



**PERFORMANCE APPRAISAL AND EMPLOYEE PRODUCTIVITY IN JINJA
DISTRICT LOCAL GOVERNMENT (JDLG).**

BY

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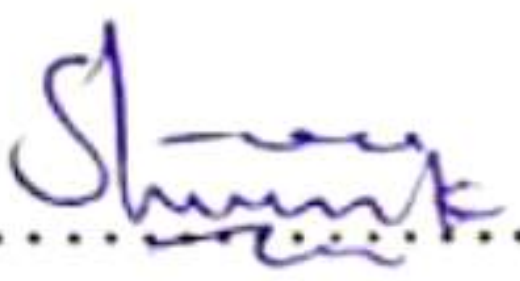
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**A RESEARCH PROPOSAL SUBMITTED TO FACULTY OF MANAGEMENT
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IN PARTIALFULFILLMENT OF THE REQUIREMENT FOR
THE AWARD OF DIPLOMA IN BUSINESS
ADMINISTRATION OF BUSITEMA
UNIVERSITY**

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DECLARATION

I Kantono Doreen do ratify that this research proposal is my own work which has never been submitted for examination in this university for academic qualification.

Signature.....

KANTONO DOREEN

BU/UP/2023/3947

Date.....

APPROVAL

This proposal is submitted to the faculty of management sciences department of Economics and Management as a partial fulfillment for the award of Diploma in Business Administration of Busitema University with my approval as the academic supervisor.

Signature.....

MR. EMUSUGUT DESTERIO

Date 11/08/2025.....

DEDICATION

This work is dedicated to the family of Mr. Kizito Mutaka and Mrs. Monica Namatovu for their moral support, encouragement and understanding. I also dedicate this proposal to all my friends; course mates, lecturers, and the almighty God for his unceasing blessings to ensure the proposal submission a reality.

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LIST OF ACRONYMS

APA	American Psychological Association
BBA	Bachelor of Business Administration (inferred from context)
DBA	Diploma in Business Administration
DLG	District Local Government
HR	Human Resources
HRM	Human Resource Management
JDLG	Jinja District Local Government
KPIs	Key Performance Indicators
MoLG	Ministry of Local Government
NDP III	National Development Plan III
ROK	Republic of Kenya
SPSS	Statistical Package for Social Sciences
UBOS	Uganda Bureau of Statistics

DEFINITION OF KEY TERMS

Performance Appraisal: Performance appraisal refers to a systematic process by which an employer evaluates an employee's job performance and productivity against pre-established criteria and organizational objectives, often with the purpose of providing feedback, identifying areas for improvement, and informing decisions on promotions, training, or rewards (Aguinis, 2019).

Recognition and Reward: Recognition and reward involve formal or informal acknowledgment of an employee's contributions, achievements, and efforts, which may take monetary forms such as bonuses or non-monetary forms such as praise, awards, or career advancement opportunities, aimed at motivating and retaining employees (Armstrong & Taylor, 2020).

Timeliness: In the workplace context, timeliness refers to the degree to which tasks, assignments, or deliverables are completed within the set or expected timeframes, ensuring that operations proceed efficiently and productivity goals are met (Cascio, 2016).

Performance Monitoring: Performance monitoring is the continuous and systematic process of observing, measuring, and evaluating employee performance against established targets or standards to ensure alignment with organizational objectives and to provide data for performance improvement interventions (Dessler, 2020).

ABSTRACT

The study examined the effect of performance appraisal on employee productivity in Jinja District Local Government (JDLG). The study was guided by the following objectives; to examine the effect of recognition and reward on employee productivity, examine the impact of timeliness on employee productivity, to establish the effect of performance monitoring on employee productivity. The study used a cross-sectional research design and a quantitative and qualitative approach. A target population of 215 employees with accessible sample size of 140, using simple random and purposive sampling techniques. Data is to be collected with the aid of a closed ended questionnaire and an interview guide. The statistical package for social sciences (SPSS) is to be employed to analyze data from which frequency tables, descriptive statistics (mean and standard deviation), reliability and validity, correlation and regression results will be obtained.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, problem statement, purpose of the study, objectives, research questions, scope of the study, and conceptual framework

1.1 Background of the Study

Effective and productive employees are central to the successful delivery of public services, especially within local governments that serve as the operational arms of national development frameworks. Uganda's decentralization policy emphasizes the critical role of District Local Governments (DLGs) in implementing grassroots development initiatives. Therefore, enhancing employee productivity presents an opportunity to strengthen service delivery, improve governance outcomes, and accelerate socio-economic transformation at the community level. Ensuring that public servants work efficiently, meet performance targets, and are adequately motivated is essential for realizing the goals of Uganda Vision 2040 and the National Development Plan (NDP III).

Employee productivity, in this study, refers to the extent to which staff effectively use available time and resources to perform assigned duties in a timely, efficient, and high-quality manner. It includes how employees manage their time, the quality of outputs delivered, and the level of efficiency achieved in executing tasks. These dimensions time management, work quality, and efficiency are widely recognized in the literature as valid indicators of productivity (Armstrong, 2010; Khan et al., 2025; Mathis & Jackson, 2011). Productivity is not merely about output but also about how consistently and competently employees meet institutional goals and public expectations.

Research suggests that employee productivity is closely linked to human resource management practices, especially performance appraisal systems. Effective performance appraisal can influence productivity by clarifying job expectations, identifying skill gaps, enhancing motivation through recognition and feedback, and aligning individual efforts with institutional goals (Alex & Kazaara, 2023; Moses et al., 2023). When appraisal systems are transparent, fair, and followed by appropriate rewards or development opportunities, employees are more likely to remain committed and productive.

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