

**EFFECTS OF PERFORMANCE APPRAISAL SYSTEM ON ORGANISATIONAL
EFFICIENCY: A CASE STUDY OF PUNTLAND STATE PARLIAMENT**

NAME: ABDUKADIR ABDIRAHMAN MOHAMED

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degree of Masters of Public Administration, University of Nairobi**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University



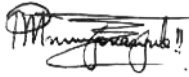
Signature:

Date: 10/10/2021

Name: Abdukadir Abdirahman Mohamed

REG NO: C51/88202/2016

This research project has been submitted for examination with my approval as the University Supervisor



Signature:

Date: 12/10/2021

Dr. Patrick Kasyula

Department of Political Science and Public Administration

University of Nairobi

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LIST OF ABBREVIATIONS AND ACROYNMS

ANOVA	Analysis of Variance
MPs	Members of Parliament
SPSS	Statistical Package for Social Sciences
UN	United Nations
UNDP	United Nations Development Programme
US	United States

ABSTRACT

Many public institutions in the world have experienced challenges in their organisational efficiency with a significant part of these challenges arising from the performance of employees. In Puntland parliament, strategic plan was adopted in 2014 with an aim of fostering organisational efficiency and despite the efforts, challenges remain, therefore this study aimed at evaluating the effect of performance appraisal system on organisational efficiency in Puntland Parliament. The explicit objectives were; to assess the effect of appraisal techniques on organizational efficiency at Puntland State Parliament, to evaluate the effect of performance feedback on organizational efficiency at Puntland State Parliament and to establish the effect of employee's attitude on organizational efficiency at Puntland State Parliament. The study was guided by the goal setting theory of motivation. A case study research design was used and targeted a population of 159 comprising 66 members of parliament and 93 members of staff. The sample size was 80 constituting 33 members of parliament and 47 members of staff. The collection of data was done through questionnaires. The responses rate was 60%. The results from the regression analysis and hypothesis testing revealed that there is a positive and significant relationship between appraisal techniques and organisational efficiency. This is based on the regression coefficient of 0.314 and p value of 0.031. From the regression output and hypothesis tests there is a positive and significant link between performance feedback and organizational efficiency based on p value of 0.001 and regression coefficient of 0.494. From the regression output and hypothesis tests there is a positive and significant relationship between employee attitude and organizational efficiency based on p value of 0.000 and regression coefficient of 0.947. The study therefore recommends that that the institution should focus more on ways of improving the employee attitudes through forums and participatory leadership in addition to the reward system that is already in place. Through trainings the employee attitudes can be enhanced by way of equipping them with skills and adequate knowledge that will positively build their attitudes towards their functions. The study recommends that in addition to yearly feedbacks, the institution should introduce periodic feedback system where the employees are given feedback on the progress of their performance on continuous basis to ensure that they are on track. The study recommends that the performance appraisal system be improved to not only comprise actual verse targeted results but should take into consideration employee attributes like their behaviours. On the basis of the results from the study, appraisal techniques, performance feedback and employee attitude account for 73% of the changes in the organizational efficiency. Future studies may be done on the other factors that influence organizational efficiency in Puntland parliament. Further future studies should also be done on other public institutions in Somalia in relation to the nexus between performance appraisal system and organizational efficiency.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Most organisations worldwide are grappling with how best to enhance their efficiency. According to Tahsildari and Shahnaeli (2015), the efficiency of an entity is a function of several factors key among them is the employees. An employee is an asset to an organization and thus the success of an organization is contingent on how the employees are performing (Danish & Usman, 2010). The performance of the employees in an organization is a function of many factors including the kind of performance appraisal system that is in place (DeNisi & Smith, 2014). Therefore, in an era where there is continuous and rapid change, effective human capital should be in place for an organisation to be efficient, productive and more receptive to the stakeholder's needs. It is thus essential to have a good system of appraising the employees since it is essential in managing people in an organisation.

Globally, the use of performance appraisal practices is contingent on industry, organisational culture and the cadre of employees. Currently, the considerable increase in the adoption of a performance appraisal has been prompted by the organisations' realisation of the essential role that performance appraisal play. The adoption of the performance appraisal in different organisations is driven by the need towards survival in a global economy. An investigation by Berry (2013) showed that by 1970s and 1980s, between 74% and 96% of the organisations in the USA and Britain had established a formal a formal performance appraisal system. As noted by Pichler (2015), several organisations have employed performance appraisal techniques with a goal of exploiting and utilising resources to stay ahead of competition. As noted by Maud, (2001); a sustainable competitive gain among industries, firms and nations is a product of performance. In their endeavour to be competitive, countries put much effort and emphasis to industries.

In Malawi, Torrington (2013) observed that there is a nexus between employee productivity and appraisal within the public sector because they can be utilised in improving the performance, increasing motivation, providing feedback, identification of potentials and

training needs as well as letting individuals to understand their expectations, career development and how to solve problems that are job related. Further the performance appraisal system offers an effective way of managing employees as well as assessing the employee achievements, weaknesses and how the role of each employee fits to the overall business. Moreover, it helps in comparing the efficiency of different members of staff, in goal setting and ways through which business can be enhanced.

A recent survey by world at Work and Consulting (2013) establishes that more than ninety percent of Somalia's big organisations employ employee appraisal reviews and techniques. This is driven by the need towards having an effective management of human resource. This is also premised on the idea that a performance appraisal system that is designed effectively, administered and implemented can benefit the organization, manager and employee (Longenecker, 2013).

1.1.1 Organizational Efficiency at Puntland Parliament

Puntland Parliament developed a strategic plan in 2014 covering the period 2014 to 2018 with an aim of enhancing efficiency and service delivery by the parliament. The aim of the strategic plan was to guide the state body in improving its performance hence the strategic plan outlined the key areas through which performance will be evaluated (Puntland Parliament, 2018). Among the key issues identified by the strategic plan is the enhancement of the employee appraisals that required the review of the performance of parliament alongside that of the employees. The United Nations Development Programme, (UNDP) evaluated the performance of parliament in relation to the progress in its strategic plan and development programmes that were outlined in the strategic plan hence according to the UNDP report (2015) there was progress in the performance of Puntland parliament albeit the challenges in the implementation of various programmes.

The strategic plan was again reviewed to cover the period 2019-2024 with the main focus being how performance can be enhanced particularly the aspect of efficiency in the execution of its functions as a state body (Puntland Parliament, 2019). The strategic plan outlined the progress made in the implementation of the performance appraisal programmes at Puntland Parliament but noted that much still need to be done. The performance appraisal system put in

place entailed various techniques of appraisal like self assessments, behavioural assessments, performance feedback and assessment of employee attitudes. The performance appraisal system as outlined in the strategic plan 2018-2023 was two pronged; appraisal of employees with administrative duties and appraisal of members of parliament based on their legislative roles. Consequently this study aimed at evaluating the nexus between the performance appraisal system and organisational efficiency at Puntland Parliament.

1.2 Statement of the Problem

An evaluation report by United Nations Development Programme, UNDP (2015) which assessed the performance of parliament based on the programmes it funded revealed a lot of challenges which clearly indicate the lack of efficiency. It was apparent that most members of parliament were not in a position to execute their duties as expected and this raises a lot of questions as to whether the institution is effective. In 2014, the State Parliament of Puntland adopted a five years (2014 – 2018) strategic plan to guide for service delivery improvements and performance management. The plan emphasised on developing parliamentarians leadership skills and enhance good collaboration among Members of Parliament (MPs) and their staffs.

Among other strategies, the plan established performance appraisal for all MPs as a means for managing their performance. Four years under implementation, there has been some published reports and empirical data to demonstrate the outcomes of performance appraisal in regards to the Puntland Parliament. In the report by the United Nations Development Programme, UNDP (2015) it was revealed that among other States in Somali, Puntland State continues to experience challenges in security, projects funding, projects conflicts and stakeholder engagement and partnership. Particularly, the parliament is blamed as facilitating the failure due to lack of enabling policies and regulations to guide on the issues. The United Nations Development Programme, (2015) report indicates a performance gap from the policy maker's point of view.

The report by the United Nation Development Program (2015) also revealed that while Puntland had been touted as a region that is most prosperous in Somalia, the political leadership has been faced with tensions which have ended up interfering with its development programmes raising the question as to what role the members of parliament who happen to be

politicians play. Therefore most of the blame has been directed towards the political leadership which includes the members of parliament. Further, poor governance has continued to characterise the region as parliament fail to institute necessary reforms by way of its legislative function. Consequently the strategic plan was revised in 2018 covering the period 2019 to 2024 to improve on the organisational efficiency and focused on the improvement of the challenges witnessed under the 2014-2018 strategic plan. A lot of focus was paid on performance appraisal systems including the appraisal techniques to be used, ways of enhancing performance feedback and assessments on the employee attitudes. Further the strategic plan focused on the functions of the members of administration and members of parliament and ways in which both functions can be assessed hence this study assessed the effect of performance appraisal system on the organisational efficiency at Puntland Parliament, Somalia.

1.3. Research Questions

- i. What is the effect of appraisal techniques on organizational efficiency at Puntland State Parliament?
- ii. To what extent does performance feedback affect organizational efficiency at Puntland State Parliament?
- iii. What is the effect of employee's attitude on organizational efficiency at Puntland State Parliament?

