

FACTORS INFLUENCING EFFECTIVENESS OF PERFORMANCE APPRAISAL
SYSTEMS IN NON GOVERNMENTAL ORGANIZATIONS IN KENYA: A Case of
Kenya Red Cross Society, Garissa Branch

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DECLARATION

This Research Project Report is my original work and has not been submitted for examination in any other University.

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Date: 10/07/2010

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This Research Project Report has been submitted for examination with my approval as a University supervisor.

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DEDICATION

This Research Project Report is dedicated to my mother Esther Esinyen Lemuiya for her perseverance and distilling discipline and hard work in me, Sister Martha Epur, Evaline Akidor, Jane Akitela and Brother John Edwar. Our young sister Lydia-a source of inspiration.

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ABBREVIATIONS AND ACRONYMS

KRCS Kenya Red Cross Society- herein also referred to as Organization.

PA -: Performance Appraisal

ABSTRACT

The purpose of the study was to investigate the factors influencing effectiveness of performance appraisal system in Non-Governmental Organization in Kenya. Every sector has its ultimate aim to achieve set goals and objectives. In pursuit of these goals and objectives, efficiency and effectiveness are closely monitored in utilization of human and non-human resources. The main objective was to determine the factors influencing effectiveness of performance appraisal system in Non Governmental Organizations in Kenya hence the acceptability of the system in Kenya Red Cross Society - Garissa Branch. The study also investigated the factors that have contributed to the attitude the staff have on performance appraisal. The scope of the study was the staff of KRCS - Garissa Branch and only factors influencing performance appraisal and staffs performance were studied. The findings of the study indicated mixed feelings on performance appraisal due to the attitude of appraisers, feedback, lack of proper implementation and reward system. The Kenya Red Cross Society, Garissa Branch has not been keen on ensuring effective performance appraisal system is used in the organization by not critically taking into consideration factors influencing its effectiveness. The recommendations include development of separate appraisal systems for managers and other employees, freedom in discussion of feedback among employees and their appraisers and improvement of the exercise to achieve effectiveness of performance appraisal.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Every organization has its ultimate aim in the achievement of set goals and objectives. In pursuit of these goals and objectives, efficiency and effectiveness are closely monitored in the utilization of both human and non-human resources. However, of all the resources available to an organization, human resources are the most valuable. In order to assess the efficiency and effectiveness of an organization, it is important to put in place an effective Performance Management Programme that will ensure all parties concerned are clear on what needs to be done. Most organizations dwell on the Performance Appraisal; which is a small percentage of the Performance Management Programme. In most organizations, the appraisal is usually done once a year. Cole (1995), observed that performance related feedback has been described as one of the most important methods for enhancing employee development and improving individual performance.

Most corporations are faced with serious competition to survive in a changing market environment characterized by growing consumer preferences and choices. High cost of production and maintenance of large work force against profitability are exerting pressure on organizations to seek approaches that contain cost at manageable levels yet improve productivity and quality of products and services thus increasing profit margins (Cole, 1995). A major concern of every manager is the positive contribution of every employee towards the achievement of the organizational objectives. Organizational effectiveness is often equated with managerial efficiency. Managers can ensure organizational effectiveness by guaranteeing the full utilization of human resources available under their guidance, hence the need for monitoring and measuring the performance of employees.

Performance appraisals may be defined as a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic interview (annual or semiannual) in which the work performance of the subordinate is examined and discussed

with a view of identifying weaknesses and strengths as well as opportunities for improvement and skills development.

In many organizations-but not in all-appraisals results are used either directly or indirectly to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. By the same token, appraisals results are used to identify the poor performers who may require some form of counseling or in extreme cases demotion, dismissal or decreases in pay (Cleveland 1991).

Performance appraisals has in the recent past become an important management practice utilized by many organizations world over in identifying employees for training, promotion and retention. Over 90% of large organizations employ some form of performance appraisals system and over 75% of the public employment systems require annual performance appraisals (Locker & Teel, 1998; Murphy & Cleveland, 1991; Seldon. Ingraham & Jacobson, 2001).

According to Price Waterhouse Coopers (2003), the core of any organization is its staff. How effective an organization maintains a quality team of employees is linked to its ability to manage its staff and recognize the contribution of individuals playing in their terms. Effective performance management systems enable an organization to objectively and systematically rate/appraise employee performance while providing the tools necessary to achieve that performance level and equate it to compensations policy.

Performance appraisal systems are complex and often misunderstood. In spite of their widespread use or perhaps because of them, the appraisals continues to come under considerable scrutiny and criticisms, besides the fact that it is most widely researched area in organization psychology (Murphy & Cleveland, 1991). Under this system, the appraisal is mainly based on qualifications, length of service and behavioral traits of the employee. To a large extent, the output part of the appraisal programme does not receive

much attention. As a result; qualification, character and longevity of service determine progression to seniority. This was criticized by Mc Gregor as far way back as 1957 (Weihirich, 1994). Prudent performance appraisals programmes need to be put in place to address the performance needs of organizations and to assist them meet their obligations towards their clients.

According to Dunham, (1983) performance appraisal is vital not only for the growth of an organization but also for the growth of the individual employee. Swat-Opperman. (2002) says that performance management could contribute towards productivity by translating corporate goals into divisions, departments, teams and individual goals, helping to clarify corporate goals leading to performance improvement, encouraging self management of individual performance, enhancing the quality of communication and feedback, measuring and assessing all performance against jointly agreed targets.

Clearly there are many unanswered questions as to what specific steps organizations can take to improve the acceptability and effective implementation of performance appraisals. It is from knowing the factors that influence the behaviour of people and the way they perceive and respond to performance appraisals that specific and pragmatic programmes can be undertaken to effectively address the problem.

According to Murphy & Cleveland (1995), employee reactions to performance appraisals are a neglected criterion that requires consideration in evaluating the successes of any performance system. This was also echoed by Bemadin and Beatty (1984), in their suggestion that employee's reaction to appraisals are indications of overall viability of a system.

Performance appraisals can be resisted by both employees and managers. Individual employees can resist being evaluated especially when they feel that they may not receive favorable rating. According to Duane and Sydney (1990), many employees would rather not be assessed and told their weaknesses or deficiencies as they often react with

suspicion and hostility to the idea of performance appraisals. Managers with unfavorable experience with performance appraisals systems can always avoid the burden of appraising their employees.

It is on the basis of the foregoing situation that the current study was aimed at investigating the factors that influence the attitudes and acceptance of employees towards performance appraisals. The researcher identified the factors of performance appraisal that affect the employee's performance and then come up with suggestions on how to overcome the issues affecting the effective implementation of performance appraisals in Kenya.

1.2 Statement of the Problem

An effective performance appraisal programme is important to employees' professional development to meeting the company's or firm's goals or objectives and ultimately fulfilling its mission. No employer whether a small firm, a big firm, a nonprofit organization, a government institution, a private or public company should be exempt from having a formal performance appraisal programme. Other benefits that could be derived from having a performance appraisal programme include enhanced communications and opportunity to effectively address problems and improve employee morale (Lawrence, 2004).

There is a problem as most managers complain of poor performance of their employees within the respective organizations they serve. This has always made the top management, investors, shareholders or even the owners of given organizations to be unhappy on how the work is performed as they see minimal output thus affecting the performance of their businesses or organizations. The KRCS-Garissa Branch exhibited the same characteristics and this prompted the researcher to carry out a study on similar area.

There are problems and gaps relating to staff involvement, improper implementation, lack of time allocated to the exercise, and subjectivity (in relating or determining the best performers and the parameters on determining on whom should be rewardedX KRCS.2008/2009). The researcher therefore investigated on the factors influencing effectiveness of performance appraisal in NGOs in Kenya with special reference to the Kenya Red Cross Society, Garissa Branch.

13 Objectives of the Study

This study was guided by the following objectives.

General Objective

The main objective of this study was to determine the factors influencing effectiveness of performance appraisal in the Non-Governmental Organizations in Kenya, with special reference to the Kenya Red Cross Society, Garissa Branch.

Spec The study was guided by the following specific objectives:

- (i) To establish the attitudes of appraisers and appraises towards effective performance appraisal in KRCS, Garissa Branch
- (ii) To determine whether user friendliness contributes to effectiveness of performance appraisal system used in Kenya Red Cross Society, Garissa branch.
- (iii) To establish the relationship between employees preparedness to effectiveness of performance appraisal in KRCS, Garissa.
- (iv) To establish whether feedback contributes to an effective performance appraisal exercise
- (v) To determine appropriate measures to be put in place to improve the implementation of an effective performance appraisal system in KRCS as suggested by the employees.

1.4 Research Questions

- (i) What is the attitudes of appraisers and appraises towards an effective performance appraisal system in KRCS, Garissa Branch

- (ii) How does user friendliness affect effectiveness of the performance appraisal system in KRCS, Garissa Branch
- (iii) Does employee preparedness affect effectiveness of performance appraisal system in KRCS?
- (iv) Does feedback affect effectiveness of performance appraisal exercise in KRCS, Garissa Branch?
- (v) What appropriate measures should be put in place to improve the implementation of an effective performance appraisal system in KRCS as suggested by the employees?

1.5 Significance of the Study

The significance of the study was derived from its current and potential contribution to the achievement of organizational set goals and the development of individual employee. The acceptance of performance appraisal system as well as employees developing positive attitude towards performance appraisal is of significant importance to the organization. This study helped to gather information intended to assist the management to undertake serious intentional measures to redress such factors that negatively influence employees' attitudes and acceptance to effective performance appraisal systems in the organization.

