ORGANISATION APPRAISAL SYSTEM AND EMPLOYEES' PERFORMANCE IN THE INDUSTRIAL SECTOR IN MALAWI: A CASE OF CASTEL MALAWI LIMITED COMPANY-KANENGO BRANCH

DICKSON KENNEDY BOTA

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DECLARATION

I declare that this applied research project is my original work and that it has not been presented in any other university for academic credit.

Signature:  **Date**: 20th June, 2023

Dickson Kennedy Bota

19M03DMBA028

SUPERVISOR'S DECLARATION

This applied research project is submitted for examination with my/our approval as the university supervisor.

1st Supervisor's Name: Dr. Kimani Gichuhi

Signature:  Date: 20th June, 2023

2nd Supervisor's Name: Dr. Wanjiru Nderitu

Signature  Date: 20th June, 2023

AFRICA NAZARENE UNIVERSITY,

NAIROBI, KENYA

DEDICATION

I dedicate this work to my lovely wife Stella, my children; Nathan, Nezarh and Nomsa.

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ABSTRACT

Organisational appraisal deals with the process of monitoring an organisation's internal environment to identify strengths and weaknesses that may influence the firm's ability to achieve goals. Organizatioal appraisal has a great effect on employees' performance. The aim of the study was to investigate the influence of organisation appraisal system on employee's performance in the industrial sector in Malawi. A case study of Castel Malawi Limited. The study was quidded by the following specific objectives; to explore the effects of leadership style on employee performance, to access the influence of working environment on employee's performance and finally to explore the effects of staff training on employee's performance. The study was underpinned by the two theories; Douglas McGregor's Theory X-Y and Expectancy theory. The study employed a descriptive study design and intentionally used simple random sampling. The target population was 212. Using Yamane' (1967) formula, the study determined a sample size of 139 as respondents. This formula was deliberately used because it had a potential of providing the accurate sample size that helped to determine the good result. During the data collection a total of 98 people responded to the questionnaire representing a 71.2% response rate. Structured questionnaires were used to collect primary data from respondent. The research instrument was piloted on 16 respondents to answer some questions from all variables. This was to aid in determining instrument reliability and validity. These respondents were from the Alliance One Company. In order to ensure instrument reliability, Cronbach's Alpha Method was used. All the variables in the study had an Alpha result of above 0.80 which was a very good result. Validity of the research instrument was tested using the researchers' supervisors. The results were analysed using descriptive statistics which involved the use of percentage, mean, standard deviation, and coefficient of variation, and presented in form of tables and figures. A statistical data package, SPSS, was used during data analysis and interpretation. This package was intentionally used because of its total customized system, user friendly and comprehensive support. On the findings, leadership style and its effects on employee perfomance, on average score, 76.5% of the total respondents agreed, 11.2% disagreed while 14% were neutral in the responses. The composite mean for the statement was 4.04 while standard deviation was 0.78. While on working environment 72% of the total Respondents agreed, 9% as an overall average neutral and 19% disagreed to the statement. On the relationship between staff training and employee perfomance, 69% of respondents agreed while18% of respondents disagreed and 13% were neutral. The study used Pearson r correlation to assess the correlation of three independent variables against one dependent variable. Thes result of above 0.80 in all variables meant that there was significant positive relationship. The findings of this research rendered a support to managers/supervisors when improving their employee performance and when they retain talent employee in the organisation. The study revealed that working environment significantly influenced employee performance through relationships, culture, moral values. The study again found out that staff training motivates employees to enhance their performance and it help employees to adapt to new developments. The study recommended that leaders must adopt leadership style that is more transactional in order to improve employee's perfomance. The study recommended that management should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organisation productivity.

DEFINITION OF OPERATIONAL TERMS

Employee Performance: Describes how an employee fulfils his/her job duties and exercises and their required tasks.

Employee: Someone who gets paid a salary or wage to work for an employer, i.e., another person, business or company.

Performance: Denote a record of outcomes produced on specified job functions or activities during a specified period of time.

Organisation Appraisal: Process of monitoring an organisation's internal environment to identify strengths and weaknesses.

Industrial Sector: Segment of the economy made up of businesses that deals in production or goods.

Performance: Process of carrying out or achieving an action, task, or function.

Capacity: The ability of people, organisations and society as a whole to manage their affairs successfully.

Capability: The quality or state of being capable.

Organisational Capacity: The means by which an organization brings together its people and other resources to respond to changes in the business environment and deliver value to its customers and stakeholders.

Staff Training: Denote the teaching and learning activities carried out for the primary purpose of helping members of an organisation acquire and apply the knowledge, skills, abilities and attitudes needed to perform a particular task or job in order to increase employee professionalism and performances.

Leadership Style: A particular behaviour or approach applied by a leader to motivate and influence his or her followers to achieve the goals of the organisation.

Working Environment: An entirely which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance.

Corporate Governance: The way in which companies are governed and to what purpose. It identifies who has power and accountability, and who makes decisions.

ABREVIATIONS AND ACRONYMS

CML: Castel Malawi Limited

HRD: Human Resource Development

HRP: Human Resource Planning

NSO: National Statistics Office

MEPC: Malawi Export Promotion Council

ILO: International Labour Organisation

PMF: Performance Management Framework

NPM: New Public Management

DPSM: Department of Public Service Management

MRA: Malawi Revenue Authority

HRM: Human Resource Management

MCS: Malawi Civil Service

MGDS: Malawi Growth Development Strategy

OAT: Organizational Assessment Tools

GDP: Gross Domestic Product

PCL: Press Corporation Limited

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

The study investigated the influence of Organisations appraisal system on employee's performance. It aimed to determine if the leadership style, working environment and staff training has significant influence on employees' performance. This chapter therefore, covers the background of the study, independent variable components, dependent variable, and problem statement, purpose of the study, objectives, hypothesis, assumptions, theoretical framework and conceptual framework.

1.2 Background of the Study

Organisational appraisal is the systematic evaluation of the internal environment of a firm in order to determine the strength and weaknesses that influences a firm's ability to achieve its goals. Organisational strengths enable a firm to decide the area which it should undertake. For example, firm's having their strengths in marketing area should go for marketing activities rather than going for production and manufacturing. By analyzing the weaknesses, an organisation can take various actions to overcome it. Analyzing the strength and weaknesses and matching them with the environmental opportunities and threats is very necessary for strategic formulation of a firm. Generally, the strengths and weakness of an organisation are measured in terms of its environment otherwise it is very difficult to state which factor is strength or which weakness for a firm is.

Globally, Antony (2019) in his study indicates that in 2011, the International Labour Organisation (ILO) introduced results-based management called Performance Management Framework (PMF) that has been adopted by many organisations and companies across the globe. The PMF is comprised of the required processes and tools for the effective analysis of

the organisation. It provides a forward-looking and comprehensive approach to the organisation performance and involves the planning, monitoring and assessment of work with an emphasis on dialogue and feedback. In his article (clever & Adamson, 2020), argued that the organisational appraisal has been called by many different names throughout the years a tool of management, a control process, a critical element in human resources allocation and many others. Markson (2018) pointed out that the first organisational appraisal system is just a method for determining whether the organisation fit for the goal. Organisational appraisal act as a tool for motivation and development in the United States in the 1950s. (Cardy & Dobbins, 2019). Dabur India Limited Company in India introduced what it called *Appraisal Harvest Policy* that set up standards that employees must follow for the effective performance (Shivangi, 2017)

In Africa, survey done (Ngunyi Macharia, 2017) with over 100 respondents from Botswana, Ghana, Kenya, South Africa and Zimbabwe. 13.60 percent of the respondents admitted that their organisations do not use any formal appraisal tools. The most popular methods of organisational appraisal system is conducting swot analysis.

The Government of Malawi is committed to improving the welfare of the people and to transforming the country to a technologically driven middle-income country. A number of public sector reforms in organisations appraisal systems have been implemented since independence to improve the employee's performance in service delivery. However, these reforms have produced mixed results with limited impact on the employee's performance. Some have argued that less emphasis has been put on performance appraisal techniques in all sectors. In Malawi, (Tambulasi 2016) earlier attempts to implement the organisational

appraisal system in the Malawi Civil Service captured a number of areas such as finances as well as human resource.

The study aimed to investigate the impacts of organisations appraisal system on employees' productivity performance in the Industrial sector. The study used Organisational appraisal system with its components as independent variables and employee performance as dependent variable.

1.2. 1 Employees' Performance

Amongst the main issues of the current organisations is the employees' performance level in yielding desired results. Employee performance is broadly defined as a function of many factors, including motivation, but also including ability and resources such as tools, timing, opportunity, environmental characteristics and cultural levers, Ryan (2017). Wandani & Eliyana, (2020) defines employee performance as productivity which states quality, quantity and contribution of work. Globalizations, new market demands, innovation and smart economy are challenges and drivers for organisations to improve employee performance. According to Shah, Irani & Sharif (2017), dealing with changes in technology, stakeholders' requirements and market demands, organisations depend on reducing the gap within employees' attitudes as underpinning function on achieving set goals for the organisation.

Employee performance focuses mainly on how an employee fulfils their job duties and executes their required tasks. Bekele et al., (2014) affirm that performance appraisal has positive and significant relationship with employee's performance. The performance of employees are the work quality employees perform and the achievement of the objectives in accordance with the employees' responsibility they have been assigned with.

Another research by (Genzorová, 2017), refers to performance of employees as work standards, predetermined criteria, targets, objectives achieved within a certain time and achieved desired results individually and as a team is a successful employee, performance. (Nur Shifaa Athirah Saidi1, 2019) describes performance level of employees simply as the doings of the individual with the assigned responsibilities. The management of performance refers to the activities carried out by the upper management in improving the performances of individual employees, to achieve organisational goals collectively including individual work and group works of an organisation (Genzorová, 2017).

Cumming (2013) writes that the overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. It refers to the effectiveness, quality, and efficiency of their output. in this study focus much on performance that focus much on production. (John C. Flanagan, 2020). Meysen, Mohammad and Ebrahim (2012), Maimona (2011), and Behery and Patron (2018) also attest that organisational appraisal has significant impact on employee's performance. Cokin (2004) also admits that performance appraisal system is important for organisations, as it mainly focuses on employees to develop their capabilities. Having an effective human resource management in an organisation means to have an efficient workforce with an improved work performances which is an essential part of any organisation to meet the desired results and success. Whereas the performance of employees is the significant achievement of the task after the execution of employees' efforts on the work. The performance of employees is imperative for the organisational success (Genzorová, 2017)

In his article Dennis (2018) said that employee performance is how a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace. (Robert K. Burn, 2018). (Martin, 2017) argues that, placing a focus on employee performance doesn't

just benefit the business. It helps employees to reach their full potential, while also improving overall performance which can have positive effects on morale and quality of work produced. Performance management is a tool that is widely used by managers to monitor and evaluate the work performance of employees. Sinha (2019) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance.

Stup (2019) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organisation goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. The tools start working from Job design followed by coaching, training and development and connect performance with reward and recognition and ultimately result to achieve the organisation's goals and objectives. Employee's performance is one of the key drivers for organisational success in the present context of firms trying to adopt a resource centred view of the organisational. Franco et al (2017) argues that performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards. We have seen elsewhere that integrating HRM practices with those of organisational goals and strategy increases the competitive advantages for the firm. Similarly, managing employee performance within the larger framework of organisational goals is critical for organisations that count people among their key assets. Lindbom, D. (2017) eluded that it is important to note that employee performance is a two-way process that tie in the manager and the employee with the

HR manager playing the role of a mediator. For instance, any discussion about employee performance has to include the manager and the employee or the manager and the managed. Hence, it is imperative that both parties to this transaction realize their responsibilities and work together to ensure that the process is smoothened. In the succeeding sections, we discuss the role of the manager and the employee and how organisational focus on managing employee performance can play a role as well.

Kabambe (2014) pointed out that in Malawi, the change of government from a one-party system to a multiparty democracy in 1994 in Malawi brought with it a number of reforms in the Malawi's Civil Service in order to improve employees' performance. Most importantly, when employees are under-performing, customers may be dissatisfied. As a result, the entire business may be affected by poor performance and struggle to reach goals. Managing the Performance of the employee is the most important function of Human resource. Performance management is defined as an ongoing process of identifying, measuring, and developing the performance of the employees in the organisation. Its main objective is to focus on employee performance and direct their efforts towards achieving the business goal of the organisation

Tambulasi, (2017) argues that in 2008 Malawi Government through its Department of Public Service Management (hereafter referred to as DPSM) introduced the PMS in order to improve employees' performance and productivity in both public and private sector. According to (Tambulasi, 2017), the study included techniques for the performance appraisal. This was in line with one of the thematic areas of improved governance in the Malawi Growth and Development Strategy (hereafter 2 referred to as MGDS), which is the over-arching strategy for socio-economic development in Malawi. Civil servants' recognition and empowerment techniques must be drawn up in the reforms such as organisational appraisal

system that has a direct impact on employees' performance. According to Warsames (2017), employees' performance entails the successful completion of tasks by employees according to the standard set and measures as per previously set satisfactory metrics whereas applying existing means competently and meritoriously. Asina S.M. (2018), in his study, Assessing the relationship between employee motivation and employee's performance in Higher Educations Regulatory Boards, concluded that employee's performance is an ongoing process where the main objective is to improve both individual and organisational performance and organisations should focus on building employee positive performance through providing employees with tools and skills to meet out nee realities and challenges.

