

**EMPLOYEE PERCEPTION OF THE EFFECTIVENESS OF
PERFORMANCE APPRAISAL SYSTEM IN THE HUMANITARIAN
NON GOVERMENTAL ORGANIZATIONS IN NAIROBI SOUTH**

BY

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DECLARATION

I do hereby declare that this is my original work which has not been submitted anywhere.

I have done it with the guidance of my supervisor Dr. Mercy Munjuri. All information used from other sources has been cited and acknowledged.

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DEDICATION

I dedicate this study to my family in recognition of their support, understanding, cooperation and encouragement during the whole duration of this course.

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ABBREVIATIONS

CBOs	Community Based Organizations
IRS	Internal Revenue Service
NGOs	Non Governmental Organizations
PAS	Performance Appraisal System
SEs	Social Enterprises
UN	United Nations
VCOs	Voluntary & Charitable Organizations

ABSTRACT

Human resource is one of the greatest asset in any given organization. People take organizations to greatest heights when managed well. On the other hand, people can also take the organization to the lowest pit when they feel that they are being treated unfairly. Performance appraisal is one of the tool that organizations use to manage employees. Since this tool is meant to develop employees and at same time make them propel organizations to greater heights, it need to be viewed as objective in their eyes. This study was undertaken as a research project in partial fulfillment of Masters Degree in Business Administration. The objective was to look at employee perception of effectiveness of performance appraisal system in the humanitarian Non Governmental Organizations in Nairobi South. This included the level of perception of employees regarding feedback, motivation, relationship with supervisors, promotion, purpose, goal setting, consistency with organization strategy, fairness and confidentiality among others. To undertake the study, descriptive method was used by way of pre planned survey questionnaires. The respondents of this study were employees in the humanitarian Non Governmental Organizations in Nairobi South ranging from top level, senior level, middle level, junior level and subordinates. Organizations were selected using systematic sampling while employees were selected using purposive sampling. The findings showed mixed perceptions. While some areas like confidentiality, consistency with organization strategy, purpose, goal setting, were rated positively, others like feedback, fairness, promotion, improvement on relationship between employees and supervisors were rated negatively and some respondents were undecided. The study concluded that if right measures are put in place, performance appraisal is a tool that can be used to enhance efficiency and effectiveness in organizations. The study also noted suggestions from respondents, and recommended that for the appraisal to be effective, employees need to be given feedback within a reasonable time so as to gauge themselves. In addition employees need to be involved fully in the process in order to own and embrace the system. Also, review of the tool from time to time is important so as to accommodate any changes. Lastly, the appraisal system need to have an element of fairness felt by employees. Limitation of the study was taken into consideration, and suggestions for further studies made.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The common practice in every organization is that there is a standard way of measuring employee performance. The one that cuts across is the performance appraisal tool. However the way in which this tool is used depend on how the organization is structured. Some organizations do it informally while others do it using formalized systems with elaborate evaluation guidelines, but taking into consideration disputes that may arise from the results, which may be brought about by different perceptions. For example employees may look at poor results as biased while supervisors may look at it as lame excuses from employees who are trying to justify themselves. Since these two parties are working for the success of the organization, they need to cultivate a harmonious working relationship where these disputes can be addressed in an objective manner, so that appraisal is seen as a pleasant process (Aubrey, 2006).

As the saying goes, an effective performance appraisal system can propel the organization to greater heights. On the other hand, an ineffective system can create chaos and render the organization unproductive (Desler, 2011). Since performance appraisal is a subset of human resource functions, it need to be tied to the entire human resource management activities and then aligned to the overall objective of the organization. With technology continuously changing the operating environment, organizations can hardly compete with others unless they generate new ideas, and this can only be done by taking good care of their human resource. One way of doing this is by developing an effective appraisal system which is perceived as objective. Unfortunately this has taken a back

seat in most organizations (Yalcin, 2002). As competition for scarce resources becomes more stiffer, organizations are waking up to reality that they can only grow if their employees are also supported to grow. To develop and grow, employees need a conducive environment within which they can work. One way of addressing this is by using the right evaluation tool which enable them to identify strong and weak areas in an acceptable and objective manner (Julnes, 2009). In addition, organizations also need to provide employees with sufficient challenges and responsibilities in line with the organization objectives (Grubb, 2007).

This study is grounded in Control Theory which has numerous applications in the workplace as proposed by Powers, (1998). Though he argued that performance appraisal is a control tool, managers need to engage employees regularly and find out what their concerns are and how they would like them to be addressed to enhance performance. Human beings are ambitious by nature. They are always seeking feedback in what they do so as to know their strong and weak areas. In the same manner, organizations need to give employees a yardstick with which to gauge themselves by providing specific and clear feedback. According to this theory, performance appraisal is being used as a control tool where supervisors are seen as controllers of subordinates. The theory also emphasizes that people are feedback seeking creatures not only in organizations but in all other aspects affecting their lives. In the work place setup, control theory is applied when managers are enforcing rules and procedures to be adhered to by subordinates. The relevance of this theory to this study is that it explains the importance of feedback as an essential mechanism in performance appraisal (Powers, 1998).

1.1.1 The Concept of Perception

Perception is the process by which individuals organize and interpret their impressions in order to give meaning to their environment. Perception is influenced by among other things, the person who is perceiving, what is being targeted and the prevailing circumstances (Armstrong, 2009). In this study, perception refers to how employees interpret the performance appraisal system in their organization, in terms of its effectiveness. Performance appraisal system should not be seen just like any other process but as a yardstick of measuring employees performance objectively, fairly and accurately.

However as the saying goes, error is to man and since these systems are managed and run by people, errors and subjectivity cannot be ruled out. At times managers may fail to adhere to requirements of these systems which result in employees perceiving that they (managers) are not fair to them (employees) and do not appreciate their contributions (Gomez-Mejia, et al., 2010). According to Youngcourt et al., (2007) employees' perception about their performance appraisal system determines how they measure its effectiveness in the organization. Therefore for performance appraisal system to be perceived as fair in their eyes, it must be free from bias.

1.1.2 Performance Appraisal System

Performance appraisal is defined as a systematic, organized and a formal way of measuring employee's job performance, so as to identify their strengths and/or weaknesses and provide feedback, on the way forward (Muo, 2007). Though

performance appraisals are used for numerous reasons, the most important one is aiding managers in making decisions related to promotions, financial rewards, redeployments, demotions, among others. Since these decisions are carried out regularly, employees also need to be evaluated on a continuous basis (Muo, 2007). As a standard practice, performance appraisal is meant to develop employees. However due to other demanding roles, this is mostly overlooked by many organizations thus only limiting it to a lesser evaluative role which put emphasis on selection, training, development and financial rewards. Therefore, it does not augur well for organizations to emphasize more on training without paying attention to performance appraisal because training needs are derived from appraisal outcome (Sahoo, et al., 2012).