The findings of this study will help to develop positive attitudes among the employees of KRCS towards performance appraisal and at the same time clear the misconceptions that the employees may have had on performance appraisal. Human Resources practitioners and other organizations facing the challenge posed by non-acceptance and difficulties in the implementation of performance appraisal will find the results of this study quite relevant as they devise ways of making the processes acceptable by employees.

Fellow researchers will find the results of this study useful in advancement of knowledge in the field.

1.6 Delimitation of the study

This study only focused on the employees of the KRCS North Eastern Regional Headquarters, Garissa Branch. The headquarters was considered since it is the decision making body as far as performance appraisal is concerned and is the base where the Regional Management of the KRCS operates from. The researcher only focused on emerging issues where employers are introducing performance contracts while employees are resisting the change due to the current system of appraising, promoting, rewarding, dismissing or retrenching employees from their work place.

1.7 Limitation of the Study

The major limitation of this study was the financial constraints. Due to the inadequate financial resource at hand, the research was only limited to the North Eastern Regional headquarters. However, the findings were reliable. The other limitation was time constraints. The time frame set for this research study was short and the researcher was not able to study a large sample. Nevertheless the researcher used research assistants and showed commitment in order to come up with a well researched paper.

Finally respondents were not cooperative enough to give genuine responses within the shortest period of time. However, the researcher tried to minimize this by designing a suitable questionnaire and explicitly explaining the importance of the study in order to make the respondents take the study seriously and give genuine responses.

1.8 Assumptions of the study

The study was based on assumptions that the institution introduced performance appraisal with mixed reaction from the employees and that the employees will give genuine responses.

1.9 Definitions of Significant Terms

The following are the operational definitions of significant terms used in this study:

Attitude: It means a tendency or a state of readiness to act or react in a certain manner confronted with certain stimuli, predisposition or readiness to respond in a predetermined manner to relevant stimulus.

Feedback: It means a situation where the worker receives useful and believable information regarding the job performance. It may come from the job itself or from the supervisor or from other persons.

Perception: Refers to the interpretation and understanding of a stimulus.

Performance: Means the act of doing or accomplishing something or task or a description of what is expected of employees plus the continuous orientation of employees towards effective job performance.

Performance Appraisal: It is the systematic assessment of an individual's performance in order to assess the changing needs, potential for promotion or salary review

1.10. Organization of the study

This study is organized in five chapters. Chapter one comprises of background to the study, statement of the problem, objectives of the study, research questions, significance, delimitations of the study, limitations of the study, assumption and definition of terms. Chapter two will deal with literature review on factors influencing effectiveness of performance appraisal systems in the Non-Governmental Organizations in Kenya, with special reference to The Kenya Red Cross Society, North Eastern Region, Garissa Branch.

Chapter three consist of introduction, research methodology focusing on research design, target populations, sample and sampling procedures, research instrument, validity and reliability of the research instrument, data collection procedures and data analysis techniques and operationalization of variables. Chapter four constitutes of data presentation, analysis and interpretation while chapter five deals with the summary, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is divided into five sections. The first section covers literature review on factors influencing effectiveness of performance appraisals systems, attitudes and acceptance of performance appraisals. The second section deals with the relevant theory upon which this study is based while the third section covers the conceptual framework. Section four deals with major issues in the study and the last section is the summary of the literature review. Under literature review, those factors that relate to the organization as well as those that relate to the individual employees forms material of the study.

2.2 Level in employment

Level in employment is a factor that influences employee's attitude towards performance appraisal. Unions are the greatest source of opposition to performance appraisal systems (Duane and Sydney, 1990). The source of their resistance stems from their understandable motivation to provide the greatest degree of job security possible for their members. According to the unions, seniority remains the ultimate context within which personnel decisions must be made.

According to Duane and Sydney (1990), 19% of United States workers belong to a labor union. Bowing to reality, many companies concentrate their performance appraisal programmes on non-union job categories. Level in employment of employees gives job satisfaction and satisfied employees are likely to participate in performance appraisal. Job Satisfaction is more of an attitude; an internal state. It could be associated with a personal feeling of achievement; either quantitative or qualitative (Armstrong 2003). Jeruto (2003) highlighted in her study that Job Satisfaction refers to the contentment experienced in a job when a want is satisfied. Motivation implies a drive towards an outcome and satisfaction is the outcome already experienced, therefore. Job Satisfaction is necessary in order to improve a high level of motivation and performance.

Armstrong (2003) continued to say that Job Satisfaction is affected by a wide range of variables: one, individual factors which entail personality, education, intelligence, abilities, age, material status, and orientation to work. Second, social factors involve relationships with co-workers, group working norms, opportunities for interaction and information organization. Third, organizational factors which are related to nature and size, personnel policies and guidelines, employee relations, nature of work, technology and work organization, supervision, styles of leadership, and working conditions. Fourth, environmental factors include socio-economic, technical and governmental influences. Fifth, cultural factors include underlying beliefs, attitudes, and values. In addition there are particular factors including alienation at work, nature of technology, stress at work, work organization and individual job design, quality of working life, comprehensive model of job enrichment and quality service. The relationship between job satisfaction and performance has raised controversy, but a view related to human relations approach has that satisfaction leads to performance and alternatively, performance leads to satisfaction.

2.2.1 Attitudes of appraisers towards effective performance appraisal

The appraiser's attitude is a factor likely to influence the attitude on employees on performance appraisal hence eventual implementation difficulties.

Tziner and Murphy (1999) carried out a study on the attitudes of managers towards performance appraisals and their organizations. They found out that raters who showed low levels of confidence with the systems were more likely to rate employees unusually high and to fail to discriminate well among rates.

On the other hand raters who showed higher levels of attitudinal commitment or who perceived more risks associated with distorting ratings tended to give lower ratings and to discriminate more between raters and or dimensions. This indicates that appraisers with negative attitude towards performance appraisals give rating that do not reflect the correct performance level hence negatively influence employee's attitudes.

According to Roberts, (1990), the effectiveness of performance appraisal systems is contingent on the attitudes of rater and ratees. This study also supports the fact that appraisers attitude will impact on employee's attitude too and acceptance of performance appraisal systems. Skoentfelt (2003) in her training manual for use in supervisory performance appraisal training sessions says that destructive criticism produces negative feelings which intensify conflict and has negative effects on goals and feeling of self-efficacy.

Carolyn (1997) explicitly presents past attitudes of employees concerning work-related motivational factors since 1946, 1980, 1986 and 1992. She says that the workers presently are not moved by extrinsic factors than it used to be. Apparently, good wages is a top motivator that on the surface is extrinsic but has an intrinsic potency. At the deeper level she says monetary reward communicates what the company values and it affects employee's emotional and familial wellbeing. She adds that higher employee performance is determined by three things; Ability, the work environment and motivation. Lack of ability needs training, where environment is a problem; alternative environment should be given to promote higher performance.

2.2.2 Preparedness of employee to the effective performance appraisal

According to Duane and Sydney 1990), introduction of performance appraisal without adequate preparation and care is likely to give performance appraisal a bad reputation. ETC East Africa (2001), in their survey of Organization Audit recommended training of appraisers and appraisees on how to handle the exercise. Lawler (1996) had that Organizations can operate successfully if its employees could do well the work assigned to them. This is true if the people working have the skills and knowledge to do the work. Organizations have to ensure that individuals have the skills, abilities and capabilities necessary to perform well by selecting and hiring the right people and then developing and training them. Lawler 1996) adds that in organizations where individuals are needed to participate in teams, do problem solving and manage themselves; training and

development must be an ongoing, intensive process that combines classroom instructions and the on-the-job experience.

Training is a formal and systematic modification of behaviour through learning via education, instructions, development and planned experience (Armstrong 2003). Beardwell and Holden (1980) have defined training as planned process to modify attitude, knowledge or skill and behaviour through learning experience to achieve active performance in an activity or range of activities. It is aimed at developing individual abilities and to satisfy both the current and future needs of the company. Employee training is more prevalent today than it was some ten years ago. Almost all companies provide some type of training for their employees. The driving force to train varies with companies; but genuine commitment to enhance the skills and competencies is a welcome idea. Sadly of this, is training employees for appearance sake.

Fayol (1949) and Armstrong (2003) say that objective defines what an organization, department and individuals are expected to achieve within a time frame. Skills and training attainment is so crucial in realization of objectives set and Mullins (2005) support that training adds value to employees by developing skills, competencies and consequently performance improves. He further says that training increases personal confidence, motivation and staff commitment; provides recognition, enhances responsibility, and possibly increases the pay and promotion; gives a feeling of satisfaction, achievement and broadens opportunities for career progression. Aaron (1997) said training is partly a beckon from technological advancement which has been precipitated by a renewed emphasize on quality and customer satisfaction. The bottom line is to increase efficiency, other are auxiliary. However, an impetus for training is to make money for some companies, desiring profitability and managers view employee training as an avenue to increase financial return on investment.

Lawler (1996) says that training and development enables the employees to acquire skills for higher performance. Thus, he says organizations must also use training and

development to create skill in their work force that will lead to organizational effectiveness. He further comments that training in business strategy and economics is critical to getting employees involved in organization. Technical training is critical to their developing the skills they need in order to perform work assignments.

