

**UNIVERSITY OF NAIROBI**

**PERFORMANCE APPRAISAL SYSTEM ON WORK PERFORMANCE IN  
THE OFFICE OF THE VICE PRESIDENT, MINISTRY OF HOME  
AFFAIRS, 2008-2012.**

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**C50/70368/2011**

**A research project paper submitted in partial fulfillment of the requirement for the award  
of Master of Public Administration (MPA), University of Nairobi**

**NOVEMBER 2013**

## DECLARATION

This research project is my original work and has not been presented for a degree in any other organization or institution. All materials obtained herein from other sources are duly acknowledged.

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This research project has been presented for examination with my approval as the supervisor.

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## **DEDICATION**

I dedicate this research project to my late mother Sarah for her determination as a single parent to see her children through school; to my family members and friends for their inspiration, and moral support towards my education.

## **ACKNOWLEDGMENT**

All Glory and Honor to the Almighty God for giving me the strength and determination to undertake this research project. I also sincerely acknowledge the support of my supervisor Dr. Obuya Bagaka for his guidance in the study;-his invaluable direction cannot be overemphasized.

To my family members husband Joseah, sons Arnold and Gerald and my niece Cheptoo for their patience, moral support and understanding during this period. I also extend my profound gratitude to my peers of Master of Arts in Public Administration Class of 2011 whose constant discussion and advice have gotten me this far.

Thank you and God bless you abundantly.

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## ACRONYMS

CSO:	Community Service Orders
DPM:	Directorate of Public Management
GOK:	Government of Kenya
GP:	Government Printers
HR:	Human Resource
HRD:	Human Resource Development
HRM:	Human Resource Management
JG:	Job Group
KPI:	Key Performance Indicators
MOHA:	Ministry of Home Affairs
MPA:	Master in Public Administration
OECD:	Organization for Economic Cooperation Development
OVP:	Office of the Vice President
PAS:	Performance Appraisal System
PS:	Public Service
PSR:	Public Sector Reforms
SPSS:	Statistical Package for Social Science
TNA:	Training Needs Assessment

## **ABSTRACT**

The main objective of the study was to examine the impact of Performance Appraisal system on work performance. The study was carried out at the Ministry of Home Affairs, Office of the Vice President where fifty-one employees were used as the target sample. The study examined three sections of Performance Appraisal System and how they influence work performance. The key sections were target setting, training and development and finally rewards and sanctions. To achieve the objective the research adopted mixed research design whereby both quantitative and qualitative methods was used to collect data. Primary data was collected through structured questionnaire and an interview schedule on selected key informants who were mainly supervisors and head of sections. Secondary data was collected through published and printed text books, journals, government research reports and trusted websites. Cluster sampling technique was used to get the respondents for the structured questionnaire. Purposive sampling was adapted for six key informants. The results of the study revealed that PAS has a positive impact on work performance. The employees in the Ministry participate in the setting of the Ministry's objectives. It is however important to note that though most employees had embraced the tool there were some key areas such as training and development, rewards and sanctioning of employees which still needs to be reviewed as most respondents views were divided on those particular areas of study. A clear framework should be developed on how to implement the training and staff development within the Ministry. Rewards and sanction should be done in a transparent and accountable manner. PAS needs to be subjected to continuous review in order to keep up with changing global trends.

# CHAPTER ONE:INTRODUCTION

## 1.0 Introduction

Performance Appraisal Systems (PAS) is management process that seeks to have employees focus their efforts on ways that contribute to the achievement of the organization's mission and vision. It is premised on the principle of work planning, setting of agreed performance targets, feedback, reporting and measuring of actual performance relative to performance expectations. It is further defined as the process of determining and communicating to an employee how he or she is performing on the job and ideally establishing a plan of improvement (Byars & Rue, 2000). PAS evaluates an employee's current and past performance relative to his/her performance standards, this is for the purpose of making management decision about their performance (Desseler, 2005).

PAS was first introduced in France in 1960s, after the publication of the famous Nora Report on the reform of state owned enterprises in France, and was developed with great deal of elaboration in Pakistan, Korea and later in India, (Organization for Economic Cooperation Development - OECD, 1997). In Africa, PAS was introduced in Nigeria, Gambia, Ghana and Kenya as a way of responding to citizens needs and was later embraced in Benin, Morocco and Senegal (Trivedi, 1990). Introduction of PAS emanates from the general perception that performance of public institutions have consistently fallen below the expectations of the public. Typically, public agencies either are not clear about their goals or aim at the wrong goals. The lack of clarity of goals causes an agency to achieve objectives not related to its core mandate. This lack of clarity

can be attributed to the fact that most public agencies have to deal with multiple principals who have multiple interests (Trivedi, 2002).

Performance appraisal system is a management tool that seeks to assist organizations to improve on work performance. This system consists of the following processes: work planning and setting of targets, value and competences, monitoring and evaluation, end of year appraisal and lastly rewards and sanctions. This paper specifically looks into the processes of target setting, training and development, rewards and sanctions under the auspices of PAS. These processes will therefore be looked into keenly to understand its influence on work performance through the performance appraisal system.

In 2004, the Kenyan Government formally initiated PAS in two parastatals namely Kenya Railways and National Cereals and Produce Board, whose main objectives were to improve productivity in service delivery and reduce operational costs because there was public outcry in their performance. PAS was implemented in 2006 in all public institutions targeting senior employees but in 2008 it was extended to cover all employees irrespective of their positions (Ministry of State for Public Service, 2008). Currently all Ministries have embraced performance appraisal as a useful tool for mitigating inefficiency and mismanagement of the resources associated with Government agencies. PAS has been invariably seen as the solution to reversing falling service delivery in the public service.

This research focused on three departments under the Office of the Vice President and Ministry of Home Affairs whose mandate was derived from the Presidential Circular number 3 of July 2003. The study focused on the year 2012. The Probation and Aftercare Services Department

was created by an Act of Parliament, the Probation of Offenders Act, and chapter 64 of the Laws of Kenya of 1946. It is a service department within the criminal justice system. The department contributes to administration of justice by provision of information on offenders as required by courts, supervision of non-custodial court orders, providing information to penal institutions on offenders and their background, and identifies workplaces for community service orders offenders (Ministry of Home Affairs, 2012).

The Prison Service Department derives its mandate from the Prisons Act Chapter 90 and Borstal Act Chapter 92. In 1999, the Extra Mural Penal Employment was abolished and replaced by Community Service Orders (CSO) under the Department of Probation and Aftercare Services. The core functions of the Kenya Prisons Service is to contain and keep offenders in safe custody, rehabilitate and reform offenders, facilitate administration of justice and promote prisoners' opportunities for social reintegration (Ministry of Home Affairs, 2012).

Betting Control and Licensing Board was established by an Act of Parliament Chapter 131 Laws of Kenya of 1966. The Act provides for the control and licensing of Betting and Gaming premises and the activities carried therein; for the authorization of lotteries and prize competition as well as eradication of illegal gambling. The core functions are:- supervising and inspecting betting and gaming activities, Presiding over public lottery and prize competition draws, conducting spot checks on betting, lotteries and gaming operations country wide and authorizing amusement machines and pool tables (Ministry of Home Affairs, 2012).

The Ministry signs a performance contract every financial year and departments and individual employees set their annual targets which are evaluated quarterly. Then there is end of the year review upon which employees are ranked as excellent for exceeding their targets, or very poor for those who miss their targets. The staff performance appraisal form (GP 247B) covers all officers both in the civil service and those in Local Authorities. This form is a tool used by the government to appraise their employees. The overall objective of the PAS is to manage and improve performance in the public service by enabling a higher level of participation and involvement in planning, delivery and evaluation of work performance (Ministry of State for Public Service, 2008). PAS integrates work planning, target setting, performance reporting and feedback.

PAS has nine sections which included appraisee personal details under section 1, section 2 cover departmental functions where performance targets are derived. Section 3(a) cover performance targets and 3 (b) is the percentage achievement of the previous year where the score is graded as follows:- excellent 101%+, good 100%, fair 80-99%, poor 70-79% and very poor is below 70%. Training and development plan is in section 4. Values and staff competences appraisal is under section 5. Mid-year staff performance appraisal is under section 6(a) while targets varied midyear is under section 6 (b). Appraisee comments on appraisal by the supervisor are on section 7, comments by the head of the section is under section 8 and section 9 captures the recommendations on the appraisee for reward or sanction (Ministry of State for Public Service, 2008).

According to Ministry of State for Public Service (2008), if an officer's performance is rated high then a bonus of one month's basic salary is awarded upon approval by the authorizing officer. Warning or cautionary letters are given to those who have been rated poor performance as per the rating scale. For those with very poor performance, the supervisor can recommend for dismissal or termination of appointment. A ministerial performance management committee meets to review the comments from various supervisors to either concur or disagree with their recommendation before forwarding their recommendations to the authorizing officer for his approval or non approval. Since the three departments in the Ministry of Home Affairs offer diverse services to the public with different objectives, the study gives a broader picture on impact of performance appraisal system in different circumstances. It has been noted that some employees perceive PAS as a routine exercise which brings little value to the work performance. Many view that the success of an organization does not entirely depend on the implementation of PAS. The Ministry offered a good case study, due to the fact that it was ranked position fifteen (15) out of forty nine (44) ministries in 2010-2011 ministerial rankings thus being one of the best performing ministries according to the evaluation.

### **1.1 Statement of the research problem.**

Public agencies have been criticized for inefficiencies in service delivery and mismanagement of the resources by the members of the public. Performance appraisal system is aimed at improving staff efficiency and effectiveness in service delivery by involving them in planning, monitoring, and evaluation of work performance. It is an instrument used to measure performance levels in an organization for necessary and appropriate action based on its findings.

PAS has been used in the Kenya Public Service for close to 10 years. At the beginning of every financial year, thousands of civil servants in Kenya set their targets using this tool of management. Supervisors are given the chance of establishing whether the targets are in line with the ministry's objectives and whether there is need to change them. Towards the end of the financial year these targets are reviewed in the line with the organizations objectives to check whether the employees have achieved them. Employees are rewarded or sanctioned in accordance to their performance in that financial year. Employees also get to state their training needs for career enhancement and development during the period under evaluation.

The introduction of performance appraisal has since provided numerous insights into the performance of public agencies. Evaluation results indicate that the level and quality of service delivery varies depending on ministries and departments. The Ministry of Home Affairs embraced Performance Appraisal System in 2006, and by 2008 all employees had signed Performance Appraisals. Most employees were sensitized and urged to implement the PAS. Despite previous evaluations on performance appraisal, it is not clear whether there has been any impact in work performance which is linked to the signing of performance appraisal system.

Anecdotal evidence reveals some instances of biasness by the supervisors and lack of knowledge by both the appraisee and appraiser on how to undertake the appraisal system. There has been a lot of misperceptions concerning this tool. Many feel that this process has a number of shortcomings. Similarly little has been done to examine the impact of target setting, training and development, rewards and sanction and the subsequent influence on work performance. This



study therefore sought to examine the impact of performance appraisal system on work performance in Kenya's Public Service. Specifically the study sought to answer the question;

*To what extent does performance appraisal system impact on work performance in Kenya's Public Service?*

### **1.2 Overall and specific objectives of the study**

The overall objective of the study was to examine the impact of performance appraisal systems on work performance in Kenya's public Service.

The specific objectives were;-

- i. To determine the impact of performance appraisal system in relation to target setting on work performance.
- ii. To establish the impact of performance appraisal system on training and development in work performance.
- iii. To examine the impact of rewards and sanctions on employees' work performance.

### **1.3 Justification of Study**

This study will enhance the scope of knowledge acquisition on the impact of performance appraisal system on work performance. Subsequently, the Ministry may utilize the study's findings to enhance performance appraisal system so that employees are satisfied with performance appraisal, hence leading to higher employee satisfaction towards their job and improved work performance. Finally, the study's findings may be useful in improving the existing performance appraisal system and enhancing efficiency and effectiveness in service delivery.

#### **1.4 Scope and limitations of the study**

The study was conducted in the Office of the Vice President, Ministry of Home Affairs. The Ministry had a total workforce of about three thousand employees. This study was conducted at the Ministry's headquarters in Nairobi because all key departments that is, the Department of Probation and Aftercare Services, Department of Kenya Prisons Service and Department of Betting Control and licensing Board are all based in the same location.