Many organizations today use performance appraisal as a standard practice of measuring employees performance. This requires that the appraiser and appraisee have a prior meeting to discuss previous targets on what was achieved and what was not achieved and reasons, then set new ones on what is expected within a given timeframe, envisioned challenges and how they will be overcome. These targets need to be derived from the organization vision and mission (Grubb 2007). To be more effective, performance appraisal system should show direction to the appraiser and the appraisee. This means that at the beginning of the performance appraisal process, a common workplan need to be developed and agreed upon by both parties, the supervisor and subordinate. Then performance need to be monitored by the supervisor in case there are adjustments to be made, so as to keep it on track. Lastly, at the end the supervisor and subordinate need to

meet again to compare the results to their original plan, pointing out where an employee has excelled and where improvement is needed (Grubb, 2007).

1.1.3 The Concept of Effectiveness

There have been concerns raised in the recent past concerning the application of the term effectiveness in the public, corporate and even humanitarian sectors (Cardino et., 1997). So problematic is the concept that even practitioners themselves find it hard to comprehend. The term effectiveness stems its roots from the Latin word *effectivus*, meaning to be creative or productive. To date, effectiveness has been interpreted differently. Despite these differences, effectiveness is defined as how well something is done to achieve the desired change for those served. Sometimes effectiveness and efficiency are often confused to mean the same thing but according to Peter Drucker, these two terms are applied differently. While efficiency is about doing things right, effectiveness is about doing the right things (Drucker, 1990). Doing things right means reaching the optimum level of output. Effectiveness on the other hand means doing the right thing, meaning the level at which certain targets are achieved within a given time frame using minimal resources (Drucker, 1990). This can be measured in terms of a certain objective achieved, like an employee scoring 80% in performance appraisal after six months. Today, organizations are looking at effectiveness as an inbuilt culture of embracing continuous learning among employees so as to adapt and improve with the purpose of ensuring relevance, thus propelling the organization to its intended destination (Drucker, 1990).

Organizations operating in this time of continual change and globalized competition cannot afford unmotivated and uncommitted employees. To realize this, they need to have an effective performance appraisal system that allow every employee to feel that his/her effort has contributed to the success of the entire organization (Muo, 2007). Though performance appraisal play a major role in employee management, it is also one of the most frequently criticized tool. The critics look at it as an enormous waste of time, pointing out that it create unnecessary bad blood between managers and their subordinates, especially where results are seen as subjective. Naturally people will always hold diverse opinions in matters affecting them and performance appraisal is no exception. This means that developing an appraisal system that accurately reflects employee performance is an uphill task. Despite all this, managers are called to mind that performance appraisal systems are not fabricated tools or are they easily passed on from one organization to another. The system should be designed to match employee and organizational culture and this requires strong commitment from all employees from top to bottom (Rodgers et al., 1993). The system should also provide connections between employee performance and organization goals which enable them to have individualized objectives but with a performance criteria which allow them to relate directly to the organization. In addition, objectives should be developed jointly between the supervisor and subordinate. Once this is determined, appraisal should then be performed frequently to open communication lines between managers and subordinates. Support documents should be kept by both the supervisor and the supervisee for reference in case of disputes (Muo, 2007).

1.1.4 Humanitarian Non Governmental Organizations in Kenya

The humanitarian Non-Governmental Organizations (NGOs) are multifaceted in their operations. In Kenya, humanitarian Non-Governmental Organizations have become development partners as they help in running of the economy by supporting short and long term activities. A spot check show that there are a sizeable number of humanitarian Non Governmental Organizations participating in many developmental issues affecting social, economic, political, and environmental wellbeing of beneficiaries (Abdel-Kader et al., 2011). The term Non-Governmental Organization (NGO) was first coined in 1945, when the United Nations (UN) came into being. According to The United Nations any kind of private organization that is independent from government control can be classified as a Non Governmental Organization, provided it is not-for-profit, non-criminal and not an opposition political party (United Nations Global Report, 1999).

A Non Governmental Organization can also be defined as a private voluntary grouping of individuals or associations not operated for profit or for other commercial purposes but which has organized itself nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity, or research in the areas inclusive of but not restricted to health, education, agriculture, industry and supply of amenities and services (Non Governmental Organization Coordination Act, 1990). Funding for Non Governmental Organizations come from various internal and external sources ranging from governments, foundations, businesses, or private persons. Non Governmental Organizations consist of diverse group of organizations engaged in a wide range of activities, which take different forms in different parts of the world. Some run

charitable activities, while others are fronts for political, religious or other interests. A Non Governmental Organization can have its operations locally, nationally, regionally, or internationally. In Kenya, Non Governmental Organizations are presented as the third sector, independent of the other two sectors, the state and the private sector (Non Governmental Coordination Act, 1990).

1.2 Research Problem

Performance appraisal is a common tool used in every organization today. However what is of great importance is the purpose it is serving as far as those who are using it are concerned. Employee perception of a performance appraisal system is affected by many factors. When these perceptions come into play, they may have serious organizational implications (Boachie-Mensah et al., 2012). Perceptions also come into play when employees perceive that the appraisal system is not being used fairly (Chiang et al., 2010). This is especially when they are not aware of the purpose for which performance appraisal is being conducted in their organization. Also, when the role of performance appraisal is not clearly explained, perceptions are likely to come to the fore (Antonioni et al., 2001). In addition when appraisal reports are not prepared regularly to record performance, the discrepancy ultimately catalyses negative perceptions (Ikramullah et al., 2012).

In most organizations, performance appraisal is perceived as an annual exercise. When this is the case, the exercise is forgotten until the approach of the end year when it is revisited. This is in sharp contrast with the reality that appraisal is a process that should be continuous, and therefore should begin long before the actual appraisal meeting and

should consist of other requirements which are in line with individual and organization goals (DeNisi et al., 2000). Every organization needs an efficient means for managing performance appraisals, by considering the importance of evaluating their employees' contribution to the organization as a whole.

The most common practice in many organizations is that supervisors are tasked with evaluating employees under them (Desler, 2011). This has given rise to many issues that has made performance appraisal an uphill process. Managers and employees look at the tool with a lot of resentment. While managers view the process as time consuming and cumbersome, employees look at it as a process of coercing and witch-hunting them. Unless handled properly, this can cause fear, friction, resentment, and the consequent low morale. Further, if employees perceive that appraisal is subjective, they can dispute the results if they are not in their favour (Jackson et al., 2006). Cardy, (2011) advances that appraisal process is a difficult task which is at times riddled with errors. This can make the already bad situation worse in case of disputes, since this is likely to give birth to negative reactions such as resistance, denial, aggression, or discontentment, particularly if the evaluation results are not favourable to the employee. This can cause serious divisions amongst employees with the ones having favourable results considering it effective and perceiving it positive thus being motivated to perform, while those having negative results looking at the system as biased, subjective and not properly being implemented. This negative perceptions towards the system can affect their perception towards work resulting in poor performance.