123 Linking performance appraisals results to pay or rewards

Research has shown that employees that see a link between appraisal results and pay decisions are more likely to prepare for appraisal interview, to actively take part in it and to be satisfied with the appraisal system, (Shoenfelt, 2003). Therefore, organizations rewards should be contingent on performance results. Rewards in the form of salary increments, promotions in rank or transfer to a more desirable opportunity far above on superior performance directly influence the attitude and acceptance of performance appraisal among employees.

Gomez-Mejia (1992), states that employees performance appraisal is one of the most difficult and intractable problems management faces particularly when the objective is to use these judgments to dispense rewards. Robert (2000), states that by tying employees pay to appraisal results it puts employees and managers on opposite sides. The employees in such systems tend to squeeze as much an increase out of the company while the managers try to keep increase as small as possible and it becomes totally impossible to focus on what ultimately matters over the long term, which is continuous improvement and success for everyone.

2.2.4 The process of conducting an effective performance appraisal

Robert (2000), in his article of "Things employees do to Screw up performance appraisal" concluded that when performance appraisals goes awry, the primary cause has little to do with employees. For the most, employees take their cues from management and human resources. Similarly, when individual employees perceive the process in negative ways, they can create or damage even the best of appraisal process.

Tziner, Murphy and Cleveland (2001) reported that attitudes and beliefs towards the organization and about the appraisal system affect how ratings are done and how feedback is handled. The attitudes and the beliefs have an influence on the accuracy and usefulness of the ratings.

According to Shoenfelt (2003), managers should continue to communicate and assess progress towards goals regularly. Coaching should be a day-to-day activity. The appraisal should be merely a formalized summary of an ongoing process. Periodic feedback in relation to objectives behind a given level of performance ensures the employee knows how well/poorly they are performing. Performance appraisal is a cycle where resources are allocated to empower employees through training with the expectation of high production in return.

Garrin (1983) said that poorly trained personnel in the area of productivity related to the training of the workforce and subsequent element of poor employee relationship in turn negatively affect productivity. It is imperative that organizations allocate resources to train the work force properly; otherwise changes for improving productivity are quite slim. McClelland (1992) asserts that productivity is also affected by the environment with which people work and the type of job they do. Employee without proper direction in the workplace develops resentments leading to relationship issues that negatively affect productivity. Employee is an important asset in organization and when this asset develops problems, it affects both quality and resulting productivity.

According to McClelland, (1982) reasons for high productivity are; Systems of total Quality Control (TQC) commitment from management, training of the same, management and employee problem-solving through 'quality circles', control systems such as quality meeting to monitor performance, statistical analysis of quality and productivity achievement, strict budgetary control policies and procedures adhered to, orientation training for new manager and employee. From a human resource focus, employees should be trained in total employee involvement; teams should be with group

incentives system, there should be empowerment, ownership and reward system and recognition.

Quality service delivery points that service providers should comply with organization's service standard which point at the common reference for internal quality control and outlined expected outcomes for consumers. Carol et al (2003) had that the life blood of a service organization is its employees, particularly the frontline customer contact employees. Services are produced by contact employees and consumed by the customer service consumer. Parasuraman et al (1990); Fill et al (1991); Carol et al (1992) all show that little attention has been paid to explain the factors impacting on service employees behaviour with regard to delivery of quality service.

2.2.5 User friendliness of the performance appraisal

Poorly designed and inadequate performance appraisal systems can do more harm than good. This is because the appraisers need to be motivated to participate in the process without being coerced as this is what will bring results. ETC East Africa, (2001) in their audit of Organizational Development in KRCS recommended performance appraisal documents that are user friendly and easy to understand. Organizations can provide the context within which high level of motivation is achieved (Natini, 2004). This is through provision of incentives, rewards, and satisfying work, learning and growth opportunities.

D'Souza (1995) interjected and said characteristic of dominant self-actualization needs of people in a workplace, seek work that; challenges, permits them to use innovative approaches, provides advancement and personal growth, allows them set own goals, develops their creative potential and allows them to see change take place as a consequence of their personal effort. Kreitner (1989) has that peoples performance is a combination of both ability and motivation. Motivation is a combination of skills, knowledge about the task; feelings and emotions; and facilitating and inhibiting conditions not under one's control.

To motivate individuals there is need to provide employees with an environment that make them self-motivated. It is a personal decision but it is management's job to provide for the right environment. Manager's job in the workplace is to get things done through people and motivating them indeed (Natini 2004). It touches on several disciplines for instance; Douglas McGregor (Theory Y), F. Herzberg two factor theory and McClelland (achievement).

Performance is a function of ability and motivation. The former depends on education, experience and training, but the later depends on positive reinforcement, effective discipline and punishment, treating people fairly, satisfying employee needs, setting work related jobs, base rewards recognize and praise on job performance and of course restructuring jobs. Natini (2004) continues; essentially, there is a gap between an individual's actual state and some desired state and for this the manager tries to reduce this gap by means of motivation which is a means to reduce and manipulate the gap. Goal and motivation system has to conform to corporate policy of the organization and motivation system must be tailored to the situation and organization.

2.2.6 Feedback of performance appraisal

According to Shoenfelt (2003), managers should continue to communicate and assess progress towards goals regularly. Coaching should be a day-to-day activity. The appraisals should be merely a formalized summary of an on-going process. Periodic feedback in relation to objectives helps keep the behavior on track, provides a better understanding of the reasons behind a given level performance and ensures the employees knows how well/poorly they are performing.

Most of the literature reviewed indicates that the factors considered by the researcher are critical to employee attitude towards performance appraisal. Researchers have identified components that suggest a greater likelihood fbrsuccessfi.il performance appraisal than if these same components were absent. Mohrman. Resnick-West and Lawler (1989) stated that the following key items are part of an appraisal system: appraisal tools and methods;

the degree of fit between other features of the organization and the appraisal system; the system design; the proper introduction of the system and training of individual system users. The author states that performance appraisal process must be designed to match the organization's goals.

According to results of a survey by Hays and Kearny (2001), conducted among members of the International Personnel Management Association (IPMA) and American Society for Public Administration, it suggested that the importance of performance appraisal in the current and in future in the public sector will not diminish. The aim of the survey will be to find out the respondents perception on the relative importance of various personnel techniques, activities and values. Respondents may suggest that the widespread use of performance appraisal will continue and it will be ranked first in importance among human resources management issues as at the time of the survey in future years. A 1987 survey of more than 300 organizations belonging to the Personnel and Industrial Relations Association of Southern Californian examined appraisal trends in private industry and compared the results with those of a similar survey conducted in 1977. Results showed that 94% of organizations had formal appraisal systems as compared with 89% in 1977. In both years, appraisals were most often used to make salary decisions, to improve individual performance and to provide feedback to employees (Locker & Teel, 1988).

Researchers have suggested that reaction to performance appraisal is critical to the acceptance and use of performance appraisal (Bemadin & Beatty, 1984; Cardy & Dobbins, 1994; Murphy & Cleveland, 1995). Reactions may even contribute to the validity of a system (Orstropp, 1993). Cardy and Dobbins (1994), suggest that "with dissatisfaction and feelings of unfairness in the process and inequity in evaluations, any performance appraisals system will be doomed to failure."

According to Murphy and Cleveland (1995), employees' reaction to appraisal might be considered as one of neglected criteria in evaluating performance appraisal systems. Bemardin and Beatty (1984) suggested that employee's reaction to performance

appraisals systems are usually better indicators of the overall viability of a system than the more narrow psychometric indices. Keeping and Levy (2000), suggested that employee reaction to performance appraisal may be considered important, firstly because reactions are of great interest to practitioners and secondly while reactions have been theoretically linked to determinants of performance appraisal, success and acceptance have been overlooked in most research. These issues are both within the context of the gap between research and practice that has been noted in the performance appraisal literature by a number of researchers including Banks and Murphy (1985); Bretz, Mikovich and Read (1992); Iigen, Bames-Farell and McKellin (1993); and Smither (1998). Bemardin and Beatty, (1984); Cardy & Dobbins, (1994); Murphy & Cleveland. (1995), suggested that reaction to performance appraisal is critical to the acceptance and use of a performance appraisal system.

Dwirendi (1999) on the role of appraisal argued that they should participate in developing factors of rating and should also appraise themselves committedly in order to understand and become sensitive to the problems encountered by appraisers. Appraisees should therefore understand the level of performance needed to obtain a good performance appraisal. Appraisers' role is to observe and recall all the activities undertaken by appraisal. Appraiser's role is to observe and recall all the activities undertaken by appraise and fill forms objectively in order to justify ratings given.

Roberts (2003) states that individual performance appraisal assume a false degree of measurement, accuracy, genders, dysfunctional employee conflict and competition, assigns amount of responsibility for poor performance to individual employee while under valuing the importance of the overall work process. Shawn (1995) says that evaluation should be an interactive process, giving the employee the chance to participate, ask questions, respond to feedback and offer suggestions for further career development.