The limitations of the study include factors that impacted negatively on research results. Costs were incurred during distribution and collection of questionnaire, printing, binding and transportation. Some employees' unwillingness to answer the questionnaire within the time frame delayed the completion of the study. Ranking the entire questionnaire equally without reading the specific questions amounted to giving inaccurate information. There might have been those employees whose perceptions were biased. For instance, some respondents felt that PAS is a meaningless routine exercise which adds no value while others felt that PAS is a very important tool which enhances work performance. The two opposing attitudes towards PAS influenced significantly how the respondents answered the questionnaire. Most senior officers were reluctant in answering the questionnaire because they are considered to it be for the junior staff and were often very busy. A few of them were thus picked through purposive sampling method as key informants for the interview schedule.

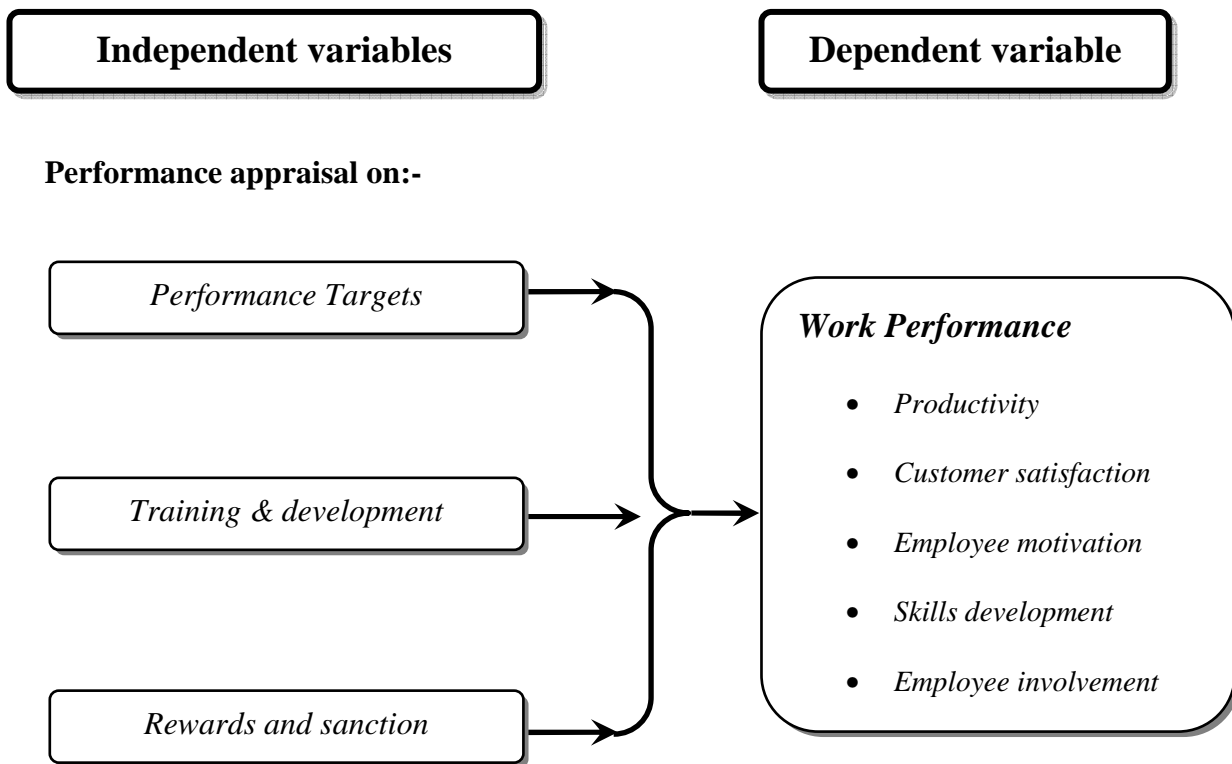
Provision of adequate resources acted as an enabler to address the challenges in both transportation and all related processes. The targeted group was briefed on how to answer the questionnaire in the correct way and they were also informed that its finding will be useful in

addressing the challenges they face in service delivery. They were also informed that any information given will not be used to victimize them in any way. All the staff who took part in filling the questionnaire were assured of confidentiality as the research is meant for academic purposes.

### 1.5 Conceptual framework

Figure 1 shows the study's conceptual framework. The performance appraisals system is independent variable while work performance is dependent variable.

**Figure 1:1 Conceptual Framework**



## **1.6 Definitions of concepts**

*Performance Appraisal*- this is part of performance management. In the words of Bowin & Harvey (2001), performance appraisal is a review, or evaluation, which refers to a systematic description and review of an individual's job performance. An appraiser is one's immediate supervisor who normally performs the appraisal.

*Performance Target*- A target is something that one try's to achieve. Performance target, expresses the extent of the expected achievement of each performance indicator. It is the desired (agreed) level of performance for a given performance indicator within a given time-frame. Performance appraisals give employees an opportunity to put down targets which are to be achieved within a certain period of time. These targets are believed to lead to the improvement of work performance in an organization. Employees through targets are believed to be focused and committed (Smither, 1998).

*Training and development* – this can be defined as the activity leading to skilled behaviour. Training and development of employees is important for any organization to succeed. It promotes the acquisition of knowledge and skills necessary for employees to efficiently and productively carry out assigned tasks. Proper training of employees enables them to fully understand how their role fits in the achievement of an organization overall objective (Ndele, 2003). Training leads to the eventual improvement of an employee's skills thus leading to the enhancement of how they perform their work. This is expected to reflect positively at the organizational level. This can be seen through customer satisfaction, employee turnover and productivity.

*Reward-* this is something given or received in return for a deed or service rendered. It is the compensation tool for employee's work performance. It is also commonly referred as remuneration, or pay. This is directly related to employee output. It is assumed that well remunerated employees put more energy in their activity thus improving on quality services. Workers will therefore try to co-operate towards the goals of the organization.

*Sanction-* this is a consequence directed to employees whose performance is deteriorating consistently in the performance appraisals. It may include cautionary letter, demotion and even termination from employment. It is believed that by compensating employees fairly and in time, organizations will have a strong and healthy work force.

## **CHAPTER TWO:LITERATURE REVIEW**

### **2.0 Introduction**

This section reviews literature on performance appraisal systems with a focus on its impact on work performance in an organization. The issues in this literature review have been thematically arranged due to the varied views related to performance appraisal and work performance.

### **2.1. Performance Appraisal System Defined**

The term performance appraisal came to particular prominence in the late 1980s/1990s and since performance needs to be managed, the idea of performance appraisal is far from new (Bascal,2002). PAS is also defined as the process of evaluating the performance and qualification of an employee in terms of requirements for the job he/she is to perform for the purpose of personnel administration (Saleemi,1997). This includes placement, selection for promotions, providing financial rewards and other actions which require differential treatment among members of a group as distinguished from action affecting all members regularly. The term performance appraisal (or management or review) has no specific universally understood meaning. PAS is perceived as just the appraisal end, rating performance management, yet others consider it a 360-degree feedback as performance management. However, PAS is the entire process because what determines a person's idea about PAS is formed on the job, via personal experience. PAS is simply a process of arriving at judgments about an individual's past or present performance, against the background of his/her work environment, and about his/her future potential for an organization (Okumbe, 2001). It is mainly based on information contained

in the employee's personnel files, such as their last performance appraisal, continuing education, and attendance records.

PAS is a component of the public management movement which traces its roots to the scientific management theory. The scientific management theory as espoused by (Taylor, 1911), sought to explain that if workers are scientifically selected, trained, given specific instruction and introduced to perform, they will perform to optimum. Taylor assumed that workers are naturally lazy, stupid, unwillingly to take up challenges and expected them to obey their supervisors without questions. However research has shown that human relationship influence workers behavior, hence human problems requires human solution (Roethlisberger & Dickson, 1939). It has been found out that behavior and motivation are influenced by attitude, feelings and how employees relate in workplace. Taylor,(1911) further argued that rationality, bureaucracy practices and specialization of labour, where jobs are broken down into routines that are well defined improve employee performance in the work place.

Scientific management theory, in relation to performance appraisal system can be contextualized as an aspect of scientific management whose objective is to promote productivity in the work place. The ability to measure the performance of workers is critical to understanding the needs of an organization. The scientific theory encourages a top down, control- oriented approach to management (Tompkins, 2005). The thought as to how best to manage people depend on our basic assumption about the nature of people and behaviors. An organization's shape, size, procedures, technology, position description, reporting, arrangement, coordinating and relationship affect behavior of the employees (Otto, 1996). It is assumed that if the above factors

are appropriately structured and regulated optimum efficiency and predictable performance could be realized.

Theory X and Y explains that there are two types of leaders, the first type believe workers dislike work, need to be directed, controlled and second type feel workers like work, are self motivated, accept and seek responsibility. For the latter, leaders tend to be directive, controlling and supervise subordinates closely and are quick to praise or criticize, while on the other hand some leaders view while the former leadership may define work but do not control workers, instead they help workers find passion in what they execute. Use of coercion and external enforcement is not part of their style (McGregor, 1960). McGregor also placed the managers under two theories, theory X note that it's normal for workers to dislike work and recommends managers to use the carrot and stick method in relating with employees while theory Y assumes that coercion is not necessary to drive workers because they are committed and capable of exercising self control in achieving the objectives of the organization.

For PAS to be reliable, it must possess three main qualities (Nzuve, 1999). In his view PAS should first possess relevance. This means performance appraisals should measure everything related to the objective of the job. Anything that is not related to the job should be left out. Relevance is a value judgment and it is entirely upon the organization management to determine and establish what is relevant in each and every job. Second, the evaluation procedure should produce consistent and repeatable results. If the same behavior is evaluated quite differently by the same evaluators at different times, it means the evaluation is not reliable. Lastly, evaluation should only measure each employee's performance without being influenced by factors that an



employee cannot control, such as economic conditions, material input/tools/equipment shortage, breakdown or poor working conditions.

PAS should not be seen by organizations as an end in itself but rather as a vital element in the broader set of human resources and management practices that link business activities, day to day performance, development and compensation (Smither, 1998). This is in line with corporate strategy and improving organizational effectiveness.

PAS should comprise three main processes: performance planning, performance improvement and performance review to be reliable (Bedrup,1995). It emphasizes development and the initiation of self managed learning plans as well as the process of establishing shared understanding about what is to be achieved. It is owned and driven by line management. It is a means of getting better results from the organization, teams and individuals and managing performance with an agreed framework of planned goals, standards and competence requirement.

## **2.2. Steps to an effective Appraisal System**

Effective appraisals begin with design. There are some key issues which need employee's involvement. These issues include which type of people are involved in the design what type of activities they engage in, and how they operate as a design group in the organization( Kingsburg 2002). He further continues to state that all too often these issues do not get enough attention, and is erroneously assumed that as long as the design process produces a good design, how the process is carried out does not matter.

For performance appraisals to work effectively, Beer (1991) points out that there are three readily identifiable sets of beliefs about how best to go about designing organizational systems. The first approach is design which should rest on the careful specification of all the details in the system, and that those details should be based on the work of the best available experts. This rational approach leads to a concern with the specifics of measurement tools, with the procedures for appraisal, with the connection between appraisals and merit raises, and the like. Second approach is that the success of a design is determined by the degree to which design has the backing of powerful people in the organization. In his approach design is a political process that uses the support of the powerful as the determinants of what the system should involve. The third approach is based on the belief that designs cannot be forced, either by specification or by imposition, on the people who must eventually use them. To force a design courts the risks that people will somehow tailor it to their own purpose and perhaps undercut its original content.

A good performance appraisal system should facilitate change in individual behavior in order to achieve personal and organizational goals (Okumbe, 2001). Both the appraiser and appraisee take part in determining performance expectations. According to the author emphasis is placed on getting factual information about specific achievements as they relate to set goals. The system should support decisions on salary wage increase, transfers, promotions and dismissals.

### **2.3. Role of an Effective performance Appraisal System**

Appraisal of any kind has always been a controversial subject within the personnel and HRM function. Techniques have ranged from not doing it at all to participative appraisal, 360 degree and non participative performance assessment in which the appraiser tells the appraisee what

rating has been given (Kingsbury, 2001). People view the purpose of appraisal in different ways. It has, for example, been used, as the annual excuse for ranking over all the errors which an employee is perceived to have made during the last 12 months. Many line managers still view it as an exercise that has to be done once a year because HRM says so (Beer,1991). Traditional views should be challenged and the issue of salaries and remunerations should be handled carefully so as to avoid any misconceptions (Kingsbury, 2000). Certainly it may not be the place to discuss salary formally, but in the light of the current popularity of performance related pay it is hard to keep the two processes unrelated. He concluded in saying that appraisal of performance has to be undertaken in a fair way in order to reflect a true individual performance.

The purpose of an appraisal system is to provide a standard means of analyzing how well employees are doing the jobs for which they are employed to do (McBeth 1997). This must start from a clear understanding of the job itself, the specific immediate and further objectives and the time and resource allocation. However, the most important aspect of appraisal is concerned with how results are achieved and how performance may be enhanced. Achievement of key financial result might be matched by failures on a number of other less highlighted but none the less critical elements.

