

The Role Of Motivation And Performance Appraisal In Shaping Employee Attitudes And Performance At UBC.

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Abstract

Employee motivation and performance appraisal systems represented critical human resource management tools that influenced organizational effectiveness in media institutions. Uganda Broadcasting Corporation (UBC), as the country's national broadcaster, faced increasing competitive pressures from private media houses and digital platforms, necessitating optimal employee performance. The organization implemented various motivational strategies and performance appraisal mechanisms aimed at enhancing employee attitudes and productivity. However, the effectiveness of these interventions in actually shaping employee behaviors, attitudes, and performance outcomes remained inadequately documented. Understanding these relationships became essential given UBC's mandate to deliver quality public broadcasting services while operating within resource constraints and competing for audience attention in Uganda's dynamic media landscape. This study employed a descriptive cross-sectional survey design utilizing mixed methods approaches to examine the role of motivation and performance appraisal at UBC. The target population comprised 65 employees across different organizational levels. A sample of 60 respondents was selected using multiple sampling techniques: 2 HR officers and 10 departmental heads were purposively sampled due to their strategic positions and specialized knowledge, while 48 operational staff were selected through stratified random sampling to ensure representation across departments. Data were collected using self-administered questionnaires, semi-structured interviews, and documentary review of performance appraisal records. Quantitative data were analyzed using SPSS software generating descriptive and inferential statistics, while qualitative data underwent thematic content analysis to identify patterns and meanings. The study revealed that motivational factors significantly influenced employee attitudes and performance at UBC. Monetary incentives positively affected 73.3% of employees' performance, though salary satisfaction remained low at 35%. Recognition programs improved morale for 68.3% of respondents, while career development opportunities enhanced commitment among 71.7% of employees. Performance appraisal systems demonstrated mixed effectiveness: 66.7% found appraisals fair and objective, but only 41.7% received regular feedback. Strong correlations emerged between perceived appraisal fairness and job satisfaction ($r=0.68$) and between motivational satisfaction and performance levels ($r=0.72$). However, 58.3% of employees reported limited linkage between appraisal results and career advancement, undermining system credibility. Motivation and performance appraisal significantly shaped employee attitudes and performance at UBC, though implementation gaps reduced their potential effectiveness and organizational impact. UBC management should strengthen integration between appraisal outcomes and tangible rewards while diversifying motivational approaches beyond monetary incentives to enhance sustainable performance.

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Background of the study

Uganda Broadcasting Corporation (UBC) operated as the country's national public broadcaster, established to provide comprehensive media services including television and radio programming across Uganda's diverse regions and communities (F. Christopher, Komunda, et al., 2022). As a statutory body under the Ministry of Information, Communications Technology and National Guidance, UBC carried significant public service obligations including national coverage, educational programming, cultural preservation, and balanced information dissemination (Anthony et al., 2023). However, the corporation functioned within an increasingly competitive media environment where private broadcasters, international media outlets, and digital platforms competed for audiences, advertisers, and talented media professionals (T. Christopher et al., 2024).

This competitive landscape placed unprecedented pressure on UBC to optimize organizational performance while maintaining public service commitments often at odds with purely commercial considerations. Employee performance became critical to UBC's ability to fulfill its dual mandate of public service and competitive viability (Ntirandekura et al., 2022). The corporation's success depended fundamentally on its workforce's creativity, technical competence, productivity, and commitment qualities that required effective human resource management strategies. In this context, motivation and performance appraisal emerged as essential management tools for shaping employee behaviors, attitudes, and ultimately organizational outcomes (Ntirandekura et al., 2022).

Employee motivation encompassed the psychological forces that determined the direction, intensity, and persistence of work-related behaviors. At UBC, motivational challenges were multifaceted, reflecting both intrinsic factors such as professional fulfillment and creative expression, and extrinsic factors including compensation, recognition, and career advancement opportunities (Ntirandekura et al., 2022). Media professionals often possessed strong intrinsic motivation derived from storytelling, public impact, and creative expression, yet also required adequate extrinsic rewards to sustain commitment given attractive alternatives in private media and related industries. UBC's ability to balance these motivational dimensions directly influenced employee satisfaction, retention, and performance quality (Julius & Audrey, 2025).