Conceptual Framework

Moderating variables

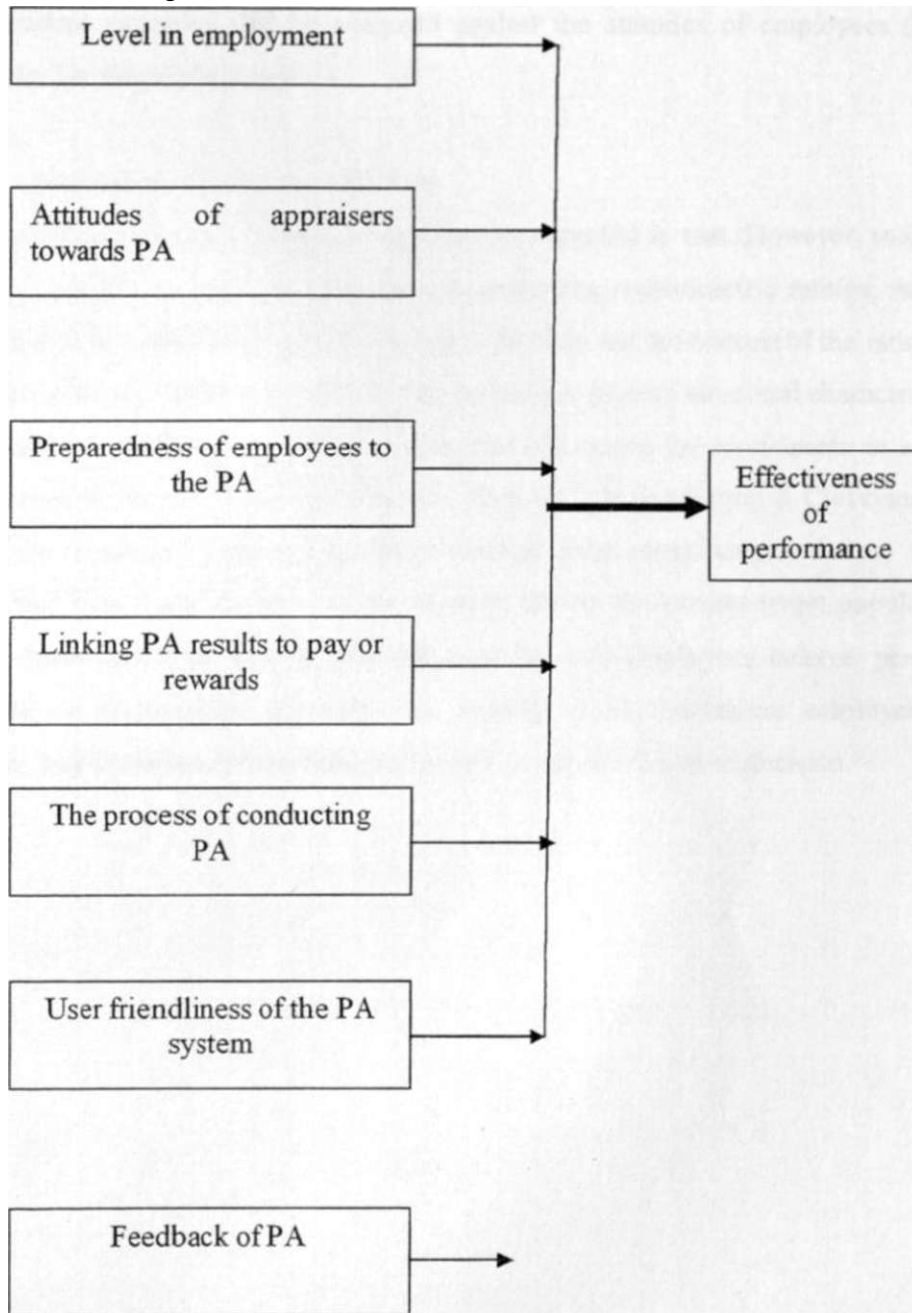


Figure 2.1 Conceptual Framework Model

The conceptual framework for this study is based on the model given in Figure 2.1 which explains the relationship between the independent and the dependent variables, independent variables will be analyzed against the attitudes of employees (dependent variables) in the organization

2.4 Summary of Literature Review

The amount of research regarding performance appraisal is vast. However, most of these studies carried out have concentrated on improving psychometric ratings, rating scale format, efficacy and fairness, understanding the rater and the context of the rating. Recent research into performance appraisal has emphasized process structural characteristics that influence the attitudes and affective reactions of systems by participants in addition to psychometric characteristics (Murphy & Cleveland, 1991); Murphy & Cleveland, 1995). From the literature review carried out it showed quite conspicuously that no significant work had been done in this area and specifically on the current target population. The study investigated the factors that influence the way employees behave, perceive and respond to performance appraisal; an activity which determines employee's future careers, pay decisions, promotions and training, and development decision.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the method that was used by the researcher to carry out the study. The following aspects of research methodology are discussed: the research design, target population, sample and sampling design, data collection instruments, reliability and validity, data collection and data analysis procedures. The sixth section deals with operationalization of variables.

3.2 Research Design

In this study, descriptive research design approach was used. According to Churchill (1991), this is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. The design was chosen for this study due to its ability to ensure minimization of bias and maximization of reliability of evidence collected. Furthermore, descriptive survey design raises concern for the economical completion of the research study. The method is rigid and focuses on the objectives of the study.

3.3 Target Population

The population of interest consisted of employees of K.RCS in the organization's Regional Head Offices in Garissa. The organization has a population of 268 employees. The main focus will be the employees from three departments namely: Administration and Human Resource, Finance and Field Operations. The characteristics of the population is summarized in the following table.

Table 3.1: Target Population

Category	No. of Staff/Population	Percentage
Administration and Human Resource	10	3.7
Finance	08	3.0
Field Operations	250	93.3
Total	268	100

3.4 Sample size and sampling technique

A sample of 107 employees was selected using stratified random sampling with a ratio of 0.4. This means out of every ten employees a sample of four was selected. This approach is appropriate because it is possible to break the population of interest into sub-groups in terms of departments namely: Administration and Human Resource, Finance and Field Operations. The criteria used to choose a sample from each strata is as shown below.

$$X = [N/\text{Total}] * 0.4$$

Where X is sample size

N is Target population from each Department

Table 3.2: Sampling Design

Category	Staff Population	Sample Ratio	Sample Size
Administration and Human Resource	10	* 0.4	4
Finance	08	* 0.4	3
Field Operations	250	* 0.4	100
Total	268		107

Based on the Table 3.2 above a Sample of 107 employees was randomly sampled out of 268 staff to participate in this study.

3.5 Research Instruments

Questionnaires and interview schedule were used to collect data and the researcher administered the questionnaires to the employees and managers of KRCS under study. The questionnaire was structured with both open ended and closed-ended questions. Closed-ended questions aimed at getting quantitative data while the open-ended questions aimed at getting qualitative data.

3.5.1 Questionnaire

Two sets of questionnaires were developed by the researcher. One was filled by the managers who act as appraisers while the other was filled by the staff (employees) who are appraisees. The questionnaires were used to solicit information about the various aspects of the study from the selected respondent's opinion on the factors of performance appraisal that influence staff work performance in the Non-Governmental Organizations in Kenya. The questionnaire was structured containing closed ended questions and a few open-ended questions.

A) Questionnaire for Managers

The questionnaire for managers solicited information on gender, age, level of employment, years of experience and level of education. It also solicited information on their involvement on performance appraisal with a view to get their attitude and level of acceptance of the performance appraisal system.

B) Questionnaire for Employees

The questionnaire for employees solicited information on age, gender, level of employment, years of experience and level of education. The second section dealt with involvement of the employees in performance appraisal process with the aim of determining their attitudes and level of acceptance to the PA system.

Kothari (2004), terms the questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time. It

guarantees confidentiality of the source of information through anonymity while ensuring standardization (Orodho, 2000). It is for the above reasons that the questionnaire was chosen as an appropriate instrument for this study.

3.5.2 Interview schedule

This instrument was used to collect information from the staff members who were too busy to fill in the questionnaire. Through the interview, information about the informant was solicited based on age, gender, level of employment, years of experience and level of education. The second section dealt with involvement of the employees in performance appraisal process with the aim of determining their attitudes and level of acceptance to the PA system. The interview schedule contained guiding questions similar to those in the questionnaire for easy triangulation. These questions tried to obtain the involvement of the informant in performance appraisal so as to determine their attitudes and level of acceptance towards PA process.

3.6 Instrument Validity

Validity as defined by Borg and Gall (1989) refers to the degree to which the sample of a test items represents the content that it is designed to measure. That is, the instruments measure the characteristics or traits for which it is intended. Kothari (2004), argues that validity is the most critical criterion of sound measurement and indicates the degree to which an instrument measures what it purports to measure.

This study adopted content validity which is the extent to which a measuring instrument provides adequate coverage of the topic under study. The researcher used content validity to examine whether the instruments answered the research questions (Borg & Gall, 1996). Adjustments and additions to the research instruments, consultations and discussions with the supervisor were done to establish content validity.

Kothari, (2004), states that, if the instrument contains a representative sample of the universe, the content validity is good. The study used a representative sample of 107 out

of 268 of the employees in KRCS North Eastern Region-Garissa Branch. Pre-testing was conducted to assist in determining accuracy, clarity and suitability of the research instrument. The researcher carried out three pilot study cases on ten employees of KRCS to check the validity of the instrument. The purpose of pre-test was to assist the researcher to identify the items which are inadequate so as to make necessary corrections and examining responses to determine the level of ambiguity of the questions. The feedback was therefore used to do revision and modification of the instrument thereby enhancing the validity of the instruments.

3.7 Instrument Reliability

To ensure a high degree of reliability of instruments in this study, the researcher personally collected the data and only in a few cases was assistance sought from well-trained and motivated research assistants.

The researcher employed self administration approach of data collection and monitored the process to ensure that the unintended people do not fill the questionnaire or are not interviewed. The questionnaires were filled and assistance provided where possible thus raising the reliability. This was assessed by pilot study carried out through administering the questionnaire to ten employees of KRCS. Later the items were modified and others discarded to improve the consistency of the items.