Performance appraisal is a way of giving feedback (London,1997). He said feedback is the information people receive about their performance. It conveys information about behaviors, and conveys an evaluation about the quality of those behaviors. Giving feedback is the activity of providing information to staff members about their performance on job expectations. Similarly Hillman and Bartz (1990) said that feedback at work has different purposes at different career

stages. It helps new comers learn the ropes, mead career workers to improve performance and consider opportunities for development, and late career employees to maintain their productivity. They conclude by stating the fact that managers are an important source of feedback because they establish performance objectives and provide rewards for attaining those objectives.

The process of performance appraisal should identify the need for personal and organizational development. According to Kingsbury (2000), identifying a gap between a competence performance and a competence level that fell short of the competence requirements enables employers to undertake action for development. The appraisal form should include a set of potential training needs to be discussed and decided during the appraisal process.

#### **2.4. Work Performance Appraisal in an organization**

In recent years there has been an increased emphasis on user reactions to performance appraisal (PA). A research carried out by Kuvaas (2011) concludes that, reactions to appraisal and the appraisal process seem to significantly impact on the overall effectiveness of appraisal systems. He argues that reactions are almost always relevant, and unfavorable reactions may doom the most carefully constructed appraisal system. Still, despite the rhetoric of performance appraisal and its impact on commitment and work performance, these relationships are mostly assumed rather than tested; there is therefore need for more field research to investigate the relationship between reactions towards performance appraisal system and employee productivity.

In their research, Finn *et al* (1984) examined the performance appraisal system of a large, complex human service department of a United State Government. Interviews with appraisers

and appraisals revealed a pronounced negative attitude toward the existing PAS and showed evidence that the system was not producing constructive outcomes. Among the issues derived therein were performance expectations in terms of process matters instead of tasks and the one-sided goal of performance appraisal that enhanced effectiveness, will result from subordinates' not superior's efforts.

Staff appraisals should ensure that both the employer and the employee should be satisfied in fulfilling the needs of the organization. The term 'need' according to Hunt (2007) is an ambiguous term which may mean different things to different people especially employers and employees, who have traditionally sat on opposite sides of the fence, but who should be working in a cooperative venture. For instance, the employer needs the employee to report on time and complete his/her assignment, work effectively and efficiently to generate profit for the organization. On the other hand, the employee needs the employer to provide; a safe and pleasant working environment, appropriate opportunities for training and development. They both need a little give and take. Staff appraisal is one means which both the employer and employee try to ensure that their respective needs are satisfied. Unfortunately, in many organizations the staff appraisal system leaves a lot to be desired. It is neither efficient nor does it satisfy needs and no one really cares. This is true in organization which takes perfunctory view of the appraisal.

The performance appraisal system is a management tool that seeks to assist organizations to improve on work performance. This system consists of the following processes: work planning and setting of targets, value and competences, monitoring and evaluation, end of year appraisal and rewards & sanctions. Jackson (2009) noted that performance targets, performance

measurement and target-setting are important to the organization growth process. While many organizations can run themselves quite comfortably without much formal measurement or target-setting, for growing organizations this process is often indispensable. One of the key challenges with performance management is selecting what to measure. The priority here is to focus on quantifiable factors that are clearly linked to the drivers of success in an organization; these are known as key performance indicators (KPIs).

It is usually common for performance targets to be adopted without explicit consideration of the underlying strategic or tactical implications. This can result in the adoption of targets that depend upon performance measures that cannot be collected, or require levels of performance that cannot be achieved. Such outcomes are clearly unhelpful (Peters 2008). Target setting is of most value when the performance measures chosen have been selected in a way that encourages explicit and informed consideration of the underlying strategic choices, and the selection of practicable performance measures.

Pay and rewards is a primary factor capable of influencing employee's motivation and is regarded as an incentive or reward system used by an organization, such aspects of reward systems have been found to influence employee behaviour. Money has been observed as a primary incentive factor while withdrawal of benefits or threats of dismissal as a form of punishment is viewed as a discouraging factor; the carrot and stick approach (Bruce, 2003). However, proper job evaluation schemes are virtually important before awarding the pay and rewards, for if fairness is not perceived by the employees it can breed lack of motivation and low morale. Further studies have shown that effectiveness of monetary incentives depends influences

workers believe that more efforts and high performance and will pay off in higher earnings (Steers & Porter, 1979). They further argued that there is a negative relationship between amount of salary and performance in many organizations that claim to have merit increase salary systems. Furthermore most public servants are yet to link remuneration increases with performance productivity.

Employee training is an organizational factor that creates capacity for employees to be more productive. Building up the responsibility give to employees has the implication of also training them in their tasks. Training is fundamental to ones performance and it has three components; knowledge, skills and attitude (Snell, 1999). Most employees when they are given tools and opportunities to accomplish their tasks most will be ready to face the challenge. Organization can motivate employees to achieve more by committing to perpetual enhancement of skills. Training and development is identified as one of the methods of empowering employees (Chepkilot, 2005). Training, mentoring and coaching equips the employees with the right knowledge; skills and attitudes will enable them to perform better.

The disparity between performance appraisal theory and practice is in the execution of the performance appraisal process. Many organizations rely on performance appraisal or review forms, where managers painlessly evaluate their employees by assigning score for every possible performance category. Simplifying such process as appropriate prevents managers and employees from thinking developmentally. These forms are therefore more damaging than beneficial because they prevent managers from working collaboratively with employees in their development. Eliminating useless, wasteful performance appraisal, review forms and substituting

them with an opportunity to conduct developmental evaluation will solve this problem (Gilley & Maycunich, 2000).

Performance measurement is identified as the main source of problems in appraisal systems because it is seen as subjective (Cummings & Whorley, 2001). Traditionally, performance evaluation focused on the consistent use of pre-specified traits or behaviors. To improve consistency and validity of measurement, considerable training is needed to help supervisors make valid assessments. Validity of PAS therefore requires organizations to develop measurement approaches such as behaviorally anchored rating scales as its variant. The timing of PAS is fixed by managers or Human Resource Management (HRM) personnel and is based on administrative criteria, such as yearly pay decisions. Performance appraisal increases the frequency of feedback, although it may not be practical to increase the number of formal appraisals, the frequency of informal feedback increases, especially when strategic objectives change or when technology is highly uncertain. (Cummings & Whorley, 2001), concludes that performance appraisals are conducted for administrative purposes, affirmative action, pay and promotion, HR planning and development. Since each purpose defines what performances are relevant and how they should be measured, separate appraisal systems are often used. They state that performance appraisals should be a feedback system that involves the direct evaluation of individual performance by a supervisor, manager, or peers. Some organizations have PAS that caters for performance feedback, pay administration, counseling and career development for employees. It is therefore an important link between target setting process and reward system.

The Government of Kenya has recognized the importance of pay and benefits as an imperative in moving towards a well motivated, efficient honest as well as performance oriented and



affordable civil service. The argument was that extensive vacancies that cannot be filled and high turnover in professional and technical cadres are attributed to poor pay in civil service, (Directorate of Public Management DPM, 2001). Training needs assessment (TNA) is recommended to be undertaken by line Ministries on behalf of (DPM, 1999) for all the employees however, depending on the level of identified gaps, training may be arranged for cluster groups, one-to-one on the job, transfer in service and training programs for professional skills. This therefore means that organization managers need to take personal interest in their employee's capacity building so as to increase their level of motivation. Multiple rewards and recognitions like financial, materials and honorary helps to address various aspects of improved work performance (GOK, 2008). Therefore, timing and the level of monetary rewards should be planned in advance and reviewed regularly to check their effects on employee's motivation.

## **CHAPTER THREE: METHODOLOGY**

### **3.0 Introduction**

This section looks into the methodology that was used in this study and explains the approaches to understand the impact of the performance appraisal system on work performance in the Ministry of Home Affairs.

### **3.1 Research design**

This study used several research methods, both qualitative and quantitative, hence data was collected by triangulation method. Data from the research came from both primary and secondary sources. Quantitatively, data was collected using a structured questionnaire. The questionnaire consisted close ended questions. Qualitatively data was collected through guided interviews which were administered to key respondents.

Structured questionnaires were used to obtain primary data from the 45 respondents. This was for the purpose of gaining consistency. The questionnaire was administered through drop and pick method. An interview schedule was used to obtain data from six senior officers who were considered key informants for the study. These interviews were conducted on selected respondents who were thought to have desired information about the topic at hand. These key informants were mainly supervisors and head of sections and senior human resources officers under the ministry.

Facts relating to performance appraisal system and its impact on work performance were obtained from already published and printed text books, journals, newspapers, magazines, government research reports and trusted websites of organization management. Combining various methods of data collection enriched the whole study as each method of collecting data gave in-dept understanding of the study. Furthermore, different methods have weaknesses when used in isolation. So combing various approaches enhanced chances of getting more reliable information from which inferences were drawn.

### **3.2 Research Site**

The research was carried out at the Ministry of Home Affairs, Office of the Vice President. There are about 300 employees in the Ministry's headquarters who are in different cadres, ranging from Job Group (JG) "A" to JG "U". Employees targeted were those working at the Ministry's headquarters from sections like human resource management (HRM), human resource development (HRD), accounts, finance and administration.

### **3.3 Target population**

The study targeted permanent employees working within three departments namely, Prisons, Probation and After Care Services, Betting and Control at the Ministry headquarters. All the employees are subjected to PAS and among them fifteen (15) employees from each of the three departments participated in the study by filling in the structured questionnaire. Six key informants were interviewed based on their positions in the ministry. They were mainly the various heads of sections and their deputies. A sample size of fifty one (51) employees from all cadres was adopted for the study.

### **3.4 Sampling Techniques and Sample Size**

This study focused on assessing the impact of performance appraisal system on work performance in Kenya's Public Service. Due to time and financial constraints it was not possible to study the whole population. A small population was sampled using cluster sampling technique. Cluster sampling was used because of the heterogeneous nature of the sample population. This technique works well in populations which are already grouped into subpopulations and lists of those subpopulations already exist or can be created. In the case of this study the civil servants in the Ministry of Home Affairs were already divided into three departments (Probation and Aftercare Service, Kenya Prisons Service and Kenya Betting control and licensing Board). The Human Resource Department was able to provide Staff establishment for the three departments with list of staff who were working at various sub-sections such as human resource, administration and finance. The sample size was arrived at by picking fifteen respondents from every sub- section in the Ministry to represent every department. Cluster sampling was therefore the most appropriate method to be used to collect data in this research. Forty five (45) respondents were selected from the key departments under the Ministry to fill the structured questionnaire. Six (6) key respondents were selected through purposive sampling technique. Purposive sampling method was seen as the most appropriate method due to the specific nature of the information these respondents were required to give. The key respondents were the heads of the three sections and their deputies.

### **3.5 Data collection techniques**

The research used both primary and secondary data i.e. questionnaires, ministerial reports and data. Primary data was collected using a structured questionnaire and interviews. The questionnaire consisted of structured (closed ended) questions. This was for the purpose of gaining consistency. Responses in the questionnaire were measured on five point -Likert scale. The questionnaire was administered through drop and pick method to the officers from the three selected departments. The respondents were required to respond to general background information and information relating to performance appraisal system as a means of improving work performance.

The questionnaire was divided into two sections. Sections A sought to capture respondents' background information while section B looked at information related to impact of performance appraisal system on work performance. The questionnaire was administered to employees in all cadres from support staff to senior managers. The questionnaire had three dimensions and each dimension had four items/questions. Each of these items were used to measure aspect of the dimensions using a Five Point- Likert scale and this was in tandem with the variables in the conceptual framework. The first dimension focused on the impact of performance appraisal system towards target setting and work performance. The second dimension looked at the impact of PAS on training and development and its effects on work performance. Finally the third dimension covered issues on rewards and sanctions. The Likert scale was designed to examine how strongly the respondents agree or disagree with the statement on a five point scale. In the Likert scale, 1; represents 'strongly disagree' 2; 'disagree' and 3; 'don't know'.

Interviews were administered to the six key respondents. The respondents were contacted two weeks before the interview was conducted in order to book appointments. This is due to the busy schedule most of the heads of sections and their deputies have. The interview took less than thirty minutes of the respondent's time and was carried out through the structured interview schedule. The interview consisted of four main questions which the respondents were required to give their opinion on. Any additional information beyond the scope of the structured questions was also encouraged if they were based on the subject of study.

