

ROLES OF PERFORMANCE REVIEW ON IMPROVING PUBLIC SERVICES: A CASE OF OFFICE OF PUBLIC SERVICES COMMISSION, ZANZIBAR***Fatma Haji Mohammed**

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Abstract

This study assessed the roles of performance review on improving Public Services in Public Services Commission of Zanzibar. The objectives of the study were; to explore the factor that contributes to the assessment of employees in public sectors. To explore the methods used in employees' assessment process in public service commission, to explore the benefits of assessment of employees to achieving organizational goals in public service commission. The study was conducted using a case study research design; hence a qualitative research approach was used. The study population involved 42 staffs of the Office of Zanzibar Public Services Commission which is located at Mwanakwerekwe Zanzibar. The study involved 20 respondents as sample. A purposive sampling technique was used to obtain study sample and semi structured interview was used as a data collection method, while a content data analysis was used as qualitative data analysis method. The findings of the study indicated that performance review in public service Commission are affected by business factors, Government Regulations, Time factors and Performance Standard. Management by Objective, Competence base, Fairness of the Assessment, Participatory approach and Feedback are the major methods of Performance review in Public Service Commission. Basing on these findings, the researcher recommended that; Performance review should be conducted on the right time in order to provide the opportunity for the employees to get their rights. Knowledge should be provided to the employees and also management concerning the importance of conducting performance review. The government through the Office of Zanzibar Labor Commission should ensure all public offices are conducting performance review

Keywords: Performance, Improvement Reviews, Public Services.

INTRODUCTION

Public servants are mostly appraised using open performance review system. The focus of performance review for public servants is a continuous process of analyzing, exploring, measuring and documenting information that can be used to improve service provision in the organization (Brooks, & Oikonomou, 2018). Efficiency and effectiveness are a continuous desire goal. Information obtained through performance review should be used in motivating, promoting or even firing employees when it is necessary (Msabi, 2019). The public sector comprised a number of institutions, including the local government authorities to make and implement decisions with regard to interests of the public needs (Shabban *et al.*, 2012). Its basic function was to provide goods and services to citizens based on the realization and representation of public interests and its possession of unique public qualities compared to business management (Haque, 2001). There are many challenges which hinder the delivery of public service in Africa. The factors include those relating to human resources like manpower deficiencies and lack of psychological dispositions and shortage of financial and material resources necessary for effective delivery of services. The problems of accountability, transparency as well as ethical issues also continue to affect effective delivery of public service (Bana and Shitindi 2009). The human resource is certainly the most important factor of production due to its capability of transforming all the other factors of production. Effective utilization of human resource increases productivity (Armstrong 2006).

Therefore, it is important for any organization private or public organizations to measure and evaluate the performance of its employees. As Armstrong (2006) contends that the main instrument used to control organizations human resource is performance measurement. Performance review is not a new concept, it goes back to 1900's the days of W.D Scott who is considered the inventor of the system. Modern performance management system has cut out the traditional hierarchy and, in its place, equal working environment have been introduced. The system has been fine turned in that multiple feedback sources are implemented when evaluating an employee, this is referred to as 360-degree feedback (Brooks and Oikonomou, 2018). The performance management system keeps on evolving especially with new technology like mobile telephony coming in play because of its flexibility and the fact that more organization have understood the value of performance review, this phenomenon will keep on shifting (Lawler, 2003). For each post in the public services provision, there is usually a corresponding job description, which is measurable, target oriented and has Key Performance Indicators (KPI) for results to be achieved on annual basis. The job description includes key personal skills, objectives of development as well as processes objectives and feedback system that gives back results on regular frequencies (Yuan *et al.*, 2009). In China, local government has made great development since the implementation of China's reform policy in recent years. As one of the sharpest and strongest strategic tools to obtain competitive advantage, performance management thoughts and systems have been highlighted in China. However, insufficient instruments of 13 performance standards and measures still exist within local government. Compared to before, the performance management system of the majority of local governments in China is more integrated and systematic, and operates better. At the same time,