Performance appraisal systems served as structured mechanisms for evaluating, documenting, and improving employee contributions to organizational objectives. Effective appraisal systems provided multiple benefits including identifying training needs, informing promotion and compensation decisions, enhancing accountability, facilitating communication between supervisors and subordinates, and aligning individual efforts with organizational goals (F. Christopher, Moses, et al., 2022). At UBC, formal performance appraisal processes were implemented to assess employees across technical, creative, and administrative functions (Ntirandekura et al., 2022). However, questions persisted regarding whether these systems actually influenced employee attitudes and behaviors positively or merely represented bureaucratic exercises with limited practical impact.

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The relationship between motivation, performance appraisal, and employee outcomes operated through complex psychological and organizational mechanisms (Winnie et al., 2023). Motivational theories suggested that employees performed optimally when they perceived clear connections between effort, performance, and valued outcomes a linkage that performance appraisal systems could either strengthen or undermine depending on implementation quality (Lydia et al., 2023). When employees trusted that appraisals accurately measured contributions and led to meaningful consequences, motivation increased. Conversely, when appraisals seemed arbitrary, biased, or disconnected from rewards, employee cynicism and disengagement resulted (Winnie et al., 2023). Understanding these dynamics at UBC required empirical investigation of how employees actually experienced and responded to existing motivational interventions and appraisal processes within the corporation's specific organizational context.

Problem Statement

Despite implementing various motivational programs and formal performance appraisal systems, Uganda Broadcasting Corporation continued experiencing challenges with employee performance consistency, staff turnover, and variable service quality across departments (Ntirandekura et al., 2022). Management invested resources in salary increments, recognition programs, training opportunities, and structured performance evaluations, yet anecdotal evidence suggested persistent employee dissatisfaction, limited performance improvement, and questionable return on human resource investments (Frank et al., 2023). The disconnect between human resource interventions and desired organizational outcomes raised fundamental questions about whether existing motivation and appraisal systems actually shaped employee attitudes and performance effectively (Ntirandekura & Christopher, 2022).

Employee complaints about unfair treatment, inadequate recognition, and limited career advancement persisted despite formal systems designed to address these concerns (Edgar & Moses, 2023). Performance appraisal processes occurred regularly, yet employees questioned their objectivity and practical consequences. Some departments demonstrated high performance and positive workplace climates while others struggled with low morale and productivity, suggesting inconsistent application of motivational principles and appraisal standards (F. Christopher, Moses, et al., 2022). Furthermore, UBC faced ongoing difficulties retaining talented professionals who departed for private media houses offering seemingly comparable or even lower total compensation packages, indicating that factors beyond salary influenced employee decisions (Moses, 2023).

Without systematic empirical evidence on how motivation and performance appraisal actually influenced employee attitudes and performance at UBC, management lacked reliable foundations for refining human resource strategies (Kazaara et al., 2023). Existing practices continued based on assumptions rather than documented relationships between specific interventions and employee outcomes (Ntirandekura et al., 2022). This study therefore investigated the actual role of motivation and performance appraisal in shaping employee attitudes and performance to provide evidence-based insights for enhancing UBC's human resource management effectiveness and ultimately its organizational performance.

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Main Objective

To examine motivation and performance appraisal roles in shaping employee attitudes and performance at UBC.

Methodology

The study adopted a descriptive cross-sectional survey design combining quantitative and qualitative research approaches to comprehensively examine relationships between motivation, performance appraisal, employee attitudes, and performance at Uganda Broadcasting Corporation (Lanlege et al., 2013). This design was appropriate because it enabled simultaneous collection of data on multiple variables from different employee categories at a single time point, facilitating efficient analysis of relationships and patterns within UBC's organizational context while accommodating the relatively small population size (Abiodun et al., 2022).

The study population comprised 65 employees at UBC's headquarters representing three distinct organizational levels with different roles and perspectives. From this population, a sample of 60 respondents was selected using purposive and stratified random sampling techniques. Purposive sampling was employed to select all 2 HR officers because their specialized knowledge of human resource policies, motivational programs, and appraisal systems provided essential insights that only they possessed within the organization (Hassan Abdi et al., 2020). Similarly, all 10 departmental heads were purposively sampled due to their unique positions as both appraisal administrators and recipients, providing dual perspectives on system effectiveness and their direct responsibility for implementing motivational strategies within departments. For operational staff, stratified random sampling was used to select 48 employees from a population of 53, ensuring proportional representation across different departments including news and current affairs, production, technical services, and administrative functions (Jallow et al., 2022). This approach minimized selection bias while ensuring adequate representation of UBC's diverse operational workforce.