### **3.6 Data Analysis and Presentation**

Statistical Package for Social Science (SPSS) was used to analyze the data collected from the self administered questionnaires. The data has been presented using graphs, tables, percentages and textual form for clarification. Qualitative data was analyzed using content analysis from data that was organized along the themes as identified from the variables drawn from the conceptual framework namely; target setting, training and development and lastly rewards and sanctions.

## **CHAPTER FOUR: RESULTS AND FINDINGS**

### **4.1 Introduction**

This chapter presents the findings of the study. It also encompasses the results from interviews conducted in the same ministry but on high managerial level employees. The questionnaires were divided into two sections. The first section encompassed a general employee background, while the second section was structured to gather information based on the research objectives. The analyses are therefore structured according to the research objectives and presented in the form of tables, graphs and charts. The interview that was conducted through a structured interview schedule has also been analyzed in this section. Finally, discussion of the findings will be analyzed at the end of this chapter.

### **4.2 Descriptive Data on the Respondents**

A total of 51 respondents from the Ministry of Home Affairs, based at the headquarters, were sampled. 47 employees responded to the questionnaire which represents 91% response rate. This shows that a majority of the targeted respondents responded to the questionnaire. The respondents in this survey included employees from various sections of the ministry under the three main departments (Prisons, Probation and after care services, and Betting and Control). Six key respondents were also interviewed to gather specific information concerning the performance appraisal system.

In terms of composition, most of the respondents (56%) have worked with the government for over 30 years. A majority of the respondents have worked in the civil service for more than 10 years (96%). A majority of the respondents are above the age of 30 years. With respect to age

respondents from the age of 25-30 were 4%, those between the ages of 31-40 were 27%, between the ages of 41-50 (22%) and finally those above 51 years were 39%. Both genders were represented fairly equal. 50% of the respondent were male, 49% were females, while 1% of the respondents did not specify their gender.

In terms of academic qualification, a majority percentage had tertiary education. Those with primary and secondary level of education were 3% of the sample, 16% of the respondents had diploma level of education and those with a first degree were 69%. 7% of the respondents hold a master's degree. None had PhD level of education. The remaining 5% of the respondents did not specify their level of education.

In regard to the job group level of the respondents, 2% of are between Job Group level A –G, 9% are between the Job group level H-L, 40% are under the job group M-Q and finally 47% are between R-U. 2% of the respondents did not respond the question.

#### **4.3 Analysis on Impact of Performance Appraisal System**

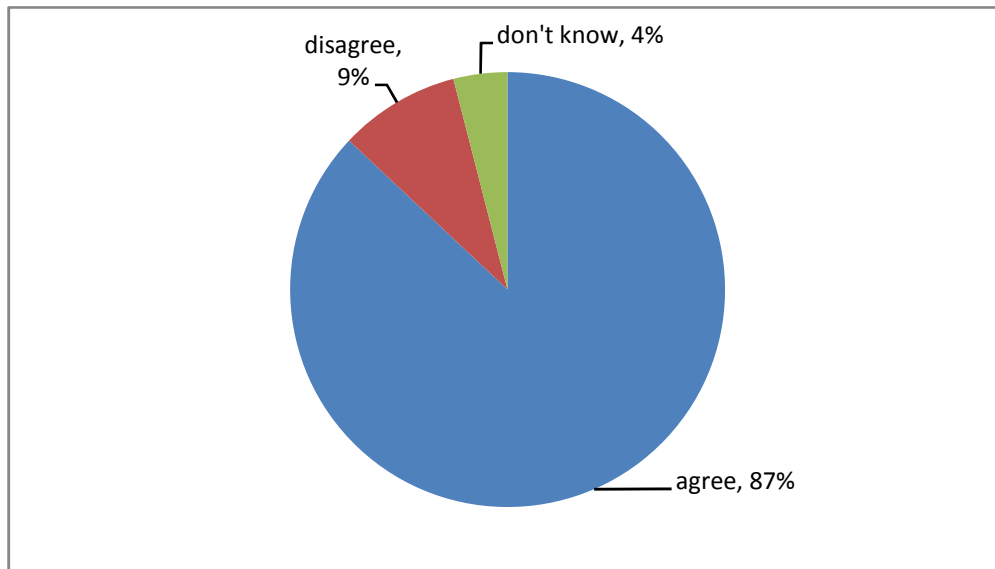
The respondents expressed their views regarding the various sections of the appraisal system that they partake in annually. The questionnaire was divided into three sub-sections based on the key areas of the study. These key areas include; target Setting, training and development and finally rewards and sanctions. The responses were measured using a likert scale which had five options- Strongly Disagree, Disagree, Don't Know and Strongly Agree and Agree.



### 4.3.1 Target Setting

Respondents were asked whether the performance appraisal system (PAS) set targets improves productivity in the Ministry. Figure 4.1 presents the findings.

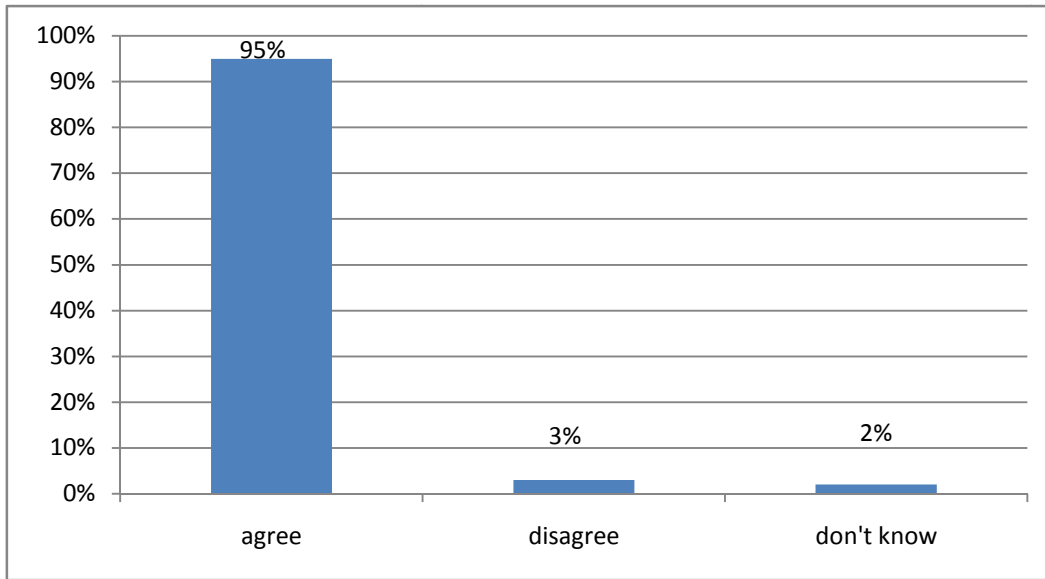
**Figure 4.1: PAS Target Setting Improves Productivity**



It can be observed that in figure 4.1, 87% of the employees felt that PAS targets improves productivity in the Ministry. 9% disagreed with this statement, while 4% did not know.

When asked whether the set targets reflect the objectives of the Ministry, various responses were given as summarized in figure 4.2.

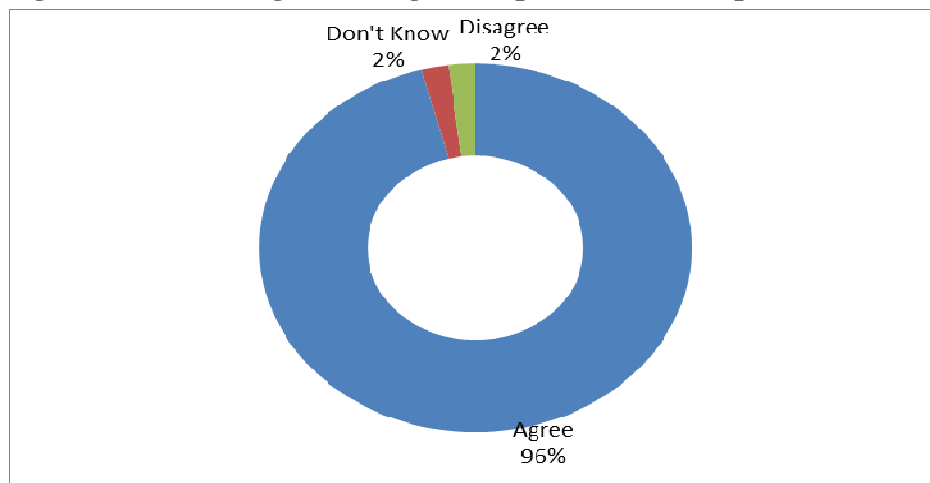
**Figure 4.2: PAS Targets Reflect The Objectives Of The Ministry**



As shown in figure 4.2, 95% of the respondents agreed that the PAS set targets reflect the objectives of the Ministry. However, 2% of the respondents disagreed with this statement and 3% were non committal.

In response to whether target setting is usually agreed upon by the supervisor and appraisee figure 4.3 summarizes the findings.

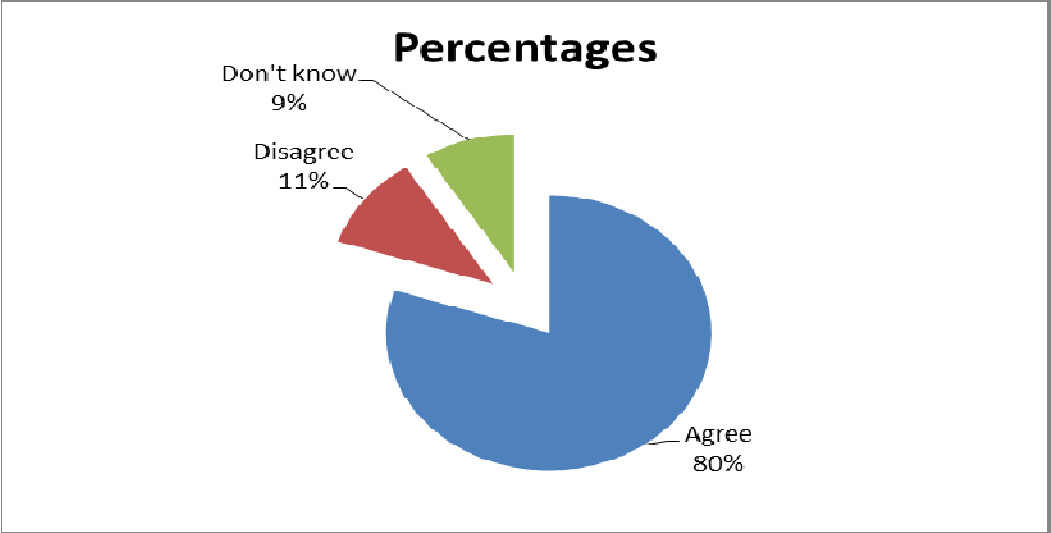
**Figure 4.3 PAS Targets are Agreed Upon Between Supervisor and Appraisee.**



As indicated in figure 4.3, 2% of the respondents disagreed that targets setting is usually agreed upon by the supervisor and the appraisee, 2% claimed not to know and 96% which is the majority agreed that target setting is usually agreed upon by the supervisor and appraisee. This means that before the appraisee and the supervisor commence with the new financial year, most of them agree on the set targets to be achieved

In regards to the question on whether or not attained targets enhance customer satisfaction, the responses were varied as is shown in figure 4.4.

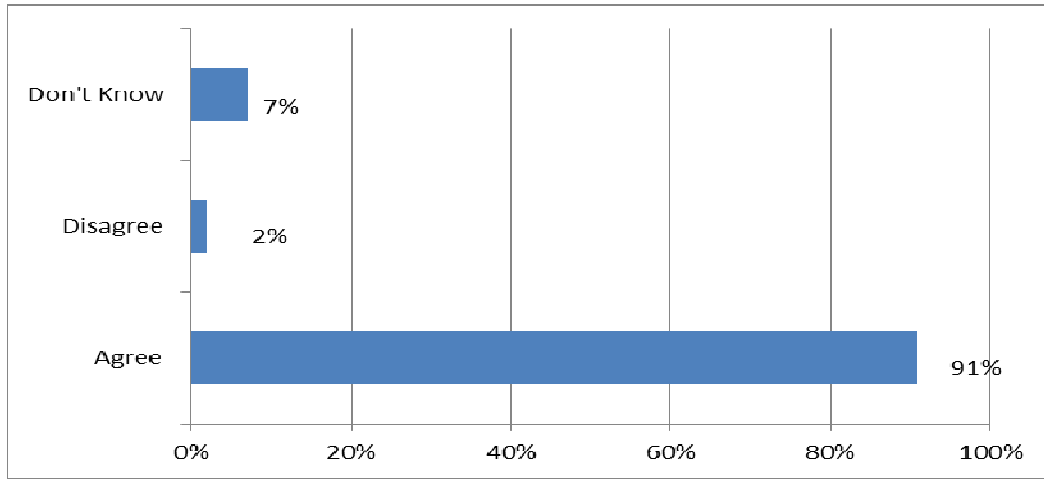
**Figure 4.4: PAS Targets Enhances Customer Satisfaction**



As seen above 80% of the respondents agree that PAS targets enhance customer satisfaction. A small number of employees however feel that these targets do not improve customer satisfaction.