Just like the private and the public sector, performance appraisal has also played a major part in employee management in the humanitarian Non Governmental Organizations, Community Based Organizations (CBOs), Social Enterprises (SEs) and Voluntary & Charitable Organizations (VCOs). Although humanitarian Non Governmental Organizations view performance appraisal as a multifaceted process, the most common yardstick of measurement is achievement of set targets within a given timeframe. In addition organizations in this sector also emphasize on performance based on the vision and mission, core values, among others not forgetting output, efficiency, effectiveness, individual and team targets (Abdel-Kader et al., 2011).

In the study on Performance Appraisal and Management Fletcher, (2001) found that some organizations adopted a developmental approach, believing that employees' performance could be improved. They focused on training and developing employees for future assignments which was believed to have positive influence. This view considers that a system should reward good performance, and encourage poor performers to improve. In the study on performance based management systems Julnes, (2009) support the view that performance appraisal need to be internalized by all employees, owned by line managers and supported by leaders at the top. He observed that many performance appraisal systems fall by the wayside because organizations do not involve those who are directly affected, that is managers and subordinates. He noted that successful implementation and use of an appraisal system can only be realized when managers recognize its importance, prioritize its awareness and align it with their responsibilities.

A research at an electricity company on Performance Appraisal in Organizations by Nobile, (1991) found that when the same form of performance appraisal process is carried out year in year out, it become monotonous and managers lose interest in it in the long run. As such the system need to be reviewed regularly factoring in all employees contribution. A part from regular review, it is also important for managers to have refresher courses to keep up with the changing environment, not forgetting top leadership commitment and support. In the Study by Rodgers et al., (1993) on the influence and commitment of top management found that if managers are not adequately trained and committed to the appraisal system, the process would just become like any other paperwork. This shows that while managers need to be committed, it is equally important for them and employees to be trained. Managers need to possess the right skills needed to conduct effective appraisals, while employees need to have increased awareness on how performance appraisal system is meant to operate.

Various studies have been carried out on performance appraisal, though most of them have been done in private companies, government parastatals and municipalities with very few of them targeting the humanitarian sector. Also, most of these studies were carried out in western developed countries which have different operational structures and cultures. The purpose of this study is to fill the knowledge gap by attempting to answer the research question: What is the employees' perception of the effectiveness of performance appraisal system in the humanitarian Non Governmental Organizations in Nairobi South?

1.3 Research Objective

The objective of this study is to find out how employees perceive the effectiveness of performance appraisal system in humanitarian Non Governmental Organizations in Nairobi South.

1.4 Value of the study

This study seeks to find out employee perception of the effectiveness of performance appraisal system in the humanitarian Non Governmental Organizations in Nairobi South. Thus it serves as an important source of information to the organizations in the humanitarian sector in improving their human resources management practices especially in performance appraisal. The findings of this study will therefore provide fair information as they are based on the views and perception of employees themselves towards performance appraisal system. This study will also serve as an important source of information to companies in the private and public sectors in improving human resource practices especially in evaluating their employees' performance. Lastly, the study will add to the existing knowledge in the area of performance appraisal and serve as a guide to future Master of Business Administration students who wish to undertake further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will look at the theoretical foundation of the study, performance appraisal, the purpose of performance appraisal system and features of effective performance appraisal system.

2.2 Theoretical Foundation of the Study

This study is grounded in Control Theory as proposed by Powers, (1998) which is found from the early works on management literature that has laid the foundation for what the theory is today. During that time, control theory was viewed as a function that was found between the process of strategic planning and operational control, in the various levels of the organization structure with operational managerial structures. In addition, the idea of control was derived from accounting principles which was mainly seen as revolving around areas of responsibility such as revenue and budgets. At that time these areas were associated with workers being controlled by managers (Powers, 1998).

Today control theory is a general term which encompasses formal and informal approaches that aim at regulating the behavior of members of an organization. Organization wise, control can be looked at as the process of ensuring that resources are obtained and used effectively and efficiently in the accomplishment of objectives (Drucker, 1990). On formal front, organizations control their employees using laid down structures, reward systems, rules and regulations. On the other hand informal control mechanisms comprise of how things that are held dearly in organizations like culture,

values, and norms are enforced. A combination of the two regulate behavior of employees so that organizational goals are accomplished within a given timeframe and with minimum use of resources (Abu-Doleh et al., 2007). Control can also be viewed as mechanisms used to measure performance requirements and to check whether these requirements are in line as specified in organization strategy (Grane, 1991). In general, management control encompasses the human and technical parts. Technical parts are machines while human parts are processes and systems controlled by people in the organization. It is the harmonious functioning of both that ensure the achievement of organizational goals (Ahmed et al., 2010). However at times, employee goals may differ from those of the organization. This is where the task of control theory comes in to make sure that personal and organizational goals are at par (Antonioni et al., 2001).

Though the Control Theory is important in today's organizations, it has some weaknesses that need to be addressed. The proponents depended heavily on accounting principles which have different applications and therefore cannot be used to apply to management model of the theory. In addition, control theory lack the capacity to capture social and psychological aspects of management practices today (Bretz et al., 1992). Regarding the responsibility areas, the concept of accountability was used to hold managers responsible for only those activities which are controlled by them. However, the present day managers are also held responsible for activities outside of their jurisdictions (Cardino et al., 1997). Thus, control theory cannot be applied universally since it has failed to explain how major issues are entangled and deeply rooted in socio-cultural contexts to non western developing countries (Cardy, 2011).

2.3 Performance Appraisal

Performance appraisal is one of the tools that is widely used in organizations for decision making. Literature show that there are reasonable opinions that while performance appraisal is a useful tool to organizations, it can also be ineffective if not used as intended (Luria, 2008). The traditional performance appraisal was a carrot and stick affair where good performance was rewarded while poor performance was punished. However this method was seen as punitive and became counterproductive. Today there is a departure from this concept and performance appraisal is now seen as a dynamic process, which is viewed as planning and improving employees performance on a continuous basis. This is seen as essential by organizations since it enable them to integrate management goals and employee performance in order to support and improve the overall goal (Williams et al., 1985).

Armstrong, (2009) note that there is a big difference between performance appraisal and performance management. He argues that whereas performance appraisal is viewed as an imposed system from the top, performance management is a holistic approach which engage everybody in the organization in a continuous process, so as to improve them and their performance, and thereby the performance of the whole organization. In spite of these controversies, performance appraisal remains a standard practice in organizations today for the reason that if managed properly, is useful in holding all employees accountable. In addition, the quality of labour force is determined by among other factors, the existence and build up of the organization appraisal system. In conclusion,

therefore, it is important for organizations to have and use an appraisal system which is reliable and accurate (Cardino et al., 1997).