Data collection utilized multiple instruments tailored to different respondent categories. Self-administered questionnaires with both closed and open-ended questions were distributed to all 60 respondents, covering dimensions of motivational factors, performance appraisal experiences, job attitudes, and self-reported performance levels (Paul & Kazaara, 2023). The questionnaires employed Likert-scale items for quantitative measurement alongside open-ended questions for qualitative insights. Semi-structured interview guides were used with HR officers and departmental heads to explore deeper perspectives on policy implementation, systemic challenges, and observed relationships between motivation, appraisal, and performance (Godfrey et al., 2023). Documentary analysis protocols were applied to review performance appraisal records, employee attendance data, productivity reports, and human resource policy documents to triangulate self-reported data with organizational records.

Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) version 25, generating descriptive statistics including frequencies, percentages, means, and standard deviations to characterize sample demographics and variable distributions (Nelson et al., 2022). Pearson correlation analysis was conducted to examine relationships between motivational satisfaction, appraisal perceptions, employee attitudes, and performance levels.

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Qualitative data from interviews and open-ended questionnaire responses underwent systematic thematic content analysis involving transcription, initial coding to identify meaning units, categorization into broader themes, and interpretation to understand underlying patterns and perspectives. Validity was enhanced through triangulation of multiple data sources and methods, peer debriefing with experienced researchers, and member checking where preliminary findings were shared with selected participants for feedback. Reliability was ensured through pilot testing of instruments with 6 employees not included in the final sample, maintaining consistency in data collection procedures, and using established scales for measuring key variables.

Results and Discussion

Response Rate and Demographic Characteristics

The study achieved strong participation across all employee categories at Uganda Broadcasting Corporation. Table 1 presents the response distribution.

Table 1: Response Rate by Employee Category

| Respondent Category | Target Sample | Actual Response | Response Rate (%) |
|----------------------------|----------------------|------------------------|--------------------------|
| HR Officers | 2 | 2 | 100.0 |
| Departmental Heads | 10 | 10 | 100.0 |
| Operational Staff | 48 | 48 | 100.0 |
| Total | 60 | 60 | 100.0 |

The 100% response rate across all categories was exceptional and significantly enhanced the reliability and comprehensiveness of findings. This complete participation eliminated non-response bias and ensured that results genuinely represented perspectives across UBC's organizational hierarchy. The total participation from HR officers and departmental heads was particularly valuable given their strategic positions and specialized knowledge regarding human resource systems.

Further demographic analysis revealed that operational staff respondents comprised 56.3% male and 43.7% female employees, with age distribution of 31.3% aged 25-34 years, 45.8% aged 35-44 years, and 22.9% aged 45 years and above. Educational qualifications included 12.5% with diplomas, 62.5% with bachelor's degrees, and 25% with postgraduate qualifications. Length of service at UBC ranged from less than 3 years (22.9%), 3-7 years (39.6%), 8-12 years (20.8%), to over 12 years (16.7%). This demographic diversity ensured that findings reflected experiences across different generational perspectives, educational backgrounds, and organizational tenure levels.

Motivational Factors and Their Perceived Impact

Understanding which motivational factors influenced employees and their perceived effectiveness was fundamental to assessing motivation's role. Table 2 summarizes employee perspectives on various motivational elements.

Table 2: Importance and Satisfaction with Motivational Factors (N=60)

| Motivational Factor | Very Important N(%) | Important N(%) | Satisfaction Mean* | Gap Score** |
|----------------------------------|---------------------|----------------|--------------------|-------------|
| Competitive salary | 52 (86.7) | 8 (13.3) | 2.35 | -2.52 |
| Job security | 48 (80.0) | 12 (20.0) | 3.78 | -1.02 |
| Recognition for good work | 46 (76.7) | 14 (23.3) | 3.12 | -1.65 |
| Career development opportunities | 44 (73.3) | 16 (26.7) | 2.98 | -1.75 |
| Working conditions | 41 (68.3) | 19 (31.7) | 3.45 | -1.36 |
| Supervisory support | 38 (63.3) | 22 (36.7) | 3.67 | -1.23 |
| Team collaboration | 35 (58.3) | 25 (41.7) | 3.89 | -0.97 |
| Work-life balance | 33 (55.0) | 27 (45.0) | 3.23 | -1.55 |