1.4. Objectives of the Study

1.4.1 General Objectives

The main objective of the study was to establish the influence of performance appraisal system on organizational efficiency in Puntland State Parliament.

1.4.2 Specific Objectives

- i. To assess the effects of appraisal techniques on organizational efficiency at Puntland State Parliament.
- ii. To determine the effects of performance feedback on organizational efficiency at Puntland State Parliament.

- iii. To establish the effect of employee's attitude on organizational efficiency at Puntland State Parliament.

1.5 Significance of the Study

The study findings will provide constructive information to the Puntland Parliament on how performance appraisal influences organizational efficiency. This will help address performance appraisal within the entire institution. The policy makers would comprehend the challenges of appraisal and how to deal with them. The study will help parliament employees to comprehend and realize the contribution of various performance appraisal techniques affects their performance and ultimately organizational efficiency. The study is also expected to help academicians by enhancing improvement of knowledge.

1.6 Scope and Limitation of the Study

This study specifically focused on the influence of performance appraisal systems on the organizational efficiency at Puntland Parliament. It focused on the effect of appraisal techniques, performance feedback and employee's attitude on the performance of employee at Puntland Parliament. The study incorporated Members of Parliament and members of staff within the Puntland State Parliament. The period of study was from 2018 to 2021 in line with the Puntland strategic plan which runs from 2019 to 2024. While there are other public governing bodies which have a performance appraisal system in Somalia, the research was only limited to Puntland Parliament because of the accessibility and proximity of the researcher to the institution. This was to help in saving time and cost.

1.7 Definition of Concepts

Performance Appraisal system: System used to review the performance of employees in an organisation based on their responsibilities and the duties assigned to them in a given period of time (Kanisa & Makokha, 2017).

Organisational Efficiency: Is the ability of an organisation to achieve the set objectives devoid of strains on the organisation's authoritative blueprint (Tahsildan &

Shahnaei, 2015). Organisational efficiency is determined on the basis of actual verses the set goals, duration taken to perform the functions and the cost saved in a given period for the functions undertaken.

Performance Feedback: process by which an organisation communicates to its employees on their performance based on their individual outcome and desired outcome (Kaymaz, 2011). This is usually done at the end of a financial year. Performance feedback can be categorised as positive and negative feedback. Performance feedback also entails the recognition of major achievements in an organisation.

Employee Attitude: This is the employee perceptions towards the tasks assigned to him in an organisation (Rahiman & Kodika, 2017). Employee attitudes are determined on the basis of feeling towards work (affective), knowledge and beliefs (cognitive) and behaviour at work (behavioural).

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This section describes the review of past studies on the area of performance appraisal system and how it relates to organisational efficiency. It brings forth, the limitations, the contextual and methodological gaps of these studies and how the current study addressed these gaps. Further, the section outlines the theories through which the variables in this study were based on.

2.2. The Concept of Performance Appraisal System

Performance appraisal is a system used to review the performance of employees in an organisation based on their responsibilities and the duties assigned to them in a given period of time. The performance appraisal system evaluates the employee performance on the basis of the results that an employee attained based on the job assigned. The concept performance has been adopted in various fields including education and corporate performance. Patrick (2011) notes that a performance appraisal system evaluates factors like the quality of work, quantity, time and cost. Performance appraisal helps in identifying the skills and forms the basis for trainings of employees within an organisation (Obisi, 2011). As noted by Baguli (2014), performance appraisal helps an organisation in decision making on matters to do with whether an employee is eligible to continue with his employment, whether an employee should receive the bonus payment, whether an employee should be promoted among other things.

As observed by Banjoko (2015), many organisations often view the concept of performance appraisal from the viewpoint of its evaluative role as opposed to its role in facilitating the employee growth and development. This can be achieved through trainings and providing feedback on the appraisal information. Obisi (2011) perfectly outlines the role of performance appraisal system in giving an entity a competitive advantage by ensuring that organisational effectiveness is achieved and therefore any organisation seeking to remain competitive must perfectly address the issue of personnel management which is best achieved through an effective performance appraisal system that not only looks at the evaluative aspect but also looks at its use in facilitating growth.

2.3. The Concept of Organisational Efficiency

Organizational efficiency is often viewed as a pertinent factor in the success of an organisation or a business entity. (Tahsildari & Shahnaei, 2015). Organizational efficiency has often been described as the capacity of an organisation to achieve the desired objectives devoid of strains on the organization's authoritative blueprint (Malik et al, 2010). There are three approaches that have been put forth in evaluating organizational efficiency; the goal, process and resource approach.

Under the goal approach, the efficiency and effectiveness within an organization is determined by the ability of the policies and actions out in place to make an organization to achieve the intended goals. The process approach evaluates efficiency on the basis of the general processes and internal procedures in an organization for instance the processes regarding the employee fulfilment. The resource approach evaluates efficiency from the standpoint of how an organization is able to efficiently use scarce resources to make optimum profits. Most organizations in the 21st century are operating on a blend of the three approaches by using what has been described as multiple constituency approach.

2.4. Appraisal Techniques and Organisation Efficiency

Studies conducted in relation to performance appraisal and organizational efficiency have mainly evaluated organizational efficiency from the viewpoint of employee productivity leaving out other key indicators of organizational efficiency like the goals achieved and targets set. A study by Brefo-Manu, Bonzu, Anlesinya and Odoi (2017) assessed on the link between performance appraisal and organisational effectiveness in public and private organizations in Ghana. The study established that there is a wide use of performance appraisal system in both the private and public organisations. Further it was established that the use of a performance appraisal system was much higher in the private than in public sector. The results from the study also showed a significant and positive link between the performance appraisal and effectiveness among private sector organisations. In the public sector the results indicated an insignificant and positive effect in the public sector. Organizational effectiveness was assessed on the basis of how productive the employees were. The major gap from the study is that it did not assess efficiency from the point of how an organisation performs. In the current study, organisational efficiency was evaluated on the basis of the attainment of the set goals by an

organisation which is much broader than employee efficiency which the study examined. Secondly the study focused on both the private and public institutions while the current study examined parliament which is a public institution.

A study by Tahsildari and Shahnaei (2015) evaluated the relationship between the performance appraisal and organizational efficiency but within the context of a learning institution. Data was collected from the selected employees in a Malaysian government university. Purposive sampling technique was used and 65 employees participated in the study. Organisational efficiency was evaluated on the basis of employee performance. The results from the study showed a positive association between the performance appraisal and organisational efficiency. The study examined organisational efficiency from the prism of an institution of learning whose institutional structures and modes of operations are different from that of the institution of parliament which is the focus of the proposed study. While the organisational efficiency of parliament is evaluated in terms of its legislative roles, the organisational efficiency within an institution of learning is evaluated from the standpoint of academic goals. The context of the study is also different from that of the current study in that it was done within the Malaysian government. The current study was done in Somalia.

Kanisa and Makokha (2017) assessed on the effect of performance appraisal techniques on performance of secondary schools in Pokot, Kenya. The assessment used a descriptive survey design and targeted 300 teachers within Pokot Sub County out of which 170 teachers were sampled. The results showed that performance appraisal technique positively affects performance. While this study evaluated the performance appraisal techniques from the viewpoint of employee productivity, the current study evaluated performance appraisal techniques from the standpoint of performance feedback and the employee attitudes. Secondly the main focus of the study was organisational performance which mainly examined the growth. The current study evaluated organisational efficiency which was based on the strategic set goals of an institution of parliament. The study was also done within the Kenyan context while the current study was done in Somalia.

2.5. Performance Feedback and Organisation Efficiency

Performance feedback is one of the most essential elements of a performance appraisal system. As observed by Obisi (2011) a performance appraisal system can only make sense if there is

feedback on the appraisal information. Using the feedback from the appraisal information, an organisation is in a position to determine the training needs of the employees in addition to helping in key decisions like promotions, bonus payments and recruitments (Baguli, 2014). The role of performance feedback on organisational efficiency needs to be comprehended for an organisation to sustain its growth. A review of the past studies reveal that most studies have not focused on establishing the link between performance feedback and organisational efficiency.

A study by Kaymaz (2011) sought to provide an insight on how performance feedback helps an organisation by way of facilitating individual based reflections and motivation of the employees. Kaymaz (2011) observes that performance feedback enhances the employees' behavioural and technical effectiveness which is reflected on the job motivation. It was further observed that performance feedback helps in eliminating the performance ambiguities, adapting to changes, enhancing personal development and improve the relationships between the supervisors and subordinates. The study findings revealed a positive connection between performance feedback and motivation. The study however fails to establish the link between performance feedback and organisational efficiency which was the key focus of the current study.

Ayomikum (2017) examined the effectiveness of performance appraisal system. Among the performance appraisal elements examined was the performance feedback. The study findings revealed that performance feedback serves as a motivating tool in an organisation. The study observes that performance feedback helps the employees in identifying the areas that need improvement and based on this they can make adjustments on their performance. The role of performance feedback in enhancing organisational efficiency was however not examined. In another review, Sigridur and Ingunn (2020) explored on the nexus between the performance feedback and organisational behaviour. The study did not review how performance feedback influences organisational efficiency which is often a product of organisational behaviour.