Repondents were asked whether they are normally involved in the development of their targets in line with the ministry objectives. Figure 4.5 shows the employee response in regard to this statement.

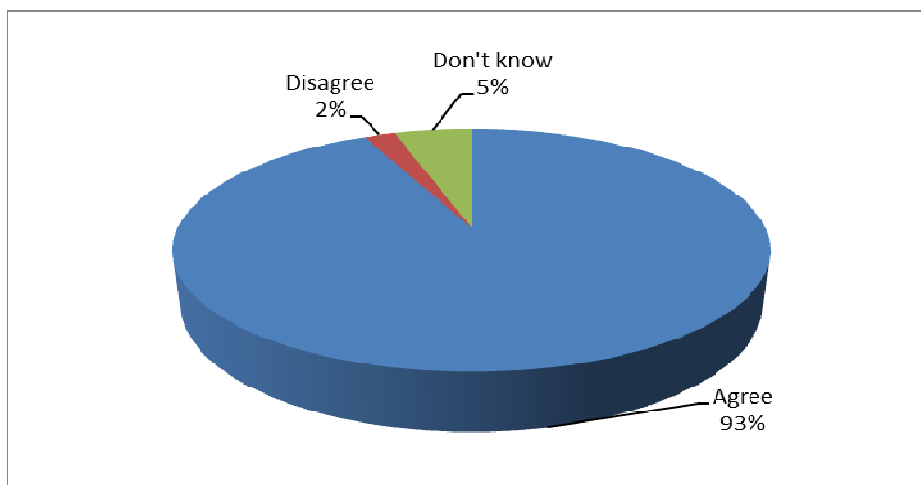
**Figure 4.5: Employee level of Involvement in Development of Ministries Objectives and PAS Targets.**



It is observed in figure 4.5, 2% disagreed, 7% claimed not know, and finally 91% agreed an indication that employees in this Ministry are normally involved in the development of their targets in line with the ministry's objectives.

The respondents in the Ministry were asked to respond on whether mid-term reviews give employees an opportunity for adjusting performance to work environment factors. Figure 4.6 summarizes the findings.

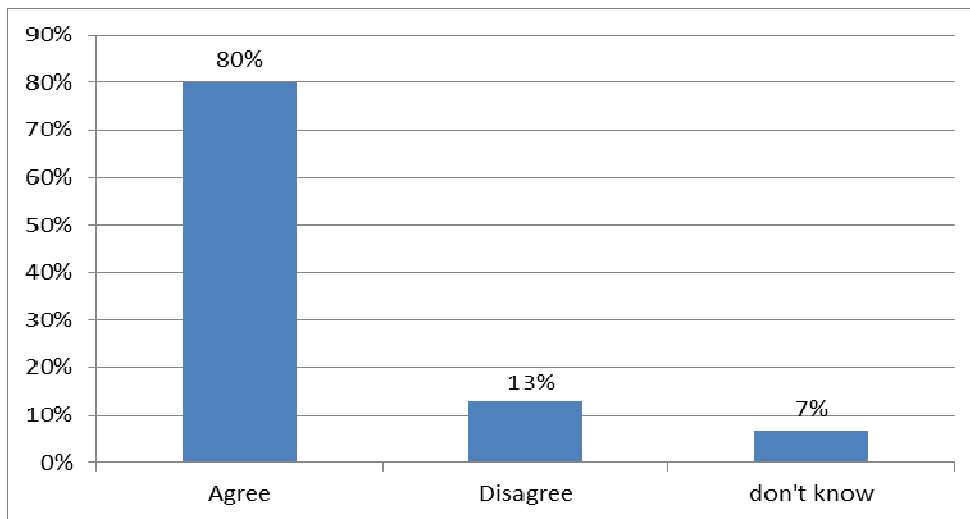
**Figure 4.6 Mid Term Reviews Gives Employees an Opportunity to Adjust Performance**



As illustrated in figure 4.6, 2% of the employees felt that mid term reviews do not give them an opportunity to adjust performance to work environment factors. However the majority (93%) of the employees do feel that mid term review enables them to adjust to work environment factors as they emerge.

On whether or not employees' involvement in PAS improves the validity of the results of the system, employees also had varying views as illustrated in figure 4.7.

**Figure 4.7 PAS Improves the Validity of the Results of the System**



It can be observed that a majority of the staff (80%) in the Ministry of Home Affairs believe that PAS improves the validity of results of the system but a minority (13%) still believe that the performance appraisal system does not improve the validity of results.

Interviewees were asked to comment on target setting and its function in regard to clarifying roles in the Ministry. The evidence from interviews show that all interviewees believe that target setting has the ability to improve work performance significantly. Its ability to clarify the role of

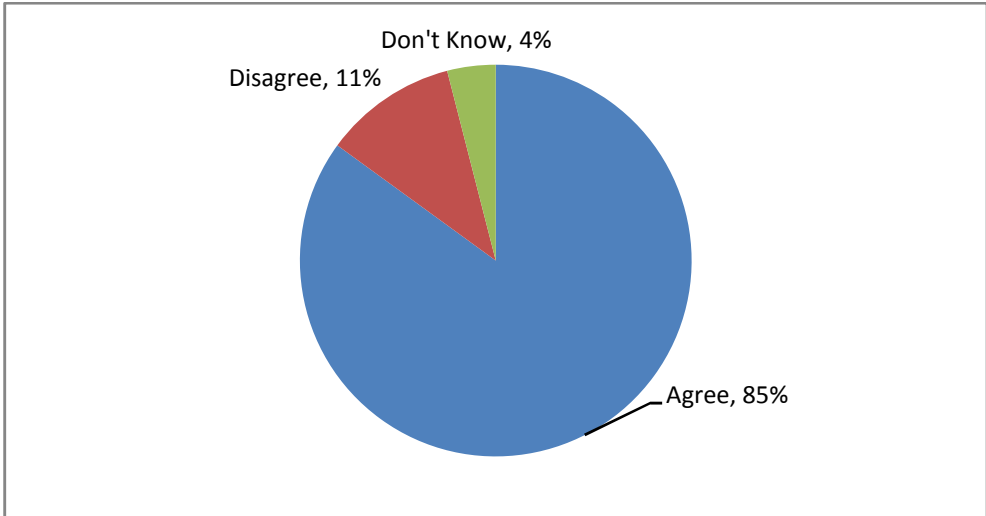
each employee in the organization makes it easier to carry out assignments which in general assist in achieving the Ministry's objectives.

### 4.3.2 Training and Development

One of the objectives of this study was to examine the effect of training and development on work performance. This component was measured by four items which sought views on whether training and development is geared towards enhancement of work performance, whether training needs assessment projections are carried out prior to any training implementation, whether the trainings are carried out as scheduled and whether training and development is given on merit.

In the first item respondents were asked whether training and development is geared towards enhancement of work performance. Their response has been presented in figure 4.8.

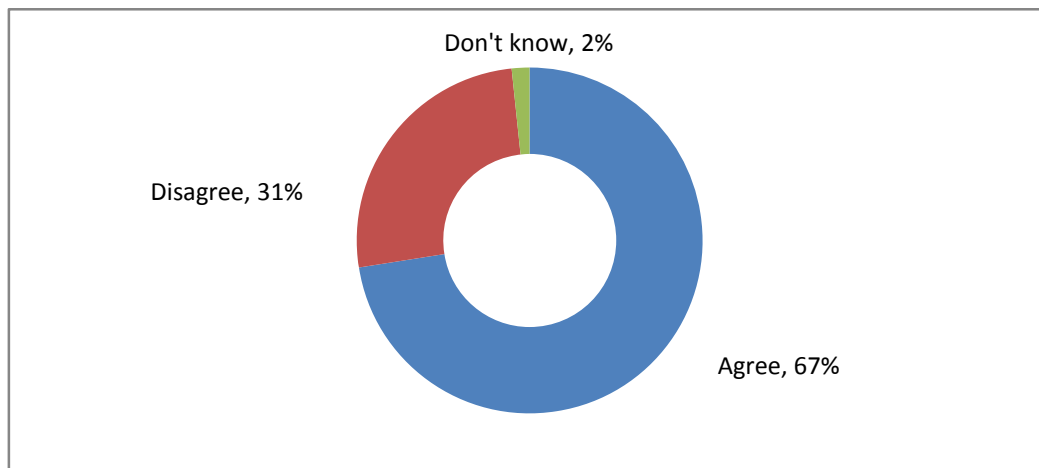
**Figure 4.8 Training and Development Geared Towards Work Performance**



As illustrated in figure 4.8, 11% disagreed, 4% were non committal and finally 85% agreed. From this findings it is safe to say that a great number of employees in this ministry believe that training is geared towards enhancement of work performance.

Respondents were asked about their views in regard to the issue of whether or not training needs assesment projections are usually carried out prior to the commencement of any training . Figure 4.9 represents the findings.

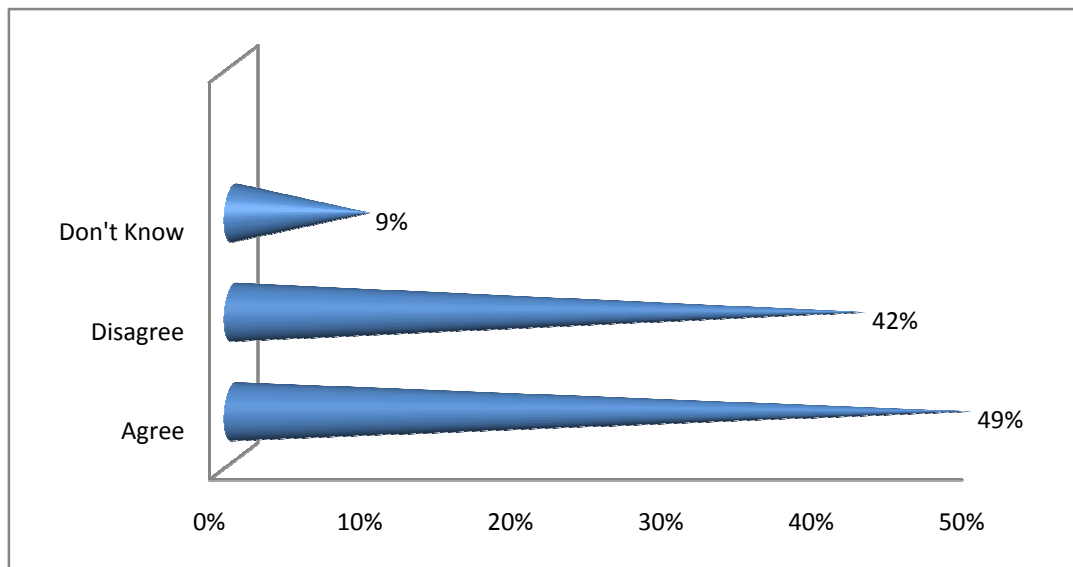
**Figure 4.9 Training Needs Assesment Projections Reviewed Prior to Training**



As shown in figure 4.9, 31% of the respondents disagreed, 2% didn't know and 67% agreed. This results indicate that more than half of the respondents believe that training needs assesment projection is normally carried out before any training starts.

Respondents were also asked to assess whether or not training and staff development are carried out as scheduled. This has illustrated below in figure 4.10.