*5-point scale: 1=Very Dissatisfied, 5=Very Satisfied **Gap = Satisfaction Mean - Importance Mean (converted to 5-point scale)

Source: Primary Data, 2025

These findings revealed significant gaps between what employees valued and what they experienced at UBC. Competitive salary was rated very important by 86.7% of respondents yet yielded the lowest satisfaction score (2.35) and largest gap (-2.52), indicating fundamental dissatisfaction with monetary compensation. This represented a critical challenge because salary dissatisfaction could undermine other motivational efforts. Interviews with departmental heads confirmed this concern, with one stating: "We try to motivate staff through recognition and development, but conversations always return to salary inadequacy. It's difficult to build motivation on that foundation."

Career development opportunities showed similar patterns—valued by 73.3% as very important but generating low satisfaction (2.98) and substantial gap (-1.75). This suggested that while UBC offered some development programs, they were insufficient relative to employee expectations and career aspirations. Recognition for good work, despite being implemented through formal programs, still produced a notable gap (-1.65), indicating that existing recognition mechanisms did not fully meet employee needs for acknowledgment.

Conversely, team collaboration and job security showed smaller gaps, suggesting these elements functioned relatively well. Job security, inherent in UBC's status as a statutory body, provided a foundational motivational element (mean 3.78) that partially compensated for salary limitations. However, the overall pattern revealed that UBC's motivational environment contained significant weaknesses that likely constrained its ability to shape positive employee attitudes and optimal performance.

Impact of Specific Motivational Interventions on Performance

The study examined how specific motivational interventions influenced employee performance perceptions and behaviors, as detailed in Table 3.

Table 3: Influence of Motivational Factors on Employee Performance (N=60)

| Motivational Factor | Strongly Positive N(%) | Positive N(%) | No Influence N(%) | Negative N(%) | Mean Impact* |
|-------------------------------|---------------------------|------------------|----------------------|------------------|--------------|
| Monetary incentives/bonuses | 21 (35.0) | 23 (38.3) | 12 (20.0) | 4 (6.7) | 4.02 |
| Public recognition | 18 (30.0) | 23 (38.3) | 16 (26.7) | 3 (5.0) | 3.93 |
| Training opportunities | 22 (36.7) | 21 (35.0) | 14 (23.3) | 3 (5.0) | 4.03 |
| Promotion prospects | 19 (31.7) | 24 (40.0) | 13 (21.7) | 4 (6.7) | 3.97 |
| Flexible work arrangements | 14 (23.3) | 19 (31.7) | 22 (36.7) | 5 (8.3) | 3.70 |
| Supervisory feedback | 17 (28.3) | 26 (43.3) | 15 (25.0) | 2 (3.3) | 3.97 |
| Work environment improvements | 16 (26.7) | 22 (36.7) | 18 (30.0) | 4 (6.7) | 3.83 |

*5-point scale: 1=Very Negative, 3=No Influence, 5=Very Positive

Source: Primary Data, 2025

The data demonstrated that most motivational factors positively influenced employee performance, with mean scores ranging from 3.70 to 4.03. Training opportunities achieved the highest impact score (4.03), with 71.7% reporting positive influence, suggesting that professional development represented a particularly effective motivational tool at UBC. This aligned with media industry characteristics where professionals valued skill enhancement and career progression. One operational staff member explained: "When UBC invests in my training, I feel valued and want to apply new skills immediately. It motivates me to perform better."

Monetary incentives, despite overall salary dissatisfaction, still positively influenced 73.3% when provided, achieving a mean of 4.02. This indicated that while base salary remained problematic, performance-based bonuses effectively motivated employees when available. However, documentary analysis revealed that such bonuses were irregular and limited to specific high-performing periods, reducing their sustained motivational impact.

Recognition programs positively affected 68.3% of employees (mean 3.93), demonstrating that non-monetary acknowledgment played meaningful roles in motivation. UBC implemented monthly recognition awards and public commendations during staff meetings, which respondents valued. However, 26.7% reported no influence from recognition, suggesting variability in how different employees responded to this intervention or potential inconsistency in recognition distribution.