1.2.2 Organisational Appraisal System

The internal environment of the organisation is determined by the interplay of organisation's resources, behaviour, strengths and weaknesses, synergistic effects and the competencies. Appraisal of an organisation or company serves to improve the overall effectiveness of the entity. Kane and Lawler, 2019, indicated that, the three main functional areas of organisational appraisal systems are administrative, informative, and motivational. Appraisals affects the administrative in that it serves the role of facilitating an orderly means of determining salary increases and other rewards, and of delegating authority and responsibility to the most capable individuals. Organisational appraisal is concerned with the internal environment of an organisation (Lebas, M, 2019).

It enables a firm to decide what it can do by analyzing the organisational resources and behaviour, strengths and weaknesses, synergistic effects and the competencies. Internal environment provides an organisation with the capability to capitalize on the opportunities or protect itself from the threats that are present in the external environment. Organisation appraisal therefore provide the information about the strengths and weaknesses of the

organisation. (Lebas, M. 2019) Rick James (2015) Organisational assessment (OA) tools are designed to assess organisational capacity, and plan capacity development initiatives. Sometimes they are used for monitoring and evaluation (M&E) purposes as well. The article by Brenda Lipson (2017) identified that organisational appraisal can be used is to identify the needs of an organisation. Once these have been identified, an action plan to bring about capacity change can be designed.

1.2.2.1 Leadership Style

Leadership is one of the most important areas in the organisational management. Northouse (2015) defined that leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Ethe et al., (2018) also defined that leadership is the ability of a person who can influence the behaviours or actions of other people for the purpose of achieving goals and to maximize outcomes in the organisation. Good leadership is essential to an efficiency and effectiveness of the organisation. Nowadays, organisations are using different leadership styles which depend on their nature and how the organisations operate. Different types of leadership styles will be effective in attaining organisational goals and objectives in different situations at workplace.

Hillard (2018) argued that leadership styles applied by managers' associate with employees' job satisfaction, retention and then consequently improve their performances which can attain through effective leadership. Therefore, leaders play a vital role for the survival and progress of an organisation. Nwokocha et al., (2018) also stated that leadership helps to achieve the goals and objectives of the organisation. Nyoge (2015) also described that leadership style refers to a particular behaviour applied by a leader to motivate and influence his or her followers to achieve the goals of the organisation. It cannot be possible to lead people in the same way to leverage their talents and obtain optimal performance.

Different types of leadership styles exist in work environments. Each leadership style has both advantages and disadvantages. The leadership style has a direct effect to employees' performance.

1.2.2.2 Working Environment

Working environment plays an important role towards the employee's performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar 2018). In the world, there are international organisations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Dorgan, 2017). The majority of the workplace environments in developing countries are not up to the mark. Unfortunately, most firms consider a safe and healthy work environment to be an unnecessary expenditure and do not invest heavily in sustaining a comfortable working environment.

Employees spend a major considerable amount of time at work, and their working environment has an impact on their performance in integrated ways. In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2005). When employees are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees'' performance which leads to increased performance at the workplace (Boles et al.2018).

Employees who are satisfied with their work environment are more likely to have positive work output. A previous study has revealed that factors which shape up the workplace environment show their impact on the performance of employees. They also proposed that future studies on this kind of relationships referring to workplace environment and evaluation of performance could be conducted. Better outcomes and increased productivity are assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their performance. Various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale, 2017)

1.2.2.3 Staff Training

Staff training is the critical process which seeks to improve the performance of workers in the organisation. Staff training is one of the major issuing topics now a day because this helps the organisation in number of ways. Phillip C. Wright, (2019) reports on a study of current and past training literature which suggests that, to be effective and to isolate both training needs and those problems having other, non-trainable solutions, training must be preceded by a needs analysis. The impact of staff training on employee's performance is so strong that it can make a new life for existing business. On the same note Hillard, (2010) argued that the impact of staff training is so strong that it improves the morale of the employees because it helps the employee to get job security and satisfaction.

The more satisfied the employee the greater is his morale. And he will start contributing more toward the organisation success. There will be less wastage of time and effort means that there will be less supervision because a well-trained employee will not cause a serious accident. Grey K. (2014) people working together, sharing different knowledge and

experience is good for business. But if we want to bring all employees at equal level then training become necessary. And when this training is successfully completed then the new phenomenon begun competition and this factor can lead a business to grow more and more.

Clement (2019) every organisation needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organisations that helps to develop skills, knowledge, and abilities. Craig, Robert L., ed. (2014) said that training leads the better performance of employees. The success of the organisations depends on employee performance. In this globalization era training is crucial for the competent and challenging business. It is the nerve that needs to help enhancing the quality of work life of employees and development the organisation. Staff training is the crucial factors of enlightening the employee performance in most organisations.

1.2.3. Industrial Sector in Malawi

Although a small and under-developed sector in Malawi, industry is nevertheless an important contributor to the country's GDP. But the burdens it struggles under are substantial. NSO (2018) reviewed that by the variability of the agricultural sector on which it is based, high transport costs, a small domestic market, and a poorly skilled workforce increasingly undermined by HIV/AIDS, Malawi's industries must also contend with a dependence on imported resources. This dependence largely robs the industrial sector of any benefit from successive depreciation of the kwacha and means Malawi's goods, despite low wage rates, often do not fare well against regional competitors.

The majority of Malawi's industrial activity (85 per cent) comes from manufacturing, a sector that in 2000 generated around 14 per cent of GDP. Malawian manufacturing is carried out by about 100 companies involved in agricultural processing, textiles, clothing, and

footwear production. The concentration of this activity is another legacy of Hastings Banda's accumulation of wealth and power during the 30 years of his rule. The Press Corporation Limited (PCL), founded by Banda, is an example of how this legacy continues to distort Malawi's economic structure. A hugely diverse syndicate of brewing, clothing, oil, pharmaceutical, banking, and agricultural concerns with a total revenue equivalent to about 10 per cent of GDP, PCL's monopolies in many industries further undermine competitiveness. Nationalized in 2014, the company is scheduled for dismantling and sale, although few of its assets are likely to attract the necessary interest.

Mining remains small-scale, and Malawi has no precious metals or oil, but ruby mining began in the mid-1990s, with Malawi the only source of rubies in Africa. Malawi also has deposits of bauxite, asbestos, graphite, and uranium. After the establishment in 1985 of a government mines department and a national mining agency to explore the feasibility of exploiting various minerals, bauxite and titanium reserves in the south were singled out for development. Although the supporting infrastructure is weak, some foreign investment has been attracted.

MEPC (2017) reported that in 2016 the industrial sector in Malawi contributed roughly 19% to the country's GDP (Comesa 2019); while manufacturing contributed 10% to the country's GDP for the same year, a contribution which has remained steady at the 10% mark since the early 2000s (World Bank 2010). In a 2015 analysis of employment in Malawi by The International Labour Organisation, it was suggested that manufacturing plays a fairly small role in the Malawian economy, it was found that roughly 5% of employees in Malawi are employed by the manufacturing sector, while 80% of workers engaged in agricultural labour (International Labour Organisation, 2017).

Major players in the manufacturing industry include textiles, footwear and clothing; agro-processing (tobacco, tea, sugar, soya, macadamia nuts); and building materials (cement, joinery). In recent years the production of tobacco in Malawi has decreased significantly, recent World Bank Statistics suggest that in 2012 tobacco production in Malawi dropped by 75% 2015 compared to 2014 (World Bank 2015). Major players in the manufacturing industry in Malawi include Maputo (DWSM) ltd, the largest textile manufacturer in Malawi, Maputo (DWSM) manufactures large quantities of yarn from the initial spinning process right through to printing and dying, they are one of the country's largest importers and employ over 1000 workers and Castel Malawi Limited the largest private employer over 1500 for the past three years. Some of the industries in the country include food processing, consumer goods, furniture production, cigarette production, and construction.

Maliselo (2018) states that this sector has some significance as evidenced by the 10% contribution to the country's GDP back in 2013. To improve its agricultural produce, the government has also tried coming up with ways of embracing the latest technologies in production. Unfortunately, several challenges have impeded these efforts. Challenges include lack of well-developed infrastructure, poor business climate, and unskilled labour to operate machinery.

MEPC (2017) indicated that exported fruits and vegetables are usually raw although the country has to import processed food from countries such as South Africa. One of the companies involved in this sector is the internationally known Carlsberg, which has a branch in Malawi's Blantyre. The company has a brewery that produces mango juice as well as packaged Coca-Cola products. In Salima, there is a mango-processing firm that deals with exporting mango products. Another company in Blantyre, Universal Industries, produces

several products including sweets, milk powder, baby food, and soy products. Companies in places such as Mulanje, Mzuzu, and Thyolo are involved in the processing of tea and coffee.

1.2.4 Castel Malawi Limited Company

Castel Malawi Limited was formerly known as Carlsberg Malawi. Carlsberg Malawi Carlsberg Malawi is a beverage-only company comprising 5 bottling plants, a distillery and a brewery. The company produce and distribute world-class brands such as Carlsberg, Coca-Cola, Fanta, and Sprite as well as the iconic Malawi Gin. Carlsberg Malawi's soft drinks business was established in 1955 when the first Coca-Cola products were produced in Malawi under the company name Nyasaland Bottling Company. After Malawi's independence in 1964, the company's name changed to National Bottling Company as it continued to produce sparkling beverages. The distillery has been in operation since 1965 when it was established as Malawi Distilleries Limited. Carlsberg Malawi Brewery Limited was established in Malawi in 1968. Carlsberg Malawi employs over 1500 employees nationwide, offering careers in Human Resources, Finance, Commercial and the Supply Chain departments across Malawi. Carlsberg Malawi Brewery LTD is the first brewery to have been established outside of Copenhagen and is the only Carlsberg brewery in Africa. It is also the only Coca-Cola franchisee in Malawi. The company provides job opportunities starting from casual labour to professionals.

In 2019, Castel Malawi Limited had a total of 914 employees 185 casuals, 12 management trainees and 1,000 contractors in Human Resources. In the year 2019, the company registered a lot of challenges that led to a huge layoff of employees. Castel Malawi Limited, producers of alcoholic and non-alcoholic beverages, which took over from Carlsberg Malawi Brewer just a few years ago and is at risk of closure due to continued decline in sales

volume, turnover and heavy excise tax rate, has officially announced that it will lay off about approximately 200 employees on Friday, August 23 2019.

A short memo dated August 16 2021 signed by Director of Human Resources Naomi Nyirenda, says: “Management wishes to inform all members of staff that the first phase of retrenchment will be done on 23rd August 2019 in all three regions." reads the memo in part. The memo did not specify but an inside source says the company plan to retrench 200 people just for the first phase with the possibility of more layoffs in months to come and will affect staff in finance, logistics, auditors, some in production and some heads of department.

In a memo dated June 17, 2021 to its members of staff, Castel’s Managing Director Herve Milhade had said over the past few years, Castel Malawi Ltd has been struggling to maintain business profitability due to mostly unfair conditions set by Malawi Revenue Authority (MRA), who had since taken over the company’s accounts. The company announced that its productions units has been low as compared to the past two years. The decision was therefore arrived to layoff other employees and also to do an organisational appraisal system. Castel Malawi is rated as one of the top 10 taxpayers in the country, contributing to the development of the economy for over 50 years and is also the number one taxpayer of import duties. The company employs a workforce of 1, 284 people with a business network of over 100 000 stakeholders, customers, suppliers, distributors contractors, locally and internationally.

1.3 Statement of the Problem

Many organisations experience low employee performance despite their acclaimed effective organisational appraisal system (Armstrong, 2010). In Nigeria, Chekwu (2015) many organisations are experiencing low employee performance due to ineffective holistic company

appraisal systems. Organisational appraisal is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating the employee's performance and development in workers through training, coaching, counselling and feedback of appraisal information (Asamu, 2013). Farooqui and Ahmed (2013) also stated that employee's performance if not well checked can cause big impact to the entire organisation. The Human Resource department in any organisation makes sure that employee's performance is compensated accordingly. It again assists managers to organize what kind of training and development to be done to improve employee performance. Sometimes rewards to the employee have been given not under employee's performance but based on academic qualifications and other factors.