3.8 Data Collection Procedures

The researcher first obtained a research permit from the Ministry of Higher Education. A letter from the University of Nairobi was written introducing the researcher and the intended purpose of the study. The researcher also notified the District Officer about the study. The researcher on the agreed day and date then personally delivered the questionnaires to the staff of KRCS-Garissa Branch. The staff filled in the questionnaires with the assistance of the researcher and handed in the completed questionnaires. The researcher also used a trained and qualified research assistant to distribute the questionnaire to other places where the KRCS staff work in the NEP region and have

them carefully filled in with assistance where necessary. In cases where it was not possible to collect the questionnaire immediately, arrangements were made to collect them at an agreed date. Those employees who were too busy to fill in the questionnaire were interviewed face to face with the assistance of an interview schedule that followed the format of the questionnaire for easy triangulation of data.

3.9 Data Analysis Technique

Analysis of data was based on research questions of the study. The data was edited; coded; summarized into frequencies, percentages and graphs using Ms-Word, Ms-Excel and SPSS. Cross tabulation was also used to analyze data on age, level of employment. Qualitative data was transcribed and reported in frequencies and narrative reports. The summaries obtained through descriptive statistics provided a general picture of the factors of performance appraisal that influence staff performance in the NGOs in Kenya and specifically the KRCS-Garissa Branch.

3.10 Operationalization of the variables

Table 3J: Operationalization of the Variables

The research methodology can be summarized in the table below.

Research Objectives	Variable	Indicator	Measurement	Tools of Analysis	Types of Tools
To establish the attitudes of appraisers and appraises in conducting performance appraisal in KRCS, Garissa Branch	Independent Attitude of appraisers and appraises in conducting PA Dependent Effectiveness of PA	Level of Satisfaction: -Very satisfied- Yes -Not Satisfied- No	Nominal Scale	Quantitative	Percentages Frequencies
To determine the user friendliness of the performance appraisal system used in Kenya Red Cross	Independent Friendliness of the PA system Dependent Effectiveness	User friendly- Yes Not user friendly-No	Nominal Scale	Quantitative	Percentages Frequencies

Society, Garissa branch	of PA					cies
To establish the employees preparedness to performance appraisal in KRCS, Garissa	Independent Employee preparedness to PA Dependent Effectiveness of PA	Well prepared Not prepared	Nominal Scale	Quantitative	Percentages Frequencies	
To establish whether feedback is given after performance appraisal exercise	Independent Feedback of PA results Dependent Effectiveness of PA	Frequency of carrying out PA: -Thrice a year -Twice a year -Once a year	Nominal Scale	Quantitative	Frequencies	
To determine appropriate measures to be put in place to improve the implementation of an effective performance appraisal system in KRCS as suggested by the employees	Independent 1 Increased staff involvement 2: Proper implementation strategy and plan 3: Adequate time * 4: Objectivity in rating Dependent Effectiveness of PA	1. Increased staff involvement Non staff involvement 2 preparation of implementation strategy Non preparation of implementation strategy 3: creation of adequate time for PA Non creation of adequate time 4: objectivity in rating Lack of objectivity	Nominal Scale	Quantitative	Frequencies	

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of the collected data and discusses the findings of the study on factors of performance appraisal that influence staff performance at KRCS.

4.2 Questionnaire Return Rate

Table 4.1: Questionnaire Return Rate

Population characteristics	Sample (t)	Returned questionnaires (r)	Returned questionnaires (r)
Administration and Human Resource	40	36	4
Field Operations Finance	26	23	6
Finance	14	11	3
	107	94	t-r=13

T= sample r=returned questionnaires t-r^non response error (12.5%)

The data in Table 4.1 above was collected by administering questionnaires to the employees of the KRCS. The sample included various categories of employees in different departments namely, Administration and Human Resource, Finance and Field Operations. Out of the 107 questionnaires that were distributed, 94 were returned. This represents a response rate of 87.85%, which is significant enough to provide reliable findings for this study.

43 Demographic information of the participants

Gender of participants.

On demographic factors the respondents were asked to state their gender, age and academic qualification and the results were as indicated in table 4.2, 4.3 and 4.4

Table 42: Distribution of respondents by Gender

Gender	Frequency	Percentage
Male	76	71
Female	31	29
Total	107	100

From the Table 4.2 above analysis majority of the respondents were male 76(71.0%), while the female's respondents were 31(29%). This is an indication that the number of qualified and educated females is low. It may also imply that organization does not have a good employment policy in balancing the gender well since the male employees were many. However, since the scope of the study covered the regional headquarters, there is a possibility that field operations have more female workers.

4.4 Age of the Respondents

Table 4J: Distribution of Respondents by Age

Age	Frequency	Percentage
Between 18-26	14	12.9
Between 27-36	55	51.4
Between 37-45	18	17.1
Above 45	20	18.6
Total	107	100

The analysis in Table 4.3 above shows that the majority 55(51.4%) of employees at the KRCS Organization are aged between 37 and 45 years. This age bracket understands the performance appraisal exercise as mostly they have worked for long and therefore gained a lot of experience. Those above 45 years are 20(18.6%), are more experienced in the job and understand performance appraisal. Employee between 27 and 36 are mostly in the productive age where they need upward mobility and may view performance appraisal as a reward system for promotions while those in the age of 18 to 26 years were 14 (12.9). This implies that these are young employees who are mostly volunteers fresh from college or form four leavers.

4.5 Academic and Professional Qualification of the Respondents

Table 4.4: Distribution of Respondents by Academic/Professional Qualification

Education Level	Frequency	Percentage
Masters Degree	18	17.1
Degree	45	41.4
Diploma	29	27.1
College Certificate	15	14.3
Total	107	100

From the Table 4.4 above, the data shows that the organization employs highly qualified staff at the regional headquarters since majority had Degrees 45(41.4) and 18 (17.1) had Masters. Those with Diplomas were 29(27.1) and most of them had the technical expertise in water and sanitation, stores management and disaster preparedness and response. College Certificate holders were 15(14.3), and mostly worked as support staff in the office, stores and security. These were college leavers who constituted volunteers. They were not conversant with the performance appraisal as they worked for short periods of up to three months.

4.6 Performance Appraisal

To establish whether employees were appraised the respondents were asked to give their experience and the results were as indicated in table 4.5

Table 4.5: Whether employees were appraised

Response	Frequency	Percentage
Yes	67	62.9
No	40	37.1

From the analysis above in Table 4.5, most of the employees of KRCS Organization have been appraised 67(62.9%). This indicates the importance of the exercise in KRCS. Those who are not appraised 40 (37.1%) were volunteers who work temporarily for a maximum period of three months and had not been appraised for the entire period of their work in the organization.

4.7 Whether the employees and their appraisers were trained before the exercise
Employees were also asked about their experience on training before the performance appraisal and the results were as shown in table 4.6

Table 4.6: Whether training was done before performance appraisal

Response	Frequency	Percentage
Yes	44	41.4
No	63	58.6
Total	107	100

When asked whether the employees and their appraisers were trained before the exercise, a big percentage 63(58.6%) as indicated in Table 4.6 said that they had not been trained while only 41.1% indicated that they had been trained. Lack of training in performance appraisal makes the employees feel that they are not part of the process and the responses given do not reflect the desired results targeted by the exercise. This has made performance rating in KRCS very difficult. Those who were trained understood what the performance appraisal entailed.

4.8 Frequency of Appraisal

About the frequency of the appraisal the results were as indicated in table 4.7

Table 4.7: Frequency of Appraisal

Frequency of Appraisal	Frequency	Percentage
Once	83	77.1
Twice	15	14.3
Thrice	9	8.6
Total	107	100

When asked how many times they were appraised per year, 83(77.1%) said they are appraised once, 15(14.3%) twice while 9(8.6%) indicated that they were appraised thrice as indicated in Table 4.7. This is not proper since appraisal should be carried out more than once a year so as to assess the employee's performance and effectiveness of the system. This will make goal achievement a daily endeavor. The difference in the frequency of appraisal creates different attitudes towards performance appraisal. The managers are appraised twice and thrice giving them more burden on the overall performance of the whole organization. This implies that they are held accountable thereby restricting collective responsibility in the attainment of the organizational goals and objectives.

4.9 The basis for Assessment

On the reason for the assessment the respondents responded as indicated in table 4.8

Table 4.8: The basis for Assessment

Basis of Assessment	Frequency	Percentage
From planned work/targets	72	67.2
Emerging work during period under review	28	25.7
Any other	7	7.1
Total	107	100

On the basis which the assessment done, according to Table 4.8 above, the respondents indicated that the appraisal was based on planned work/targets 72(67.1%), emerging work during period under review 28 (25.7%), and 7(7.1%) indicated other basis for assessment which they didn't specify. This implies that mostly the appraisal system is designed to assess planned work without taking into account any other emerging work like emergencies and disasters. This therefore skews judgment and appraisal to one side leading to subjectivity.

4.10 Satisfaction with the appraisal process

On how satisfied the employees were with the system the results were as indicated in table 4.9

Table 4.9: Satisfaction with the Appraisal System

Satisfaction	Frequency	Percentage
Yes	61	57.1
No	46	42.9
Total	107	100

On whether the respondents were satisfied with the way they were appraised 61(57.1%) indicated that they were satisfied while 46(42.9%) said that they were not satisfied. The performance appraisal exercise is done once a year for most employees and is done on the spot. The field reports compiled by employees do not form the better part of appraisal exercise. Most employees cited bias and subjectivity in the way they were appraised. Those who were satisfied were mainly the managers and employees who benefited earlier from the rewards of appraisal.