2.6. Employee Attitude and Organisation Efficiency

The relationship between the work related attitudes of employees and organisational performance has been the focus of most research. Few studies have however focused on the relationship between the employee attitudes and organisational efficiency particularly within

the context of a public institution like parliament. As stated by Gibbons and Henderson (2012), one of the reasons why certain enterprises operate more efficiently than others is because of human resource practices. A good human resource model must be able to build a good employee attitude towards the jobs assigned. Fritzsche and Parrish (2005) opine that “a happy worker is a productive worker” therefore an effective organisation ensures that the employees are happy and have positive attitude towards their and organisations. An effective appraisal system should therefore gear towards developing a good employee attitude.

A study by Boateng (2011) evaluated performance appraisal in terms of how it can help an organisation attain its objectives. The area of focus was a health institution in Ghana. The measure of organisational efficiency is on how an organisation is able to achieve its objectives. Performance appraisal was measured using employee perceptions and its ability to recognize strengths and weaknesses of an employee. The outcome from the study revealed that employee perception towards the appraisal process was positive. Whereas the study identifies employee perception as a key element in the appraisal process, it was assessed on the basis employee perception towards the appraisal process and not towards their jobs which is usually a key element in employee productivity. The current study evaluated the attitude of the employee and how it influences the organisational efficiency. Further the study was done within the Ghanaian context while the current study was done within the Somalia context.

Rahiman and Kodikal (2017) evaluated the impact that employee work related attitude has on job efficiency and performance. Job efficiency and performance was evaluated on the basis of the employee productivity. Based on the study, an employee whose attitude is positive gets to quickly comprehend the business dynamics and get in tuned to the organisational environment leading to high productivity. The study establishes a positive link between employee work-related attitude and job performance. While the study assessed on job efficiency from the point of employee productivity, the current study examined the relationship between employee attitude and organisational efficiency. While employee productivity examines the performance of an individual employee, organisational efficiency examines the overall performance of an organisation on the basis of the set goals.

In another study, Offorbike, Nnadi and Agu (2018) evaluated on the relationship between the management of the employee attitude and performance. Performance was evaluated on the

basis of the employee productivity. The outcome from the study showed a positive link between the management of employee attitude and productivity. The study did not establish any link between the employee attitude and performance. Additionally, the aspect of organisational efficiency was not clearly addressed as the study focused much on performance due to employee attitude.

2.7. Theoretical and Conceptual Framework

The study was based on the goal setting theory.

2.7.1. Goal Setting Theory of Motivation

The theory was put forth by Edwin Locke in 1960. This theory essentially links the goal setting process with performance. Its key assumption is that better performance of tasks by the employees in an organisation is contingent on the set goals both specific and challenging along with the appropriate feedback. The theory explains that goals help to indicate and give employees the direction on what needs to be done and the efforts required to do what needs to be done.

The theory has six main features that define the connection between goal setting and performance of tasks. First is the idea that the willingness of the employees towards attaining a goal is the main source of motivation. Secondly, is the clarity of goals. The idea is that the clearer and specific the goals are, the better the performance in an organisation. Clarity of goals means that they are devoid of any ambiguity and can be clearly understood by the employees. The third feature is that appropriate feedback of performance influences the behaviour of employees and leads to better performance. Feedback is a means through which clarifications are made. The fourth feature is the participation of the employees. The concept is premised on the idea that the participation of employees in a goal is essential. The fifth feature of the theory is that the goal should be realistic and challenging as it gives an individual a feeling of pride when he attains them. Lastly is the idea that participation in goal setting makes a goal more acceptable.

In the current study, the goal setting theory was instrumental in ascertaining the role of goal setting in an appraisal system and how it enhances organisational efficiency. In a performance appraisal system, the supervisor and the employee agree on the goals to be achieved by the

employee within a given period of time. Using the features of the goal setting theory for instance clarity of goals, an organisation can come up with an effective performance appraisal technique that can enhance organisational efficiency. In the current study, the goal setting theory was instrumental in evaluating the nexus between performance appraisal system and organisational efficiency. The performance appraisal system usually takes into consideration the goals set for a given period therefore and therefore employees are appraised on the basis of set goal verses the actual performance. In attaining the goals set employee attitude is also taken into consideration by way of motivation so that their personal goals can be aligned to the organisational goals. Once the outcome has been achieved, a good performance appraisal system will facilitate feedback to employees outlining the areas of improvement and recognising the achievements. The conceptual framework is in Figure 2.1

Independent variables

Dependent Variable

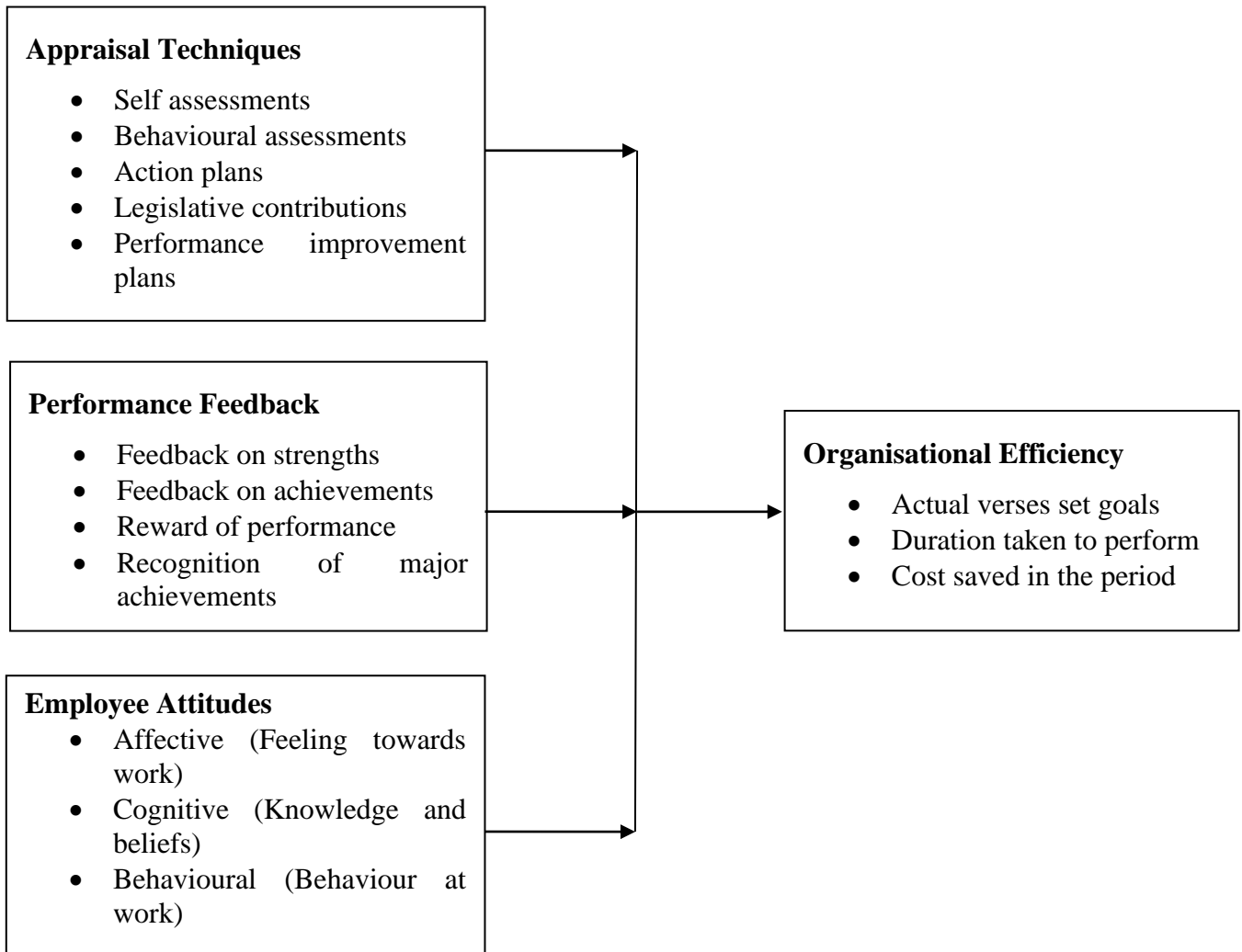


Figure 2.1. Conceptual Framework

2.9. Research Hypotheses

This study was based on the following hypothesis

H₁. There is a significant relationship between appraisal techniques and organizational efficiency at Puntland Parliament.

H₂. There is a significant relationship between performance feedback and organizational efficiency at Puntland Parliament.

H₃. There is a significant relationship between employee attitude and organizational efficiency at Puntland Parliament.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The methodology is covered in this section. This covers the research design, target populace, sample size, data collection instruments, data analysis methods and the ethical considerations of research.

3.2. Research Design

A research design is a framework or a blueprint through which a research is premised on. This study used the case study research design. Puntland parliament was the case study on how the performance appraisal system influences the organisational efficiency. As noted by McCombes (2020), a case study has the advantage of being inexpensive, and it helps in collecting detailed information that would have otherwise not been obtained using other designs. The collected data under the case study is often useful as it studies a unit in its broad perspective.