**Figure 4.10 Training And Development Carried Out As Scheduled**

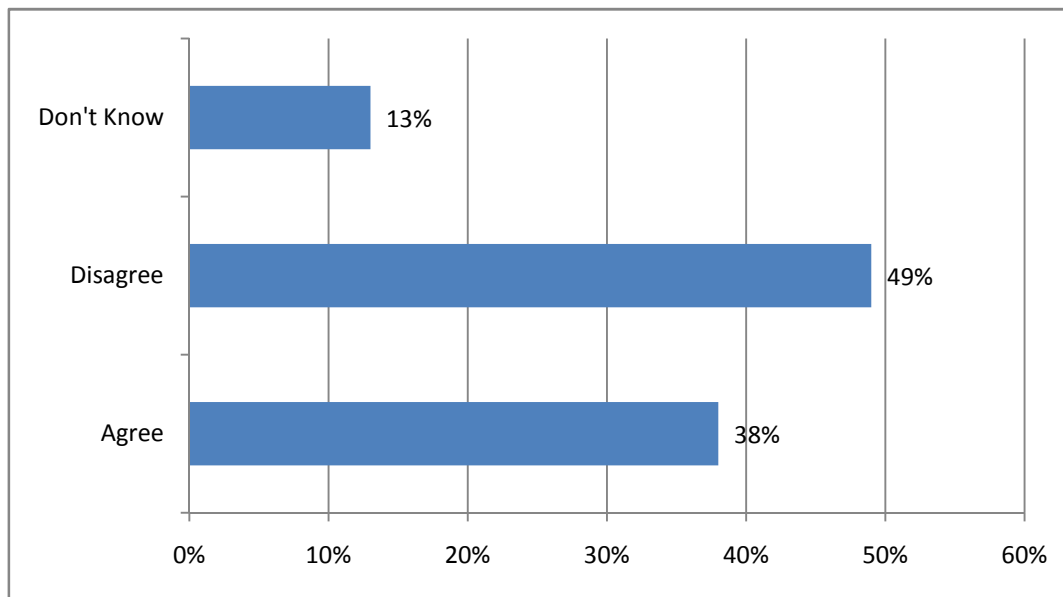


As presented in figure 4.10, 42% disagreed, 9% didn't know and 49% agreed. The response to this question shows that a majority of the respondents felt that training and development is carried out as scheduled. However, it is important to note that a significant number of respondents (42%) also felt that training and staff development is not carried out as scheduled.

In response to whether training and development is provided to all employees on merit, the employees response has been shown in figure 4.11



**Figure 4.11 Training and Development Provided on Merit**



As seen in figure 4.11, 49% disagreed, 13% claimed not to know while 39% agreed. It is evident a clear majority of the employees in this ministry (49%) do not feel that training and development is provided to employees on merit.

The key respondents were asked for their views in regard to whether employees are trained as per the performance appraisal training projections and request. Training and development is carried out under the Ministry but a few employees get to enjoy this privilege. It was noted that training is done but not necessarily based on the performance appraisal training projections but it tends to be based on availability of funds. Some interviewees felt that training selection is done on an unfair basis where a selected few are selected for training based on favouritism and nepotism.

### 4.3.3 Rewards

Another objective of the study was to examine the impact of rewards on employees work performance. This component was measured using four items which included seeking respondents views on whether rewards enhances employees' job satisfaction, whether high performers are rewarded appropriately, whether rewards enhances employees' productivity and whether rewards are offered to high performing employees.

Respondents were asked for their views regarding rewards and whether it enhances employee satisfaction. This information has been illustrated in figure 4.12.

**Figure 4.12 Enhancing Employee Satisfaction through rewards.**

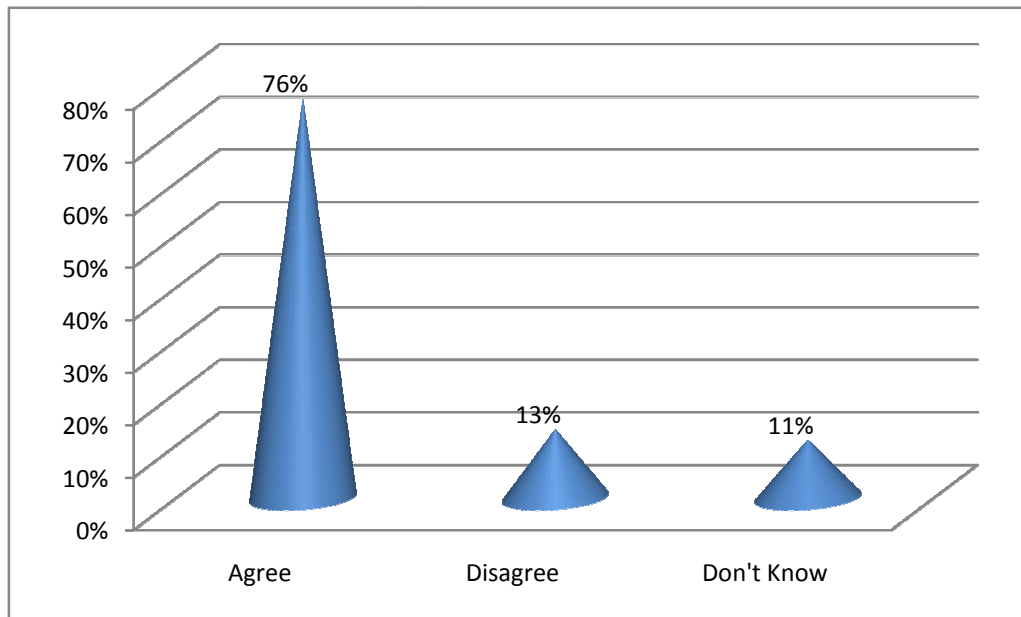
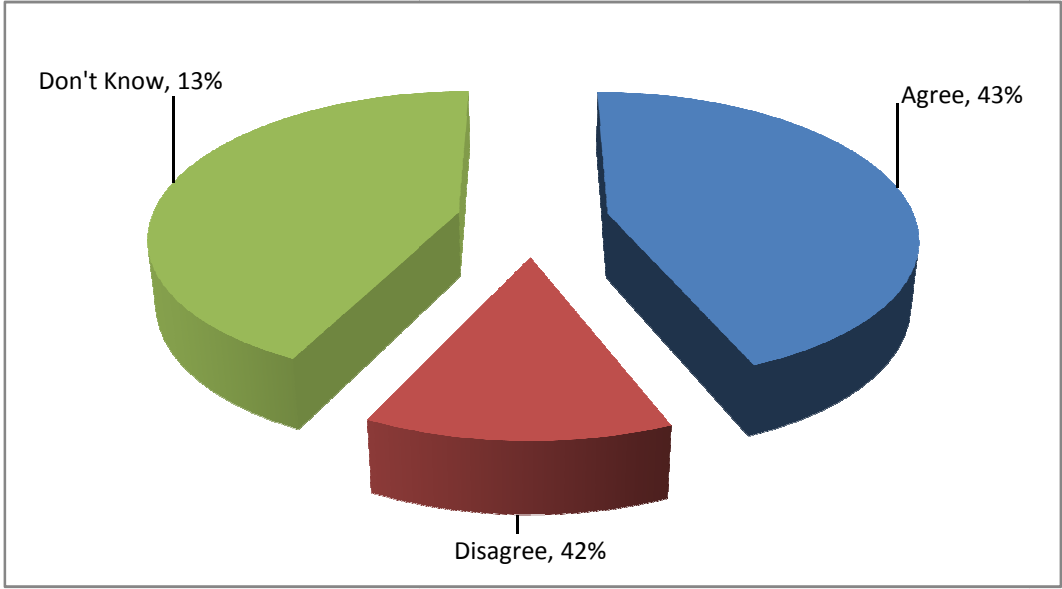


Figure 4.12 shows that 13% disagreed, 11% claimed not to know and finally 76% agreed. The results show that majority of the respondents(76%) feel that rewards do enhance employee satisfaction in the organization.

The respondents were asked to answer whether in their view high performers are rewarded appropriately. Their response has been illustrated in figure 4.13

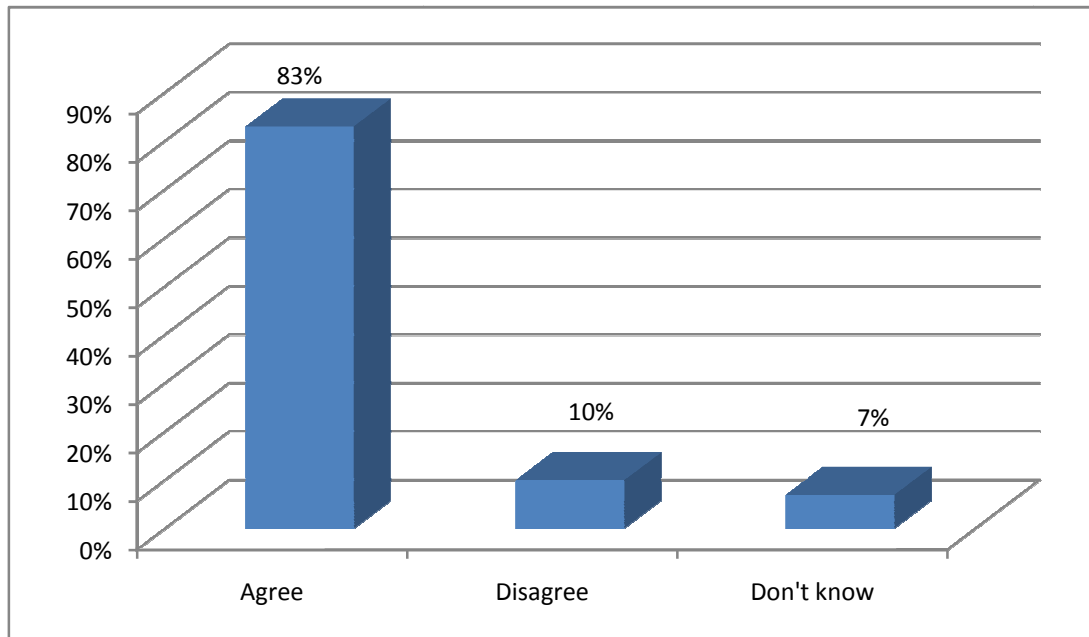
**Figure 4.13 Reward Appropriateness For High Performers .**



It is observed in figure 4.13 that, 43% of the respondents believe that high performers are rewarded appropriately. On the hand 44% of the respondents feel that high performers are not rewarded appropriately.. The difference between this two groups is not immense but it shows that a high number of the employees in this ministry feel that high performers are not rewarded appropriately. 13% were non committal.

Respondents were asked whether rewards enhance productivity. This has been shown in figure 4.14

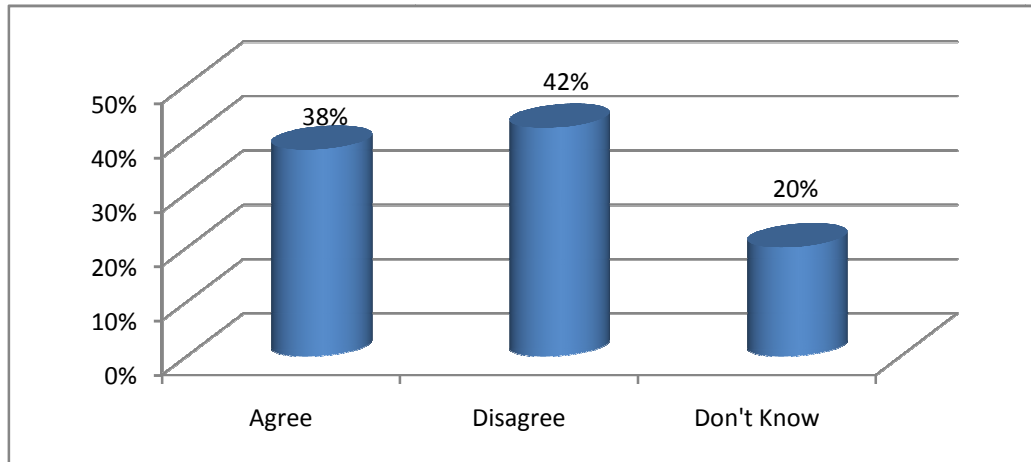
**Figure 4.14 Rewards Enhance Employee Productivity.**



It is evident from figure 4.14 that a majority of the employees (83%) in this ministry agree to the fact that rewards enhance employee performance. On the other hand a few employees (10%) felt that rewards do not enhance employee performance.

Respondents were asked whether rewards or incentives are offered to high performing employees. Figure 4.15 shows the response of the respondents.

**Figure 4.15 Rewards/Incentives Are Offered To High Performing Employees**



As seen in this analysis 42% of the respondents generally do not agree that rewards/incentives are offered to high performing employees. On the other hand 38% of the respondents felt that rewards /incentives are offered to high performing employees .20% were non committal. The responses are closely tied and therefore we can say that the views of respondents concerning this issue is divided in the Ministry of Home Affairs.

These findings were collaborated by field interviews and shows that majority of the interviewees believe that rewards improve work performance. One manager emphasized rewards as a means of motivation for employees. The best reward in his opinion is promoting one from one job group to the other. Through rewards the employee feels more appreciated for his/her performance. Despite these advantadges of rewards towards work performance, it was noted that rewards sometimes are given to those who do not deserve it. In many cases superiors make their juniors do work for them and at the end of the day take credit for work they did not take part in.

#### 4.3.4 Sanctions

The last objective of this study was to examine the impact of sanctions on employees' work performance. This component was measured using four items which included seeking the respondents' views on whether sanctions for not meeting targets are made known at the beginning of the appraisal period, whether sanctions discourage under performance, whether under performers are ever sanctioned and whether employees who have been sanctioned before improve performance.