municipalities in China have to deal with greater cultural diversity and higher immigration numbers (Chen, 2011). Currently in South Africa, the main difference between the public and private sector is that, in the public sector, time is of no consequence and money is unlimited. Without these pressures, there is no incentive or reason for the public sector to perform. The relationship between the public and private sectors is not neutral, with strong feedback effects operating between the two. The rigidity of the centralized system of human resource regulation has resulted in a significant deterioration in morale and capacity within all elements of the public sector. Following the continued use of the performance management system worldwide and its introduction in Tanzania in late 1980s, led to implementation of the civil Service Reform Program (CSRP) from 1993 –1998 and later the public service reform program (PSRP) in 2000. The PSRP came with the introduction of OPRAS in 2004 as a new innovation for managing individual performance in the public service institutions. The PSRP incorporated the use of OPRAS as one of the major instruments for implementation of the Performance Improvement Model (PIM), which was considered as a critical model to the adoption and nurturing of the performance management culture in the public Service (Bana and Shitindi 2009). Since performance appraisal was implemented in public sector in Tanzania, it is the most popular and well-known tool compared to other tools of performance management. The issue is that performance appraisal system was aimed to bring efficiency and effectiveness of employee's performance in which it would lead to improved services. For this to be possible performance appraisal needs to be instituted so as to make it possible to have the expected effects (Bana and Shitindi 2009).

Zanzibar Government has been involved in Institutional reforms since late 1980's and 1990's and to date these reforms are still ongoing. The aim of the Government decision to reform is basically to offer better services in a cost-effective manner. Globalization has been a big influencer in institutional reforms, for example enterprises that were state owned and under direct state management have been privatized. The government either own shares or has sold out completely focusing its energy in services provision to her citizens (Muhajir, 2011). Having institutional reforms is a necessary but it equally requires a shaft in the mindset of both the public and public servants for an effective and efficient service delivery. This seems to be not the case in Zanzibar and this can cause the Government not to achieve her desired goals for example vision 2020 and other strategic goals that have been put in place to guide nation towards higher prosperity (RGOZ, 2010). MKUZA goals for example cannot be realized as long as the quality of the workforce and working conditions are not enhanced. The Government being the largest employer in Zanzibar with over 35,000 employees having different operational levels such as higher, middle and lower levels have less remuneration packages compared to their counterparts in the private sector. 37.9% of regular citizen employees earn between TZS 300,000 and TZS 399,999 per months. About 40% of the government and 43.3% of private sector regular citizen employees earn between TZS 300,000 and TZS 399,999 while 41.9% of parastatals employees earn 600,000 and above per month. Both male and female regular citizen employees account for 39.0 and 36.8% between TZS 300,000 and TZS 399,999 per month respectively (OCGS, 2019). As other incentives are considered depending on the experience and Zanzibar scheme of services, however with all these

incentives performance management systems are still not functioning as they are supposed to, there is a big disparity between low- and high-ranking public servants in terms of salaries and this causes disharmony amongst the employees in turn performance becomes a culprit (Baraka 2015). Due to poor performance of local government in Tanzania, the Government of Tanzania set out to reform its public service in the early 1990s and develop a civil service reform program (CSRP). With these reforms it is clear that local government as a segment of public service needed special attention to take forward reforms to the next level. The Government of Tanzania and its partners developed the Local Government Reform Agenda of 1996–2000, which was endorsed by the then steering committee for the CSRP (Rugumamu, 1998).

The civil Service Reform Program in Tanzania was a catalyst to the neighbouring countries such as Rwanda, Uganda and Zanzibar on reviewing the public performance and improving public services (Chwaya 2013). Zanzibar decide to take into consideration the CSRP Programme by endorsing a lot of initiatives in making sure that superior service provision is offered to the public and this is also true for the Government in Mainland which has introduced a system called OPRAS which uses modern methodologies to improve performance. In 2021 Public Service Commission endorse the scientific performance review so as harmonize accountability, responsibilities and reaching the organization target. But still it seemed to slow down daily day the organization performance (Discussion with Public service Commission 2022). Therefore the study investigated roles of performance review on improving public services

Statement of the Problem

Performance appraisal is a crucial system in enhancing employee's efficiency and effectiveness in any organization. It changes the culture of the organization and leads to healthy competition amongst the employees (Tahsildari, & Shahnaei, 2015). This can be translated to hard work and realization of set targets within a given time frame. In organizations what might be documented as the organization operational manual might at times not be how work is done, and performance appraisal can help discover this kind of malpractices provided a good appraisal system is implemented and the feedback that it provides are taken into account on a serious note (Chwaya, 2013). It is very important to appreciate the fact that very expensive system can be put in place enhance efficiency and effectiveness but as the system is not owned by everyone within the organisation, then it is bound to fail. It needs collective responsibility for this kind of system to give the desired results (Eddy, 1998). Despite public services management policy have been introduced in 2010, most of appraisal practitioners have empty knowledge towards performance review, Biasness while performance guidelines are not well presented and captured and the appraisee could not observe the appraisal outcomes (URT 2019).