Promotion prospects showed positive influence for 71.7% (mean 3.97), yet this contrasted with earlier dissatisfaction regarding career development opportunities. This apparent contradiction suggested that while promotion motivated employees theoretically, perceived limited actual opportunities for advancement reduced this factor's practical motivational effect. Flexible work arrangements showed the weakest influence (3.70), with 36.7% reporting no impact, reflecting perhaps that UBC's operational requirements in broadcasting limited flexibility compared to other sectors.

Performance Appraisal System Characteristics and Perceptions

Employee perceptions of the performance appraisal system's fairness, objectivity, and utility directly influenced whether it shaped attitudes and performance positively. Table 4 presents these perceptions.

Table 4: Employee Perceptions of Performance Appraisal System (N=60)

| Appraisal Dimension | Strongly Agree N(%) | Agree N(%) | Neutral N(%) | Disagree N(%) | Strongly Disagree N(%) | Mean* |
|------------------------------------|------------------------|---------------|-----------------|------------------|---------------------------|-------|
| Clear performance standards exist | 16 (26.7) | 24 (40.0) | 11 (18.3) | 7 (11.7) | 2 (3.3) | 3.75 |
| Appraisals are conducted regularly | 19 (31.7) | 21 (35.0) | 8 (13.3) | 9 (15.0) | 3 (5.0) | 3.73 |
| Assessment criteria are objective | 13 (21.7) | 27 (45.0) | 12 (20.0) | 6 (10.0) | 2 (3.3) | 3.72 |
| My supervisor is fair in rating | 14 (23.3) | 26 (43.3) | 13 (21.7) | 5 (8.3) | 2 (3.3) | 3.75 |
| I receive constructive feedback | 11 (18.3) | 14 (23.3) | 17 (28.3) | 14 (23.3) | 4 (6.7) | 3.23 |
| Appraisals identify training needs | 15 (25.0) | 24 (40.0) | 13 (21.7) | 6 (10.0) | 2 (3.3) | 3.77 |
| Results influence promotions | 8 (13.3) | 17 (28.3) | 16 (26.7) | 15 (25.0) | 4 (6.7) | 3.17 |

| Appraisal Dimension | Strongly Disagree N(%) | Agree N(%) | Neutral N(%) | Disagree N(%) | Strongly Agree N(%) | Mean* |
|----------------------------------|---------------------------|---------------|-----------------|------------------|------------------------|-------|
| Results affect salary increments | 6 (10.0) | 13 (21.7) | 14 (23.3) | 21 (35.0) | 6 (10.0) | 2.87 |
| Process is participatory | 12 (20.0) | 23 (38.3) | 15 (25.0) | 8 (13.3) | 2 (3.3) | 3.58 |
| Overall system effectiveness | 10 (16.7) | 24 (40.0) | 16 (26.7) | 8 (13.3) | 2 (3.3) | 3.53 |

*5-point scale: 1=Strongly Disagree, 5=Strongly Agree

Source: Primary Data, 2025

The appraisal system demonstrated moderate effectiveness across most dimensions, with mean scores ranging from 2.87 to 3.77. Positive aspects included relatively clear performance standards (66.7% agreement), regular conduct (66.7%), objective criteria (66.7%), and fair supervisor ratings (66.7%). These findings suggested that UBC's appraisal system possessed foundational structural elements necessary for credibility. Departmental heads confirmed systematic implementation, with annual formal appraisals conducted using standardized forms covering job knowledge, quality of work, productivity, teamwork, and initiative (Nelson et al., 2023).

However, critical weaknesses emerged in areas connecting appraisal results to tangible consequences. Only 41.7% agreed that results influenced promotions, while a mere 31.7% agreed that results affected salary increments (mean 2.87). These low scores revealed fundamental disconnect between appraisal outcomes and meaningful rewards a disconnect that severely undermined the system's motivational potential. If employees perceived that excellent appraisal ratings yielded no practical benefits while poor ratings carried no real consequences, the entire system risked becoming a bureaucratic ritual rather than a performance management tool.

Constructive feedback provision also showed concerning weakness (mean 3.23), with only 41.6% agreeing they received adequate feedback and 30% actively disagreeing. This represented a critical implementation gap because feedback constituted the primary mechanism through which appraisals shaped performance improvement. Without regular, specific, constructive feedback, appraisals could not guide behavioral change effectively. One operational staff member expressed: "I complete the appraisal form annually, sign it, but rarely discuss results with my supervisor beyond a brief meeting. I don't know specifically what to improve or how to reach the next level."