In 2019, the government set up Public Reforms Commission that was headed by the Vice President. The Public Sector Reforms Policy Framework provides a framework that guide formulation, implementation, monitoring and evaluation of all reforms in the public sector. The framework has been adopted by organisations in the country. Despite the framework and other policies set up, many companies have experiences losses and frequent employee turnovers. According to (Al Mehrzi and Singh, 2016) Employee performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. However, Yang et al., (2016) state that many industries are basically failing to bring a correlation between organisational appraisal system and employees' performance. Less attention has been given to the relationship between organisational appraisal system focusing on leadership style, working environment and staff training with their influence to employee performance.

The base line survey in the HR department, Kingson, (2017) revealed that the company or the past three years has not been able to deliberately assess the influence of organisational appraisal system on employee's performance. Cox, (2015) research shows that companies with lower employee performance rate see the biggest financial loss in stakeholders return at 8 per cent. In addition, Nassazi (2018) found that 72.5% of companies are interested in profit making and neglect staff training in order to improve the performance of employee. Poddar (2016) found that best leadership style led to 50-60% increase in employee performance. However, whenever there are low units of outputs the company blames the employees for poor job perfomance. This study recognized that despite various measures put by the company management and comment from the general public, there was an existing gap between an idea and the reality. Such gap required a scholarly investigation guided by research questions to bring a correlation between the ideal and reality. The study therefore sought to investigate the influence of organisational Appraisal system on Employees performance in the industrial sector: A Case study of Castel Malawi Limited-Kanengo branch.

1.4 Purpose of the Study

To general purpose of the study was to investigate the influence of organisations appraisal system on employees' performance in the industrial sector in Malawi: A Case of Castel Malawi Limited-Kanengo Branch.

1.5 Objectives of the Study

This study was guided by the following specific objectives.

1. To access the effects of leadership style on employees' performance in the Industrial sector with a focus on Castel Malawi Limited.

2. To explore the influence of working environment on employees' performance in the industrial sector with a focus on Castel Malawi Limited.
3. To establish the effects of staff training on employees' performance in the industrial sector with a focus on Castel Malawi Limited.

1.6 Hypothesis

This study sought to test the following null hypotheses.

$H_0$1: There is no significant relationship between leadership style and employee's performance in Industrial sector Castel Malawi Limited.

$H_0$2: There is no significant relationship between working environment and employees' performance in the Industrial sector Castel Malawi Limited.

$H_0$3: There is no significant relationship between staff training and employees' performance in the Industrial sector Castel Malawi Limited.

1.7 Significance of the Study

The study was a great resourceful to the industrial sector in Malawi and helped in realization of the effects of organisational appraisal system on employee perfomance. The study was significant to Managers and employees in related organisations. The study's findings were of great significance to the government, policy makers and industry players. The study's findings were indeed a point of reference for the government policymakers in formulating solid, broad, and balanced policies that lay organisational appraisal system and its relation to employee performance. The findings of study contributed to the existing literature on this field which formed a good base of literature for review by researchers. Lastly, the findings helped employers and policymakers to come up with contextual organisational appraisal system its influence to and employees' performance.

1.8 Scope of the Study

This study was confined in industrial sector particularly at Castel Malawi Limited Company. The scope of the study Obisi, C. (2017) explains the extent to which the research area will be explored, and the parameters the study will operate.

1.9 Limitations of the Study

The study encountered some limitations especially in areas of gathering data within the scope of the study. The anticipated limitation was inadequate time allocated for collecting and analysing the data. However, the researcher overcome this challenge by embarking on field work early enough and hiring services of two qualified personnel. Phone calls were also used in reaching out to some respondents wherever physical meeting was a challenge. Another limitation was that some respondents were not willing to had adequate time to particiapte in the filling in of questionnaire. However, this was overcomed by organizing a familiarzation forum with the respondnets beforehand through teams.

1.10 Delimitations of the Study

The study was delimited to Castel Malawi Limited employees in Kanengo branch. It focused on organizational appraisal system with a focus on leadership style, working environment and staff training and how each influences employees' performance mainly in industrial sector.

1.11 Assumptions of the study

Chemeda, D. (2012) defines that assumptions of the study are factors that somehow out of the control of the researcher, but if they do not exist, the study becomes irrelevant. The following were the assumptions of the study. Firstly, it was assumed that many companies failed to sustain and implement fully the organisational appraisal exercise and that affects the

employee's performance. Secondly, it was assumed that in the absence of good leadership style, working environment and staff training in a company, it is difficult for employee to performance their duties well. Thirdly, the study assumed that the respondents would be available and willing to participate in filling the questionnaire. Lastly, the study assumed that the findings and recommendations of this study would be of great help in assisting industries to appreciate the importance of organisational appraisal and its impacts on employee perfomance.

1.12. Theoretical Framework

The theoretical framework of this study was anchored on two theories: Douglas McGregor's Theory X-Y and the motivation theory. These theories are related to the objectives of the study.

1.12.1 Douglas McGregor's Theory X-Y

Theory X–Y was developed by McGregor in (1960) as cited in Mat (2014). McGregor's contribution was to classify the different attitudes a manager might have about their staff/employees, the extremes of these attitudes being X and Y. This theory explains two conflicting observations of people at work that will influence management style. Theory X assumes that the average person dislikes work and will avoid it if he or she can. Therefore, employees must be coerced, controlled and directed to ensure the organisational objectives are met. The threat of punishment must exist within an organisation and they prefer to be managed this way to avoid responsibility. It also assumes that people are relatively unambitious and their prime driving force is the desire for security.

(Mat, 2012) cited again by Lartin, (2014) Theory X is also called 'traditional' view of human behaviour. On the other hand, Theory Y is opposite with Theory X and perceives employees to be motivated, keen to take greater accountability and employees will exercise

both self-control and direction towards performance objectives provided to them and that commitment is a function of the incentives and rewards associated with the achievement of those goals. The employees will exercise their imagination, ingenuity, creativity and innovation in solution of problems in their jobs (Porter et al., 2018). Modern theory, also called modern organisational theory, includes multiple management development approaches.

Revanth Periyasamy, (2022) says that this theory considers interactions between people within an organisation and the working environment, as well as the interpersonal interactions between members of the organisation. Theorists based this approach on systems analysis and used both quantitative and behavioural sciences to develop it. This means that leaders in a company who adopt this theory may use statistical and mathematical information to make business decisions while also considering the satisfaction and performance of their employees. Managers who implement this approach may require an in-depth knowledge of their employees' behaviours in order to implement programs that further their productivity and professional development.

1.12.2 Expectancy Theory

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. Amir, F. (2010) pointed out that the theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Greg S. L. (2014) According to Vroom's Expectancy Theory, the employee must believe the task is achievable, in order for them to put the effort into it. However, Padra, (2015) argued that the belief is drawn from leadership style as well as the working environment culture. If the task is doable, the employee will be keen to perform well in anticipation of the bonus hence achieving high

level of perfomance. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events.

Chandrasekar K. (2017) said that theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship). It has been argued by Salaman et al, (2016) that this theory is based on the hypothesis that individuals adjust their behaviour in the organisation on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organisation's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instil a positive attitude during challenging times (Salaman et al, 2015).

1.13 Conceptual Framework

Independent Variable **Dependent Variable**

Organisational appraisal system

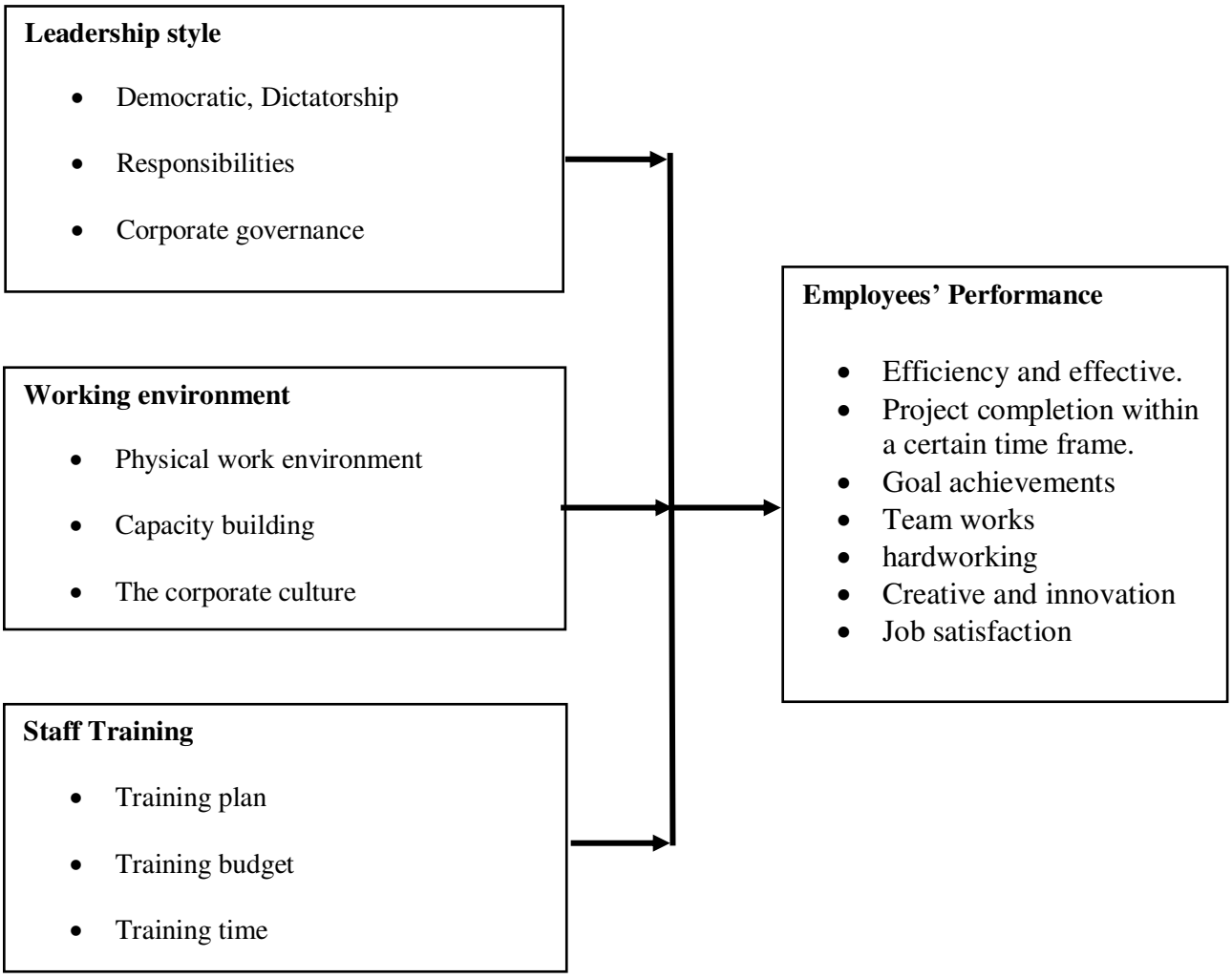


Figure 1.1. Conceptual framework: **Source: Researcher; (2023)**

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the literature review that discus key variables that are based on the findings of the previous empirical studies that conducted globally, regionally and locally. It further provides summary of the literature review and knowledge gaps.

2.2. Empirical Review

This section discusses empirical studies globally, regionally and locally in relation to variables of the study. It further provides gaps in the research that were already done in relation to the research topic.

2.2.1 Leadership Style and Employees' Perfomance

In any business organisation, interactions are rationally coordinated and directed and the person at the helm of affairs is usually the Leader. According to Watson (2012), leadership styles are the different approaches used by the leader to influence the employees so that they will strive willingly toward the achievement of organisational goals. Lufoy (2016) defined that leadership is about influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Nellie (2019) interpreted leadership as a process whereby an individual influences a group of individuals to achieve a common goal. In the book of Business Essential (2017) a leader's style of leading can affect the motivation, efficiency and effectiveness of the leader's followers.

