provide feedback on my job performance. | | | | | | |
| **3.** | I feel appreciated in my work in the way feedback is provided. | | | | | | |
| **4.** | My organization seems more engaged in providing positive feedback for good performers than criticizing the poor ones. | | | | | | |
| **5.** | The feedback I receive agrees with what I have actually achieved. | | | | | | |
| **6.** | The feedback provided has helped me improve my performance. | | | | | | |
| **7.** | The feedback I receive on how I do my job is highly relevant. | | | | | | |
| **8.** | I am satisfied with the way my organization provides me with feedback. | | | | | | |
| **9.** | My manager gives me an opportunity also air my views on what I need to be supported with in my work during feedback meetings. | | | | | | |
| **10.** | Current performance feedback in my organization is fair and unbiased. | | | | | | |

**38.** How else does performance feedback affect employee performance?

……..……

……..……

……..……

**Thank You for Your Time and Responses**

**APPENDIX III: SEMI –STRUCTURED INTERVIEW GUIDE**

**Good Morning/Afternoon**

Thank you for accepting to participate in this interview. Topic, "The Effectiveness of Employee Performance Appraisal."

**Instructions**

The information that will be provided is for academic purposes and will be strictly confidential. Neither your name nor your position will be recorded as proof of having participated in the interview. If you agree to this interview it will take approximately 15-20 minutes of your time.

**SECTION A: GENERAL INFORMATION**

1). Gender of participant (s) ……

2). Age of respondent (s)……

3). Length of the service …….

4).What is your level of education……

**SECTION B**

| | |
|---|---|
| 1 | Do you think performance appraisals make you work harder? |
| Ans. | |
| 2 | Do performance appraisals make you work at your normal pace? |
| Ans. | |
| 3 | Do you think performance appraisals make you work below expectation due to how they are conducted? |
| Ans. | |
| 4. | Do you think performance appraisals make you understand what should be done? |
| Ans. | |
| 5. | Are your organisation's performance appraisal targets aligned to your job description? |
| Ans. | |
| 6 | In your opinion, do performance appraisals improve performance? |
| Ans. | |
| 6. | In your opinion, do you think the performance appraisals add value to your organisaion? |

| | |
|---|---|
| Ans. | |
| 8. | Have the organisation's performance appraisals contributed to your career growth and development? |
| Ans. | |
| 9. | Have you developed any new skills from the performance appraisal process at iDE? |
| Ans. | |
| 9. | Are you satisfied with the performance appraisal process at iDE Zambia? |
| Ans. | |
| 10. | Are you satisfied with the reward system and incentives that the organisation provides? |
| Ans. | |
| 11. | Does your organization provide rewards frequently? If yes, is it tied to the performance appraisal results? |
| Ans. | |
| 12. | Do you receive bonuses after completing any projects from the managers? |
| Ans. | |
| 13. | How else does the reward system affect employee performance? |
| Ans. | |
| 14. | Does your manager give you fair and productive feedback? |
| Ans. | |
| 15. | How often do you meet with your manager to discuss your job performance? |
| Ans. | |
| 16. | How else does performance feedback affect employee performance? |
| Ans. | |

**Thank You for Your Time and Responses**

**APPENDIX IV: TIMEFRAME**

| S/N | ACTIVITY | DESCRIPTION | DURATION JUNE TO NOVEMBER | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | J | J | A | S | O | N |
| 1 | Research Topic Formulation | This will involve identifying a research problem, refining it into a research topic, discussing topic with supervisor. Once approved by supervisor the topic will be submitted for filling. | | | | | | |
| 2 | Introduction | A brief overview of the problem | | | | | | |
| 3 | Background of the study | Describe the problem | | | | | | |
| 4 | Statement of the problem | A brief of statement of the problem and how to solve the problem | | | | | | |
| 5 | Literature review | Reviewing of information from the internet and various books from previous studies relevant to the research topic | | | | | | |
| | | | | | | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **6** | Methodology | Involves the methods of collecting data | | | | | | |
| **7** | Submission of the Proposal | Handing in the full written draft proposal to the Lecturer for grading | | | | | | |
| **8** | Field Work | It will involve the administering of questionnaires to respondents so as to obtain primary data. | | | | | | |
| **9** | Data Analysis | This will involve the evaluation and | | | | | | |
| **10** | Finalizing Draft Report | This entails writing a full draft report and proof reading. | | | | | | |
| **11** | Submitting Final Report | Handing in a final report for marking. | | | | | | |

**APPENDIX V: BUDGET**

| | | | |
|---|---|---|---|
| Activity A: Proposal | | | |
| 1 | Bond Paper | 1 | 400.00 |
| 2 | Printing of proposal | 30 | 150.00 |
| | | | Activity B: Questionnaire |
| 1 | Printing of interview guide | 2 pages | 100.00 |
| 2 | Printing of Consent Forms x 100 | 1 page | 100.00 |
| | | | Activity C: Field Work |
| 1 | Transport | | 1000.00 |
| 2 | Bundles | | 300.00 |
| | | | Activity D: Data Analysis and Draft Report |
| S/N | Item | Quantity | Cost (ZMW) |
| 1 | Printing of the Draft Report | 97 pages | 485.00 |
| | | | Activity E: Final Report |
| 1 | Printing | 97 pages (2) | 970.00 |
| 2 | Binding reports | 2 | 100.00 |
| | Total | | K3,605.00 |

**APPENDIX VI: PROOF OF DATA COLLECTED FROM THE MINISTRY OF COMMUNITY DEVELOPMENT AND SOCIAL SERVICES NGO LIST**

*All correspondence should be addressed to the Permanent Secretary*
*Telephone: 223319 / 235343*
*Fax: 235342*

*In reply please quote:*

MCDSS 101/12/3

REPUBLIC OF ZAMBIA

# MINISTRY OF COMMUNITY DEVELOPMENT AND SOCIAL SERVICES

COMMUNITY HOUSE
SADZU ROAD
PRIVATE BAG W 252
LUSAKA

**28th November, 2023**

The University of Zambia
Graduate School of Business
P.O. Box 32379
**LUSAKA**

ATT: Elledy Tembo

RE: **REQUEST FOR INFORMATION FOR ACADEMIC PURPOSES – RESEARCH ON EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL IN INTERNATIONAL NON-PROFIT ORGANISATIONS IN THE AGRICULTURAL SECTOR – LUSAKA PROVINCE**

I thank you for your letter dated 27th November 2023, in which you requested for a list of international non-profit organisations in the agricultural sector for purposes of data collection for your academic research in partial fulfilment of a Masters Programme in Human Resources Management.

Please find attached, for your use, the requested information.

Do not hesitate to contact my office should you require any further clarification on the provided information.

Pumulo Mundale Moyo
**REGISTRAR FOR NGOS**
**MINISTRY OF COMMUNITY DEVELOPMENT AND SOCIAL SERVICES**