Relationship Between Appraisal Perceptions and Employee Attitudes

To examine whether performance appraisal actually shaped employee attitudes, correlation analysis was conducted between appraisal perceptions and key attitudinal variables. Table 5 presents these relationships.

Table 5: Correlations Between Appraisal Perceptions and Employee Attitudes (N=60)

| Attitude Variable | Appraisal Fairness | Feedback Quality | Results-Rewards Link | Overall System Effectiveness |
|---------------------------|--------------------|------------------|----------------------|------------------------------|
| Job Satisfaction | 0.68** | 0.54** | 0.61** | 0.72** |
| Organizational Commitment | 0.59** | 0.47** | 0.56** | 0.64** |
| Trust in Management | 0.71** | 0.52** | 0.67** | 0.69** |
| Motivation to Improve | 0.52** | 0.69** | 0.48** | 0.58** |
| Workplace Morale | 0.64** | 0.51** | 0.58** | 0.66** |

**p < 0.01 (all correlations significant at 99% confidence level)

Source: Primary Data, 2025

These correlation coefficients demonstrated significant positive relationships between appraisal system perceptions and employee attitudes. The correlation between overall system effectiveness and job satisfaction (r=0.72) was particularly strong, indicating that employees who viewed the appraisal system positively exhibited substantially higher job satisfaction. Similarly, perceived appraisal fairness correlated strongly with trust in management (r=0.71), suggesting that fair appraisal processes built organizational trust while unfair processes eroded it.

Feedback quality showed the strongest correlation with motivation to improve (r=0.69), confirming theoretical expectations that constructive feedback directly influenced employee development motivation. This finding underscored the missed opportunity represented by UBC's weak feedback provision—enhancing this dimension could significantly boost improvement motivation across the workforce.

The results-rewards linkage correlated significantly with all attitude variables, with particularly strong relationships to trust in management (r=0.67) and job satisfaction (r=0.61). This empirically confirmed that disconnecting appraisal results from tangible consequences damaged employee attitudes broadly. When employees perceived that performance ratings didn't meaningfully affect career outcomes, cynicism developed regarding both the appraisal system specifically and management credibility generally.

These correlations provided strong empirical evidence that performance appraisal did indeed shape employee attitudes at UBC—but the direction and magnitude depended critically on implementation quality. Well-implemented appraisals characterized by fairness, quality feedback, and clear consequences produced positive attitudes, while poorly implemented systems generated negative attitudes that undermined organizational effectiveness.

Impact on Actual Performance Outcomes

Beyond attitudes, the study examined whether motivation and appraisal actually influenced measurable performance dimensions. Table 6 presents self-reported and supervisor-rated performance levels.

Table 6: Employee Performance Levels and Influencing Factors (N=60)

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| Performance Dimension | Excellent N(%) | Good N(%) | Satisfactory N(%) | Poor N(%) | Mean Score* |
|---------------------------------------|-----------------------|------------------|--------------------------|------------------|--------------------|
| Self-Reported Performance | | | | | |
| Work quality | 18 (30.0) | 29 (48.3) | 12 (20.0) | 1 (1.7) | 4.07 |
| Productivity/output | 16 (26.7) | 31 (51.7) | 12 (20.0) | 1 (1.7) | 4.03 |
| Initiative and creativity | 14 (23.3) | 26 (43.3) | 18 (30.0) | 2 (3.3) | 3.87 |
| Teamwork | 21 (35.0) | 27 (45.0) | 11 (18.3) | 1 (1.7) | 4.13 |
| Reliability/attendance | 24 (40.0) | 28 (46.7) | 7 (11.7) | 1 (1.7) | 4.25 |
| Supervisor-Rated Performance | | | | | |
| Overall performance (from appraisals) | 12 (20.0) | 32 (53.3) | 14 (23.3) | 2 (3.3) | 3.90 |

*5-point scale: 1=Poor, 5=Excellent

Source: Primary Data, 2025

Self-reported performance was generally high across dimensions, with mean scores ranging from 3.87 to 4.25. Reliability and attendance scored highest (4.25), followed by teamwork (4.13) and work quality (4.07). Initiative and creativity showed relatively lower scores (3.87), with 33.3% rating themselves only satisfactory or poor, suggesting this dimension required development focus. The generally positive self-assessments aligned with psychological tendencies toward favorable self-perception but also reflected genuine employee confidence in their capabilities.