Gregory (2015), the prime purpose of leadership style is to enhance employees' performance so that the objective of the organisation can be achieved. Kanyabi and Devi (2020) view management style as a multidimensional construct and an extremely vital

criterion that determines organisational success or failure. Employee performance, on the other hand, is the important building block of an organisation. Then, Rowe and Guerrero (2014) stated that leadership is about influence the ability to influence your subordinates and your peers in a work or organisational context. Without influence, it is impossible to be a leader. Of course, having influence means that there is a greater need on the part of leaders to exercise their influence ethically. According to Dubrin (2019), the leader has the ability to inspire confidence and support among the people who are needed to achieve organisational goals. Porter et al., (2016) described that leaders get things done through people. They set the direction and get other people to follow them. Armstrong (2018) pointed out that leadership is the process of getting people to do their best to achieve a desired result. It involves developing and communicating a vision for the future, motivating people and gaining their engagement (ibid). Moreover, effective leadership requires good communication. Skilful leaders make sure they use the right mode of communication.

Leader to Leader (2015) stated that communication has to be two-ways communication. The results of good communication should be to gain associate alignment, agreement, and commitment. One should keep words single. Effective leaders manage themselves well, communicate clearly and consistently, develop others, encourage full participation and teamwork, build relationship, spur innovation and creative thinking, foster high performance, align strategy and execution and more (ibid). Bill George, former CEO of Medtronic Company said that the role of leaders is not to get other people to follow them, but to empower others to lead (described in ‘Era of Management book’ Daft, 2013). Business essential (2017) pointed out that leadership is the process of influencing others to work willingly towards goals, to the best of their capabilities, perhaps on a manner different to that which they would otherwise have chosen. Organisations are set up to achieve certain goal and

objectives. To meet this target, they make use of strategies to manage both human and material resources of the organisation. Leadership style is not a procedure on how to do but it is the management framework for doing. Some of these leadership styles include participative, autocratic, laissez faire, paternalistic, persuasive, democratic leadership style among others. In autocratic leadership style, the leader determines policy and assigns task to members without consulting his subordinates (Dotse & Asumeng, 2014). Therefore, there is power distinct between leader and followers in autocratic leadership style. Then, leaders closely supervise employees to achieve right performance.

Lewin et al, (2013) study explored that autocratic leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done. According to Business Essential (2017) research, autocratic leadership style is useful in an emergency and may work in a crisis or as a last resort with a problem employee. However, it has the most negative impact on the overall organisational cultural. In this style, decision making is centralized in the hands of the leader, who does not encourage participation by subordinates. This style tends to focus more on the task and not on the human resources needed to get the task done. Democratic leadership is a leader who achieves consensus through participation. Mat (2008) study described participative leader is a leader who encourages the participation of staff in solving problems and decision making in a daily operational matter. He posited that the roles and contributions of staff are important.

Nwokocha and Iheriohanma (2015) article stated that in democratic style, the leader will gather opinions, suggestions and feedback from staff before making decision or issuing instructions to the team. Nwokocha and Iheriohanma (2015), democratic leadership style tends to foster responsibility, flexibility, and high morale that will result to improved employees' performance. Paternalistic style is a leadership style in which the manager takes

into account the best interest of the employees as well as that of the business. In paternalistic management style, communication is downward, feedback and questioning authority are absent as a respect to superior and group harmony. The leader behaves like a father with the employees. Patrick (2019) described that this kind of relationship motivates employees to perform well and be able to approach the leader easily. In paternalistic leadership style the leader decides what is best for the employees as well as the organisation. Westwood and Chan, (2012) stated that paternalistic style combines strong discipline and authority with fatherly benevolence and moral integrity for better performance results. Farh and Cheng, (2014) pointed out that in paternalistic style policies are devised to benefit the employees and the organisation.

Another leadership style is Laissez-faire. It is a French phrasing which means “leave it be”. The laissez-faire leadership style is also known as the “hands-off style”. Lewin et al., (2017) stated that laissez-faire leaders have very little involvement in decisions making themselves, pretty much leaving matters to their followers Kendra (2013) and Alan (2013) also defined that laissez-faire leadership style is most likely to be effective when individual team members are experienced, highly skilled, trustworthy, motivated and capable of working on their own for effective performance. Alan (2013) described that laissez-faire leadership style has both negative and positive effect in the organisation. Farao (2015) in his article argued that no matter the kind of leadership style the manager adopts, the bottom line is that of improving employees’ performance and that of the organisation.

2.2.2 Working Environment and Employees’ Perfomance

Kohun (2015), defines working environment as an entirely which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee’s activities and performance. Working environment is the sum

of the interrelationship that exists within the employees and the environment in which the employees work. Brenner (2016) was of the opinion that “the ability to share knowledge throughout organisations depends on how the work environment is designed to enable organisations to utilize work environment as if it were an asset. Opperman (2019) study defines working environment is a composite of three major sub environments: the technical environment, the human environment and the organisational environment.

Msengeti & Obwogi, (2015) eluded numerous studies have attempted to explain work environment in various areas such as job satisfaction, job involvement and organisational commitment (Kwenin, 2013). Hay Group (2017) study observed that work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity (as cited in Kwenin, 2013). According to Oswald (2012), the physical environment consists of elements that relate to the office occupiers ‟ ability to physically connect with their office environment”. The physical environment such as lightening, well-designed, organized offices, work areas and facilities make significant differences to how people feel about their work. Psychological work environment consists of work load, decision, support, satisfaction, stressors, latitude and decision etc.

Idah, (2018) study indicates that access to friendly and natural environment helps to reduce job stress, depression and apprehension which are beneficial for health environment as well (Steel & Griffeth, 2019). Working environment plays a crucial role in keeping the employees in the organisation. Work environment where there is lack of physical facilities such as proper lighting, furniture, importance equipment such as computer, technology, etc. and health and safety requirement will be a reason why employee leave the company as they will not be willing to put up with the inconvenience caused for a long time (Shamsuzzoha,

2013). If employees don't enjoy the environment they work in, they will leave the organisation. Moreover, an employee who is not happy or satisfied with his/her workplace will feel lost and not motivate to perform well. Therefore, the organisation has responsibility to provide the proper working environment to the employees. This will help in keeping the value employees and increasing the productivity of the employees. The study by Benard Mulio (2014) stated that there are three types of environments that an employee needs in an organisation are learning, supportive and work environment. Learning environment includes continuous learning and improvement of the individual, certifications and provision for higher studies. For supportive environment an organisation can provide support in the form of work-life balance. An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organisation service.

Mua and Chris, (2015) In contrast to Taylor (2018) research, opined that the most important motivator of workers is salary and wages when he said that non-incentive wage system encourages low productivity. The study by Cooper & Dewe, 2013 stated that physical working environment can result a person to fit or misfit to the environment of the workplace. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury. Further, Amir (2013) study mentions elements that related to the working environment. There are two main elements which are the office layout plan and also the office comfort. Amir (2013) also stated that a physical workplace is an area in an organisation that is being arranged so that the goal of the organisation could be achieved. McGregor (2016) described that organisational productivity and efficiency in employee perfomance is achieved through employee satisfaction and attention to employees' physical as well as socio-emotional needs. Likert (2014) study found out that Human relations researchers

further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organisational environment, such as by providing autonomy, participation, and mutual trust. As suggested by Govindarajulu (2017) study, in the twenty-first century, businesses are taking more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Lyle (2020) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity. Sekar (2019) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself.

According to a report by Mhango (2020), study on Malawi government primary schools, several teachers do other part time jobs just because of the poor working environment in such schools. Poor working environment leads to less motivation and affects teacher perfomance. Mhango (2021) suggests that, if the working and living conditions of teachers will be improved, it is likely that their satisfaction level will also increase their performance. Employees learn and work from their work environment. The absence of such environment pushes employees to look for new opportunities. Ramlall (2015 also pointed that most employees strive to work and to stay in those organisations that provide good and positive work environment, where employees feel that they are valued and making difference.

2.2.3. Staff Training and Employees' Perfomance

Staff training is essential for all organisations to achieve their objectives. Many researches have been done in this area for understanding the importance of training and development. According to Abbas Q. and Yaqoob (2017) this fact is of no question that the most domineering apprehension for organisations is performance. According to Iftikhar and Sirajud (2014) training is an important activity to increase the performance of the employees.

Without the training the organisation cannot achieve the organisation's strategic goals, mission, and effectiveness. On the other hand, Miller and Osinski (2018); Rajasekar and Khan (2013) focused and analysed that employee training is one of the essential parts of human resources management with the identification of organisational need, technique and procedure at different industrial perspectives. Training is the learning process that is the indispensable part of human resource development.

According to Abbas Z. (2014) study training as an essential element to an employee for the development of the companies because some of the employees have lack of knowledge skills and competencies and failed to accomplish task on timely basis. According to Saleem et al. (2018) research, training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Furthermore, training also increases the abilities of employee's very effective way by motivating them and converting them in to well organize and well-mannered, that ultimately affects the performance of organisation. However, Laing (2009) study describes that training is defined as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. According to Adeniyi (2009) manpower development methods includes under study, job rotation, self-development and self-assessment. Despite, Aswathappa (2014) also suggested that if the training function is to be effective in the future and yields all expected returns, it will need to move beyond its concern with techniques and traditional roles. On the other hand, development focuses on building the knowledge and skills of organisational members so that they will be prepared to take on new responsibilities and challenges. McKenna and Beech, (2010) on the other hand, describe that employee training and development strikes a balance between research and real company practices which provide background in the fundamentals

of training and development such as needs assessment transfer of training, learning environment design, methods, and evaluation (Noe, 2010).

Basically, employee development includes training, education, and career development. It also includes exchange of knowledge and experience. On the other hand, development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead, it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Development programs are regarded as specific framework for helping employees to develop their personal and professional skills, knowledge, attitudes, behaviour and consequently improve their abilities to perform specific task in the organisation. It provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of company.

In addition to the previous arguments, McConnell (2016) supports a partnership approach between the employees and their companies in determining training needs, as well as the involvement of the employees in setting up training goals. Besides Mehrdad et al. (2013) study pointed out that training techniques are classified into behavioural or On-the-job (orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching) and cognitive or off-the-job (Lectures, computer-based training, games and simulations etc. The study by Elita, P. (2016) agreed to the fact that employees who continuously upgrade their job skills will also improve their productivity. Developing employee skills not only plays a role in the workplace, but in the external world as well. The more skilled the workforce is, the easier it will be for the entire organisation to adapt to changes that may arise in the domestic and global market place in the demand of its products and services. According to Katcher and Snyder, (2015) the hope is the employees who receive

training in line with their individual or organisational goals will become more efficient in what they do. Organisations should look at the positive effects of training on employee performance, and consider employee development as a targeted investment in making the workers stronger.

2.3 Summary and Research Gap

According to the literature review in this study, various studies in different places by different researchers investigated the effects of leadership style, working environment and staff training on the employee's performance. Francis, L (2013) Organisational appraisal is a critical role of the HR department at any organisation. Most scholars and practitioners agree that the organisational appraisal affects employee's performance. Conceptually, applied research done by Marriam K, (2013) on organisational appraisal, she focused on compensation, organisational culture and experience as main factors that affect employee perfomance. A recent study by Grecian, (2020) on organizatioal appraisal, he focused on Human resource management, financial management and corporate culture as main variables and their impacts on employee performance.

The study by Laura Ricci (2016) San Jose State University analysed the organisation appraisal in relation to the general company performance with the main focus on the financial growth. Malawi Labour commission (2019) initiated organisation structure reforms in order to improve and increase employees' performance and organisation productivity. However, the study did not focus on organisational system and employee performance. Prior studies have had studied employees' performances via various aspects which were found in the domain of the organisational behaviour- OB and the human resources-HR (Nur Shifaa Athirah Saidi1, 2019). Getrude (2010) study indicate that some companies focus on the physical environment of the workplace and neglecting changing aspects like ethics, behaviour, commitment,

professionalism. The available literature highlights that most of the studies examining the relationship between organisational appraisal system and employees' performance have been conducted on the small scope and not on scholarly research-based work.

Contextually, there has been no similar study done in Malawi University focusing on Castel Malawi as case study area. This absence of research, information, and solution has prompted a need to measure the rate. Considering that there exists conflicting evidence on the relationship between variables of the current study in different contexts and concepts as well, it is on this foundation this study was motivated to investigate further the influence of leadership style, working environment and staff training and on employee's performance in the industry a case of Castel Malawi Limited. This was the knowledge gap of the study that the researcher sought to investigate and to find solutions and thereafter provide recommendations to the findings.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design for the study. It includes research site, target population, sample size, sampling techniques and data collection methods and instruments. It also includes instruments validity and reliability, data analysis and presentation and ethical considerations.

3.2 Research Design

In this study, descriptive research design was used. The study design helped the researcher to narrow down the wide perspective and draw a general conclusion. According to the nature of the problem research question, the design enabled the researcher to get a deeper understanding of the subject. The design promoted interaction between the researcher and the target respondents as a result of bringing out, in-depth, holistic information, attitudes, values and knowledge about the subject matter.