3.3. Target and Sample Population

The study targeted the respondents from the Puntland Parliament comprising mainly of the members of parliament (MPs) and members of staff (MS). Currently there are 66 MPs and 93 members of staff. The reason for choosing these respondents is because they work in the Puntland parliament and are well conversant with the operations of the parliament including the performance appraisal systems put in place.

The study's sample size was determined by the use of stratified random sampling technique which according to Mugenda and Mugenda (2013) helps in eliminating bias as it ensures that all the groups (strata) within a population are all represented. When a population in a research is relatively small, the sample size is 50 percent but when it is relatively big, the sample size is 10 percent (Mugenda & Mugenda, 2013). Based on this, the population of 159 is relatively small hence the sample size was 80 which is 50percent of the populace. The sample was identified from among the members of parliament and the members of staff at

Puntland parliament. The members of staff were randomly picked from all the departments within the Puntland parliament to ensure adequate representation. The members of parliament were also picked randomly using a proportion of 50 percent. Table 3.1 presents the target population and sample size.

Table 3.1: Target Population and Sample Size

Respondents	Population	Sample Size (50%)
Members of Parliament	66	33
Members of Staff	93	47
Total	159	80

Source: Puntland Parliament (2021)

3.4. Data Collection Methods

Data collection process encompasses determining and getting a tool utilised in collection and data analysis of subjects in a research topic (Kothari, 2014). The choice of instrumentation is guided by the nature of data. Data can either be quantitative or qualitative. In evaluating the relationship between performance appraisal system and organisational efficiency questionnaires was used as a research instrument in this study. A five-point likert scale was employed in measuring the various aspects of performance appraisal system in the questionnaire.

This study utilised close ended questionnaires to get the needed information from the respondents. As noted by (Kothari, 2014) close ended questionnaires help in getting direct and straight answers from the respondents. This ensures that there is no diversion from the subject whose information is being sought. Questionnaires were close ended. The questionnaires were distributed to the Members of parliament in Puntland and the members of staff at the parliament. The questionnaires were administered to the respondents and picked within 14 days. This was meant to give them adequate time to fill the questionnaire.

3.5. Data Analysis

Data analysis entails coding and examining of data to make meaning out of it (Mugenda and Mugenda, 2013). Data analysis involves both the descriptive and inferential analysis. The descriptive statistics helps in determining the basic features of the data used in terms of the mean, standard deviation, frequencies and percentages. On the other hand, inferential analysis helps in determining the relationship between the independent and the dependent variable. In the current study, performance appraisal system is the independent while the organisational efficiency is dependent variable.

Inferential statistics involved carrying out a correlation and regression analysis. The correlation analysis was done to ascertain the relationships between a pair of variables. It helps in knowing if a pair of variables is closely related. If a pair of variables is strongly correlated then one of the variables will be eliminated. This analysis was done using the regression. Regression analysis helps in showing the nature of relationship between the dependent and independent variables and whether this relationship is significant. A regression analysis summarises the model used, the analysis of variance (ANOVA) and the regression coefficients. Data analysis was aided by SPSS Version 24. The current study used the regression equation below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y= Organisational efficiency (dependent variable)

β_0 is the constant

$\beta_1 \beta_2 \beta_3$ are the regression coefficients.

X1 is the appraisal techniques

X2 is the performance feedback

X3 is the employee attitude

ϵ is the error term.

A 95 percent confidence level was used and the analysis was done using the SPSS Version 24.

3.6. Reliability and Validity Test

Prior to the collection of data, a pilot test was done to ascertain the reliability and validity of the instrument used in the research. According to Kothari (2014), the test for validity helps in evaluating whether a research instrument measures what is meant to measure accurately. Content and construct validity tests was done. A content validity seeks to determine of the instrument is sufficient in content of the research topic. Construct validity was done to test whether the instrument was guided by a good understanding of the concept.

The instrument's reliability was assessed using the Cronbach's alpha which sets .70 as the base of determining the whether the instrument is reliable or not. An Cronbach's alpha greater than 0.70 is an indication of reliability, while an alpha of < .70 indicates the instrument fails the reliability test. (Guarav & Kothari, 2014). The outcome presented in Table 3.2 indicate that the research instrument was reliable since the coefficients were above 0.70.

Table 3.2: Reliability Results

Variable	Cronbach Alpha	Remarks
Appraisal Technique	0.776	Reliable
Performance Feedback	0.748	Reliable
Employee Attitude	0.789	Reliable
Organizational Efficiency	0.785	Reliable

Source: Field Data (2021)

3.7. Ethical Considerations

Ethical considerations describe the standards that a researcher must comply with in the research process. In the current study, an authorization was sought first from the university through a letter to allow the data collection process to take place. Secondly, authorization was sought from the government departments to allow the research process to be done. Thirdly an authorization was also be sought from Puntland parliament to allow the involvement of staff and members of parliament in providing the required information on the area of organizational efficiency and performance appraisal systems. Additional information

was obtained from literature where all the sources were duly acknowledged. Plagiarism was also be avoided in all the research stages.

3.8. Proposed Chapter Outline

This study consists of five chapters. Chapter one presents the background of the study, statement of research problem, research questions, and study objectives, justification of the study, scope and limitation of the study and definition of concepts. The second chapter presents the literature review, theoretical and conceptual framework and Research hypotheses. Chapter three presents the research methodology which entails research design, population of the study, sample size, data collection methods, data analysis and presentation. Chapter four presents the findings and discussions on the basis of the response rate, demographic information of the respondents, descriptive statistics based on appraisal techniques, performance feedback and employee attitudes. It also present the regression output and hypothesis test results. Chapter five brings the study's summary, conclusions, recommendations and areas for further research.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1. Introduction

The findings are discussed in this section. Specifically, this section covers the chapter discusses the study findings which include the rate of response of the study, background information of the respondents, the descriptive statistics on appraisal techniques, performance feedback and employee attitudes. The results from regression analysis and hypothesis test are also discussed.

4.2. Response Rate

The targeted number of participants was 80 constituting 33 members of parliament and 47 members of staff. Questionnaires were administered to both set of respondents. However, fifty of the targeted respondents gave their responses as shown in Table 4.1.

Table 4.1: Response Rate.

Category of Respondents	Total issued	Total returned	Response rate(%)
Members of Parliament	33	20	60.6%
Members of Staff	47	30	63.8%
Total	80	50	

Source: Field Data (2021).

Table 4.1 reveals that the rate of response was above 60% whereby 60.6% was from the questionnaires distributed to members of parliament while 63.8% were from questionnaires from members if staff. The response rate is consistent with the recommendation by Mugenda and Mugenda (2013) which stipulates that a response of above 60% is satisfactory for an analysis.

4.3. Background Information of Respondents

The background information encompassed the gender, age, education level and length of service of the respondents. The outcome is exhibited in Table 4.2.

Table 4.2: Background Information

Background information	Classification	Frequency	Percentage
Gender	Male	37	74.0%
	Female	13	26.0%
Age(Years)	20-29	9	18.0%
	30-39	19	38.0%
	40-49	15	30.0%
	Over 50	7	14.0%
Education Level	Diploma	18	36.0%
	University	21	42.0%
	Masters	10	20.0%
	PHD	1	2.0%
Length of service	0-9 years	35	70.0%
	10 to 19 years	12	24.0%
	Above 20 years	3	6.0%

Source: Field Data (2021)

From the outcome in Table 4.2, the male respondents were 74% while the female respondents were 26%. This is a manifestation of the fact that both genders were represented. It also implies that there is participation of both genders in Puntland parliament. Secondly, based on the results, majority of the respondents were in the age category of 30-39 years (38%), while 30% were in the age of 40-49 years and 18% in the category of 20-29 years, 14% were in the age of above 50 years. This depicts a high level of diversity which ensures that various views were gathered. It is also apparent that most of the participants were educated since all of them had diploma and above in terms of education. Therefore most of them could be relied on in providing accurate answers as they could interpret the questions. In terms of the length of service, it is apparent that most respondents had worked for between 0-9 years. Twenty four Percent had worked for between 10 to 19 years while 6% had worked for more than 20 years. From this it can be inferred that most of the participants had worked

at the board for a long time hence had adequate knowledge on the performance appraisal system and organizational efficiency.

4.4. Descriptive Statistics

The analysis was centered around performance appraisal system with three elements based on the research objectives. The variables were; appraisal techniques, performance feedback and employee attitude. Various statements were presented to two sets of respondents; members of parliament and the members of staff. A likert scale was used. The findings are presented in Table 4.3 to 4.8.

4.4.1. Appraisal Techniques

The first objective examined the relationship between appraisal techniques and organizational efficiency in Puntland Parliament. Statements presented on appraisal techniques encompassed; periodical appraisals, self assessments, evaluation of behaviours, action plans, performance improvement plan and how they influence organizational efficiency. Table 4.3 and 4.4 shows the outcome for the members of staff and members of parliament respectively.