Supervisor-rated performance from formal appraisals showed slightly more conservative distribution, with 73.3% rated excellent or good but mean score of 3.90 slightly below most self-ratings. This modest gap between self and supervisor ratings was normal and suggested reasonable alignment rather than dramatic perception differences indicating poor calibration.

To examine motivational influence on performance, employees were categorized by motivational satisfaction levels and their performance compared. High motivation satisfaction employees (n=21) averaged 4.23 on overall performance, moderate satisfaction employees (n=29) averaged 3.87, while low satisfaction employees (n=10) averaged 3.34. This pattern demonstrated clear positive relationship between motivation and performance (r=0.72, p<0.01), providing empirical support that motivation significantly shaped actual performance outcomes at UBC.

Similarly, employees rating the appraisal system highly effective (n=18) demonstrated mean performance of 4.31, compared to 3.92 for those rating it moderately effective (n=28) and 3.41 for those rating it ineffective (n=14). This performance gradient (r=0.64, p<0.01) confirmed that effective appraisal systems correlated with better performance, though causality could operate bidirectionally—effective systems improving performance, or high performers viewing systems more favorably.

Departmental Variations in Motivation and Performance

Analysis of departmental differences revealed important contextual variations in how motivation and appraisal functioned across UBC's operations. Table 7 summarizes these patterns.

Table 7: Departmental Comparison of Motivation and Performance (N=48 operational staff)

| Department | N | Motivation Satisfaction Mean | Appraisal Effectiveness Mean | Performance Mean | Staff Turnover (2023) |
|------------------------|----|---------------------------------|---------------------------------|---------------------|--------------------------|
| News & Current Affairs | 16 | 3.45 | 3.78 | 4.12 | 3 employees |
| Production | 12 | 3.28 | 3.42 | 3.88 | 2 employees |
| Technical Services | 11 | 3.67 | 3.91 | 4.21 | 1 employee |
| Administration | 9 | 2.98 | 3.23 | 3.67 | 4 employees |

Source: Primary Data, 2025

These departmental variations revealed that motivation, appraisal effectiveness, and performance clustered together departments with higher motivation satisfaction and better appraisal implementation also demonstrated better performance and lower turnover. Technical Services scored highest across all dimensions (motivation 3.67, appraisal 3.91, performance 4.21) with lowest turnover, while Administration scored lowest (motivation 2.98, appraisal 3.23, performance 3.67) with highest turnover.

Interviews with departmental heads illuminated underlying factors. The Technical Services head explained: "We have clear technical competency standards that make appraisals straightforward and objective. We also secured training budgets for equipment certification that motivates our staff tangibly." This contrasted with Administration where the head noted: "Administrative roles often feel undervalued at UBC compared to editorial and technical staff. Recognition flows toward programming, leaving administrative employees feeling invisible despite supporting everyone else's work."

These findings suggested that motivation and appraisal systems functioned differently across organizational contexts depending on role clarity, resource availability, perceived organizational value, and leadership quality. Effective human resource management required acknowledging and addressing these departmental variations rather than applying uniform approaches.

Implementation Challenges and Barriers

Understanding implementation challenges provided insights into why motivation and appraisal systems underperformed their potential. Table 8 documents reported barriers.

Table 8: Challenges in Motivation and Appraisal Implementation (N=60)

| Challenge | Frequency N(%) | Severity Mean* |
|--|----------------|----------------|
| Limited financial resources for incentives | 53 (88.3) | 4.47 |

| Challenge | Frequency N(%) | Severity Mean* |
|---|-----------------------|-----------------------|
| Inconsistent application of appraisal standards | 41 (68.3) | 3.89 |
| Delayed feedback provision | 38 (63.3) | 3.76 |
| Weak linkage between performance and rewards | 47 (78.3) | 4.23 |
| Supervisor bias in evaluations | 29 (48.3) | 3.54 |
| Inadequate supervisor training on appraisal | 35 (58.3) | 3.68 |
| Poor communication of appraisal purposes | 31 (51.7) | 3.45 |
| Bureaucratic delays in promotion processes | 43 (71.7) | 4.01 |
| Limited career progression opportunities | 44 (73.3) | 4.09 |
| Insufficient recognition programs | 36 (60.0) | 3.72 |

*5-point scale: 1=Minor Challenge, 5=Critical Challenge

Source: Primary Data, 2025

Limited financial resources emerged as the most prevalent challenge (88.3%) with highest severity (4.47), reflecting UBC's resource constraints as a statutory body dependent on government funding. This financial limitation directly restricted salary competitiveness, bonus availability, and other monetary motivational tools. HR officers acknowledged this constraint, with one stating: "We know salary is our biggest motivational weakness, but budget allocations barely cover operational costs, leaving little for competitive compensation or performance bonuses."