Research Objectives

- To identify the factors that contributes to the assessment of employees in public Service Commission.
- To examine the methods used in employees' performance process in public service Commission
- To find out the benefits achieved from the organisational goal in Public Service Commission.

LITERATURE REVIEW

Theoretical Review

The researcher adopted three theories which are; Goal setting theory (Locke & Latham, 1984), Vroom's expectancy theory (Vroom, 1964) and Administrative behavioural Theory (Herbert Simon, 1976). The purpose of selecting these theories in this study it is because of the nature of this study whereby the performance review/appraisal is the most important variable in this study. All of these three theories mentioned and explained in deep below provided the helpful direction for this research to be conducted by the researcher as follows;

Goal Setting Theory: This study was deduced from Goal setting theory founded by Locke & Latham, 1984, which is based on the simplest of introspective observations, namely, that conscious human behaviour is purposeful. The theory postulates that there is a relationship between goal setting and performance employees with set goals are usually motivated and therefore more likely to perform better than those without. Goal setting theory predicts, explains, and influences an employee's job performance and satisfaction which triggers employees' commitment to organization (Latham & Locke, 1984). This theory contributes to the Public Service Commission members to handle scientific appraisal where by appraisee constitute respectively with organisational goal in improving organisational performance.

Administrative Behavioural Theory: This theory was derived by Herbert Simon in 1976. Administrative behaviour is a common term used to explain the process by which people within organisation work. In an organisation the top official slays down goals to be achieved within a specific period of time, while subordinates will strive to find ways through which they will apply in achieving those goals. Employees do possess their self interest in an organisation, so individuals need to be rewarded so as to increase their moral of work, which result on the higher performance of duties assigned to them. Performance appraisal is usually concerned with reward of those who perform better (Herbert Simon, 1976). This theory insists positive relationship between appraiser and appraisee where by subordinates are ready to undergo the management orders in fulfilling the organisation performance and eliminating appraisal barriers.

Empirical Review

A study conducted by Khamis, (2015) on Assessing the Role of Performance Appraisal in Improving Performance of Zanzibar Public Sector: A Case the Ministry of State President's Office Labour and Public Service. This study aimed at assessing the role of performance appraisal in improving performance in Zanzibar public sector. This study indicated that the current performance appraisal in the ministry of state president's office labour and public service is ineffective. The study identified lack of performance appraisal policy and feedback provision after evaluation process. It is proposed that a system of performance appraisal in the ministry should be developed to solve the faced challenges.

A study by Dilawari (2016) assessed awareness and perceptions of employees towards performance appraisal system in corporate hospital in Amritsar in India. The results of the study have shown that while majority (88.5%) of respondents stated to be aware of performance appraisal, there

was discrepancy of responses among employees on uniformity of appraisal process across departments. Moreover, employees stated that they were informed via e-mails about prior commencement of the appraisal process.

A study by Muriuki (2016) assessed the effects of performance appraisal on employee motivation at the Ministry of East African Community, Labour and Social Protection in Kenya. The study asked employees to indicate their perception about performance appraisal planning and, performance managing and reviewing. The study found that respondents agreed that the organization sets clear objectives, communicates performance expectations, supervisors hold performance review meetings and there is discussion between subordinates and supervisors during performance review meetings.

Itika (2011) explored the mismatch between the expectations of employee recruitment and performance appraisal in Tanzania. This analysis was informed by three theoretical frameworks which are: behaviour, institutional and capital theories. It has provided an overview of various experiences of African countries on managing employees' expectations for improved performance via recruitment and performance appraisal system. The study found that 70% of employees feel that they are ignored and more than 50% do not think appraisals are useful to them. Shayo, (2013) conducted a study on the Effects of Performance Appraisal System on Employees' Performance in Tanzanian Community Radios. The purpose was to assess how performance appraisal programme was managed in Kwimba District. The results demonstrated that OPRAS was poorly performed. Some of the employees were not aware of the program; no feedback regarding the performance was provided and that only one performance appraisal instrument caters for the whole council. Shayo advised that the government is supposed to employ more Human Resource management professionals in the public service.