Table 4.3. Appraisal Techniques for Members of Parliament

Statement	1	2	3	4	5
There is a periodical appraisal of the parliamentarians in Puntland to evaluate their performance	11%	20.0%	4.2%	38.4%	26.4%
There is an elaborate self assessment technique that enable the members of parliament to individual gauge their performance and identify the areas for improvement	16.2%	13.0%	2.4%	45.1%	23.3%
There appraisal technique allows for an elaborate evaluation of behaviors of parliamentarians as they execute their legislative function	11.1%	14.6%	1.5%	52.1%	20.7%
The appraisal of the Members of parliament takes into consideration their legislative contributions as recorded in the Hansard.	6.6%	18.9%	5.8%	21.4%	47.3%
Other than the legislative contributions, the appraisal of the members of parliament incorporates the impact and the anticipated contribution of their legislative contributions to the society.	11.3%	15.6%	4.6%	36.4%	32.1%
At the beginning of each financial year, an action plan is drawn outlining what is expected of the members of parliament at the end of the period for the purposes of appraising their performance.	15.1%	14.3%	6.6%	34.8%	29.2%
For every appraisal of the parliamentarians, a performance improvement plan is developed to ensure that there is efficiency	3.9%	16.7%	4.4%	40.0%	35.0%
The appraisal techniques put in place has helped in improving the organizational efficiency of Puntland Parliament.	7.5%	20.3%	7.2%	40.0%	25.0%

Source: Field Data (2021)

Table 4.4. Appraisal Techniques for Members of Parliament

Statement	1	2	3	4	5
There is a periodical appraisal of the members of staff in Puntland parliament to evaluate their performance	7.8%	6.2%	2.4%	46.2%	37.4%
There is an elaborate self assessment technique that enable the members of staff to individual gauge their performance and identify the areas for improvement	11.0%	9.3%	5.2%	34.4%	40.1%
There appraisal technique allows for an elaborate evaluation of behaviors of staff members as they execute their administrative functions	8.7%	13.4%	4.0%	39.2%	34.7%
The appraisal of the Members of staff takes into consideration their expected performance as set in their periodic targets.	6.4%	15.0%	3.5%	33.1%	42.0%
Other than the targets achieved, the appraisal of the members of staff incorporates duration, deadlines and cost saved in the execution of their functions.	8.2%	11.8%	5.7%	43.4%	30.9%
At the beginning of each financial year, an action plan is drawn outlining what is expected of the members of staff at the end of the period for the purposes of appraising their performance.	10.5%	10.2%	2.1%	45.7%	31.5%
For every appraisal of the members of staff a performance improvement plan is developed to ensure that there is efficiency	5.9%	9.5%	3.7%	44.8%	37.1%
The appraisal techniques put in place has helped in improving the organizational efficiency of Puntland Parliament.	12.2%	7.1%	3.8%	39.6%	37.3%

Source: Field Data (2021)

Based on the findings in Table 4.3, 64.8% of the parliamentarians agreed that there is periodic appraisal to evaluate their performance. The findings were further collaborated by the members of staff where 83.6% stated that they were always appraised periodically as shown in Table 4.4. However, 31% and 14% of the members of parliament and staff respectively disagreed that there were periodical appraisal. At the same time 4.2% and 2.4% of the MPs and staff members stated that they were neutral and evidently this means that periodical appraisals were done to both MPs and members of staff. A previous study by Brefo-Manu, Bonzu, Aniesinya and Odoi (2017), on the relationship between performance appraisal and organizational effectiveness in public and private organizations in Ghana established that there is a wide use of performance appraisal system in both the private and public organisations.

Moreover from the outcome in Table 4.3, 68.4% of the members of parliament who responded indicated that Puntland parliament had an elaborate self assessment technique that enabled them to gauge their performance individually while identifying the areas that require improvement. Further on the basis of the outcome in Table 4.4, 74.5% of the members of staff who participated in the study, agreed on the existence of self assessment technique. On the contrary, 29.2% of the members of parliament and 20.3% members of staff who participated disagreed. Moreover, 2.4% of members of parliament who responded were neutral while 5.2% of members of staff who participated were neutral. Evidently from the outcome, a self assessment technique exists in Puntland parliament to enable tracking of individual performance. As noted by Tahsildari and Shahnaei (2015) a performance appraisal system should be able to incorporate the self assessment.

Additionally, 72.8% of the members of parliament who responded agreed that the existing appraisal technique allows for an elaborate evaluation of behaviours of parliamentarians as they execute their legislative functions. However, 25.7% disagreed and 1.5% were neutral. The responses from the members of staff as shown in Table 4.4 indicate that 73.9% of those who participated agreed that the appraisal technique allows for evaluation of behaviours of staff members as they execute their administrative functions. On the other hand, 22.1% disagreed and 4.0% were neutral. Evidently the results show that the appraisal techniques

take into consideration the behaviours of the staff members and parliamentarians. This is behavioural assessment and it helps in determining the suitability to execute the given tasks. As pointed out by Torrington (2013), the role of behaviours of employees in organisational productivity cannot be ignored as it influences their level of commitment.

Further as shown in Table 4.3, the 68.7% of the members of parliament who participated in the study agreed that their appraisal takes into consideration their legislative functions whereas 25.5% had a contrary opinion and 5.8% were neutral. With regard to the members of staff, 75.1% agreed that the appraisal system takes into consideration the expected performance as set out in their periodic targets while 21.4% disagreed and 3.5% neutral. This is a clear indication that the appraisal system is performance driven where the actual performance is measured against the targeted performance. As noted by Pichler (2015), an effective appraisal system must take into consideration the performance of employees at an individual level so as to keep the employees on track and direct their efforts towards organisational goals.

The members of parliament who participated in the study were also asked whether their appraisal system incorporates the impact of their legislative contributions to the society. From the results in Table 4.3, 68.5% of the participants agreed with the statement, 26.9% disagreed while 4.6% became neutral. The members of staff were however asked whether their appraisal system incorporates the duration, deadlines and cost saved in their administrative functions. Table 4.4, shows that 74.3% agreed, 20% disagreed while 5.7% were neutral. This means that the appraisal system is much broader as it goes beyond the targets achieved and legislative contributions in the case of the members of parliament to incorporate the impacts of their performance both internally and to the society. As observed by Rodriguez and Walters (2017), an appraisal technique to be adopted in an organization should be address performance from a wider spectrum i.e. from personal outcome to organizational outcomes.

Besides, both sets of respondents were asked if there was an action plan at the beginning of each financial year outlining the expectations in terms of performance. From the outcome in Table 4.3, 64% of the members of parliament who participated agreed that there was an action plan, 29.4% disagreed and 6.6% became neutral. From the outcome in Table 4.4,

77.2% of the members of staff agreed, 20.7% disagreed and 2.1% became neutral. It is therefore evident that an action plan is usually prepared at the beginning of each financial year. This acts as a checklist through which performance can be appraised. DeNisi and Smith (2014) observed that performance appraisal should be guided by the duties and responsibilities agreed and assigned in a given period. Therefore an action plan outlines the duties and expected results the purpose of which is to make appraisal effective.

Both set of participants were also asked whether a performance improvement plan is developed in every appraisal to ensure efficiency where 75% of the members of parliament who participated agreed on the existence of a performance improvement plan while 20.6% were of the contrary view and 4.4% neutral. On the other hand, as shown in Table 4.4, 81.9% of the members of staff who participated agreed that the performance improvement plan is usually developed, 15.4% disagreed while 3.7% became neutral. The outcome reveal that the performance appraisal system adopted in Puntland Parliament not only evaluates performance but also suggests the areas to be improved on and is documented in a performance improvement plan. This helps in ensuring that an employee goes through a continuous improvement for instance through trainings and ensures good performance. As observed by Danish and Usman, (2010) the efficiency of a business entity is contingent on employee performance.

Lastly the respondents were asked whether the appraisal techniques put in place had helped in improving organisational efficiency in Puntland Parliament. From the findings in Table 4.3, 65% of the members of parliament who participated agreed that appraisal techniques have improved organisational efficiency, 27.8% disagreed and 7.2% were neutral. With respect to the members of staff who participated in the study, 76.9% agreed, 19.3 disagreed and 3.8% neutral. The findings evidently show that a good choice of an appraisal technique to be adopted in an organisation largely influences how efficient an organisation will be. Therefore an appraisal technique should incorporate targets, action plans, performance improvement plans, self assessment and behavioural assessment to improve efficiency. The findings are consistent with that from preceding studies for instance Brefo-Manuh, Bonsu, Anlesinya and Odoi (2017) established that performance appraisal system helps in improving organisational effectiveness in both the private and public organisations.

4.4.2. Performance Feedback

The second objective sought to assess the link between performance feedback and organisational efficiency in Puntland Parliament. Statements presented on performance feedback encompassed; strengths, achievements, description of targets, recognition of achievements, reward systems how they influence organizational efficiency. Table 4.5 and 4.6 shows the outcome for the members of parliament and members of staff respectively.