3.3 Research Site

This research was confined at Castel Malawi Limited Company- Kanengo Branch. The researcher selected this institution as a study site. In 2019, the company introduced organisational structure and performance reforms in line with Malawi 2063 Agenda. However, despite such organisational reforms that mainly focused on human resource, there has been low productivity. The study deemed it worthy to conduct research at this company to assess the influence of organisational appraisal system on employees' performance.

3.4 Target Population

In this study, the target population were the employees in a company-Kanengo branch. By the time of this study Castel Malawi Limited Kanengo branch had 212 employees which was the target population also. Target population is that to which a researcher wants to take broad view of the results of a study. Ghauri et al., (2020) defines it as a group of people in which a sample is drawn from. According to Kothari (2017), target population is a complete enumeration of all elements or individuals under consideration.

Table 3.1. Target Population

Category	Number of Target Respondets
Managers	22
Supervisors	54
Support Staff	20
General Workers	116
Total	**212**

Source: Researcher: Castel Malawi Limited: Human Resource Records (2023)

3.5. Sampling Procedures

Mugenda and Mugenda (2019) argued that it is not necessary to study the entire population in order to be accurate and reliable in describing a population characteristic. In a sample study, the sample is termed as being sufficient if it well represents the population under study through bearing similar characteristics in relation to the study population (Zikmund, 2015). The study's sample frame entailed a list of all the staff in the management level, supervisory level, support staff, and general workers. In this study Sampling was done using a simple random method. This was because the target population was not large and was known to the researcher. This methodology of sample selection will be used as it allows the

creation of proportionate samples and also comparisons between the various sub-groups bearing similar characteristics.

3.6. Sample Size

The research adopted the Yamane' (2016) formula for calculating representative random sample size for a known population. This formular was applied since the study' population size was known. The formula was deliberately chosen because it allows inferences and conclusions drawn from the survey to be applied to the complete population from which the sample was drawn. The formular applied is as;

$$n = \frac{N}{1 + N\,(e)^{\wedge}2}$$

Where;

n = The sample size

N = Population size

e = The desired level of precision

In the current study e = 0.05. (Choosing 5% provided the most conservative estimate of sample size). The sample size is determined as:

$$n = \frac{212}{1 + 212 * 0.05^2}$$

***n*= 139**

Table 3.2 Sample Distribution per stratum

Category	Population	Sample	Percentage
Managers	22	15	9%
Supervisiors	54	37	23%
Support Staffs	20	13	10%
General Workers	116	74	58%
Total	**212**	**139**	**100%**

Source: Researcher (2023)

3.7 Data Collection

As it is in every research study, the researcher used appropriate instruments in gathering the required data. The data collected for this study was mainly primary. According to Sekaran and Bougie (2013), primary data is information gathered directly from the respondents.

3.7.1 Data Collection Instruments

The researcher prepared questions to get quantifiable information from respondents. Questionnaire was arranged according to the objectives of the study. Mugenda & Mugenda (2013) refers to structured questionnaires as questions which are accompanied by a list of all possible alternatives from which the respondents selected the answer that best describe their situation. Olando (2014) state that, such questions are easier to analyse because they are in the immediate usable form. The study used hard copy questionnaires that were physically handed over to the respondents.

3.7.2 Pilot Testing of Research Instruments

The research instrument was piloted on 16 respondents to answer some questions from all variables. This was to aid in determining instrument reliability and validity. These respondents were from the Alliance One Company. This was to aid in determining instrument reliability and validity. It also gave an idea on the ease of the questionnaire getting to the respondents, if the sampling frame and technique used was effective, and in determining the reliability and validity of the research instrument (questionnaire). The results of the Cronbach's Alpha test from the pilot test as shown in table 3.3 below indicated that the instrument had internal consistency and was thus reliable. The respondents also indicated that the instrument was easy to use and could be easily understood. Therefore, there was no need to adjust the instrument.

Table 3.3 Cronbach's Alpha Test Results for Pilot Test

Variables	Questions or scale items	Cronbach's Apha
Leadership styles	4	0.91
Working Environment	4	0.86
Staff Training	4	0.84
Employee Perfomance	4	0.82

3.7.3 Instrument Reliability

An instrument reliability test was undertaken to ensure the research instrument yielded consistent results under the same conditions and circumstances. The reliability of the instrument was tested using the Cronbach's Alpha test on all the items that were on the Likert scale. Cronbach's alpha is a reliability test of internal consistency, or how closely a group of items is connected to one another. It's regarded as a scale-reliability measure (UCLA: Statistical Consulting Group, n.d.). This test will give a result between 0 and 1. Any result below 0.60 is unacceptable, between 0.60 and 0.65 is undesirable, 39 between 0.65 and 0.70 is minimally acceptable, between 0.70 and 0.80 is respectable, between 0.80 and 0.90 and above is very good, and anything above 0.90 is excellent (Ursachi, Horodnic, & Zait, 2015). A total of 16 items in the instrument were on the Likert Scale. The results of the Cronbach's Alpha test were as follows:

Table 3.4 Cronbach's Alpha Test Results

Variable	Cronbach's Apha	No. of Items
Leadership styles	0.925	4
Working Environment	0.820	4
Staff Training	0.901	4
Employee Perfomance	0.804	4

All variables in the study had an Alpha result of above 0.80 which is a very good result. Some variables even had a result of above 0.90. This indicates that the research instrument would yield consistent results.

3.7.4 Instrument Validity

In this study, Face validity of the instrument (questionnaire) was carried out by the supervisors to ensure that it adequately captures the objectives of the study and the topic under investigation. The questionnaire was also reviewed by the Lecturer of research methods at Exploits University to get the input on the questionnaire construction and check the questionnaire for common errors like double-barrelled, confusing, and leading questions. A pilot of the instrument was carried out to show if the instrument would measure the relationship between organisational appraisal as independent variable employee perfomance as dependable variable. The questions were easy to understand and the questionnaire was filled out easily.

3.7.5 Data Collection Procedure

The study used of primary data. The primary data collected using questionnaire. The researcher obtained a letter of introduction from Africa Nazarene University to enable the researcher identified by Castel Limited Company. A copy of a letter from the university was shared to respondents to avoid any suspicion or doubts that the respondents could have about the study. According to National Research Council of Malawi, any academic research which is not medical in nature, is allowed to use reference or authorised letter from the university to collect the data. The researcher therefore used the university letter as authorization and research permit. The questionnaire was distributed to Managers, Supervisors, Support staff, and General workers. After collecting the data, the researcher edited the data for its completeness, consistent and reliability. The researcher further coded the responses in the

coding sheets by copying the data from the questionnaire by assigning characters symbols (numerical symbols). Lastly, the researcher screened and cleaned the data to make sure no errors in the data. The numbers and scores were recorded on SPSS 21 and others on excel sheet where tables and figures were generated.

3.8 Data Analysis and Presentation

The data collected was analyzed through descriptive statistics and inferential techniques. SPSS, version 25.0 was used to generate the descriptive statistics. SPSS was used in this study because it was user friendly, easily used to analyze multi-response questions, cross section and time series analysis and cross tabulation. Findings were presented in tabular and graphical presentations (pie charts, bar graphs) with the inclusion of analytical interpretations narratives. Multiple linear regression analysis was applied to the data to examine the relationship between variables. Measures of frequency encompassing frequencies and percentages; and measures of central tendency encompassing mean, and standard deviation were analysed and presented. The Pearson correlation and Regression analysis were used to determine the relationship between independent variables and dependent variable. The ANOVA model was used to determine that the significant of varibales in relation to dependendable values. The F- test was used to determine the significance of the regression while the coefficient of determination was used to determine how much variation in Y explained by X. This was done at 95% confidence level.

3.9 Legal and Ethical Considerations

The researcher seriously observed confidentiality, privacy as well as anonymity during the data collection from the respondents. The study was duly registered and approved by the Business School and Post-Graduate Board of Africa Nazarene University. An authorised letter was given from the University that was used as main reference document during data

collection. The National Research Council of Malawi, accepted the university letter as enough permit for the study since the research was not about medical or disease. During the data collection exercise, the researcher conformed to the principle of voluntary consent where respondents willingly participated in the research.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter covers two areas. The first covers the characteristics of the respondents and the second covers the presentation of research analysis, findings, and interpretation. The researcher coded the collected data into SPSS Version 25.0 and MS Excel in order to analyse and present the data. The presentation of this study was done in form of figures, charts, graphs and tables.

4.2 Response Rate

The respondents were made up of the Managers, Supervisors, support staff and General workers Ninety- eight (N=98) were received from a sample size of 139. This represents a 71.2% response rate.

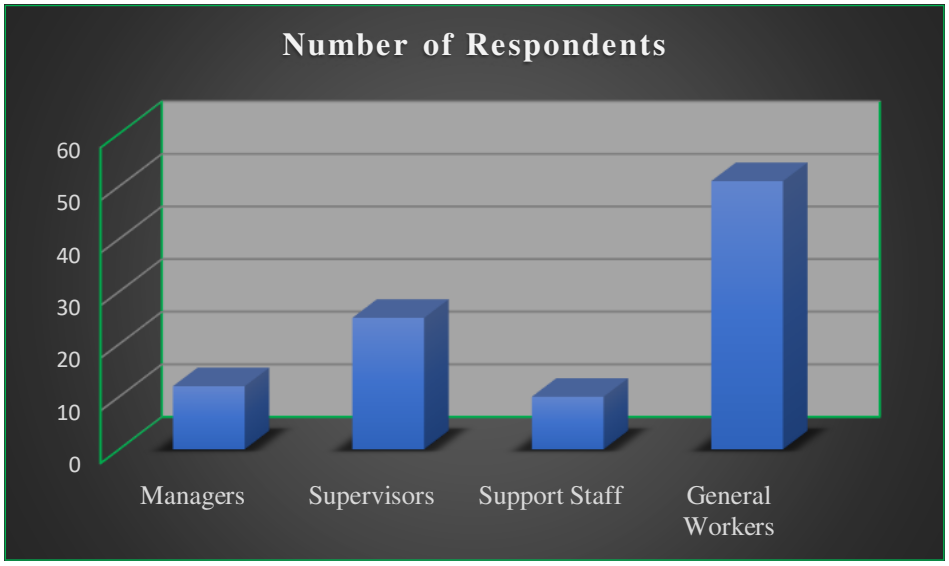


Figure 4.1: Number of Respondents

Based on the graph above, a total of 12 Managers, 25 supervisors, 10 support staff and 51 General workers participated in the research as respondents. It was demonstrated through this study that the majority of the respondents were the General workers.

4.3 Demographics

The demographic information of the respondents included gender, level of education and number of years worked in the organisation.

4.1. Table of Gender of Respondents

Category	Frequency	Percentage
Male	67	**68**
Female	31	**32**
Total	**98**	**100**

Source: researcher (2023)

The study determined the gender distribution of the respondents. From the frequency table 4.3 above 68% of the respondents in Castel Malawi Limited were male while 32% of the interviewees were female. These shows there are more male employees than female staff in the Castel Malawi Limited. The research was not concerned about gender issue or how it related to the study.

4.3.1 Respondents Level of Education

The study sought to establish the level of education in relation to employee performance. Distribution of the respondents by academic level was evaluated between categories of certificate, diploma, degree, postgraduate and PhD as presented in table 4.3. Tabulation was done using frequencies and percentages.

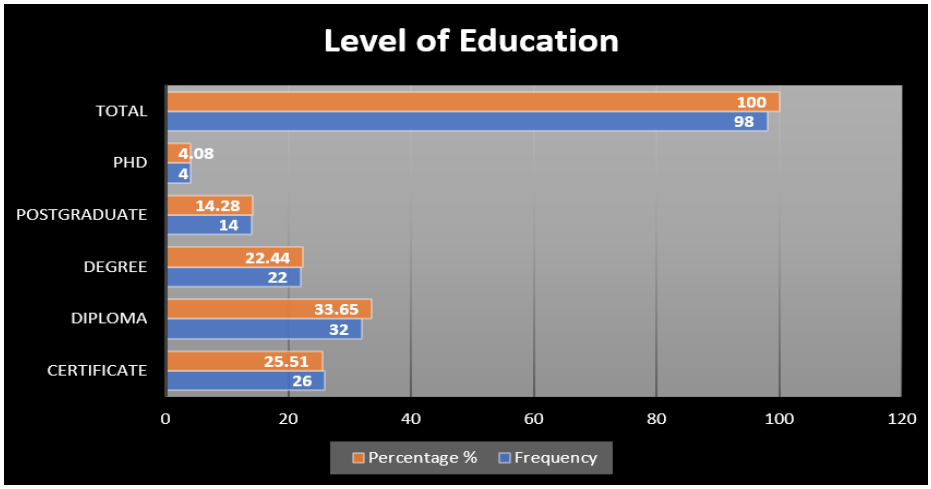


Figure 4.2. Level of Education of Respondents

The results in the figure above shows that 4 respondents representing 4.08% had PhD, 14 respondents were the holders of post graduate representing 14.28%, whereas 22 respondents hold undergraduate studies representing 22.44%, 33 respondents hold Diploma and 25:51% hold certificates. The results submitted indicate that a significant portion of the respondents have attained good academic qualification which implies that the staff at Castel Malawi Limited do their job professionally.