Shrivastava and Purang (2011) conducted a study on Employee perceptions of performance appraisals on India. The objective of the study was to know if the performance appraisal helps to recognize their strength and weaknesses. The survey of 588 officers of large public sector company in India indicated that about 98% of the respondents felt that the appraisal system should help to recognize their strength and weaknesses. Another study by Molefhi (2016) investigated staff members (teaching and non-teaching) perceptions on the challenges of performance management system implementation in junior secondary schools in one South East Region in Botswana by using qualitative method. In attempt to achieve its objective, the study sought to determine awareness of performance management system among respondents. The study showed that, 91% of the respondents were aware about performance management system. However, the study did not specify areas of performance management system.

METHODOLOGY

Research design according to Kothari (2006) is a systematic way of solving the research problem whereby a researcher adopts various steps to study the problem along with the logic behind them. The study used a case study research design because it allows in-depth, multi-faceted explorations of complex issues in their real-life settings. Qualitative method was used in this research so that relevant and accurate

information could be obtained. The purpose of using this approach was to gain as much data as possible from a relatively small sample size with flexibility. The study population also known as universe population is a group of elements such individuals, objects or items from sample are taken for measurement (Ruggles et.al, 2019). A population refers to the group of individuals from which sample are taken for measurement. This study population was the 42 employees of the Office of Zanzibar Public Services Commission. The sample size was 20 employees from Public Service Commission selected purposely. Data was collected by interviews and the data was analysed thematically according to (Kassarjian, 1977).

FINDINGS

Demographics of Respondents

Out of 20 respondents, 12 were male while 8 others were female. Approaching male respondent was easier as they are willing to be interviewed in a short notice compared to female respondents. Table 4.1 provides the category of respondents based on their gender and Age.

Table 1. Categories of respondents according to their gender and age

Gender of Respondents	Numbers	Age
Male	12	18-55
Female	8	18- 55
Total	20	

Source: Field Data, (2021)

Normally at the indicated age range, normally the Government employs the adults hence the legal age of being employed is 18 years old hence the researcher chose that particular age range. The researcher discovered that with 20 respondents, the data gathered is saturated. This means, the researcher sees a similar pattern in the interviewees' responses. Further collection of new data won't necessarily contribute to a new discovery of the issue. According to Ritchie et al. (2014), it is best to simply to gather data until theoretical saturation is reached. There is a point of diminishing return to a qualitative sample as the study goes on more data does not necessarily lead to more information. These individuals are the individuals involved during the field work interviews and their opinions were extracted and explained accordingly.

Factors that contributes to the assessment of employee's performance in Public Service Commission

Business Factors: This means the factors that are attributable to the company's achievement of one or more performance goals, which may be used to calculate a Participant's award. The respondents were asked concerning the theme I for conducting performance review in the organizations which were business factor, they provided a lot of useful information which were relevant in this study, 8 Respondents out of 20 states that:

From what I understood performance review is really conducted but it doesn't consider the real impacts of review in such a way that No increments, no rewards after performance review. This means that business factor in a Public service

Commission does not support performance Review in improving organisation performance.

This finding support directly with Itika (2011) who explore the mismatch between the expectations of employment recruitment and performance appraisal in Tanzania who declares that most performance review remain documentary while the implications of review especially to the grass root level did not imply as it is needed. This implies that the performance is nothing expects to follow government directions. 6 Respondents out of 20 addressed that:

Lack of competition in Public sectors is a serious barrier hindering the successful implementation of performance Review in Public Service commission. This is because establishment of any sector should consider SWOT analysis so as smooth away the organisation implementation.

This finding go hand in hand with Muriuki (2016) who observed that Public employees practise their daily operations usually, they not compete in one way or another and this lead to diminish the application of public sectors.

6 Respondents out of 20 Respondents declared that:

Size of sector is business factor that affect performance review in improving public service performance and the commission could not operate respectively the performance review due to its emerging period in terms of labour, financial management capacity and capital structure.

This means that, the employees are knowledgeable enough concerning the process of performance review within the organization. This is beneficial in two ways within for the organization development as employees co-operate with the management so as the exercise to be successful and also it helps to improve the efficiency within the organization because it helps to understand the performance of each individual in the organization. The findings are in support of studies done by Shayo (2013) who found that many human resource activities do not reach on targeted level due escaping the primary function which is performance review.