The respondents were asked whether sanctions are made known to them, in the beginning of the appraisal system. Figure 4.16 represents the findings

**Figure 4.16 Sanctions/Penalties Made Known At The Beginning Of The Appraisal Period.**

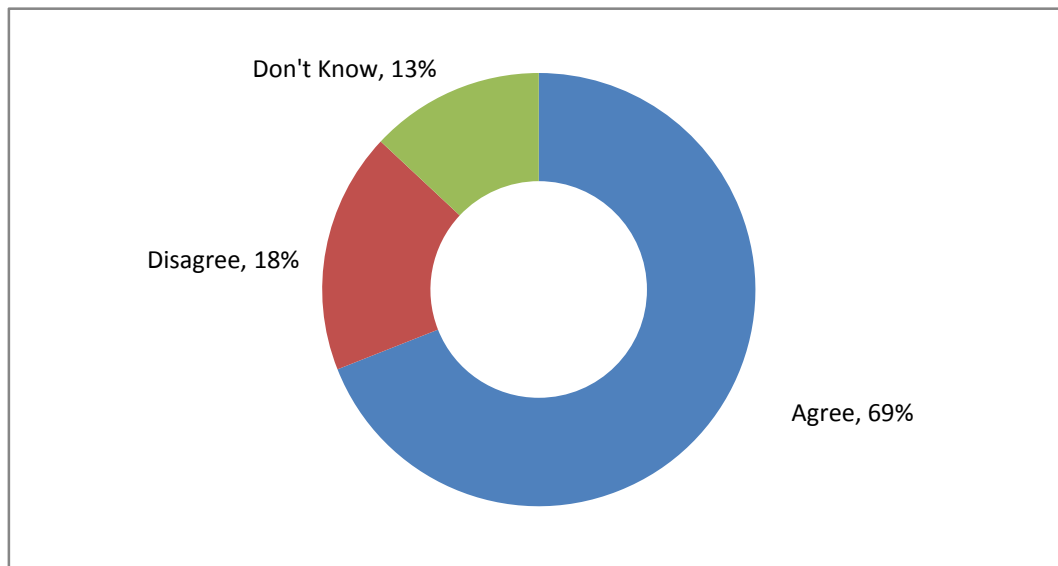
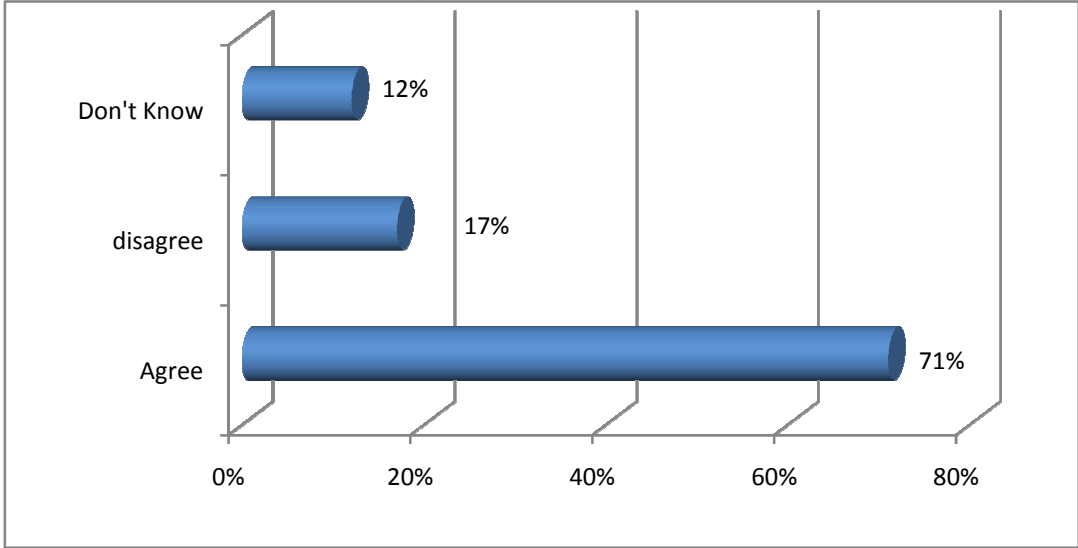


Figure 4.16 shows that majority of the employees (69%) are of the same opinion that sanctions/penalties are made known at the beginning of the appraisal period. 18% disagreed with the statement while 13% claimed not know.

In response to whether sanctions discourage under performance, the employees of the Ministry of Home affairs had different views as illustrated in figure 4.17

**Figure 4.17 Sanctions Discourage Under Performance**



It is illustrated in figure 4.17 that large number (71%) of the respondents do feel that sanctions discourage under performance. 17% of the respondents disagreed while 12% claimed not to know.

The respondents were asked to answer whether under performers are sanctioned appropriately. The results of the findings are summarized in figure 4.18.

**Figure 4.18 Under Performers Are Sanctioned Appropriately**

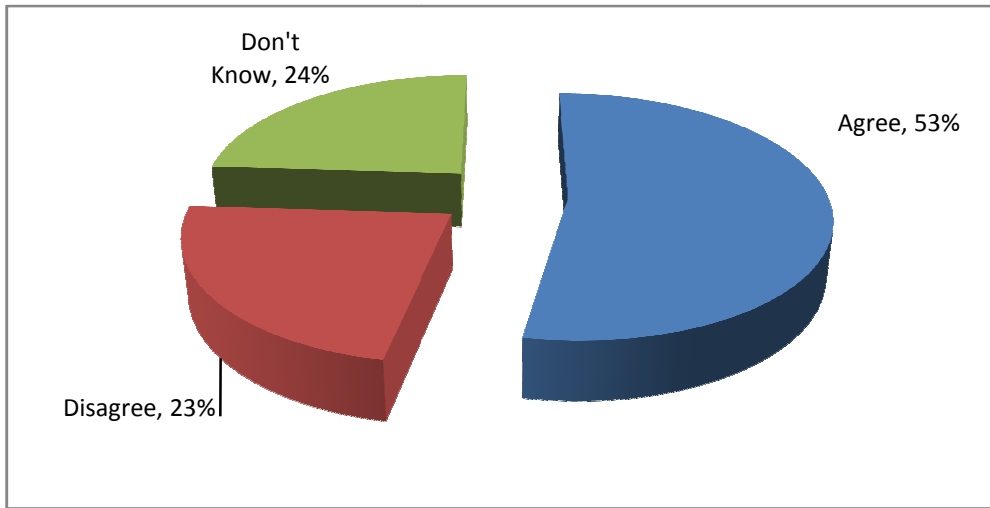


Figure 4.18 illustrates that 23% of the respondents disagreed that underperformers are sanctioned appropriately, 24% claimed not to be aware, while 53% agreed that under performers are sanctioned appropriately. It is therefore clear that a number of the Ministry's employees have the same opinion that performers are sanctioned appropriately.

The last question touched on whether employees who have been sanctioned before improve performance. The response has been represented in figure 4.19.

**Figure 4.19 Employees Sanctioned Previously Improve Their Performance**

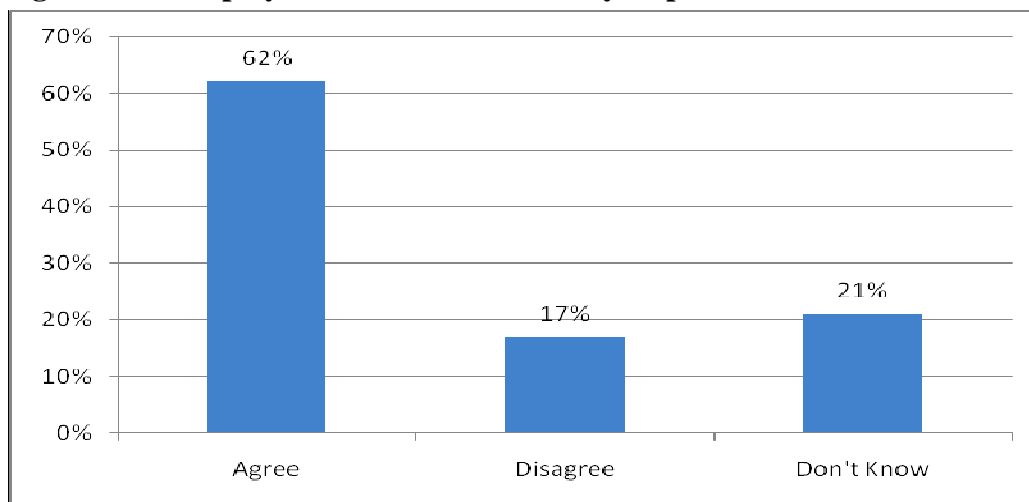




Figure 4.19 shows that 17% of the respondents disagreed that employees who had been sanctioned previously improved their performance, 21% claimed not to know and finally 62% agreed that those employees who had been sanctioned improved performance. From the outcome of the findings it is evident that a majority of the employees(62%) in the ministry believe that employees once sanctioned previously tend to improve in performance.

### Overall Summary of the Study's Findings.

**Table 4.1.0 IMPACT OF WORK PERFORMANCE ON TARGET SETTING**

<i>Target setting</i>	<b>Status in %.</b>		
	<i>Agree</i>	<i>Disagree</i>	<i>Don't Know</i>
The Performance Appraisal System (PAS) set targets improves productivity in the Ministry.	87%	9%	4%
The set targets reflect the objectives of the Ministry.	95%	3%	2%
Target setting is usually agreed upon by the supervisor & appraisee.	96%	2%	2%
Attained targets enhance customer satisfaction.	80%	11%	9%
Employees are involved in the development of their Ministry's objectives and PAS targets.	91%	2%	7%
Mid-term reviews give employees opportunity for adjusting performance to work environment factors.	93%	2%	5%
Employees' involvement in PAS improves the validity of the results of the system.	80%	13%	7%

**Source: Researcher 2013.**

From the findings it is evident that majority of employees in the Ministry of Home Affairs agree that target setting improves productivity and that they are involved in the setting up of targets

that are in line with the objectives of the Ministry. Majority also believe that target setting enhances customer satisfaction.

**Table 4.1.1. IMPACT OF WORK PERFORMANCE ON TRAINING & DEVELOPMENT**

Training & Development	Status in %.		
	<i>Agree</i>	<i>Disagree</i>	<i>Don't Know</i>
Training is geared towards enhancement of work performance.	85%	11%	4%
Training Needs Assessment projections are usually carried out before any training starts.	67%	31%	2%
Training and staff development are carried as scheduled.	49%	42%	9%
Training and development is provided to all employees on merit	38%	49%	13%

**Source: Researcher 2013.**

Majority of the respondents also agree that training and development enhances work performance. However, they had divergent views as to whether trainings were carried out as scheduled and whether they were trained on needs assessment. It is also evident that a good number of respondents do not agree that trainings were offered on merit.

**Table 4.1.2. IMPACT OF WORK PERFORMANCE ON REWARDS**

Rewards	Status in %.		
	<i>Agree</i>	<i>Disagree</i>	<i>Don't Know</i>
Rewards enhance employee satisfaction.	76%	13%	11%
High performers are rewarded appropriately.	43%	42%	13%
Rewards enhance employee productivity.	83%	10%	7%
Rewards are offered to high performing employees.	38%	42%	20%

**Source: Researcher 2013.**

Majority of the respondents also agreed that rewards enhance employee satisfaction and productivity. There were mixed reactions on whether high performers are rewarded appropriately. Majority of the respondents agree that rewards enhance employee productivity. Some respondents did not agree that high performers are rewarded.

**Table 4.1.3. IMPACT OF WORK PERFORMANCE ON SANCTIONS**

Sanctions	Status in %.		
	<i>Agree</i>	<i>Disagree</i>	<i>Don't Know</i>
Sanctions/ penalties for not meeting targets are made known at the beginning of the appraisal period.	69%	18%	13%
Sanction discourages under-performance.	71%	17%	12%
Under performers are sanctioned appropriately.	53%	23%	24%
Employees who have been sanctioned before improve performance.	62%	17%	21%

**Source: Researcher 2013.**

Regarding sanctions, majority agree that sanctions are clearly stated and they discourage under performance, though a number of them noted under performers are usually sanctioned appropriately. It is also evident from the findings that sanctions improve productivity.