2.4 Purpose of Performance Appraisal System

The use of an effective performance appraisal is important for organization to remain at the competitive edge (Youngcourt et al., 2007). Organizations conduct appraisal for various purposes but the major one is to aid managers in making administrative and developmental decisions (Ikramullah et al., 2012). Performance appraisal is conducted for administrative purpose when decisions on termination, redeployment, financial reward, promotion, among others need to be made. Performance appraisal is conducted for development purpose when managers require information on areas of employee improvement, such as team building, training among others. Administrative and developmental information serve different purposes (Gomez-Mejia et al., 2010). In an organization setting, a well-developed and systematic employee's performance appraisal system can also serve other purposes ranging from discovering areas of employee improvement, assisting the organization in assigning duties based on abilities, or developing employees for other roles. The development of performance appraisal cannot be complete without considering communication function, for explaining where there are gaps in relation to what is expected, clarifying job objectives and guiding development plans aimed at increasing the skills and capabilities of human resources (Williams et al., 1985).

Desler, (2011) argues that employee performance appraisal need to be a continuous process in every organization. Among the arguments advanced is that decisions like financial and other rewards are tied to employee's performance. In addition, appraisal provide an opportunity for managers and their employees to identify any existing gaps in order to come up with a plan for filling them. Also, performance appraisal serve as a useful tool for steering employees towards career planning path. Lastly, performance appraisal serve as a monitoring tool which help organizations to manage their employees. According to Grubb, (2007) performance appraisal is conducted for various reasons. Among them, is promotion of administrative procedures, and ensuring that management take charge of its organizational efficiency and effectiveness, enhancement of employee performance and satisfaction, thus simplifying workforce perceptions. In addition, Ikramullah et al, (2012) posits that performance appraisal is conducted in organizations because this is a tradition which has been practiced since time immemorial and is therefore seen as an employee management tool. Also, performance appraisal is conducted because employees have been made to believe that it is the only yardstick for measuring their performance. The good news for managers is that if employees perceive that an appraisal system is effective, they will be positive and support it. On the other hand if employees perceive that performance appraisal is being used as a tool for witch-hunt, they will develop resentment and negative attitude towards it.

2.5 Features of Effective Performance Appraisal System

The basic objective of performance appraisal is to facilitate management in carrying out crucial decisions like promotions, financial rewards, redeployments, layoffs, among others. For example, employee's current job performance is the greatest determinant of

his/her promotion. Though the tool has been used from time immemorial, it is one of the most frequently criticized. The critics argue that it is a waste of time, and that it fuel unnecessary bad blood between managers and their subordinates due to perceived biasness. There are no best features that define effective performance appraisal applicable to all organizations (Engelmann et al., 2001) but there are some notable ones, as outlined herein below:

2.5.1 Objective Based

An effective appraisal system requires the establishment of appraisal objectives and plans for improvement that touches on every organizational aspect. This need to start with individual objectives which are then aligned to the overall organization objectives (Piggot-Irvine, 2001). An effective performance appraisal also requires considerable time, resources, and managers going out of their way to gather information on employees concerns and giving feedback (Antonioni et al., 2001). In addition performance appraisal need to be based on specific objectives that are aligned to performance criteria acceptable to both appraiser and appraisee (Engelmann et al., 2001). Also, performance appraisal need to be objective in making connections between appraisal and rewards, the cordial relationship between supervisor and employee when identifying and defining goals, and giving objective feedback to the employee within reasonable time (Jackson et al., 2006).

2.5.2 Commitment by top leaders

Any system in the organization require resources like time and finances which in most cases are approved at the top. For performance appraisal system to succeed it needs commitment and support from top leaders (Rodgers et al., 1993). It is almost impossible

for any organization to have in place an effective performance appraisal system without commitment and support by top leaders. Also, managers understanding the system and making enough time to carry out appraisal is crucial to its effectiveness. It is also apparent that top managers themselves fully engage in their own appraisal (Armstrong, 2009). Though commitment by top leaders is crucial, development of a performance system require engagement and input of all stakeholders starting from top to bottom so as to increase buy-in, understanding and support (Rodgers et al., 1993).

2.5.3 Integration with other Human Resource Functions

Since performance appraisal is a subset of human resource, it needs to be integrated with other human resource functions. The system therefore need to hold everybody accountable but flexible in order to help staff highlight areas of future development. Getting the right balance of accountability and development in appraisal is associated with several key features linked to effectiveness. What organizations need to do is create performance appraisal systems that are integrated with the other human resources systems they have and the overall talent management strategy of the organization (Cardino et al., 1997).

2.5.4 Open Communication

According to Briscoe et al., (2008) communication is a key element to employee performance. Communication need to be a two way process. In this case from top to bottom and vice versa. This create room for performance appraisal system to become a learning experience that motivate employees to develop themselves and improve their

performance (Henderson, 1984). In addition, performance appraisal system should have an open communication channel, where both manager and employee state what is done well and what need to be improved. This form a vehicle for both parties to develop mutual understanding of their responsibilities. Antonioni et al., (2001) contends that among other functions, performance appraisal is necessary for ensuring proper management of an organization's human resources. Thus, the performance appraisal should aim at contributing information on which these functions can be built on (Sahoo et al., 2012).

2.5.5 Confidentiality and Transparency

Effective performance appraisal system should be seen as transparent but confidential to build employee trust. This can be accomplished by managers sharing information on what is expected, and decisions that have been made thus building confidence. In the end, all stakeholders should know why and how the system is working. When the system is transparent, it builds confidence in all stakeholders who believe that all their concerns will be addressed without bias. Since employees are sensitive to some information especially with results, it is important for appraisers to be transparent but at the same time absolute in maintaining confidentiality when dealing with information, especially when giving feedback (Nobile, 1991).

2.5.6 Clarity

An effective performance appraisal system need to be clarified to employees for them to understand what is expected. In addition the system should be seen as genuine with an

intention of making employees improve on their previous performance (Bernadin et al., 2000).

2.5.7 Trustworthy

Performance appraisal effectiveness and relationship between manager and employee go hand in hand. A disconnect between the two can have a devastating effect on both parties. Therefore the system need to be seen as trustworthy if it is to be embraced by the users. This can be done by the system emphasizing on honest interactions between managers and subordinates not only during appraisal but in all other official interactions (Muo, 2007).

2.5.8 Learning from failure

Error is to man and since systems are created and managed by human beings, they are no exception. If systems don't fail then nothing will ever change. Managers should not shy away from systems that fail as it is through failure that opportunities arise from lessons learnt (Evans, 1990).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, target population, sample design, data collection and analysis.

3.2 Research Design

The research design that was used was descriptive. Descriptive study is concerned with describing the characteristics of a particular individual, group or phenomenon. It is done in situations where some information is available about the subject. If data is collected from all members of the population the study is known as a census. In this case the study was a sample survey since data was collected from only a representative of organizations sampled from the population of interest. This method was used because it is the most appropriate since it captured the respondents' perceptions about the appraisal system in their organization (Bryman & Bell, 2007). Also, the descriptive research design has a crucial place in forming a better understanding of a problem or issue. This means that from the respondents' feedback the researcher was able to deduce how the appraisal system is viewed by employees in organizations.