4.3.2 Respondents' Work Experience

In relation to the personal information, the researcher sought to find out how long a respondent has been working with the company. All 98 respondents responded to the question representing 100% response rate. Based on the results, 12 respondents has been with the company for less than 2 years, 19 repondents between 2-5yrs, 28 respondents between 6-10 years , 21 respondents between 11-15 years and finally 18 respondents between 16-20 years.above 10 years. Figure 4.3 below show details.

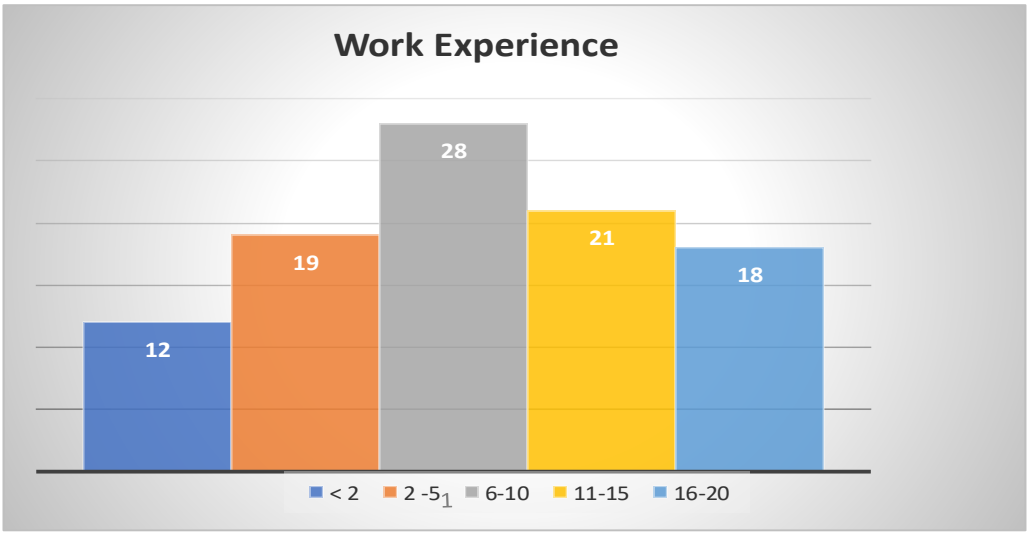


Figure 4.3. Level of Work Experience of Respondents

4.3.3. Gender Information

One important aspect of personal information was gender. The study sought to find out gender in all the categories. The study found out that in all departments, the majority of the staff were males. Figure 4.4 below summarize the details.

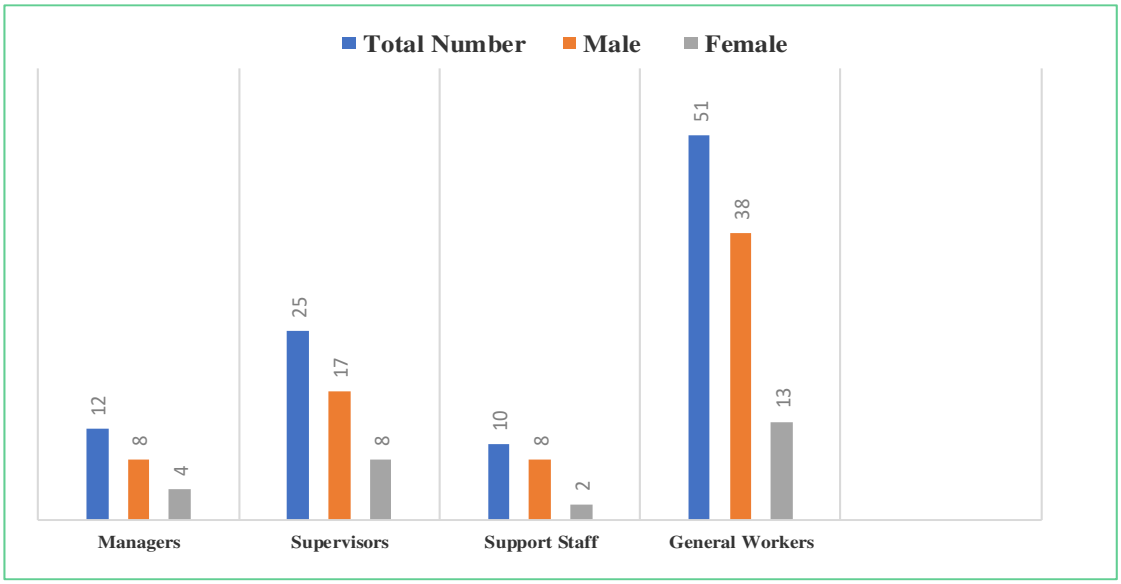


Figure 4.4. Graph of Gender distribution

The results indicated that the company has more numbers of men than women. In almost all the department, males are the majority. For instance, out of 51 general workers, 38 were men, out of 12 managers, 8 were men while 4 were women. This signifies that Castel Malawi Limited had employed more male than female employees at its Kanengo branch in Lilongwe.

4.4 Descriptive Analysis of the Findings

The study sought to determine the relation between organisational appraisal and employee's performance. In the following section, the descriptive analysis of the objective of the study is presented according to the assessment tools.

4.4.1 Analysis on Leadership Style and Employees' Performance

The research examined the influence of leadership style on employees' performance in Castel Malawi Limited. Further, the responses were analysed using Likert scale: 1, Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N) 4 = Agree (A), 5= Strongly Agree (SA). The results were indicated in table 4.2 below.

Table 4.2 Analysis on Leadership style and Employees' Perfomance

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std dev.
1	Good leadership style improves employ job performance	1.1	0	0	22.4	76.5	4.73	0.56
2	Good leadership increases job retention at work	0	0	0	23.5	76.5	4.77	0.42
3	Leaders demonstrate interpersonal skills	0	11.2	17.3	32.7	38.8	3.99	1.1
4	Leadership style has impact on job satisfaction	0	0	0	83.7	16.3	4.16	0.37
5	When leadership is poor, many employees lack motivation	0	0	0	75.5	24.5	4.24	0.43
6	Democratic kind of leadership increases employee engagement	3.1	8.2	7.1	20.4	61.2	4.29	1.1
7	Dictatorship style of leadership makes employee to work hard	10.2	21.4	13.3	30.6	24.5	3.38	1.33
8	laissez-faire leadership style promotes laziness	35.7	27.6	9.2	27.6	0	2.29	1.21
9	We are happy with our current leadership style	0	0	0	45.9	54.1	4.54	0.50
Composite mean and standard deviation							4.04	0.76

Source: Researcher (2023)

Table 4.2 shows analyses of leadership style and employee performance. Nine questions were developed as it has been indicated in the table. Statement (1) Good leadership style improves

employ job performance. Out of the 98 participants in the study, (1) 1.1% of the participants strongly disagreed with the statement, (22) 22.4% Agreed with the statement and (75) 76.5% strongly agreed with the statement. The mean for this statement was 4.73 and a standard deviation was 0.56 which is higher than the composite mean of 4.04 with standard deviation of 0.76 which implies that the statement has a positively influences employee performance.

Statement (2) Good leadership increases job retention at work, out of the 98 respondents, (23) 23.5% agreed with the statement while (75) 76.5% strongly agreed with the statement and the mean was 4.77 and a standard deviation was 0.42 which is higher than the composite mean of 4.04 with standard deviation of 0.76. This implies that the statement has a positively influences employee performance.

Statement (3) Leaders demonstrate interpersonal skills that are required, out of 98 participants (11) 11.2% disagreed with the statement, (17) 17.3% were neutral, (32) 32.7% agreed with the statement while (38) 38.8% strongly agreed with the statement. The construct had a mean of 3.99 and a standard deviation of 1.0 which is lower than the composite mean of 4.04 with standard deviation of 0.76 which implies that the statement negatively influences employee performance.

Statement (4) Leadership style has impact on job satisfaction, out of 98 participants, (82) 83.7% agreed with the statement while (16) 16.3% strongly agreed with the statement. The construct had a mean of 4.16 and a standard deviation of 0.37 which is higher than the composite mean of 4.04 with standard deviation of 0.76 which implies that the statement has a positive influence on employee's performance.

Statement (5) When leadership is poor many employees lack motivation, out of 98 participants, (74) 75.5% agreed with the statement while (24) 24.5% strongly agreed with the

statement. The construct had a mean of 4.24 and a standard deviation of 0.43which is higher than the composite mean which implies that the statement positively influences employee's performance.

Statement (6) Democratic kind of leadership increases employee engagement, out of 98 participants (3) 3.1% strongly disagreed with the statement, (8) 8.2% disagreed with the statement, (7) 7.1% were neutral, while (20) 20.4% agreed with the statement and the remaining (60) 61.2% strongly agreed with the statement. The mean was 4.29 while the standard deviation was 1.1 which was higher than the composite mean of 4.04 with standard deviation of 0.76 which implies that the statement positively influences employee performance.

Statement (7) Dictatorship style of leadership makes employee to work hard out of 98 participants (10) 10% strongly disagreed with the statement, (21) 21.4% disagreed with the statement, (13) 13.3% were neutral, while (30) 30.6% agreed with the statement and the remaining (24) 24.5% strongly agreed with the statement. The mean was 3.38 while the standard deviation was 1.13 which was lower than the composite mean of 4.04 with standard deviation of 0.76 which implies that the statement negatively influences employee performance.

Statement (8) laissez-faire leadership style promotes laziness less morale of employees, out of 98 participants (35) 35.7% strongly disagreed with the statement, (27) 27.6% disagreed with the statement, (9) 9.2% were neutral, while (27) 27.6% agreed with the statement. The mean was 2.29 while the standard deviation was 1.21 which was lower than the composite mean of 4.04 with standard deviation of 0.76 which implies that the statement negatively influences employee performance.

Statement (9) We are happy with the leadership style that this company exercise out of 98 participants (45) 45.9% agreed with the statement and the remaining (53) 54.1% strongly agreed with the statement. The mean was 4.54 while the standard deviation was 0.50 which was higher than the composite mean of 4.04 with standard deviation of 0.76 which implies that the statement positively influences employee performance.

4.4.2 Analysis on Working Environment and Employees' Performance

The research examined the influence of working environment on employee performance in Castel Malawi Limited. Further, the responses were analysed using Likert scale: 1, Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N) 4 = Agree (A), 5= Strongly Agree (SA). The results were indicated in table 4.2 below.

Table 4.3 Analysis on Working environment and Employees' Performance

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std dev.
1	Good working environment promote employee retention	0	5.1	7.1	18.4	69.4	4.52	0.84
2	Work satisfactory is promoted by working environment	4.1	0	0	22.4	73.5	4.61	0.85
3	Safety of employees is important in production and motivation	5.1	0	0	23.5	71.4	4.56	0.93
4	Working environment makes job satisfaction and hardworking	0	11.2	17.3	32.7	38.8	3.89	0.78
5	We are provided with all what we want for effective work	6.1	0	0	78.6	15.3	3.97	0.84
6	Poor Working environment leads to high turnover	3.1	0	0	72.4	24.5	4.15	0.70
	Composite mean and standard deviation						4.28	0.82

Source: Researcher (2023)

Table 4.3 shows analyses working environment and employee performance. six questions were developed as it has been indicated in the table. Statement (1) Good working environment promotes employee retention. Out of the 98 participants in the study, (5) 5.1% of the participants disagreed with the statement, (7) 7.1% were neutral, (18) 18.4% agreed with the statement and (68) 69.4% strongly agreed with the statement. The mean for this statement was 4.52 and a standard deviation was 0.84 which is higher than the composite mean of 4.28 with standard deviation of 0.82 which implies that the statement has a positively influences employee performance.

Statement (2) Work satisfactory is promoted by working environment out of the 98 respondents, (4) 4.1% strongly disagreed with the statement while (22) 22.4% agreed, (72) 73.5% Strongly agreed with the statement and the mean was 4.61 and a standard deviation was 0.85 which is higher than the composite mean of 4.28 with standard deviation of 0.82. This implies that the statement has a positively influences employee performance.