Government Regulations: Another respondent LCO (labour Commission Office) provided very useful information to the interviewee of this study as when asked she responded that;

The Respondents consider government Regulation as a primary factor of performance review in public sector. Out of 20 respondents 11 Respondents state that:

Policy, Regulation and Guideline from central government are very clear and promote in one way or another the successful implementation of Performance review, Like wise annual evaluation of appraisal supervisors monitor the daily day implementation of the review. The Public Service Commission take in to action those policies and regulations of performance review so as to be beneficiary to public servants.

9 Respondents declare that:

Orientation towards the appraisal system is accounted as among the government factor affecting the performance review especially in improving the performance in Public Services.

The performance review is clearly described to public servants and its operation is very transparency to the commission.

Shayo (2013) supported the behavioural performance review depend upon the clear policy, regulation and guidelines from Central Government and Tanzania among the believers of respective guidelines which almost formal documented with half implication.

These descriptions provided means that, the performance reviews at Zanzibar Labour Commission Office are successful exercise and this is due to the fact that, management get to sit down together with the employees to amend the regulations and policy when it is needed. These supports respectively with the Dilawari (2016) who observed that the conducive government guideline, regulations and circulars are the major components of improving Public Services in conducting the scientific performance review.

Time Factors: Another important aspect for this study that researcher wanted to understand was the time for conducting performance review in the organization. During the interview the respondents came with the answers which are related. Public Service Commission Staff 3 provided the following explanations concerning the time for conducting performance review;

The performance review is usually conducted annually within our organization and this depend on the chance of supervisors conducting the exercise.

Apart from these explanations provided, also the respondents LCO17 had the following comments concerning the time for conducting performance review in the organization;

Usually at the end of the last quarter of year, the performance review is conducted in order to assess the performance of the employees in the organization. There are few years in which performance review did not take place but in recent years it is being conducted annually.

Migiro and Tederera (2010) found and recommended the practitioners of performance review at the bank of Botswana to consider the fixed time limit of performance review annually so as to harmonise their practise and reach the organisation goal. This means that, the Team responsible in conducting the performance review within the organization are fulfilling their duties responsibly. The performance review is conducted annually which is what it is supposed to be conducted as it provides an opportunity for the organization to see how the employees are conducting their work where to improve their duties and what method to be used in order to improve the performance of employees. This is in line with Molefhi (206) who observed that the performance contract have to be presented to the employees which indicates the time frame work (time basis) of the performance review whether quarterly or annually.

Performance Standard: Also, the respondents were asked whether the performance review has key performance Indicator (KPI) or not the respondents' state as the following.

Performance standard is very important for the development of any organization as employees get an opportunity to have a clear understanding of his/her responsibilities and outcomes.

And this is due to the fact that gives chance for the employees and management to sit down and talk about the direction of the job responsibilities

This means that, the performance review when conducted in the proper way it has a lot of benefits including providing an opportunity for the employees to understand their responsibilities and outcomes. When the employees understand their responsibilities and how they are supposed to be done in the organization it helps on improving efficiency to the organization. Another respondent replied on the question asked by the interviewee concerning the contribution of performance review on improving employee performance, the LCO16 replied the as follows;

Employees when assessed during the performance review are driven and motivated towards their individual goals. It is quite true that each employee has his/her personal goals that they need to achieve while fulfilling their jobs. Conducting employee performance enables employees to be aware on what they have to do in order to improve and achieve their goals.

This means that, the employees are achieving their own goals when performance review is conducted within the organization. Performance review provides the opportunities for the employees to be assessed concerning their job accountability as it recommends certain process to be done such as training or being promoted according to what they have done at work place for the whole year. By being promoted employees get to achieve their own goals hence organization achieving its goals. The findings are in support of Studies done by Itika (2011) who found that most of performance reviewers do not set the performance standard in such a way that the evaluator appraise the candidates from what is coming on the process.

Methods used in employees' Performance process

Management By Objective: Researcher wanted to find out on how the performance review is conducted in the organization, and during the interview the respondents provided very useful information concerning these questions, 9 respondents provided the following explanation;

The commission practise Management by Objective in a manner that appraiser and appraise sit together to identify, plan, organise and communicate objectives to focus on during a specific appraisal period.