3.3 Target Population

The population is the universe of units from which the sample is selected, related to the study (Bryman & Bell, 2007). The target population for this research were employees working for the humanitarian Non Governmental Organizations in Nairobi South. According to Non Governmental Organization Coordination Board, there were Ninety

Six (96) humanitarian Non Governmental Organizations in Nairobi South as at May 2016. The respondents were the employees of these humanitarian organizations.

3.4 Sample Design

According to Mugenda & Mugenda, (2003) 10% of the sample is a fair representative of the target population. The sampling method was systematic for organizations and purposive for employees. The sample comprised of 10% of the ninety six (96) humanitarian Non Governmental Organizations which were ten (10) organizations as shown in the table below. Organizations were listed alphabetically and chosen from the 1st, 11th upto 91st as shown in appendix II. Since each organization had an average of 50 employees, and an average of 5 departments, the researcher used 20% of employees from the sampled organizations since the population was small. For a fair representation, questionnaires were administered to at least 2 employees from each department. This put into consideration the gender, age, length of service, and job group. This meant that at least 10 respondents in each organization were sampled to fill the questionnaire making a total of 100 from the population of 500. This enabled the researcher to have representation of all organizations sampled. The sample comprised of employees ranging from top management, senior managers, supervisors, middle level staff, junior staff and subordinates.

No.	Organization
1	Action Against Hunger
2	African Development & Emergency Organization
3	Aids Orphans Care & Support Programme
4	Childs Life International
5	Friendly Action Network Organization
6	Integrated Development Africa Programme
7	Kenya Medical Aid
8	Make a Change International
9	Shining Hope For Community
10	Undugu Society of Kenya

3.5 Data Collection

Data was collected using primary sources. This was done using a questionnaire designed by the researcher to collect relevant information from respondents. The questionnaire was structured and consisted of two sections. Section One was designed to obtain personal information of the respondents. Section Two was designed to get perceptions of performance appraisal from respondents. The said sections of the questionnaire contained pre-planned questions with the same wording where respondents were limited to stated alternatives. It was only the last question (23) which gave the respondents freedom to answer as they wished. The researcher booked appointment through the human resource department of these organizations on the specific days when the questionnaires were administered. On material day the researcher with 2 assistants

administered the questionnaires to the respondents as directed by officers from various organizations.

3.6 Data Analysis

According to Kothari, (2004) data analysis is the computation of certain measures along with searching for patterns of relationship that exist among data groups. Data was analyzed using descriptive statistics such as percentages, frequencies and then presented in the form of tables, graphs, and charts. These methods were used by other researchers to analyze data (Shamoo & Resnik, 2008).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data collected from respondents in terms of the response rate, personal information (age, education, length of service, job group & department) and the perceptions of the respondents towards the appraisal system, as per the objective of the study.

4.2 Response Rate

The total number of sampled respondents was 100. The questionnaires were administered directly to the respondents by the researcher. 95 respondents filled the questionnaires while 5 respondents were not available due to unavoidable official circumstances. Therefore the response rate was at 95% which is a good representation of the population.

4.3 Personal Information

Personal information of the respondents was presented in terms of age, education, length of service in the organization, job group, and departments.

4.3.1 Age of Respondents

Table 1. Age

Age bracket	Frequency	Percentage
Under 25	11	11.58%
25 to 35	34	35.79%
36 to 45	32	33.68%
46 to 55	10	10.53%
Above 56	8	8.42%
Total	95	100%

Source: data 2016

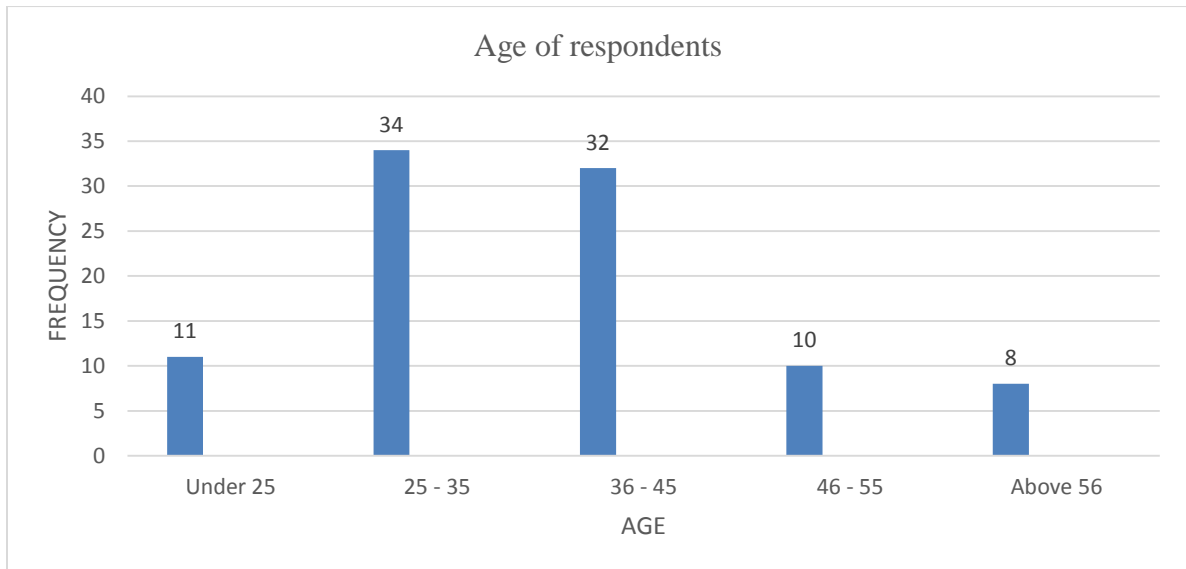


Figure 1. Age

Source: date 2016

As per the table and graph above, most of the respondents were within the age brackets of 25-35 (35.79 %) and 36-45 (33.68%). The lowest age bracket were those above 56 years at 8.42%. This shows that majority of the workforce comprise of the young people.