Weak performance-rewards linkage (78.3% frequency, 4.23 severity) represented the second most critical challenge, corroborating earlier findings about disconnection between appraisal results and tangible consequences. This resulted partly from financial constraints but also from bureaucratic processes governing public sector promotions and increments that limited management discretion in rewarding performance differentially.

Limited career progression opportunities (73.3%) reflected UBC's relatively flat organizational structure and limited growth creating bottlenecks at higher levels. Bureaucratic delays in promotions (71.7%) compounded this challenge, as even when opportunities existed, lengthy approval processes frustrated employees and reduced motivational impact. One operational staff member explained: "I was recommended for promotion two years ago based on excellent appraisals, but bureaucratic processes mean it still hasn't been formalized. How does that motivate me to continue performing excellently?"

Inconsistent appraisal application (68.3%) and inadequate supervisor training (58.3%) indicated implementation quality issues beyond resource constraints. These challenges were theoretically addressable through capacity building and standardization efforts that didn't require significant financial investment. The presence of supervisor bias concerns (48.3%) undermined appraisal credibility and suggested need for enhanced objectivity mechanisms such as multiple raters or calibration sessions.

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Conclusions

This study examined the effectiveness of the performance appraisal system at UBC and its influence on employee attitudes, motivation, and actual performance outcomes. The findings demonstrate that while UBC's appraisal system possesses essential structural elements, significant implementation gaps limit its full potential as a performance management and motivational tool.

Overall, employee perceptions of the performance appraisal system indicated moderate effectiveness, with mean scores ranging from 2.87 to 3.77 across appraisal dimensions. Positive perceptions were recorded regarding the existence of clear performance standards, regular appraisal cycles, objective assessment criteria, and fairness of supervisors' ratings. These findings suggest that the appraisal system at UBC is institutionally established and procedurally formalized, supported by standardized appraisal tools and annual implementation across departments. Such structural foundations are critical for system credibility and acceptance.

However, the study identified critical weaknesses in feedback provision and reward linkage, which substantially undermined the system's motivational capacity. Constructive feedback emerged as a major deficiency, with less than half of employees reporting that they received adequate feedback following appraisals. This gap limited the developmental function of performance appraisal, as employees lacked clear guidance on areas requiring improvement and pathways for advancement. Without meaningful feedback, appraisal processes risk becoming administrative exercises rather than instruments for performance enhancement.

The most pronounced weakness was the disconnect between appraisal results and tangible outcomes, particularly promotions and salary increments. Low mean scores for these dimensions revealed that employees perceived minimal consequences positive or negative arising from appraisal outcomes. This disconnect eroded the perceived value of performance appraisals and fostered cynicism toward management intentions, thereby weakening the motivational and accountability functions of the system.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed to enhance the effectiveness of the performance appraisal system at UBC:

1. Strengthen the Link between Appraisal Results and Rewards

UBC management should prioritize strengthening the connection between appraisal outcomes and tangible consequences such as promotions, salary increments, recognition, and career development opportunities. Even within financial constraints, non-monetary rewards such as public recognition, expanded responsibilities, training opportunities, and fast-tracked promotion consideration can significantly enhance the motivational value of appraisals.

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2. Institutionalize Constructive Feedback Mechanisms

Supervisors should be required to provide timely, specific, and developmental feedback following each appraisal cycle. Structured post-appraisal review meetings should be institutionalized, ensuring employees clearly understand their performance ratings, strengths, weaknesses, and improvement expectations. Enhancing feedback quality is likely to yield immediate gains in motivation to improve, given its strong empirical association with performance motivation.

3. Enhance Supervisor Capacity and Appraisal Skills

Regular training should be provided to supervisors and departmental heads on objective performance evaluation, feedback delivery, bias reduction, and performance coaching. Improved supervisor competence will enhance appraisal consistency, credibility, and acceptance while reducing perceptions of bias and unfairness.

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