Table 4.5. Performance Feedback for Members of Parliament

Statement	1	2	3	4	5
The performance appraisal system for the members of parliament incorporates performance feedback	11.4%	13.7%	3.5%	32.5%	38.9%
There is an elaborate performance feedback system which outlines the strengths and the achievements of a member of parliament in terms of legislative contributions	18.2%	12.8%	1.7%	40.3%	27.0%
The performance feedback system usually provides a detailed description of the targets not achieved and the reasons why they were not achieved	11.7%	9.9%	3.4%	44.2%	30.8%
The performance feedback system provides a blueprint through which improvement of performance of a member of parliament can be realized.	9.0%	8.8%	2.2%	38.0%	42.0%
The performance feedback system gives a recognition of major achievement of a member of parliament in a given period	11.5%	11.1%	4.5%	28.3%	44.6%
Besides recognizing the achievements of a member of parliament, the feedback system incorporates a reward system in form of awards.	15.6%	10.8%	5.6%	39.8%	28.2%
Performance feedback system is directed towards improving efficiency in the institution of parliament	10.5%	20.1%	4.4%	35.0%	30.0%

Source: Field Data (2021)

Table 4.6. Performance Feedback for Members of Staff

Statement	1	2	3	4	5
The performance appraisal system for the members of staff incorporates performance feedback	6.5%	20.1%	2.8%	43.3%	27.3%
There is an elaborate performance feedback system which outlines the strengths and the achievements of a member of staff in terms of their administrative functions and other duties assigned to them	12.1%	8.0%	9.0%	34.7%	36.2%
The performance feedback system usually provides a detailed description of the targets not achieved and the reasons why they were not achieved	18%	14%	5.6%	34.0%	28.4%
The performance feedback system provides a blueprint through which improvement of performance of a member of staff can be realized.	17.8%	22.0%	7.5%	27.6%	24.7%
The performance feedback system gives a recognition of major achievement of a member of parliament in a given period	10.0%	9.5%	4.3%	35.8%	40.4%
Besides recognizing the achievements of a member of staff, the feedback system incorporates a reward system in form of awards and job promotions.	14.7%	9.6%	5.5%	33.7%	36.5%
Performance feedback system of members of staff has helped in improving efficiency in the institution of parliament	15.4%	13.5%	9.7%	27.3%	34.1%

Source: Field Data (2021)

From the results presented in Table 4.5, 71.4% of the members of parliament who participated in the study agreed that performance appraisal incorporates performance feedback, 25.1% disagreed and 3.5% stated that they were neutral. On the side of the members of staff, the results in Table 4.6 showed that 70.6% of the participants agreed that performance feedback is incorporated, 26.6% disagreed and 2.8% neutral. This is evidence that the performance appraisal system at Puntland Parliament encompasses feedback. As

observed by Obisi (2011) a performance appraisal system can only make sense if there is feedback on the appraisal information. Using the feedback from the appraisal information, an organisation is in a position to determine the training needs of the employees in addition to helping in key decisions like promotions, bonus payments and recruitments (Baguli, 2014).

As shown by the results in Table 4.5, 67.3% of the participants who are members of parliament stated that there is an elaborate performance system which outlines the strengths and achievements of the members of parliament in terms of legislative contributions while 31% disagreed and 1.7% neutral. With respect to the members of staff, 70.9% agreed that their performance system outlines strengths and achievements in their administrative functions whereas 20.1% were of the contrary view and 9% were neutral. This implies that the achievements and strengths of the employees in Puntland Parliament are highly valued and given much consideration hence the reason why it is incorporated in its performance feedback. Stonner, Freeman and Gilbert (2013) notes that an effective appraisal system takes into consideration the achievements and strengths and ensures that the employees are rewarded.

From the outcome in Table 4.5, 75% of the respondents stated that performance feedback system usually provides a detailed description of the targets not achieved and the reasons why they were not achieved with 21.6% disagreeing and 3.4% being neutral. The findings in Table 4.6 based on the responses from the members of staff showed that 62.4% agreed, 32% disagreed and 5.6% were neutral. This is a pointer that the Puntland parliament has an elaborate performance feedback system that not only outlines the strengths but also one that identifies the areas that will require improvement in future performance. As observed by Obisi (2011) a performance appraisal system can only make sense if there is feedback on the appraisal information.

The respondents were also asked if the performance feedback system provides a blueprint through which improvement of performance of a member of parliament can be realized. The members of parliament who participated in the study agreed at 80%, 17.8% disagreed and 2.2% were neutral. With regard to the staff members, 52.3% agreed while 39.8% disagreed and 7.5% were neutral. From these results it is apparent that the performance feedback system provides a blueprint through which improvement of performance can be realized. The

findings are collaborated by findings by Torrington (2013) which established that performance appraisal system should focus on providing feedback on the performance both realized targets and unrealized.

Further 72.9% of the members of parliament who participated in the study agreed that the performance feedback system gives recognition of major achievement of a member of parliament in a given period, 22.6% disagreed and 4.5% were neutral. From the responses by the members of staff, 76.2% agreed, 19.5% disagreed and 4.3% were neutral. This implies that there is recognition of achievements and performance of employees in puntland parliament and this helps in motivating them and making them productive and efficient. Kaymaz (2011) notes that recognition of employee achievements help in motivating the employees.

As to whether the reward system is incorporated in the feedback system in form of awards and job promotions, 68% of the members of parliament who participated agreed, 26.4% disagreed and 5.6% became neutral while 70.2% of the members of staff agreed, 24.3% disagreed and 5.5% were neutral. This implies that the employees are given rewards whenever they achieve. There is however a difference in the reward system for members of parliament and that of the members of staff. While the members of staff are mostly rewarded through job promotions, the members of parliament rewarded in form of awards recognising their achievements for instance an award of excellence in recognition of legislative contributions. A study by Sigridur and Ingunn (2020) on the nexus between the performance feedback and organisational behaviour reveal that rewards improve the motivation of employees and make them more efficient.

Finally the participants were asked as to whether the Performance feedback system is directed towards improving efficiency in the institution of parliament. From the findings in Table 4.5, 5% of the members of parliament who participated agreed, 30.6% disagreed and 4.4% were neutral. From the results in Table 4.6, 61.4% of the staff members who participated agreed, 28.9% disagreed and 9.7% were neutral. From the findings it can be inferred that performance feedback system is instrumental in the improvement of efficiency in an organisation. The findings are collaborated by findings by Sigridur and Ingunn (2020) which established that performance feedback system motivates employees and make them

more efficient. Ayomikum (2017) also established that an effective performance appraisal system should be able to incorporate employee feedback.

4.4.3. Employee Attitude

The third objective sought to determine the relationship between employee and organisational efficiency in Puntland Parliament. Statements presented on employee attitude encompassed; feeling towards work, knowledge and beliefs and behavior of employees at work how they influence organizational efficiency. Table 4.7 and 4.8 shows the outcome for the members of parliament and members of staff respectively

Table 4.7. Employee Attitudes for Members of Parliament

Statement	1	2	3	4	5
The performance appraisal system for the members of parliament takes into consideration the attitudes	15.5%	19.2%	5.6%	33.3%	26.4%
The current performance appraisal system evaluates the feeling of the members of parliament towards their legislative functions.	7.8%	18.6%	8.6%	28.2%	36.8%
The performance appraisal system evaluates the beliefs and the knowledge exhibited by a member of parliament in the execution of his duties	8.1%	9.2%	4.7%	43.2%	34.8%
The performance appraisal system examines the behavior of a member of parliament for instance compliance with the parliamentary standing orders.	17.8%	7.4%	4.8%	36.0%	34.0%
The attitudes exhibited by members of parliament towards their legislative functions influence organizational efficiency.	11.4%	10.4%	5.2%	32.4%	40.6%

Source: Field Data (2021)

Table 4.8. Employee Attitudes for Members of Staff

Statement	1	2	3	4	5
The performance appraisal system for the members of staff takes into consideration the employee attitudes	12.1%	14.6%	2.8%	36.2%	34.3%
The performance appraisal system evaluates the feeling of the members of staff towards their functions as outlined in their job description.	22.8%	18.3%	6.6%	31.8%	20.5%
The performance appraisal system evaluates the beliefs and the knowledge exhibited by a member of staff in the execution of his duties	18.4%	18.6%	7.2%	31.9%	23.9%
The performance appraisal system examines the behavior of a member of staff at the work place for instance punctuality, dress codes, courtesy among other behavioral traits.	14.2%	11.0%	5.3%	33.3%	36.2%
The attitudes exhibited by members of staff towards their functions influence organizational efficiency.	19.1%	20.6%	9.5%	25.6%	25.2%

Source: Field Data (2021)

From the findings in Table 4.7, 59.7% of the members of parliament who participated in the study stated that the performance appraisal system for the members of parliament takes into consideration the attitudes while 34.7% disagreed and 5.6% were neutral. From the findings in Table 4.8, 70.5% of the members of staff who participated agreed that employee attitudes are considered in the performance appraisal system whereas 26.7% disagreed and 2.8% neutral. Based on the outcome it is apparent that employee attitude is part of the performance appraisal system in Puntland Parliament. As stated by Fritzsche and Parrish (2005), a good human resource model should be able to build a good employee attitude towards the jobs assigned.