4.3.2 Education

Table 2. Education

Education	Frequency	Percentage
Certificate	7	7.37%
Diploma	18	18.95%
Degree	39	41.05%
Master	28	29.47%
Phd	3	3.16%
Other	0	0%
Total	95	100%

Source: data 2016

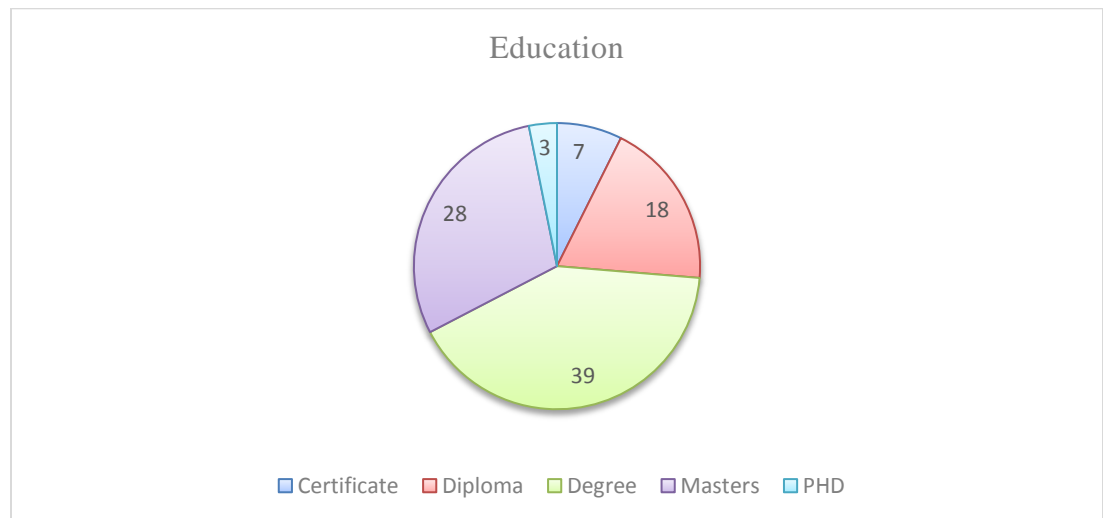


Figure 2. Education

Source: date 2016

According to the level of education, 39 (41.05%) had their first degree, 28 (29.47%) had their second degree (Master), followed by 18 (18.95%) with diplomas. There were those with certificates (7), while only 3 had PHDs. In most cases, employees with high educational qualifications are willing to give fair responses as they perceive that it is a yardstick for their career improvement.

4.3.3. Length of time in the organization

Table 3. Length of time

Length	Frequency	Percentage
Below 1 year	12	12.63%
1-5 years	48	50.53%
6-10 years	30	31.58%
11-20 years	5	5.26%
Above 20 years	0	0%
Total	95	100%

Source: data 2016

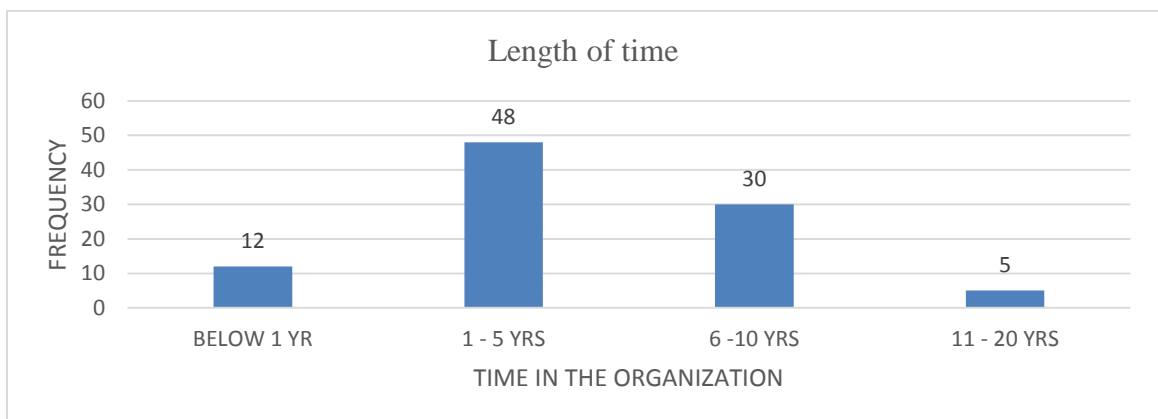


Figure 3. Length of time

Source: data 2016

The largest majority of respondents had served between 1-5 years (50.53%) followed by 6-10 years at 31.58%. The smallest number of the respondents had served between 11-20 (5.26%) years while none had served for over 20 years. In the humanitarian sector, employees are solely engaged on contractual basis whose terms can be extended or terminated depending on various factors. This explains why few employees had served for over 10 years. There may be differences in perception for employees who have worked for long and those who have worked for short periods. For example perceptions for employees who have worked for one year, five years and ten years are different.

4.3.4 Job Group of the Respondents

Table 4. Job group

Cadre of employees	Frequency	Percentage
Top level	0	0
Management	18	18.95%
Supervisory	43	45.26%
Junior level	27	28.42%
Subordinate	7	7.37%
Total	95	100%

Source: data 2016

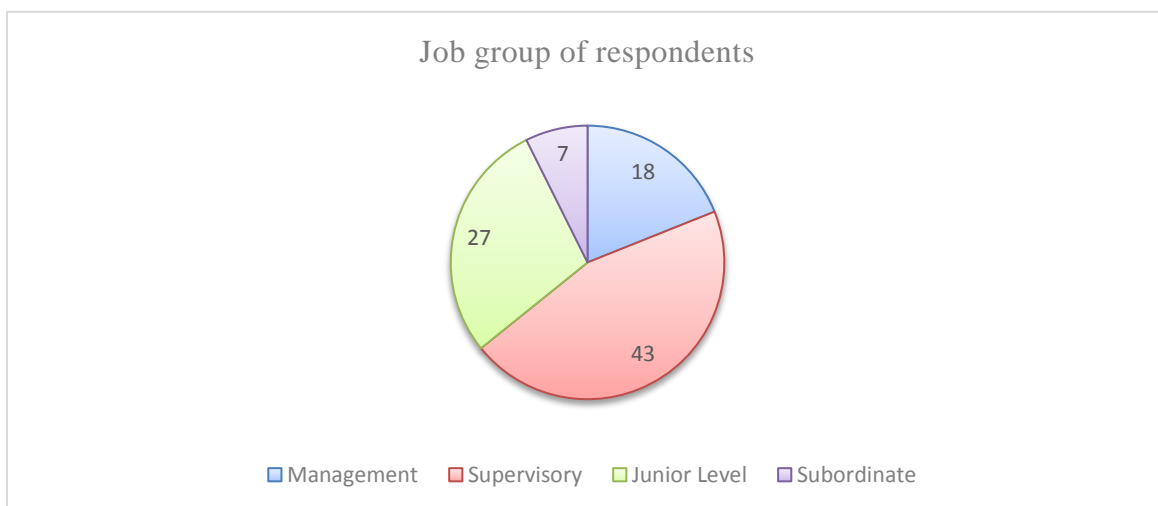


Figure 4: Job Group

Source: data 2016

From the table and chart above, most of the respondents were supervisors at 45.26% (43), followed by those at junior level at 27 (28.42%) and then managers at 18 (18.95%) Subordinate staff were 7 with no response at the top (directors). In most organizations most employees are at operational level. Managers and directors are concerned mostly with policy formulation are not available most of the time.