Mpanda (2015) found that Management by Objective is familiar method of assessing the employees where by the assessor considers to reach the target outcome of the Organisation by supporting the employees throughout giving him all supportive equipment.

Competence Base: Also, when asked concerning the methods used to assess the performance of the employees which performance review, the LCO20 provided the following explanation to the researcher;

Public Service commission account education as a frame work in performance review because it's able to master the competency regardless the environment.

This means that, the management is conducting performance review within the organization by considering various methods

of conducting performance review. From the explanation provided by the respondents it seems that three methods for conducting performance review are very common to the exercise which is Management by Objectives (MBO), Behavioural Checklist and also Rating scale hence from this point of view it means that management is really understand what they are doing. This finding does not go hand in hand with Mpanda (2015) who found that only management by Objectives is take place during the performance review in a manner that its depend upon the nature of the institution whether public or Private sectors.

Fairness of the Assessment: Another important information that researcher as interviewer of this study wanted to understand was if the process of overall assessment of performance review was accurate and fair, hence after careful data analysed by using content data analysis, the following information was derived such as the explanation of;

The issue of performance review is not some sort of trick or magic, every data needed are there, it shows everything because it's the daily routine in the work place, for example, the attending time it is there, the performance basing on the task assigned is there everyone sees if you are performing or you are not, so the exercise is fair and accurate so far.

Shayo (2013) declares that performance review conducted in public sectors and private most likely conducted on the basis of biasness whether by observing their origin and gender matters, the respective solution of this barrier to have third committee who can observe the tendency of appraisal in Public Sectors Also, other respondents when asked concerning the same question had the following response;

Actually, this is the office, and not just the office it is public office hence no one will accept false information being attached to him hence ruining his/her reputation. Therefore, the management always conduct fair and performance review and the accurate information being delivered.

This means that, the management at Zanzibar Labour Commission is working hard in order to ensure that the exercise is being conducted by considering fairness and also the accurate results are provided basing on individual performance within the organization. The existence of fairness and accurate information to the performance review helps in the improvement of organization performance and also understanding the weaknesses and how to solve the problems facing individual employees and organization in general.

Participatory Approach: Researcher wanted to find out on which participatory methods used by reviewing supervisors are using in conducting performance review, hence the following results were obtained;

The process of performance review within the organization is participatory in nature and this is due to the fact that there must be the process of working together between the employee and the supervisor.

Also, another explanation was provided concerning the same question as shown below;

Yes, of course the exercise is participatory in nature because the supervisors cannot get information without being working

together with the employees, there must be the cooperation between both sides.

The perspective of participation revealed Baraka (2015) who found that the employees in public sectors are not participated during the appraisal rather than private sectors who are fully participated.

This means that, the supervisors are using participatory methods in conducting performance review, and this is very crucial factor for the improvement of harmonious environment in the organization. The existence of harmonious environment influences the act of working together hence improve productivity which is improvement of public services execution. There must be the cooperation between the employees and the management in order to work effectively.

Supervisory Perception: This is done on the period of performance review but also on the daily basis the management is providing their views on the performance standards, the progress of the employee's task given while mostly put clearly during the period of conducting performance review.

Also, another officer provided the explanations concerning the same questions as follows;

We are getting the chance to sit down discuss on our performance, the issue of individual progress on job performance is very important for the development of the whole organization, as management they provide review of each employee for the improvement.

This means that, the supervisors are conducting the performance review in proper manners as after conducting performance review they sit down with the employees to see on the strength, and weaknesses of the employees and how they can be able to solve the weaknesses found and also to strengthen the improvement of public services execution. When the employees are given the highlights of their conduct in the organization it provides the chance for everyone to feel that they are valued and they are part of the organization.

Benefits achieved from the Organisational goal in Public Service commission

What happens after the appraisal exercise is completed: Researcher wanted to find out the outcome after the process of conducting performance review within the organization; hence after respondents being interviewed, the LCO14 provided the following explanations;

Usually after the completion of performance review, actions are being taken basing on what which have been found, there are some of us are taken for in-service training in order to improve knowledge, improvement is done on the weaknesses found and also the promotion.

Also, respondent was asked to provide his view concerning the outcomes of performance appraisal and the following was the response of LCO15;

The good thing is that the performance review is being conducted in a right way as many staffs have been promoted or being taken to the in-service training to improve their working ability because of the performance review.