#### **4.4 Discussions of findings**

In the opinion of the employees of the Ministry of Home Affairs, set targets do improve productivity in the Ministry. This means that by following the set targets, the employees are bound to increase their productivity. Target setting is usually agreed upon by the appraiser and the appraisee. This is normally done at the beginning of the financial year. A midterm review is normally carried out after a couple of months in order to establish whether the set targets have been adhered to. The employees in the ministry stated that midterm reviews, give employees a

chance to adjust their performance to the work environment factors. This chance enables the employees to restructure their targets based on the objectives of the organization as per that period. According to the views of a majority of employees questioned, target setting has the ability to improve the validity of results of the system. The fact that employees are working towards achieving a set of targets forces them to be focused and more keen to deliver good results. Results are achieved in a more strategic and systematic manner, therefore more likely to be valid in nature. Target setting therefore does improve work performance but only when the targets are followed accordingly.

Target setting through performance appraisals do result in increased employee performance and productivity. According to Brown et al (2010), these improvements are derived from employee identification with and commitment to the objectives of the organization. Work efforts are directed to activities that will be of benefit to the organization. Poor performing employees are identified during the evaluation cycle and given feedback on how to improve.

Performance appraisal through goal setting takes into account the past performance of the employees and focuses on the improvement of the future performance of the employees (Dechev, 2010). It gives the staff the opportunity to express their ideas and expectations for the strategic goals of the company (Mullins 1999). Employees can find what is expected from them and what the consequences of their performance are. Ideally they receive a fair and analytical feedback for their performance. Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. It helps to align the individual performances with the organizational goals and also review employees' performances. Besides,

enhancing motivation appraisal leads to involvement in the 'big picture' - responsibility, encouragement, recognition for effective delivery and effort (Malcolm and Jackson, 2002). This in effect leads to the improvement in work performance in an organization.

The study findings on target setting appears to agree with even more authors such as Vigoda-Gadot & Angert (2007) who believe that there is a link between goal setting and work performance of employees. According to research carried out by the authors, the argument that setting specific goals increases performance significantly is one of the most robust findings in behavioral sciences and has contributed significantly to the theory of goal setting and the management based objective approach. So far, the conventional knowledge in management thinking, based on goal setting theory, suggest that clearer goals and more challenging task at work enhance formal performance and increase organizational productivity and effectiveness at various stages (Vigoda-Gadot & Angert, 2007).

There are however other scholars who feel that the performance appraisal system has failed to produce the expected benefits of enhancing work effectiveness. Cohens & Jenkins (2002) argue that it is time for organizations to begin treating employees like the adults that they are. There is too much patriarchal and paternalistic hand-holding, and way too much time spent monitoring, evaluating and judging individuals. It sends messages that people are not interested in working or improving the organization, messages that people are children who need to be directed and controlled in an atmosphere much like a traditional school. In this study however, the employees of the Ministry are not in agreement with Cohen & Jenkins (2010). They feel that the appraisal system is improving productivity significantly.

More than half of the employees also believe that training needs assessments projection is normally carried out before any training starts. In regard to whether training is carried out as scheduled the view of the respondents were divided. This means that some employees feel that training and staff development is not carried out as scheduled. This probably is due to financial constraints and lack of commitment to training at the managerial level of leadership. Prior studies in regard to training and development have also noted that most training projects are normally sidelined due to various constraints. According to Pohl (2009) there are three training process constraints; budget, time and culture. He further state that training is only done when it is extremely necessary. In his opinion, the negative effect of lack of training may not be visible in the short term but eventually, the organizational may have to react when something goes wrong.

Through key respondents, this study revealed that training programs have been conducted in the ministry but not necessarily based on the performance appraisal contract signed. Training and staff development is normally based on availability of funds and individual requests for training to the ministerial training committees. This view on how trainees are selected is similar to that of many other organizations. According to Yawson (2009), businesses have recognized that training process are expensive and have thus opted to choose trainees based on the ability to learn and effectively use the materials given.

The respondents believed that rewards enhance employee satisfaction. However, in regard to whether high performers are rewarded appropriately, the employees had mixed opinions. Some felt that high performers are not rewarded appropriately. The employees also agreed that they are not offered rewards based on high performance but mainly on favoritism. This is contrary to

what Dessler (2008) observed, that effective performance should be recognized through praise as it provides reinforcement for that behaviour and adds credibility to the feedback by making it clear that the manager is not just identifying performance problems.

Employees agreed that sanctions on the other hand discourage work under performance. However, the study revealed no employee in the Ministry had been sanctioned due to failing to achieve his/her work targets. This is contrary to the views of Armstrong (2009) that the employer must instill sanctions on non performers while at the same time, reward the performers, failure to which the process will slow down and at the same time affect morale of employees. Similar views shared by Steers & Porter, (1979) also supported the argument that effectiveness of monetary incentives influences workers belief that more efforts and high performance result in rewards proper job evaluation schemes are virtually important before awarding the pay and rewards, for if fairness is not perceived by the employees it can breed lack of motivation and low morale.

In summary from the finding, a majority of the employees are positive about the performance appraisal system. They believe in its ability to improve work performance but its is clear that they are not confident that some of the performance appraisal system sub sections are being followed as expected. For instance a majority of the respondents do not believe that high performers are rewarded appropriately.

The results confirms what Taylor had observed that employees should be scientifically selected, trained and given specific instructions in order to perform optimally. The findings also confirms and address the objectives of the study that PAS has an effect on work performance and

specifically the effect is higher on target setting, followed by training and development, then rewards and lastly sanctions.

It is further observed that the performance appraisal system can improve work performance but only when both appraiser and appraisee are dedicated to the process fully. This means the organization should be ready to provide the appropriate instruments and conditions to assist the employees achieve their set targets. The appraisee is also expected to identify realistic targets that are based on work objectives. The most critical area of the performance appraisal system is setting performance targets and following up of how the appraisee has been performing.

Lastly, employees in the Ministry of Home Affairs in general, believe that performance appraisal system is a powerful instrument that is capable of assisting them to achieve positive work performance. Training and staff development should be offered to all employees based on how they have performed. The above reasons clearly indicate that The Ministry of Home Affairs should reassess the performance appraisal system regularly.



# **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

## **5.1. Summary**

The general purpose of this study was to examine the impact of performance appraisal system on work performance in Kenya's public service. The study sought to examine, to what extent does performance appraisal system impact work performance in Kenya's Public Service. The main objective aimed at examining the three main sections of the performance appraisal system and how they have individually influence work performance. These sections included target setting, training and development and finally rewards and sanctions.

The majority of the employees understand the Ministry's performance appraisal system. The system offers employees enough opportunities to communicate with their supervisors openly and effectively. The system also makes the organization goals and objectives clear to staff members. A majority of the respondents has a positive attitude towards PAS set targets and believes it improves productivity in the ministry. Most of the employees also acknowledge that PAS improves the validity of the results of the system. Additionally, a large number of the employees felt that midterm reviews gives employees an opportunity for adjusting performance according to the work environment.

In regard to training and development, a majority of the employees agreed that training is geared towards enhancement of work performance. According to the results from the questionnaire, employees believe that training needs assessments projections are usually carried out before any

training starts. A majority of the employees also felt that training and development is carried out as scheduled in the organization. It is also important to note that a significant number of respondents also felt that training and development is not carried out as scheduled. It is clear that employees in this ministry have mixed opinions concerning this matter

On issues to do with rewards, respondents were questioned on their views regarding rewards and whether it enhances work performance. A majority of the respondents believe that rewards do enhance work performance. However when asked about whether high performers are rewarded appropriately, the respondents had mixed feelings. Less than half of the respondents believe that high performers are rewarded appropriately while the other half feel that high performers are not rewarded appropriately in the ministry. More than half of the employees agreed that rewards enhance employee performance. In response to sanctions a large number of the respondents agree that sanctions discourage under performance in an organization. They also agreed that employees who have been sanctioned before improve work performance.

## **5.2. Recommendations**

From the findings of this study it is clear that the employees at the Ministry of Home Affairs believe that PAS is a good tool for enhancing work performance. There is however need for the system to be reviewed regularly in order to keep up with work dynamics. The following are some of the recommendations that can be used to enhance work performance through the performance appraisal system in the Ministry.

1. There should be continuous discussion between the appraiser and appraisee that's prior to the setting up of individual targets at the beginning of the year, reviewing of the process

in the middle of the year and lastly during the end of the year when the appraisee is being rated.

2. The Ministry should conduct an in-depth understanding of the skills and competencies required for employees to enhance work performance. This will enable the Ministry to have a clear framework within which personal development can be focused. It will also provide explicit criteria for training selections & development programs. Identification and alignment of key performance areas will also make the employees understand how trainings are carried out in the Ministry.
3. The Ministry should ensure that the Performance Management Committee has a clear term of reference as far as rewarding hard working employees are concerned. This should be done in a transparent manner in order to avoid any suspicion and also boost performance.
4. Further research should be conducted on the impact of PAS in Kenya not only in the Government but also in other sectors. This will bring more insight on how PAS enhances work performance. Comparative studies for instance between Government Ministries and private companies could help shade more light on the success and implementation of PAS.

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## **APPENDIX I: INTRODUCTION LETTER**

Dear Sir/Madam,

### **RE: REQUEST FOR RESEARCH DATA.**

I am a student undertaking a Master degree in Public Administration (MPA) at University of Nairobi. I am carrying out a research project in partial fulfillment of the training curriculum. The research proposal topic is: **‘Impact of Performance Appraisal System on Work Performance’**. Any information received will be treated with utmost confidentiality and at no time will the contents or identity of the respondent be revealed.

Please complete the attached questionnaire as sincerely as you can.

Thank you.

Yours Faithfully,

**Caroline Towett**

## APPENDIX II: QUESTIONNAIRE

### Impact of Performance Appraisal System on Work Performance in Kenya's Public Service

Questionnaire No.....

#### Introduction:

*This questionnaire seeks to collect information on the impact of performance appraisal system in Kenya's public service. The information which will be forthcoming will be treated with utmost confidentiality and at no time will the content or identity of the informant be revealed. Kindly complete the questionnaire and give any relevant information that you feel is necessary for the study. Please tick (✓) where appropriate.*

#### Section I: Background information

1. What is your age bracket? Below 25  31-40  41-50  Over 51
2. What is your gender? Male  Female
3. What is your highest educational level: Primary Education  O level  Diploma;   
Degree  Masters  PhD;  Other
4. What is your Job Group? A-G  H-L  M& Q  R-U
5. Name of your Department?-----
6. How long have you worked in the service?

(a) Less than 5 years

(b) 10-20 years

(c) 20-30 years

(d) Over 31 years

7. What are your terms of services/employment?

(a) Permanent and pensionable

(b) Permanent without pension

(c) Probationary

(d) Contract

(e) Temporary

## Section II: Impact of Performance Appraisal System

Please rate the extent to which factors listed below influence delivery of services in the Office of the Vice President, Ministry of Home Affairs. Rate them on the scales provided below. Responses are in a scale from 5-1 as 1; represents 'strongly disagree' 2; 'disagree' 3; 'don't know' 4; 'agree and' 5; 'strongly agree'.

No.	Descriptions	Rating				
		5	4	3	2	1
	<b>Target setting</b>					
8.	The Performance Appraisal System(PAS) set targets improves productivity in the ministry					
9.	The set targets reflect the objectives of the ministry.					
10.	Target setting is usually agreed upon by the supervisor & appraisee					
11.	Attained targets enhances customer satisfaction					
12.	Employees are involved in the development of their Ministry objectives and PAS target.					
13.	Mid-term reviews give employees opportunity for adjusting performance to work environment factors.					
14.	Employees' involvement in PAS improves the validity of the results of the system.					
	<b>Training &amp; Development</b>					
15.	Training is geared towards enhancement of work performance					
16.	Training Needs Assessment projections are usually carried out before any training starts					
17.	Training and staff development are carried as scheduled					
18.	Training and development is provided to all employees on merit					

	<b>Rewards</b>						
19.	Rewards enhances employee satisfaction						
20.	High performers are rewarded appropriately						
21.	Rewards enhances employee productivity						
22.	Rewards/ incentives are offered to high performing employees						
	<b>Sanctions</b>						
23.	Sanctions/ penalties for not meeting targets are made known at the beginning of the appraisal period						
24.	Sanction discourages under-performance.						
25.	Under performers are sanctioned appropriately						
26.	Employees who have been sanctioned before improve performance.						

**APPENDIX III: INTERVIEW SCHEDULE**

**Impact of Performance Appraisal System on Work Performance in Kenya’s Public Service**

**Section A: Interviewee Details**

Name of your Department: .....

Position: .....

Duration of Service: .....

Sex: .....

**Section B: Interview Section**

1. Do you think that target setting helps in clarifying roles in the ministry? If Yes, explain.

.....

2. Are employees trained as per the performance appraisal training projections and request?

.....

3. Are rewards a good tool for work performance improvement?

.....

4. Has there ever been a case of an employee who has been sanctioned due to underperformance based on the performance appraisal system? If yes, explain the circumstances of the sanction.....