4.11 The Importance of Discussing Performance Appraisal with Appraisees

About the importance of discussing the performance appraisal with the appraises, the results were as indicated in table 4.10

Table 4.10: Importance of Discussing Performance Results

Response	Frequency	Percentage
Yes	63	58.6
No	44	41.4
Total	107	100

Table 4.10 above on the importance of discussing performance appraisal with appraisees, indicates that the respondents who indicated that it was important were 63(58.6%) while 44(41.4%) did not. The employees who said discussion was important were the very educated ones and had worked for many years in the organization while others were the managers who saw it was important as this would improve on the employees performance. Those who said it was not important were mainly the volunteers and those dissatisfied with how the whole exercise of performance appraisal was conducted.

4.12 Whether Performance Appraisal is necessary for Good Supervision

And whether the system is necessary for Good Supervision the results were as in the table 4.11

Table 4.11: Importance of performance Appraisal for Good Supervision

Response	Frequency	Percentage
Yes	76	71.4
No	31	28.6
Total	107	100

When asked whether performance appraisal is necessary for good supervision, majority of the respondents 76(71.4%) indicated that it is necessary, while 31(28.6%) indicated that it is not necessary. Those who said performance appraisal is necessary for good supervision were mainly managers and those who have for long with the organization and are experienced based on skills and education. Those opposed saw performance as a workers effort in job performance and the reward/pay he/she gets.

4.13 Whether the respondents feel 'Confident and Comfortable' in Conducting Performance Appraisal

About the confidence and comfort of the system the results were as indicated in table 4.12

Table 4.12: Confidence and 'Comfort' in conducting PA

Response	Frequency	Percentage
Yes	75	70.0
No	32	30.0
Total	107	100

From the above analysis, 75(70.0%) of the respondents indicated that they felt confident and comfortable in conducting performance appraisal, while 32(30.0%) felt opposite. This implies that the exercise is important to those who undertake it as it forms the basis of assessment. It is mainly structured questions to be filled that makes employees to have the comfort and confidence as they fill the information in private and hand over the forms later. Those mainly opposed showed lack of confidence and comfort as they saw their tasks as lesser and do not need any assessment. They lacked the skill and training in carrying out the PA exercise.

4.14 Provision of factual assessment of the employees' performance by the PA system

And whether the system provides factual assessment the respondent's response was as indicated in table 4.13

Table 4.13: Whether the System provides a factual assessment of employee's performance

Response	Frequency	Percentage
Yes	62	58.6
No	45	41.4
Total	107	100

When the respondents were asked whether they think the system provides a factual assessment of the employees' performance, 62(58.6%) agreed while 45(41.4%) disagreed. Those who agreed that the system provides a factual assessment were mainly managers and those who have served for long as they have been appraised many times. Those employees who disagreed saw the exercise as lacking value as their feelings and views were not put into considerations. They said the system was for judgment of employee's performance and not corrective in nature as day to day briefings and assessments are more important than the PA exercise.

4.15 Feedback on Performance Appraisal

About whether the respondents were given feedback after the exercise the results were as in table 4.14

Table 4.14: Importance of Giving Feedback after PA

Response	Frequency	Percentage
Yes	14	12.9
No	93	87.1
Total	107	100

Giving feedback to employees/appraisees is quite necessary as indicated by the analysis in Table 4.14 above where an overwhelming majority of 93 (87.1%) said that it is necessary and only 14(12.9%) believe it is not necessary. Each employee wanted to know the results as it was pegged to rewards. The rating brought a lot of excitement as each employee wants to see his/her performance rating. Those who said it was not necessary were the low performers according to the performance appraisal results.

4.16 The Effect of Performance Appraisal on Employee Performance

On the effect of the system on employees performance the results were as in table 4.15

Table 4.15: The effect of Performance Appraisal on employee performance

Response	Frequency	Percentage
Yes	70	65.7
No	37	34.3
Total	107	100

From Table 4.15 above on whether the respondents thought that the process has a positive influence on the employee's job performance indicates 70(65.7%) of them said yes while 37(34.3%) said no. Those who said 'yes' were experienced of the work they do and saw the direct influence of the appraisal exercise. The managers who used PA as a management tool felt that the exercise has a positive influence on employee's job performance. Those who said 'no' saw lack of importance on the appraisal exercise and cited other factors like the urgency and the type of work as determiners of job performance.

4.17 Whether Employees should be encouraged to undertake Performance Appraisal

About whether the employees should be encouraged to undertake the exercise the results were as in the table 4.16

Table 4.16: Importance of undertaking Public Appraisal

Response	Frequency	Percentage
Yes	55	51.4
No	52	48.6
Total	107	100

The respondents were asked whether employees should be encouraged to undertake performance appraisal. A small majority of the respondents 55(51.4%) indicated that the employees should be encouraged to undertake performance appraisal while 52(48.6%) did not agree to this statement as indicated in Table 4.16 above. Those who were positive saw the importance of performance appraisal and the need to carry it out in the ever changing competitive world while those opposed to it never saw the need as they viewed it as an exercise to discriminate employee into performers and non performers.

4.18 Whether the Management has an Important Role to Play in Performance Appraisal Administration

To establish whether the management has an important role to play on the Performance appraisal the respondents gave the following results

Table 4.17: The role of management in pa administration

Response	Frequency	Percentage
Yes	72	67.1
No	35	32.9
Total	107	100

The management has an important role to play in performance appraisal administration. This opinion was given by 72(67.1%) of the respondents although 35(32.9%) of them felt otherwise. The employees see the management as decision makers and have the responsibility of ensuring organizational goals are achieved. Those who are opposed see the PA exercise as an exercise that should be involving all employees regardless of their level of education, sex, years of experience and level of employment.

4.19: Which benefits are obtained by employees after performance appraisal

Respondents were also asked about the benefits of the system and the results were as indicated in table 4.18

Table 4.18: Benefits obtained by employees after performance appraisal

Response	Frequency	Percentage
Salary increment	8	15
Promotions in rank	8	15
Transfers to more desirable opportunities	27	25
Cash gifts and award of certificates	64	60
Total	107	100

From the Table 4.18 above, salary increment constituted 8(7.5%) of the employees. This is a minimal number and mainly the supervisors in charge of the various departments. 8(7.5) got promotions in rank to the next levels. These were mainly volunteers who were employed after their PA results were satisfactory. Those who got transfers to more desirable opportunities were 27(25%) and were transferred to areas of specialty after their competence and skill identified. Cash and award of certificates 64(60%) formed the better part of the reward. The cash tokens were given at the end of the year and commendation certificates were given during annual meetings as a form of rewarding outstanding performance.

4.20: Appropriate Measures to be put in place to improve effectiveness of performance appraisal

Respondents also gave the appropriate measures to be put in place to improve on the effectiveness of the system and the results were as indicated in table 4.19

Table 4.19: appropriate measures to be put in place to improve effectiveness of performance appraisal

Response	Frequency	Percentage
Increased staff involvement	32	30
Proper implementation strategy and plan	27	25
Adequate time	27	25
Objectivity in rating	21	20
Total	107	100

From Table 4.19 above, 32(30%) of the respondents gave increased staff involvement as an appropriate measure to improve effectiveness of PA while 27(25%) cited proper implementation strategy. Adequate time consisted of 27(25%) while objectivity in rating constituted of 21(20%). The responses were average and therefore all these strategies should be put in place to ensure effectiveness is achieved.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the major findings of the study in relation to the objectives provided in chapter one. It discusses the recommendations, limitations of the study and suggestions for further research. The purpose of the study was to investigate the factors influencing effectiveness of performance appraisal in Non - Governmental Organizations in Kenya. Every sector has its ultimate aim to achieve set goals and objectives. In pursuit of these goals and objectives, efficiency and effectiveness are closely monitored in utilization of human and non- human resources.

According to Oberg (2006) performance appraisal helps to provide backup data for management decisions concerning merit increases, transfers and dismissals. It also helps to improve organization development by identifying people with promotion potential and pinpointing development needs that should lead directly to increased productivity. An effective performance appraisal helps keep people's attention focused on the work results they are trying to achieve.

The main objective was to determine the factors influencing effectiveness of performance appraisal systems hence the acceptability of the system in Kenya Red Cross Society-Garissa Branch. The study also investigated the factors that have contributed to the attitude the staff have on performance appraisal. The scope of the study was the staff of KRCS-Garissa Branch and only factors influencing effectiveness of performance appraisal systems and staffs performance were studied.

A sample of 107 employees was drawn using stratified random sampling and the questionnaires were administered to the employees of KRCS-Garissa Branch. Those employees who were busy were interviewed using the developed interview schedule that

followed the format of the questionnaire. After data collection it was coded, edited and analyzed using SPSS, Ms-Excel and Ms-Word. Cross tabulation was also used to analyze data on age, level of employment and gender. Qualitative data was transcribed and reported in frequencies and narrative reports. The summaries obtained through descriptive statistics provided a general picture of the factors influencing effectiveness of performance appraisal systems that influence staff performance in the NGOs in Kenya and specifically the KRCS-Garissa Branch.