Statement (3) Safety of employees is important in production and motivation, out of 98 participants (5) 5.1% strongly disagreed with the statement, (23) 23.5% agreed with the statement while (72) 73.5% strongly agreed with the statement. The construct had a mean of 4.56 and a standard deviation of 0.93 which is higher than the composite mean of 4.28 with standard deviation of 0.82 which implies that the statement negatively influences employee performance.

Statement (4) Working environment makes job satisfaction and hardworking, out of 98 participants, (11) 11.2% disagreed with the statement while (17) 17.3% were neutral, (32) 32.7 agreed with the statement while (38) 38.8% strongly agreed with the statement. The construct had a mean of 3.89 and a standard deviation of 0.79 which is lower than the

composite mean of 4.28 with standard deviation of 0.82 which implies that the statement negatively influences employee's performance.

Statement (5) we are provided with all what we want for effective work, out of 98 participants, (6) 6.1% strongly disagreed with the statement while (77) 78.6% strongly agreed with the statement and (15) 15.3% strongly agreed with the statement. The construct had a mean of 3.97 and a standard deviation of 0.84 which is lower than the composite mean of 4.28 with standard deviation of 0.82 which implies that the statement negatively influences employee's performance.

Statement (6) Poor Working environment leads to high turnover, out of 98 participants (3) 3.1% strongly disagreed with the statement, (71) 72.4% agreed with the statement, (24) 24.5% strongly agreed with the statement. The mean was 4.15 while the standard deviation was 0.70 which was lower than the composite mean of 4.28 with standard deviation of 0.82 which implies that the statement negatively influences employee performance.

4.4.3 Analysis on Staff training and Employees' Performance

The research examined the influence of staff training on employee performance in Castel Malawi Limited. Further, the responses were analysed using Likert scale: 1, Strongly disagree (SD), 2 = Disagree (D), 3 = Neutral (N) 4 = Agree (A), 5= Strongly agree (SA). The results were indicated in table 4.4 below.

Table 4.4 Analysis on Staff training and Employees' Performance

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std dev.
1	Staff training promotes employees' competences	10.2	21.4	13.3	30.6	24.5	3.38	1.33
2	Staff training reduces reduce rate of employee turnover	35.7	27.6	9.2	27.6	0	2.29	1.21
3	Lack of staff training increases errors that affect productivity	0	0	0	42.9	57.1	4.30	0.86
4	Feedbacks are provided after the staff training workshops	0	0	0	43.9	56.1	4.56	0.49
5	Creativity and innovation are promoted by the staff training	0	0	7.1	45.9	46.9	4.40	0.62
6	Staff training and reduces wastage and increases quality work	35.7	27.6	9.2	27.6	0	2.29	1.21
7	The company has staff training plan	0	0	6.1	45.9	48	4.42	0.60
8	We frequently have staff training at this company	0	6.1	45.9	48	0	4.36	0.77
9	Staff training and improve employee behaviour	6.1	0	4.1	45.9	43.9	4.21	0.99
Composite mean and standard deviation							3.80	0.89

Source: Researcher (2023)

Table 4.4 shows analyses of staff training and employee performance. Nine questions were developed as it has been indicated in the table. Statement (1) Staff training promote employees' competences. Out of the 98 participants in the study, (10) 10.2% of the participants strongly disagreed with the statement, (21) 21.4% disagreed with the statement, (13) 13.3% were neutral, (30) 30.6% agreed with the statement while (24) 24.5% strongly disagreed with the statement. The mean for this statement was 3.38 and a standard deviation

was 1.33 which is lower than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement has a negatively influences employee performance.

Statement (2) Staff training reduces rate of employee turnover, out of the 98 respondents, (35) 35.7% strongly disagreed with the statement while (27) 27.6% disagreed with the statement, (9) 9.2% were neutral while (27) 27.6% agreed with the statement. The mean was 2.29 and a standard deviation was 1.21 which is lower than the composite mean of 3.80 with standard deviation of 0.89. This implies that the statement has a negatively influences employee performance.

Statement (3) Lack of staff training increases errors that affect productivity, out of 98 participants (42) 42.9% agreed with the statement while (56) 57.1% strongly agreed with the statement. The construct had a mean of 4.30 and a standard deviation of 0.86 which is higher than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement positively influences employee performance.

Statement (4) Feedbacks are provided after the staff training and workshops, (43) 43.9% agreed with the statement while (55) 56.1% strongly agreed with the statement. The construct had a mean of 4.56 and a standard deviation of 0.49 which is higher than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement has a positive influence on employee's performance.

Statement (5) Creativity and innovation are promoted by the staff training, out of 98 participants, (7) 7.1% were neutral while (45) 45.9% agreed with the statement and (46) 46.9% strongly agreed with the statement. The construct had a mean of 4.40 and a standard deviation of 0.62 which is higher than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement positively influences employee's performance.

Statement (6) Staff training reduces wastage and increases quality work, out of 98 participants (35) 35.7% strongly disagreed with the statement, (27) 27.6% disagreed with the statement, (9) 9.2% were neutral, while (27) 27.6% agreed with the statement. The mean was 2.29 while the standard deviation was 1.21 which was lower than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement negatively influences employee performance.

Statement (7) The company has staff training plan, out of 98 participants (6) 6.1% were neutral, while (45) 45.9% agreed with the statement and the remaining (47) 48.0% strongly agreed with the statement. The mean was 4.42 while the standard deviation was 0.60 which was higher than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement positively influences employee performance.

Statement (8) We frequently have staff development and training at this company, out of 98 participants, (6) 6.1% disagreed with the statement, (45) 45.9% agreed with the statement and the remaining (47) 48.0% strongly agreed with the statement. The mean was 4.36 while the standard deviation was 0.77 which was higher than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement positively influences employee performance.

Statement (9) Staff training improve employee behaviour, out of 98 participants (6) 6.1% strongly disagreed with the statement, (4) 4.1% were neutral, while (45) 45.9% agreed with the statement and the remaining (43) 43.9% strongly agreed with the statement. The mean was 4.21 while the standard deviation was 0.99 which was higher than the composite mean of 3.80 with standard deviation of 0.89 which implies that the statement positively influences employee performance.

4.5 Inferential Analysis

The inferential analyses that were adopted by the study were Pearson correlation analysis, regression analysis and analysis of variance.

4.5.1 Pearson Correlation Coefficient

The study sought to examine the correlation between organisational appraisal system and employee performance. The study used the following three independent variables against one dependent variable to assess the correlation. The study used Pearson r correlation to assess the correlations. The dependent variables are; Leadership style, working environment and staff training while the dependent variable was employee performance.

Table 4. 5 Pearson Correlations Coefficient

	Correlations	**Employee performance**
Leadership Style	Pearson Correlation	0.87
	Sig. (2-tailed)	0.02*
	N	98
Working Environment	Pearson Correlation	0.54
	Sig. (2-tailed)	0.02*
	N	98
Staff Training	Pearson Correlation	0.70
	Sig. (2-tailed)	0.04*
	N	98

***. Correlation is significant at the 0.05 level (2-tailed).**

Source: Researcher (2023)

Table 4.5 showed that all the three independent variables had positive relationship with employee performance. Leadership style had a significant positive relationship with employee performance with a p-value of 0.02 which is <0.05. The r coefficient was 0.87. the second variable which is working environment has also a significant positive relationship with employee performance with a p-value of 0.02 which is less than 0.05 and it has a Pearson r coefficient of 0.54. The third variable which was staff training had a p-value of 0.04 which is

<0.05 and a Pearson r coefficient of 0.70, therefore it has a significant positive relationship with employee performance.

4.5.2 Regression Analysis

The following regression analysis further analyzed the relationship between employee performance and leadership style, working environment and staff training. A multiple linear regression was employed to determine the influence of independent variable of dependent variables. This is because there were three independent variables and one dependent variable. The model summary yielded the following information. The summary of the results has been presented in the table below.

Table 4.6 Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.71[a]**	**.68**	**.65**	**.143**

a. Predictors: (Constant), leadership style, working environment, staff training

From the table the adjusted R-squared for the model is 0.65 which implies that the model explains 65% variation in the dataset. This implies that the model can explain 65% about the influence of the three variables on employees' performance.

4.5.3 ANOVA Results

The results from the ANOVA shows that the regression model is significant with a p-value of 0.0000 which is <0.05. This implies that the model is fit for interpretation and to make inferences pertaining the population. The F-value was 871.4 and the degrees of freedom for regression and residual were 3 and 94 respectively.

Table 4.7 Anova Analysis

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.528	3	7.843	871.4	.000[b]
	Residual	.881	94	.009		
	Total	24.408	97			

a. **Dependent Variable:** employee performance

b. **Predictors**: (Constant), staff training, working environment, leadership style

4.5.4 Regression coefficients

The regression coefficients revealed that the model had a significant positive relationship with employee performance. The regression coefficients for leadership style, working environment and staff training are 0.125, 0.173 and 0.009 respectively. The constant for the model is 4.735. The findings depicted that all the variables influence the dependent variable.

Table 4.8 Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.735	.455		10.418	.000
	Leadership Style	.83	.069	.125	1.202	.032*
	Working Environment	.129	.077	.173	1.663	.041*
	Staff Training	.04	.043	.009	.086	.028*

a. Dependent Variable: Employee's Performance

$$Y = 4.735 + 0.125X_1 + 0.173X_2 + 0.009X_3$$

Whereas;

Y is Employee performance
X_1 is Leadership style
X_2 is Working environment
X_3 is Staff training

4.6 Hypothesis Testing

$H_0$1: There is no significant relationship between leadership style and employee's performance in the industrial sector.

The first hypothesis for this study was that, there is no significant relationship between leadership style and employee's performance. The p-value for leadership style is 0.032 which is <0.05 which implies that the null hypothesis is rejected and it can be concluded that there is a significant positive relationship between employee performance and leadership style.

$H_0$2: There is no significant relationship between working environment and employees' performance in the industrial sector.

Likewise, the second hypothesis was that, there is no significant relationship between working environment and employees' performance in industrial sector in Malawi. The p-value for working environment is 0.041 which is <0.05. This implies that the null hypothesis is rejected and it can be concluded that there is a significant positive relationship between employee performance and working environment.

$H_0$3: There is no significant relationship between staff training and employees, performance in industrial sector.

The third hypothesis was that, there is no significant relationship between staff training and has employees' performance in industrial sector in Malawi. The p-value for staff training is 0.028 which is <0.05. This implies that we reject the null hypothesis and conclude that there is a significant positive relationship between employee performance and staff training.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter of the study presented the discussion of findings, summary, conclusions, and recommendations on the influence of organisational appraisal on employees' performance of Castel Malawi Limited Company. The purpose of the study was to investigate the influence of an organization's appraisal system on employees' performance in the Industrial sector in Malawi: A Case of Castel Malawi Limited-Kanengo branch. This chapter is divided into various sections that include the following: - the discussion of the study findings, the Summary of the Main Findings, the study conclusions and the recommendations of the study for improvement as well as future studies.

The summary was conducted in relation to major findings that reflect the specific objectives of the study while the discussion was conducted about other findings established in the literature review hence quoting the level of agreement or disagreement with the current study. The conclusion was carried out in line with the variables of the study while recommendations focused on areas of improvement towards enhancing good organisational appraisal and employee performance. The main objective of this chapter is to give guidelines on the results collected in the survey.

5.2. Discussion

The research evaluated three main components of organisational appraisal that influence employee performance as discussed below**.** These components were; the leadership style, working environment and staff training.

5.2.1 Leadership Style and its Influence on Employees' Performance in the industrial Sector

The study found out that leadership style significantly influences the performance of employees in the industry. These findings are in agreement with the outcomes of Kemoh (2016), who investigated the effects of management style as an element of motivation in the UNICEF Somalia Support Center. The survey employed a descriptive research design and the findings showed that Leadership style in the organisation aimed at enhancing competence through building on job skills as well as improving employee attitudes towards their work. There is a bound different style of leadership with attendant different effects. Lewin (2015) stated that the same group of people will behave differently depending on the leadership style the leader adopts. Similarly, the findings of the research concur with the findings of Henry and Kenra (2017), who studied the impact of democratic leadership style on employees' performance (evidence from pharmaceutical companies in Pakistan). It was evident in this study; the behaviour of a leader has an impact on employee retention and performance of employees. This is the same finding as the works of previous researchers (Nwokocha and Iheriohanma, 2015). In line with this finding, Noe et al. (2018) found that immediate leaders such as supervisors and managers need to display the interpersonal skills required to engage employees and enhance their self-confidence.