4.3.5 Departments

Table 5. Departments

Departments	Frequency	Percentage
HR/Administration	17	17.89%
Finance	20	21.05%
Logistics/procurement	18	18.95%
Programme/ME	40	42.10%
Other	0	0%
Total	95	100%

Source: data 2016

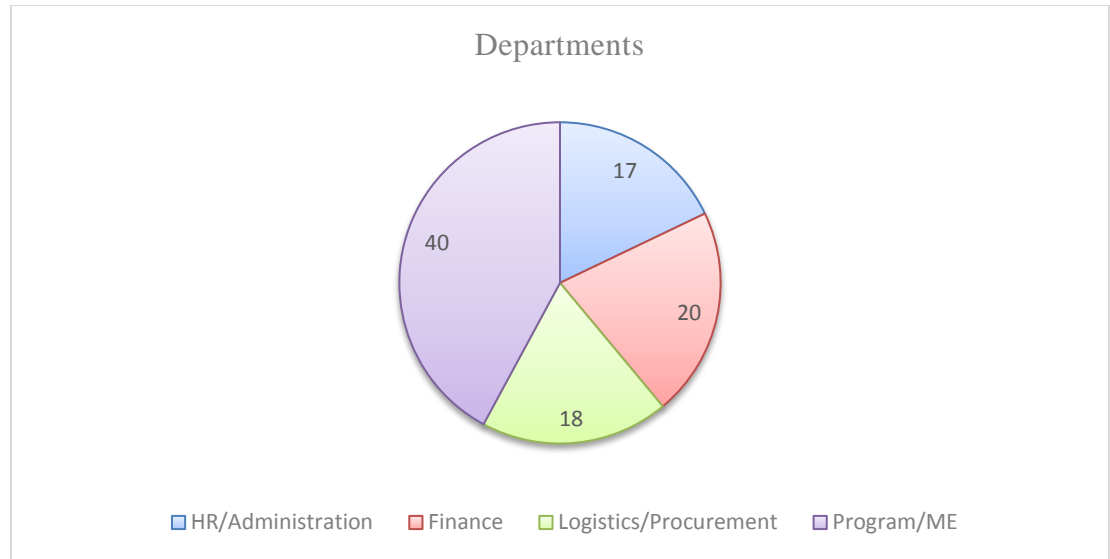


Figure 5. Departments

Source: data 2016

Of the 95 respondents, majority were from Programme department at 42.10% (40), followed by finance at 21.05% (20), logistics/procurement at 18.95% (18) and human resource at 17.89% (17). In the humanitarian sector, programme is the key department having majority of employees with others serving a support function.

4.4 Employee Perception of Effectiveness of the Performance Appraisal System

Perception of effectiveness of performance appraisal was presented based on the responses from a Likert scale ranging from five to one. Where five was strongly agree and one was strongly disagree. These responses were on how employees perceived the effectiveness of the appraisal system in their organization.

4.4.1 Performance appraisal is effective

Table 6. Effectiveness of performance appraisal

	Frequency	Percentage
Strongly agree	9	9.47%
Agree	24	25.26%
Neither agree nor disagree	21	22.11%
Disagree	29	30.51%
Strongly disagree	12	12.63%
Total	95	100%

Source: data 2016

Of the 95 respondents, 29 (30.51%) disagreed that performance appraisal was effective, 24 (25.26%) agreed, 21 (22.11%) were undecided while 12 (12.63%) strongly disagreed. The lowest number of respondents (9) strongly agreed with the statement. The significant number of the respondents who disagreed and those who were undecided depict a picture of employees who are not satisfied with their performance appraisal system.

4.4.2 I have greater understanding of the Results because of Performance Appraisal

Table 7. Greater understanding of Appraisal Results

	Frequency	Percentage
Strongly agree	6	6.32%
Agree	25	26.32%
Neither agree nor disagree	32	33.68%
Disagree	27	28.42%
Strongly disagree	5	5.26%
Total	95	100%

Source: data 2016

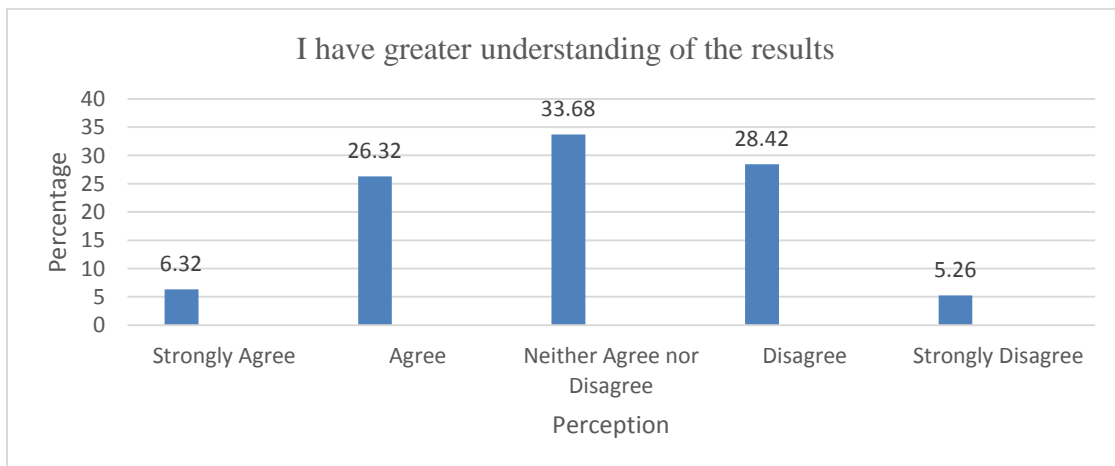


Figure 6. Performance Appraisal Results

Source: data 2016

For an appraisal to be effective, supervisors need to prepare their subordinates by explaining to them the results and what they mean (DeNisi et al., 2000). However compared to the responses above, majority of employees were undecided (32), followed by those who disagreed (27), though there were a significant number (25) who agreed

that they understood their results. From the above responses for strongly agree and strongly disagree, employees need to understand the appraisal system so as commit to it but this is difficult if they perceive that there is nothing they are benefiting from it. This is not good news for organizations as performance appraisal cannot be successful if employees feel that they don't understand the results as relayed by their supervisors.