This means that, the supervisors and management team are fulfilling their duties and without biases whereas the employees are taken to training or promoted due to the conducting of performance review within the organization which is how it is supposed to be done. People need to be given training basing on what they are working and in order to improve the performance due to strength or weaknesses which have been found in the performance review exercise and not otherwise.

Results of the performance review for management decision making like promotions, salary increase, training etc

The respondents were asked on the results of performance review in the organization which are used for decision making for management and the LCO9 provided the following response;

Promotions is something else, it does not rely mostly on performance review, promotions are far from performance review there are a lot of factors which lead to promotions such as experience of employees and of course it is political based situation.

Also, related to this question LCO18 had the following response to the interviewer;

The first benefit of performance review is the incensement of salary, and training on which most of times after training come the promotions so of course there is benefit for performance review in the organization.

This means that, performance review has a lot of benefits to the employees and organization in general, as after conducting performance review the weakness lead to the employee being suggested to attend training which tends to be short- term or long-term training, but also the increasing of salary comes forward and this is due to the strength of employees in fulfilling their duties which end up being promoted, promotion comes directly with the salary increase.

Achievement of the performance appraisal objectives towards employee's development: Another important thing that researcher wanted to find out is that, the employees are achieving their personal goals within the organization after performance review being conducted, hence LCO7 provided the following response;

Being taken to training or promoted of course helps in the achieving our objectives, we are public servants but also, we have family which highly relies on us, hence of course sometimes it helps us in achieving our own objectives.

This means that, when performance review is conducted the employees are achieving their own objectives, the promotion helps employees to achieve their own goals because of salary improvement, it is quite true that employees are working hard in order to achieve their personal goals hence the best way which helps in achieving their personal goals is by promotions and salary increase, also training helps employees to achieve their academic objectives.

Performance review in creating commitment in achieving better service delivery: When asked concerning the importance of performance review within the organization in achieving better service delivery the LCO4 had the following response;

It depends on the personal interest, but in some extent, commitment is not taking place due to the performance review, a public servant is required to be committed in every day on working place and every task.

This means that, performance review is not the only source for the employees to be committed on his work. Every employee is required to be committed on fulfilling his/her duties towards executing public services within the organization. It does not need a reason to be promoted or being promised salary incensement, a public servant is always required to be committed on everyday responsibilities that assigned to them.

How Employees assess the officers who conduct Performance review within the organization: Another important question that was asked by the researcher to the interviewee was concerning the perception of employees towards the officers who conduct performance review within the organization; hence LCO16 provided the following explanations;

The process is fair and they are part of us they see challenges and strength of our daily working day, hence they are good person with good intention for the benefits of our organization.

This means that, the employees are taking the exercise fairly and they are taking the performance review officers as they are part of the organization hence, they are taking the performance review exercise as part of building and developing the organization. The Officers responsible for the conducting of performance review required to be fair so as to perform the exercise in order to attain the objectives which have been planned to be fulfilled in the organization.

Conclusion

The study concluded that; Team responsible in conducting the performance review within the organization are fulfilling their duties responsibly, Performance review when conducted in the proper way it has a lot of benefits including providing an opportunity for the employees to understand their responsibilities and outcomes, Employees are achieving their own goals when performance review is conducted within the organization, Management is conducting performance review within the organization by considering various methods of conducting performance review, Management at Zanzibar Labour Commission is working hard in order to ensure that the exercise is being conducted by considering fairness. Supervisors are using participatory methods in conducting performance review. Supervisors are conducting the performance review in proper manners and Supervisors and management team are fulfilling their duties and without biases whereas the employees are taken to training or promoted. Performance review has a lot of benefits to the employees and organization in general. Performance review is conducted the employees are achieving their own objectives. Performance review is not the only source for the employees to be committed on his work. Employees are taking the exercise fairly.

Recommendations

Basing on the results provided in this study which was obtained from the carefully data analysis process, the following are the recommendations derived from the results

obtained in this study; Performance review should be conducted on the right time in order to provide the opportunity for the employees to get their rights basing on their performance within the organization. Knowledge should be provided to the employees and also management concerning the importance of conducting performance review within the organization in order to understand the strength and weaknesses of each employee in the organization. The government through the Office of Zanzibar Labor Commission should ensure all public offices are conducting performance review so as to improve efficiency on execution of public services within the organization.

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