5.2 Summary and Discussion of Findings

From the sample taken for the study, there were a bigger number of men than women drawn. Majority of them were of mature age and from various departments. This justifies the validity and reliability of the information reached upon. Above all, majority were highly educated, that is, above form four where most were graduates. This is also a clear indication that the generated views and opinions are highly reliable. Level in employment is a factor that influences employee's attitude towards performance appraisal. Unions are the greatest source of opposition to performance appraisal systems (Duane and Sydney, 1990). The source of their resistance stems from their understandable motivation to provide the greatest degree of job security possible for their members. According to the unions, seniority remains the ultimate context within which personnel decisions must be made. The employees in KRCS are not in any union hence their job is not on permanent and pensionable basis. Most of the employees are at junior positions and the management is the one that makes most of the decisions.

These employees do understand this current phenomenon, "performance appraisal". Almost all have been appraised within the organization. This is a reflection of an organization that is keen to improve its employee's performance through the process of performance appraisal. According to Duane and Sydney 1990), introduction of performance appraisal without adequate preparation and care is likely to give performance appraisal a bad reputation. ETC East Africa (2001), in their survey of Organization Audit recommended training of appraisers and appraisees on how to handle

the exercise. The appraiser's attitude is a factor likely to influence the attitude on employees on performance appraisal hence eventual implementation difficulties. The majority of appraisers, 75(70%) in KRCS felt confident and comfortable in conducting performance appraisal and felt that the system provided a factual assessment of the employees performance.

Tziner and Murphy (1999) carried out a study on the attitudes of managers towards performance appraisals and their organizations. They found out that raters who showed low levels of confidence with the systems were more likely to rate employees unusually high and to fail to discriminate well among ratees.

On the other hand raters who showed higher levels of attitudinal commitment or who perceived more risks associated with distorting ratings tended to give lower ratings and to discriminate more between raters and or dimensions. This indicates that appraisers with negative attitude towards performance appraisals give rating that do not reflect the correct performance level hence negatively influence employee's attitudes. The raters in KRCS were not committed to the exercise as they were too committed in organizational duties. The organization deals with a lot of emergencies and disasters hence no room for a proper performance appraisal.

According to Roberts, (1990), the effectiveness of performance appraisal systems is contingent on the attitudes of rater and ratees. This study also supports the fact that appraisers attitude will impact on employees attitude too and acceptance of performance appraisal systems.

Skoentfelt (2003) in her training manual for use in supervisory performance appraisal training sessions says that destructive criticism produces negative feelings which intensify conflict and has negative effects on goals and feeling of self - efficacy. The appraisers in KRCS are friendly as they are part of the team.

The appraisal system in this organization is done once a year; this has also been practiced by other competitive organizations. However, with adequate resources, the performance appraisal should be done more than once a year. Robert (2000), in his article of "Things employees do to Screw up performance appraisal" concluded that when performance appraisals goes awry, the primary cause has little to do with employees. For the most, employees take their cues from management and human resources. Similarly, when individual employees perceive the process in negative ways, they can create or damage even the best of appraisal process.

Tziner, Murphy and Cleveland (2001) reported that attitudes and beliefs towards the organization and about the appraisal system affect how ratings are done and how feedback is handled. The attitudes and the beliefs have an influence on the accuracy and usefulness of the ratings.

According to Shoenfelt (2003), managers should continue to communicate and assess progress towards goals regularly. Coaching should be a day-to-day activity. The appraisal should be merely a formalized summary of an ongoing process. Periodic feedback in relation to objectives behind a given level of performance ensures the employee knows how well/poorly they are performing. Feedback is carried out in KRCS and this shows the importance attached to the performance appraisal exercise.

Planned work targets formed the major part, as the basis of assessment in the performance appraisal exercise. This was to allow freely the weaknesses and strengths of the process and the individual employees to be established, hence the room for improvement.

There was lack of consensus as to the satisfaction level of these employees; somehow, the employees felt that more could be done to improve the current status of the appraisal system. They expressed their feelings of "confidence and comfort" in conducting performance appraisal. They also indicated that performance appraisal is necessary for

good supervision. Poorly designed and inadequate performance appraisal systems can do more harm than good. ETC East Africa, (2001) in their audit of Organizational Development in KRCS recommended performance appraisal documents that are user friendly and easy to understand

The employees also felt that the PA system provided a factual assessment of the employees' performance. The employees indicated that the system provides a factual assessment of the employees' performance, and giving feedback to employees/appraisees is quite necessary, however a reasonable number of these employees still expressed some disagreement with the same.

A majority expressed their agreement that they have been receiving appraisal feedback. It can be therefore concluded that, the trend on good governance is improving and hence performance is likely to improve. This can also be attributed to higher level of awareness, those newly employed are professionals, and others are graduates. They seem to understand good human resource concepts. According to Shoenfelt (2003), managers should continue to communicate and assess progress towards goals regularly. Coaching should be a day-to-day activity. The appraisals should be merely a formalized summary of an on-going process. Periodic feedback in relation to objectives helps keep the behavior on track, provides a better understanding of the reasons behind a given level performance and ensures the employees knows how well/poorly they are performing.

The employees expressed their support that employees should be encouraged to undertake performance appraisal indicating that the organization has been rewarding them based on their appraisal and thus a source of motivation for them. Research has shown that employees that see a link between appraisal results and pay decisions are more likely to prepare for appraisal interview, to actively take part in it and to be satisfied with the appraisal system, (Shoenfelt, 2003). Therefore, organizations rewards should be contingent on performance results.

Gomez-Mejia (1992), states that employees performance appraisal is one of the most difficult and intractable problems management faces particularly when the objective is to use these judgments to dispense rewards. Robert (2000), states that by tying employees pay to appraisal results it puts employees and managers on opposite sides. The employees in such systems tend to squeeze as much an increase out of the company while the managers try to keep increase as small as possible and it becomes totally impossible to focus on what ultimately matters over the long term, which is continuous improvement and success for everyone.

The management has an important role to play in performance appraisal administration. This opinion was shared by a majority of the employees who felt that performance appraisal was an all inclusive exercise and that they should also be allowed to evaluate their seniors. Rewards in the form of salary increments, promotions in rank or transfer to a more desirable opportunity far above on superior performance directly influence the attitude and acceptance of performance appraisal among employees

5-3 Conclusion

The amount of research regarding performance appraisal is vast. However, most of these studies carried out have concentrated on improving psychometric ratings, rating scale format, efficacy and fairness, understanding the rater and the context of the rating. Recent research into performance appraisal has emphasized process structural characteristics that influence the attitudes and affective reactions of systems by participants in addition to psychometric characteristics (Murphy & Cleveland, 1991); Murphy & Cleveland, 1995). From the findings it showed quite conspicuously that no significant work had been done in this area and specifically on the current target population. The study investigated the factors that influence the way employees behave, perceive and respond to performance appraisal an activity which determines employee's future careers, pay decisions, promotions and training, and development decision. The Kenya Red Cross Society, Garissa Branch has not been keen on ensuring effective performance appraisal system is used in the organization.

5.4 Recommendations

From the above findings, the researcher would like to make the following recommendations: That the KRCS should have two different performance appraisal systems for seniors and juniors. This will increase objectivity and avoid using the same parameters for rating of employees as each group has different roles and targets to achieve.

There should be some freedom to allow employees discuss their ratings amongst themselves and their seniors. They should also be allowed to negotiate their targets and these targets be set as per their performance contracts. The appraisal methods should be improved by training the employees in advance on the need for carrying out performance appraisal and the benefits of doing the same. They should employ and train their personnel, to allow easy understanding of these concepts of performance appraisal system.

The organization should improve on the procedure of conducting the work. This should include timely feedback of performance appraisal conducted. The performance appraisals should have a proper work plan, to enhance consistency and better understanding of the whole process. Lastly, performance appraisal should be conducted, not for the firing/dismissal purpose but for improvement purpose. This will make KRCS one of the best organization in service delivery in Garissa.

5.5 Suggestions for Further Research

Due to the limitations stated above the researcher was not able to do a conclusive study in the Organization as the scope was only the KRCS- Garissa region. The researcher would like to suggest the following areas that need further research. A holistic study could be carried out to determine the impact of performance appraisal on staff productivity in the public sector in Kenya. The researcher suggests that in future a research scholar could undertake this study but try to study the whole organization, that is, the KRCS Organization's headquarters and the branches countrywide.

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APPENDIX 1: TRANSMITTAL LETTER

Johnstone Kitoi Kerio
P.O.Box 1197- 70100
Garissa.

Thro'
Department of Extra Mural Studies
Garissa Extra Mural Centre
University of Nairobi
P. OBox 30197
Nairobi

Dear Respondents,

RE: RESEARCH QUESTIONNAIRE

I am a postgraduate student in the Master of Arts in Project Planning and Management of the University of Nairobi. As a part of my course requirement I am currently writing a research project in the relevant field.

Performance appraisal is a continuous process that aims at identifying the employees' weakness and strengths. The purpose of this research is to collect information that will enable the KRCS employees to understand the performance appraisal and its benefits.

Attached here is a copy of the questionnaire that I kindly request you to take some time and complete. The information you will provide in the questionnaire is for academic purpose and the results will lead to improved performance appraisal system.

I thank you in advance for your co-operation and active participation to this academic effort.

Thank you.

Johnstone Kitoi Kerio

Section B

Involvement in the Performance Appraisal

7) Have you ever been appraised? Yes No

8) If Yes how many times in a year?

Once

Twice

Thrice

Any other (Specify) _____

9a) Were your appraiser trained before the exercise?