As to whether the current performance appraisal system evaluates the feeling of the members of parliament towards their legislative functions, 65% of the members of parliament agreed,

26.4% disagreed while 8.6% were neutral. Based on the responses given by the members of staff 52.3% agreed that the performance appraisal system evaluates the feeling of the members of staff towards their functions as outlined in their job description, 41.1% disagreed while 6.6% were neutral. This indicates that the feelings of the employees in Puntland parliament are taken into consideration in the appraisal system. As observed by Gibbons and Henderson (2012), for an enterprise to operate efficiently the employee attitude must be considered since a happy employee who feels good about the duties is likely to become more productive. Rahiman and Kodikal (2017) observed that an employee whose attitude is positive gets to quickly comprehend the business dynamics and get in tuned to the organisational environment leading to high productivity.

From the results in Table 4.7, 78% of the parliamentarians who were involved in the study agreed that the performance appraisal system evaluates the beliefs and the knowledge exhibited by a member of parliament in the execution of his duties, 17.3% disagreed and 4.7% were neutral. From the outcome in Table 4.8, 55.8% of the staff members agreed that the appraisal system evaluates beliefs and knowledge exhibited, 37% disagreed and 7.2% were neutral. The results are an indication that the knowledge and beliefs of employees are considered fundamental in the appraisal system at Puntland as they shape the manner in which an employee or parliamentarian executes his duties. These findings are consistent with findings by Banjoko (2015) which established the importance of knowledge and beliefs in every performance appraisal system.

Further the respondents were asked if the performance appraisal system examines the behavior of a member of staff at the work place for instance punctuality, dress codes, courtesy among other behavioral traits and compliance with standing orders (in the case of the members of parliament). The responses by Members of parliament as exhibited in Table 4.7 show that 70% agreed, 25.2% disagreed and 4.8% were neutral. The responses by the members of staff as exhibited in Table 4.8 manifest that 69.5% agreed, 25.2% disagreed and 5.3% were neutral. This therefore means that the work ethics of employees form an integral part of the appraisal system in Puntland Parliament. In the case of the members of parliament, compliance to the standing orders is an integral part of measurement of employee attitude.

Lastly, the members of parliament who participated in the study were asked whether they agreed that the attitudes exhibited by members of parliament towards their legislative functions influence organizational efficiency whereby 73% agreed, 21.8% disagreed, and 5.2% were neutral. The members of staff were also asked if their attitudes influence organizational efficiency to which 50.8% agreed, 39.7% disagreed and 9.5% were neutral. It is evident therefore that employee attitude has an influence on the organizational efficiency in Puntland Parliament. Previous study by Offorbike, Nnadi and Agu (2018) established a positive relationship between the management of employee attitude and productivity. A study by Rahiman and Kodikal (2017) also observed that an employee whose attitude is positive gets to quickly comprehend the business dynamics and get in tuned to the organisational environment leading to high productivity.

4.5. Regression Analysis and Hypothesis Test Results

The Regression analysis was directed at bringing out the nexus between performance appraisal system and organisational efficiency. The analysis was summarized into the model and the regression coefficients. The findings are in Table 4.9 and 4.10.

4.5.1. Model Summary

The summary of the model is discussed herein on the basis if the results in Table 4.9.

Table 4.9: Model Summary

	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.761	.733	.60905

a. Predictors: (Constant), Appraisal Techniques, Performance feedback, Employee attitude

Source: Field Data (2021)

The outcome in Table 4.9 shows that the correlation coefficient (R) is .872; the coefficient of determination (R square) is .761 while the adjusted R² is .733. The adjusted R Square helps in explaining the percentage of variation in organization efficiency (dependent variable) due

to the changes in performance appraisal system elements; appraisal techniques, performance feedback and employee attitude. Therefore based on the findings, it can be inferred that 73.3% of the improvement in organizational efficiency in Puntland Parliament is explained by appraisal techniques, performance feedback and employee attitude. Apparently it implies that the performance appraisal system in Puntland has an influence on the organizational efficiency. Obisi (2011) perfectly outlines the role of performance appraisal system in giving an entity a competitive advantage by ensuring that organisational effectiveness is achieved and therefore any organisation seeking to remain competitive must perfectly address the issue of personnel management which is best achieved through an effective performance appraisal system that not only looks at the evaluative aspect but also looks at its use in facilitating growth.

4.5.2. Regression Coefficients

The Regression coefficients are shown in Table 4.10.

Table 4.10: Regression Coefficient Results

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.157	.637		.247	.806	-1.125	1.440
Appraisal Techniques	.314	.141	.315	2.232	.031	.031	.597
Performance Feedback	.494	.141	.488	3.503	.001	.210	.779
Employee Attitude	.947	.184	.814	5.135	.000	.575	1.318

a. Dependent Variable: Organisational Efficiency at Puntland Parliament

Source: Field Data (2021).

Table 4.10 results in the model below

$$Y = .157 + .314X_1 + .494X_2 + .947X_3 + e$$

Where Y=Organizational Efficiency in Puntland Parliament

X₁ = Appraisal Techniques

X₂ = Performance Feedback

X₃ = Employee Attitude

The first study objective was to assess the effect of appraisal techniques on organisational efficiency in Puntland Parliament. From the findings in Table 4.10 showed that a unit change in the appraisal technique results in an improvement in organisational efficiency by .314 times. The first hypothesis was that appraisal techniques have a significant effect on organisational efficiency at Puntland Parliament. As shown by the p value of .031, appraisal techniques have a significant effect on organisational efficiency. The p value of below 0.05 shows significance therefore the hypothesis was upheld. The relationship between appraisal techniques and organisational performance is consistent with that of the preceding studies. Brefo-Manu, Bonsu, Anlesinya and Odoi (2017) established a significant and positive relationship between the performance appraisal system and organisational effectiveness among the companies in Ghana. Kanisa and Makokha (2017) found that performance appraisal technique positively affects performance.

The second objective of the study was to analyse the effect of performance feedback on organisational efficiency in Puntland Parliament. From the findings in Table 4.10 showed that a unit change in the performance feedback system results in an improvement in organisational efficiency by .494 times. The second hypothesis was that performance feedback has a significant effect on organisational efficiency at Puntland Parliament. As shown by the pvalue of 0.001 (<0.05), performance feedback has a significant effect on organisational efficiency therefore the hypothesis was upheld. The outcomes are similar to that from the past studies. For example Obisi (2011) observed that a performance appraisal system can only make sense if there is feedback on the appraisal information. Kaymaz (2011) found that performance feedback enhances the employees' behavioural and technical effectiveness which is reflected on the job motivation. It was further observed that performance feedback helps in eliminating the performance ambiguities, adapting to changes, enhancing personal development and improve the relationships between the supervisors and subordinates.

The third objective of the study was to assess the effect of employee attitude on organisational efficiency in Puntland Parliament. The findings in Table 4.10 showed that a unit change in the employee attitude results in an improvement in organisational efficiency by .947 times. The third hypothesis was that employee attitude has a significant effect on organisational efficiency at Puntland Parliament. As shown by the p value of 0.000 (<0.05), employee attitude has a significant effect on organisational efficiency therefore the hypothesis was upheld. A study by Boateng (2011) evaluated performance appraisal in terms of how it can help an organisation attain its objectives found a positive relationship. Rahiman and Kodikal (2017) evaluated the impact that employee work related attitude has on job efficiency and performance and found a positive correlation between employee work-related attitude and job performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The chapter discusses the summary on the premise of the study's results; the conclusion made and recommends what is to be done. The suggestions for future studies are also outlined.

5.2. Summary

The first objective was to assess the effect of appraisal technique on organizational efficiency in Puntland parliament. The outcome on appraisal technique revealed that appraisal technique helps in improving organizational efficiency in Puntland Parliament through periodical appraisals, self assessments, evaluation of behaviours, and assessment of legislative contributions for members of parliament, assessment of administrative functions of members of administration, action plans and the performance improvement plans. With these techniques in place, they help in giving a clear blueprint to the members of parliament and members of administration at Puntland parliament which helps in aligning their efforts towards achieving the organizational goals. The results from the regression analysis and hypothesis testing revealed that there is a significant relationship between appraisal techniques and organisational efficiency which implies that appraisal techniques used at Puntland parliament helps in improving organisational efficiency significantly.

The second objective aimed at ascertaining the effect of performance feedback on the organisational efficiency in Puntland Parliament. From the results, it is clear that performance feedback improves organisational efficiency at Puntland Parliament by providing an elaborate feedback on the strengths and achievements of both members of parliament and members of administration as well as providing a detailed description of the targets not achieved and the reasons why they were not achieved. Performance feedback also helps in improving organisational efficiency through recognition and rewards for major achievements which encourages employee efficiency and ultimately the efficiency of the Puntland parliament. From the regression output and hypothesis tests there is a significant relationship between performance feedback and organisational efficiency.

The third objective aimed at evaluating the effect of employee attitude on the organisational efficiency in Puntland Parliament. The outcome revealed that employee attitude improves organisational efficiency through evaluating the feelings of members of parliament towards their legislative functions and feelings of members of administration towards their administrative functions and motivating them towards having positive attitude so that they can become more efficient. An evaluation of employee attitude also encompasses evaluating their beliefs, knowledge and compliance with ethical standards and recommend improvements and change of beliefs and culture that can help in improving their level of efficiency and ultimately the organisational efficiency. From the regression and hypothesis tests there is a positive and significant relationship between employee attitude and organizational efficiency.