The findings of the study agree with Louse (2014) who is his study found that leaders supposed to provide positive encouragement for a job well done. It can be concluded that the leadership styles adopted by managers/supervisors have an impact on employees' job satisfaction, and retention and then consequently improve their performances which can attain through effective leadership. The perception of employees relating to their leader/supervisor is very important because the behaviour of the leader directly impact on employees' feelings about the organisation. The study establishes that leadership style in the industrial sector had a

positive significant impact and relationship with employee performance. The study concentrated on the industrial sector in Malawi. However, the findings of the study disagreed with the finding of Kenamu (2019) on the relationship between dictatorship leadership style and employees' performance within the industrial sector which results depicted that such leadership style produces a hardworking spirit. On the contrary, the study agrees with Nyaoge (2020) who investigated the influence of leadership style on employee performance in both public and private industries in Malawi. He depicted that leadership style enhances employee performance and commitment to the organisation and helps in assisting employees to gain skills that are competitive and remain employable in a competitive environment. By considering all of these facts from the discussion section, the researcher can express that leadership styles have an impact on both employee, performance, retention and industrial productivity.

5.2.2 Influence of Working Environment on Employees' Performance in the Industrial Sector

The study found that the working environment at Castel Malawi Limited Company has inspired employees to achieve the set goals. This has been so because the working environment provided employees with opportunities of accomplishing more and this has led the employees to take on challenges. This agrees with Botke et al., (2018), who stated that a soft working environment comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance both to interpersonal skills, such as the ability to manage oneself, and interpersonal skills such as managing interactions with others has a greater potential to increase employee's engagement and performance. In addition, Hisham Makki Hannafi & Siddig Balala's (2018), study on the impact of the working environment on service performance revealed that the working environment has a significant positive and direct

impact on employees' hardworking spirit and love for the job. It also revealed that the working environment is vital for better performance in the service business and managers need to pay more attention to employees' tools, and environment to ensure successful job performance. Further, Grecian (2021), in his study, examined the effects of, working and safety environment and Job Satisfaction on Employee and reiterated that good environment skills and safety improves productivity and performance. Finally, the outcomes showed that there was a statistically significant positive relationship between the working environment and employee performance

5.2.3 Staff Training and its Influence on Employees' Performance in Industrial Sector

The findings show a positive correlation between staff training and employee job performance. The findings concur with Omar and Shivangi (2019), who sought to establish how staff training impacts employee performance through their study on Measuring Employee Work Engagement in India. The findings of the study established that there was a strong relationship `between staff training and employee performance. In addition, findings from Ipsen et al., (2020) study on the advantages of staff training on organisational productivity, it was established that staff training helps in managing resources well and reduces poor performance. In support of this, this research has established that through training, employees can quickly adopt newly developed and advanced technology such as computers and machines in the production processes. This in turn found work exciting increasing employee commitment and long-term retention. Further, the findings agreed with Hebron (2018) on the impact of staff training and development on organisational performance. In his study, he argued that Staff training is like a reward to the employee that furthers his/her loyalty and engagement to the job. In line with the research finding, Hazier and Render (2017) state that the training process enables employees to be aware of their roles and responsibilities in terms

of meeting organisational targets. In support of these findings and according to McConnell (2015) companies having an investment perspective of human resource view training as an opportunity to increase long-term productivity. Staff training may also be viewed as a solution to several problems, such as substandard quality resulting from skill deficiencies and voluntary turnover of employees seeking more rewarding jobs. Training employees to work as a team will allow them to accomplish the organization's strategic goals and strategic objectives. The findings of the study generally revealed that employee staff training not only increases employees' performance but also positively affects employees' motivation and job satisfaction.

5.3 Summary of Main Findings

In summary, by considering all of facts from the findings and discussion sections, the researcher can express that leadership styles influence both employee retention and performance. The findings of this research may support managers/supervisors when they improve their employee performance and when they retain talented employees in the organisation. However, leading is important not only for employee performance and retention but also for the whole organisational development. A good leader can influence and motivate his/her employees. Employees are sources of competitive advantages for the organisation. Therefore, the success of an organisation depends on its leader. Supervisors and managers need to be flexible and build up close relationships between team members, not give unnecessary work pressure and handle the grievance of their subordinates (team). In addition, the research findings were that the respondents admitted the need for servant leadership that promotes employee engagement and good performance. Finally, the study has found that participants received timely feedback from immediate managers on performance and appraisals and perform competently duties allocated.

The study found a strong relationship between working environment and job performance. The study also revealed that the working environment significantly influenced employee performance through relationships, culture, and moral values. The study revealed that the organization's working environment had an impact on members as far as respondents are concerned. Through this study, it revealed that employees' performance depended much on the presence of job aid at the organisation. This means by having job aid will support the employees to perform and plan for development so that it can be used to obtain the optimal use for performance. It was also found that the organisation to some extent has fairly treatment in rewarding employees who perform well. The study also revealed that employees will improve their performance if the problems identified during the research are tackled by the management. In addition, the supervisors were found to engage the employees well through well-thought communication lines. The organisation also catered for everything needed in team building, and they evaluated participants after attending the engagement training. Further, employee engagement positively influenced employee performance. This suggests that increasing employee engagement by units results in improved employee performance.

The study findings reveal that participants agreed that training provided in the organisation is aligned with business objectives. The majority of the participants agreed that there are clear directions provided during training. They also agreed that training improves employee behaviour in the organisation. However, only a few participants agreed that working conditions in the organisation are conducive to allowing the transfer of learning. The study also revealed that management is always available to give support after employee training. In this study, there were a small number of participants who agreed that feedback is provided after training. Moreover, only a few participants agreed that lack of resources affects

training, which essentially means that most participants believe that lack of resources does not affect training. In addition, the study findings reveal that training improves employee morale, and the majority of participants agreed that training motivates employees to enhance their performance. Participants also agreed that training helps employees to adapt to new developments. Hence, the study findings reveal that training improves employee performance.

5.4 Conclusion

The study makes the following conclusions based on the objectives of the study drawn from both descriptive and inferential statistical analysis. On leadership style, the findings of this research may support managers/supervisors when they improve their employee performance and when they retain talented employees in the company. A good leader can influence and motivate his/her employees because they are sources of competitive advantages for the organisation. Therefore, the success of an organisation depends on its leader. It was evident in this study that the behaviour of a leader has an impact on employee retention and performance of employees.

The study inferred that a working environment is essential for an organisation. The working environment plays a vital role in motivating employees to perform their assigned job. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high performance is becoming increasingly important in today's competitive organisational environments. The study also revealed that employee improves their performance if the working environment is conducive and friendly. At the end of the research, it was realized that the employee's working environment affects their productivity greatly. Therefore, it is the responsibility of the organisation to provide a friendly working environment which will influence employees to work comfortably and perform their job.

Further, the study concluded that the company does not identify and assess employees' need for training more often. In addition, there is a need for the organisation to train its employees as soon as the evaluation is done as a remedy for better performance. Training of employees should be a continuous improvement process, as this will strengthen the employees and impact their overall performance. The study concluded that continuous and systematic staff training and development would lead to an increase in employees' performance in Castel Malawi Limited Company. The study revealed that there is a significant relationship between leadership style, working environment and staff training to employee performance.

5.5 Recommendations

The study makes the following recommendations: Firstly, leadership style leaders should administer regular feedback on how employees are performing their tasks as it will help in carrying out immediate corrections where mistakes were made. Also, leaders should always communicate the necessary work requirement to employees on time for them to do timely planning and execution. It is also recommended that managers of Castel Malawi Limited should adopt a new leadership style that is more transactional than democratic because this provides a signal of either a reward or punishment when tasks are not well performed. With this style, employees could help improve their performance, while administering sanctions and rewards on the other hand which act as a sort of motivation and demotivation, but will also make them prevent failures to avoid sanctions.

Secondly, the study recommends that periodic meetings with employees to air their grievances to management serve as a motivating factor for the employees and promote a conducive working environment. Managers should also be counselled on their relationships with their subordinates. Castel Malawi Limited should have a good program in place for their employee's work-life balance as this can be a great factor to motivate and retain them.

Management should try as much as possible to build a work environment that attracts, retain and motivate its employees to help them work comfortably and increase organisational productivity. Employers should make available adjustable and flexible furniture to all workers to make them more comfortable. This in the long run keeps the employees healthy.

Finally, the study recommends that more often, the company organize staff training seminars. The employees must be furnished with feedback after training for employees to become aware of areas where they can improve their performance. Again, employers should provide sufficient resources for training to improve the training programmes provided. On the same note, the company should improve training programmes so that employees acquire new knowledge during training. Still on staff training and development, the study recommends that employees should be provided with effective training to reduce the time spent by managers on supervising employees and this again reduces the cost of recruiting and training new staff members.

5.6 Areas of Further Research

This study investigated the influence of organisational appraisal on employee performance in the Industrial sector, a case study of Castel Malawi Limited Kanengo branch. The study, therefore, recommends that further research could be carried out in the same area focusing on other sectors such as education and agriculture sectors. Further studies can also be carried out on another cooperative governance system that enhances employee performance. The other researchers should conduct the study in other companies that are located in Blantyre mainly the Makata Industrial area.

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APPENDICES

Appendix 1: Questionnaire

ORGANISATIONS APPRAISAL SYSTEM AND EMPLOYEES' PERFORMANCE IN THE INDUSTRIAL SECTOR IN MALAWI: A CASE OF CASTEL MALAWI LIMITED COMPANY-KANENGO BRANCH

My name is Dickson Bota and I am carrying out a study that aims to investigate the influence of organisations appraisal system on employees' performance in the Industrial sector in Malawi: A Case of Castel Malawi Limited-Kanengo branch.

Kindly fill the questionnaire below to provide your views and input. This questionnaire is confidential. No individual Institute/Order/Congregation or names will be mentioned in the final report. Personal information received from you will not be passed on to any third party.

SECTION 1: Background and Demographics

1. What is your job title? _____

2. Kindly indicate your Gender? Male ☐ female ☐

3. Please indicate your level of education

Certificate ☐ Diploma ☐ Degree ☐ Masters ☐ PhD ☐

4. How many years have you been working in this company?

Less Than 2 ☐ 2 – 5 ☐ 6 – 10 ☐ 10 – 15 ☐ 16 – 20 ☐ More than 20 ☐

SECTION 2: Leadership style and Employee's Performance

To what extent do you agree with the following statement on? 1 Strongly Disagree (SD) 2 = Disagree (D) 3 = Neutral (N) 4 = Agree (A) 5= Strongly Agree (SA)

No	Statements	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	Good leadership style improves employ job performance					
2	Good leadership increases job retention at work					
3	Leaders must demonstrate interpersonal skills that are required					
4	Leadership style has impact on job satisfaction					
5	When leadership is poor, many employees lack motivation					
6	Democratic kind of leadership increases employee engagement					
7	Dictatorship style of leadership makes employee to work hard					
8	Laissez-faire leadership style promotes laziness					
9	We are happy with the leadership style of this company					

SECTION 3: Working Environment and Employee's Performance

To what extent do you agree with the following statement on? 1 Strongly Disagree (SD) 2 = Disagree (D) 3 = Neutral (N) 4 = Agree (A) 5= Strongly Agree (SA)

No	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	Good working environment promote employee retention					
2	Work satisfactory is promoted by working environment					
4	Safety of employees is important in production and motivation					
5	Working environment makes job satisfaction and hardworking					
6	We are provided with all what we want for effective work					
7	Poor Working environment leads to high turnover					

SECTION 4: Staff Training and Development and Employee's Performance

To what extent do you agree with the following statement on? 1 Strongly Disagree (SD) 2 = Disagree (D) 3 = Neutral (N) 4 = Agree (A) 5= Strongly Agree (SA)

No	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	Staff training promote competences and skills variations					
2	Staff training reduce rate of resource wastage					
3	Lack of staff training increases errors that affect productivity					
4	Feedbacks are provided after the staff training workshops					
5	Staff training promotes creativity and innovation					
6	Lack of training shows lack of will to invest in humans					
7	The company must develop training plan budget					
8	Training must be done atleast once twice in year					
9	Staff training improve employee behaviour and comptences					

Appendix 2: Authorization Letter

13th, April, 2023

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 19M03DMBA028

The Secretary
National Research Council of Malawi
P.O. Box 30745
Lilongwe 3
Malawi

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: DICKSON KENNEDY BOTA

Mr. Dickson Bota is a postgraduate student at Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete his program, Mr. Dickson Bota is conducting research entitled: "**Organisations Appraisal System and Employees' Performance in the Industrial Sector in Malawi: A Case of Castel Malawi Limited Company-Kanengo Branch"**

Any assistance offered to him will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,

MBA, Coordinator,

School of Business, Africa Nazarene University.

Appendix 3: Study Area Map