Yes No

b) Were you satisfied with the performance appraisal conducted by the appraiser?

A. Very Satisfied

B. Satisfied

C. Dissatisfied

D. Very Dissatisfied

10a) Were you trained on performance appraisal before being appraised?

Yes No

b) If Yes were you comfortable with it?

A. Very Comfortable

B. Comfortable

C. Not at all comfortable

11) What was your level of acceptance towards performance appraisal?

A. Very high

B. High

C. Low

D. Very Low

12) Please state on what basis the assessment was done

From planned work/targets

Emerging work during period under review

Any other (Specify)

13) Which factors of performance appraisal influence staff performance in your organization?

14) What appropriate measures can be put in place to improve the implementation of performance appraisals in the organization?

15a) Is it important to discuss performance appraisal with appraisees?

A. Very Important

B. Important

C. Not at all important

b) Please explain your answer

16a) Is performance appraisal necessary for good supervision?

Yes [], No []

b) Please explain

17) Do you think giving feedback to employees/appraisees is necessary?

Yes [], No []

17b) Please explain your answer

18) What benefits do you obtain after performance appraisal?

19a) Does the management have an important role to play in performance appraisal administration?

Yes [], No []

b) Please explain

20) Please indicate the extent to which you agree or disagree with the following statement as they apply to you concerning performance appraisal. Please use a tick with the rating scale: 4. Strongly Agree 3. Agree 2. Disagree 1. Strongly Disagree

	4	3	2	1
I understand what performance appraisal is all about and what it contains.				
There is a well defined performance appraisal system in the organization.				
There is participation/ involvement in performance appraisal by the staff.				
PA process is time consuming				
Performance appraisal is fair and accurate.				
I get feedback after performance appraisal.				
Performance appraisal is important for good supervision.				
The management is flexible on performance appraisal				

21. Please indicate your level of acceptance with the following statements concerning performance appraisal. Please use a tick with the rating scale provided:

4. Very High 3. High 2. Low 1. Very Low

	4	3	2	1
I am familiar with performance appraisal system in my organization.				
PA is aligned to organization's goals.				
I am appraised by a competent and knowledgeable person.				
The PA process is time consuming				
I feel motivated by performance appraisal of my work performance.				
PA rating is based on subjective judgement				
Performance appraisal enhances service delivery				
I am comfortable with my organization's performance appraisal system.				
Successes are recorded during PA				
Performance appraisal has a positive influence on my job performance.				
The work environment is favorable for performance appraisal				

22) What appropriate measures should be put in place to improve effectiveness of performance appraisal?

23) Please comment briefly on performance appraisal.

THANK YOU FOR YOUR TIME

APPENDIX III - QUESTIONNAIRE FOR EMPLOYEES

Section A: Demographic Information

- 1) Please indicate your gender Male Female
- 2) What is your Age?
- Between 18-26 •
- Between 27-36
- Between 37-45
- Above 45
- 3) What is your current designation in the organization _
- 4) In which Department are you working in?
- Administration and Human Resource •
- Finance •
- Field Operations •
- 5) What is your working experience in years?
- A. Less than 1 Year B. 1-5 Years C. 6-10 Years D. 11-15 Years
- E. Above 15 Years
- 6) What is your Academic/Professional qualification?
- Masters Degree
- Degree
- Diploma
- Certificate

Any Other(s)

Section B

Involvement in the performance appraisal

- 7) Have you ever been appraised? Yes • No •

8) If Yes how many times in a year?

Once

Twice

Thnce

Any other (Specify)

9a) Were your appraiser trained before the exercise?

Yes

No

9b) Were you comfortable with the performance appraisal conducted by the appraiser?

A. Very comfortable

B. Comfortable

C. Not at all comfortable

10a) Were you trained on performance appraisal before being appraised?

Yes No

10b) Were you comfortable with it?

A. Very Comfortable

B. Comfortable

C. Not at all comfortable

11) What was your level of acceptance towards performance appraisal?

A. Very high

B. High

C. Low

D. Very Low

12) Please state on what basis the assessment was done

From planned work/targets

Emerging work during period under review

Any other (Specify)

13) Which factors of performance appraisal influence staff performance in your organization?

14) What appropriate measures can be put in place to improve the implementation of performance appraisals in the organization?

15a) Is it important to discuss performance appraisal with appraisees?

- A. Very Important
- B. Important
- C. Not at all important

b) Please explain your answer

16a) Is performance appraisal necessary for good work performance?

Yes [], No []

b) Please explain

17) What benefits do you obtain after performance appraisal?

18a) Does the management have an important role to play in performance appraisal administration?

Yes [], No []

b) Please explain?

19) Please indicate the extent to which you agree or disagree with the following statement as they apply to you concerning performance appraisal. Please use a tick with the rating scale: 4. Strongly Agree 3. Agree 2. Disagree 1. Strongly Disagree

	4	3	2	1
I understand what performance appraisal is all about and what it contains.				
I am appraised by an experienced person.				
I am appraised fairly and accurately by my appraiser.				
Successes are recorded during PA				
I am sensitized/trained on performance appraisal before it is conducted.				
Feedback is necessary after performance appraisal.				
There is a link between PA results to pay or rewards.				
There is employee involvement in the process of conducting PA in my organization				
The management is flexible on performance appraisal				

20). Please indicate your level of acceptance with the following statements concerning performance appraisal. Please use a tick with the rating scale provided:

4. Very High 3. High 2.Low 1. Very Low

	4	3	2	1
I am familiar with performance appraisal system in my organization				
I am appraised by a competent and knowledgeable person.				
All PA responsibility lies with the manager.				
I am prepared to the performance appraisal being conducted in my organization.				
There is a clear relationship between pay and performance.				
It is good to engage yourself in performance appraisal				
I am comfortable with my department's performance appraisal system.				
There is an elaborate policy establishing a clear relationship between pay and performance.				
Performance appraisal has a positive influence on my job performance.				
The work environment is favorable for performance appraisal				

21) What appropriate measures should be put in place to improve effectiveness of performance appraisal?

22) Please comment briefly on performance appraisal.

THANK YOU FOR YOUR TIME

8) If Yes how many times in a year?

Once

Twice

Thrice

Any other (Specify)

9a) Were your appraiser trained before the exercise?

Yes No

b) Were you comfortable with the performance appraisal conducted by appraiser?

Yes No

c) Give reasons why you were not comfortable with PA

10a) Were you trained on performance appraisal before being appraised?

Yes No

b) Were you comfortable with it?

Yes No

c) Give reasons if your answer above is NO

11 a) What was your level of acceptance towards performance appraisal?

A. Very high

B. High

C. Low

D. Very Low

b) Give reasons for low or very low level of acceptance

12) Please state on what basis the assessment was done

From planned work/targets

Emerging work during period under review

Any other (Specify)

13) Which factors of performance appraisal influence staff performance in your organization?

14) What appropriate measures can be put in place to improve the implementation of performance appraisals in the organization?

15a) Is it important to discuss performance appraisal with appraisees?

A. Very Important

B. Important

C. Not at all important

b) Please explain your answer

16a) Is performance appraisal necessary for good work performance?

Yes [], No []

b) Please explain

17a) Does the management have an important role to play in performance appraisal administration?

Yes [], No []

b) Please explain?

18) What benefits do you obtain after performance appraisal?

19) Please indicate the extent to which you agree or disagree with the following statement as they apply to you concerning performance appraisal. Please use a tick with the rating scale: 4. Strongly Agree 3. Agree 2. Disagree 1. Strongly Disagree

	4	3	2	1
I understand what performance appraisal is all about and what it contains.				
I am appraised by an experienced person.				
I am appraised fairly and accurately by my appraiser.				
Successes are recorded during PA				
I am sensitized/trained on performance appraisal before it is conducted.				
Feedback is necessary after performance appraisal.				
There is a link between PA results to pay or rewards.				
There is employee involvement in the process of conducting PA in my organization				
The management is flexible on performance appraisal				

20. Please indicate your level of acceptance with the following statements concerning performance appraisal. Please use a tick with the rating scale provided:

4. Very High 3. High 2. Low 1. Very Low

	4	3	2	1
I am familiar with performance appraisal system in my organization				
I am appraised by a competent and knowledgeable person.				
All Performance Appraisal responsibility lies with the manager.				
I am prepared to the performance appraisal being conducted in my organization.				
There is a clear relationship between pay and performance.				
It is good to engage yourself in performance appraisal				
I am comfortable with my department's performance appraisal system.				
There is an elaborate policy establishing a clear relationship between pay and performance.				
Performance appraisal has a positive influence on my job performance.				
The work environment is favorable for performance appraisal				

21) What appropriate measures should be put in place to improve effectiveness of performance appraisal?

22) Please comment briefly on performance appraisal.

THANK YOU FOR YOUR TIME

Time and other Resource constraints -the short time and unavailability of enough funds to support an exhaustive study would not allow for an investigation of all the branches of the KRCS and thus the study was limited to Garissa region only. This, however, gave a fair representation of the entire population. These limitations were mitigated by use of the purposive sampling technique to select the sample size.

Analytical methods used - This was also a limitation due to the technicality of the data analysis tools such as the Statistical Package for Social Sciences (SPSS). The services of an expert were sought to assist in the use of the computer program.

Data collection - Non-response due to lack of cooperation and suspicion occurred. This limitation was overcome by accompanying each questionnaire with a cover letter to assure the respondents that the information they would provide would be treated with utmost confidentiality.