5.3. Conclusion

The first objective was to assess the effect of appraisal technique on organizational efficiency in Puntland parliament. Following the outcome from the study, it is concluded that appraisal technique has a significant and positive effect on organizational efficiency in Puntland parliament. From the study it is concluded that appraisal techniques such as self assessment, behavioral assessment, periodic targets, action plans and performance improvement plans help in significantly improving organizational efficiency.

The second objective was to assess the effect of performance feedback on organizational efficiency in Puntland parliament. Following the outcome, it is concluded that performance feedback has a significant and positive effect on organizational efficiency in Puntland parliament. From the study it is concluded that performance feedback system which incorporates strengths, achievements, targets achieved and those not achieved and recognition of achievements through rewards and job promotions can be enhanced to improve organizational efficiency.

The third objective was to evaluate the effect of employee attitude on organizational efficiency in Puntland parliament. Following the results from the study, it is concluded that employee attitude has a significant and positive effect on organizational efficiency in Puntland parliament. It is therefore concluded that employee attitude which feelings towards

their functions, beliefs, knowledge and work ethics can be improved on to improve organizational efficiency.

5.4 Recommendations of the Study

Following the outcome, it is apparent that employee attitude has the highest regression coefficient and highest significance on organizational efficiency going by the p value. The study therefore recommends that that the institution should focus more on ways of improving the employee attitudes through forums and participatory leadership in addition to the reward system that is already in place. Through trainings the employee attitudes can be enhanced by way of equipping them with skills and adequate knowledge that will positively build their attitudes towards their functions.

Secondly, from the regression analysis, performance feedback had a significant effect on organizational efficiency therefore the study recommends that in addition to yearly feedbacks, the institution should introduce periodic feedback system where the employees are given feedback on the progress of their performance on continuous basis to ensure that they are on track.

Lastly, based on the results from regression analysis, appraisal techniques had a significant effect on organisational efficiency. The study recommends that the performance appraisal system be improved to not only comprise actual verse targeted results but should take into consideration employee attributes like their behaviours.

5.5 Suggestion for Further Studies

On the basis of the results from the study, appraisal techniques, performance feedback and employee attitude account for 73% of the changes in the organizational efficiency. Future studies may be done on the other factors that influence organizational efficiency in Puntland parliament. Further future studies should also be done on other public institutions in Somalia in relation to the nexus between performance appraisal system and organizational efficiency.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

Abdikadir Mohammed
University of Nairobi,
P.O Box.....,
Nairobi

Dear Respondent,

I am a masters student at the University of Nairobi pursuing a degree in Public Administration. I am currently doing a research on the **EFFECT OF PERFORMANCE APPRAISAL SYSTEM ON ORGANISATIONAL EFFICIENCY: CASE STUDY OF PUNTLAND PARLIAMENT**. I am therefore requesting you to participate in this study by way of answering the questions in the questionnaire. The responses are meant simply for this research hence confidentiality will be upheld.

Yours Sincerely,

Abdikadir Mohammed

APPENDIX II: QUESTIONNAIRE FOR MEMBERS OF PARLIAMENT

SECTION A: DEMOGRAPHIC INFORMATION

Kindly tick (✓) on the brackets based on your background information.

1. Gender

Male []

Female []

2. Indicate your age Bracket

a. 20-29 []

b. 30-39 []

c. 40-49 []

d. Over 50 []

3. Level of Education

a. Diploma []

b. University []

c. Masters []

d. PHD []

4. Length of Service in Puntland Parliament (Years)

a. 0-9 []

b. 10-19 []

c. More than 20 []

SECTION B: APPRAISAL TECHNIQUES AND ORGANISATIONAL EFFICENCY

Kindly tick (✓) based on the extent you agree with each statement on the Table using the key below;

1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

Statement	1	2	3	4	5
There is a periodical appraisal of the parliamentarians in Puntland to evaluate their performance					
There is an elaborate self assessment technique that enable the members of parliament to individual gauge their performance and identify the areas for improvement					
There appraisal technique allows for an elaborate evaluation of behaviors of parliamentarians as they execute their legislative function					
The appraisal of the Members of parliament takes into consideration their legislative contributions as recorded in the Hansard.					
Other than the legislative contributions, the appraisal of the members of parliament incorporates the impact and the anticipated contribution of their legislative contributions to the society.					
At the beginning of each financial year, an action plan is drawn outlining what is expected of the members of parliament at the end of the period for the purposes of appraising their performance.					
For every appraisal of the parliamentarians, a performance improvement plan is developed to ensure that there is efficiency					
The appraisal techniques put in place has helped in improving the organizational efficiency of Puntland					

Parliament.					
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SECTION C: PERFORMANCE FEEDBACK AND ORGANISATIONAL EFFICENCY

Kindly tick (√) based on the extent you agree with each statement on the Table using the key below;

1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

Statement	1	2	3	4	5
The performance appraisal system for the members of parliament incorporates performance feedback					
There is an elaborate performance feedback system which outlines the strengths and the achievements of a member of parliament in terms of legislative contributions					
The performance feedback system usually provides a detailed description of the targets not achieved and the reasons why they were not achieved					
The performance feedback system provides a blueprint through which improvement of performance of a member of parliament can be realized.					
The performance feedback system gives a recognition of major achievement of a member of parliament in a given period					
Besides recognizing the achievements of a member of parliament, the feedback system incorporates a reward system in form of awards.					
Performance feedback system is directed towards improving efficiency in the institution of parliament					

SECTION D: EMPLOYEE ATTITUDE AND ORGANISATIONAL EFFICENCY

Kindly tick (√) based on the extent you agree with each statement on the Table using the key below;

1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

Statement	1	2	3	4	5
The performance appraisal system for the members of parliament takes into consideration the attitudes					
The current performance appraisal system evaluates the feeling of the members of parliament towards their legislative functions.					
The performance appraisal system evaluates the beliefs and the knowledge exhibited by a member of parliament in the execution of his duties					
The performance appraisal system examines the behavior of a member of parliament for instance compliance with the parliamentary standing orders.					
The attitudes exhibited by members of parliament towards their legislative functions influence organizational efficiency.					

APPENDIX III: QUESTIONNAIRE FOR MEMBERS OF STAFF

SECTION A: DEMOGRAPHIC INFORMATION

Kindly tick (✓) on the brackets based on your background information.

3. Gender

Male []

Female []

4. Indicate your age Bracket (Years)

e. 20-29 []

f. 30-39 []

g. 40-49 []

h. Over 50 []

3. Level of Education

e. Diploma []

f. University []

g. Masters []

h. PHD []

4. Length of Service in Puntland Parliament

d. 0-9 []

e. 10-19 []

f. More than 20 []

SECTION B: APPRAISAL TECHNIQUES AND ORGANISATIONAL EFFICENCY

Kindly tick (✓) based on the extent you agree with each statement on the Table using the key below;

1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

Statement	1	2	3	4	5
There is a periodical appraisal of the members of staff in Puntland parliament to evaluate their performance					
There is an elaborate self assessment technique that enable the members of staff to individual gauge their performance and identify the areas for improvement					
There appraisal technique allows for an elaborate evaluation of behaviors of staff members as they execute their administrative functions					
The appraisal of the Members of staff takes into consideration their expected performance as set in their periodic targets.					
Other than the targets achieved, the appraisal of the members of staff incorporates duration, deadlines and cost saved in the execution of their functions.					
At the beginning of each financial year, an action plan is drawn outlining what is expected of the members of staff at the end of the period for the purposes of appraising their performance.					
For every appraisal of the members of staff a performance improvement plan is developed to ensure that there is efficiency					
The appraisal techniques put in place has helped in improving the organizational efficiency of Puntland Parliament.					

SECTION C: PERFORMANCE FEEDBACK AND ORGANISATIONAL EFFICENCY

Kindly tick (√) based on the extent you agree with each statement on the Table using the key below;

1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

Statement	1	2	3	4	5
The performance appraisal system for the members of staff incorporates performance feedback					
There is an elaborate performance feedback system which outlines the strengths and the achievements of a member of staff in terms of their administrative functions and other duties assigned to them					
The performance feedback system usually provides a detailed description of the targets not achieved and the reasons why they were not achieved					
The performance feedback system provides a blueprint through which improvement of performance of a member of staff can be realized.					
The performance feedback system gives a recognition of major achievement of a member of parliament in a given period					
Besides recognizing the achievements of a member of staff, the feedback system incorporates a reward system in form of awards and job promotions.					
Performance feedback system of members of staff has helped in improving efficiency in the institution of					

parliament					
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SECTION D: EMPLOYEE ATTITUDE AND ORGANISATIONAL EFFICENCY

Kindly tick (√) based on the extent you agree with each statement on the Table using the key below;

1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5=Strongly Agree.

Statement	1	2	3	4	5
The performance appraisal system for the members of staff takes into consideration the employee attitudes					
The performance appraisal system evaluates the feeling of the members of staff towards their functions as outlined in their job description.					
The performance appraisal system evaluates the beliefs and the knowledge exhibited by a member of staff in the execution of his duties					
The performance appraisal system examines the behavior of a member of staff at the work place for instance punctuality, dress codes, courtesy among other behavioral traits.					
The attitudes exhibited by members of staff towards their functions influence organizational efficiency.					