4.4.3 I usually receive feedback from the supervisor on past performance

Table 8. Feedback from supervisor

	Frequency	Percentage
Strongly agree	4	4.21%
Agree	16	16.84%
Neither agree nor disagree	19	20.00%
Disagree	36	37.89%
Strongly disagree	20	21.05%
Total	95	100%

Source: data 2016

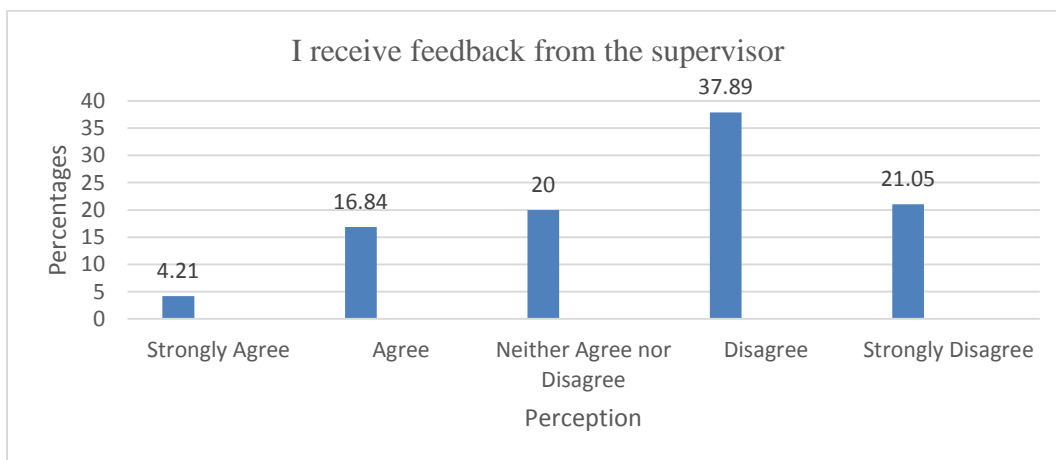


Figure 7. Feedback from supervisor

Source: data 2016

Majority of the respondents disagreed that they received feedback from their supervisors (36). 20 respondents strongly disagreed while 19 were undecided. Only 16 and 4 of the respondents agreed and strongly agreed respectively. According to Fletcher, (2001) feedback is a very important feature in performance appraisal system. Employees hold feedback in high regard as this enable them to gauge and compare themselves with their colleagues. Without feedback it becomes difficult for them to do so and as a result only view the system as just any other routine process. This response may be resulting from the fact that most of employees were undecided that they understood what results meant.

4.4.4 The results of performance appraisal usually motivate me

Table 9. Performance appraisal and motivation

	Frequency	Percentage
Strongly agree	3	3.16%
Agree	12	12.63%
Neither agree nor disagree	23	24.21%
Disagree	34	35.79%
Strongly disagree	23	24.21%
Total	95	100%

Source: data 2016

From the above table, a total of 34 respondents disagreed that they were more motivated after performance appraisal. 23 strongly disagreed while 23 were undecided. Only 12 agreed and 3 strongly agreed that they were being motivated by the results. According to Cardino et al., (1997), employees cannot be motivated by the appraisal system if they don't understand how it operate and the benefits being derived from it. This may have been resulted from the fact that majority of respondents perceived that they did not receive feedback from their supervisors. This is posing a challenge to organizations to do more since appraisal system seems to be demotivating employees.

4.4.5 I feel that appraisal has improved my relationship with the supervisor

Table 10. Performance Appraisal and relationship improvement

	Frequency	Percentage
Strongly agree	10	10.53%
Agree	16	16.84%
Neither agree nor disagree	29	30.51%
Disagree	32	33.68%
Strongly disagree	8	8.42%
Total	95	100%

Source: data 2016

With 32 (33.68%) of respondents selecting that they disagreed that performance appraisal improved relationship with their supervisors, while 29 (30.51%) being undecided, it is apparent that there was communication breakdown between employees and their supervisors that need to be addressed so as to build better working relationships. Harmonious relationship between the appraiser and appraise is beneficial to performance appraisal process. According to Fletcher, (2001) the most important element that employees are concerned with in a performance appraisal is their relationship with their appraisers. If it is perceived that there is bad blood between the two parties, then performance appraisal is reduced to a mere routine process.

4.4.6: I feel the importance of time spent on performance appraisal

Table 11. Time spent on Performance appraisal

	Frequency	Percentage
Strongly agree	7	7.37%
Agree	16	16.84%
Neither agree nor disagree	24	25.26%
Disagree	36	37.89%
Strongly disagree	12	12.63%
Total	95	100%

Source: data 2016

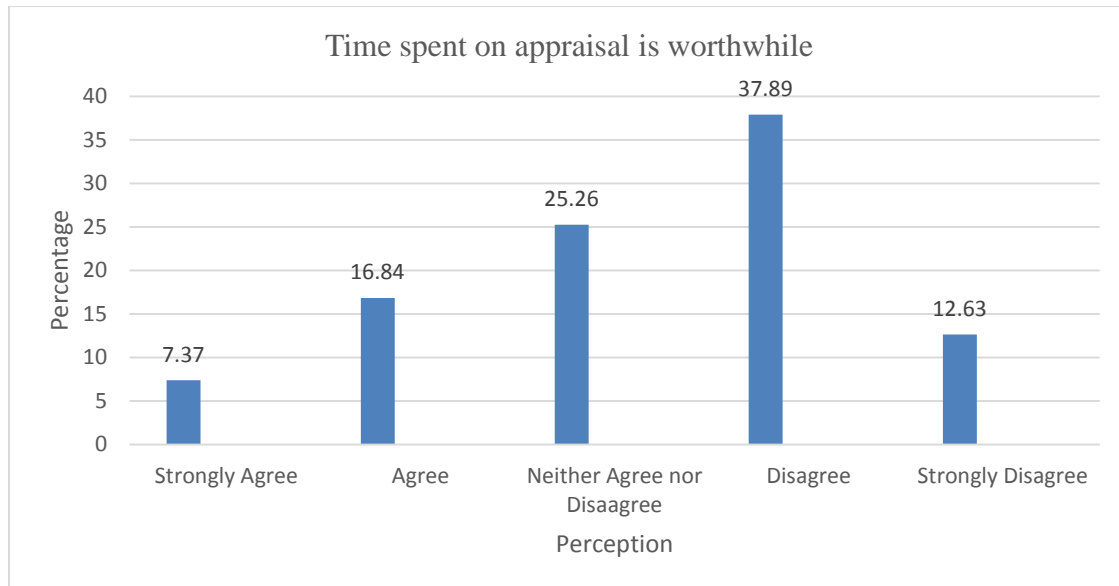


Figure 8. Time spent on performance appraisal

Source: data 2016

The not so good relationship between supervisors and subordinates is spilling over to the perception of time spent on appraisal. Just like the previous question on relationship between supervisors and subordinates, majority of respondents (37.89%) perceived that

the time spent on appraisal was not worthy it, 24 (25.26%) were undecided, 16 (16.84%) agreed, while 12 (12.63%) strongly agreed. This shows that most employees perceived that performance appraisal was not a worthwhile developmental tool which could be due to the perceived lack of feedback.

4.4.7 My job performance has improved because of performance appraisal

Table 12. Performance appraisal and job performance

	Frequency	Percentage
Strongly agree	11	11.58%
Agree	18	18.95%
Neither agree nor disagree	35	36.84%
Disagree	20	21.05%
Strongly disagree	11	11.58%
Total	95	100%

Source: data 2016

35 (36.84%) of respondents were undecided, 20 (21.05%) disagreed, 18 (18.95%) agreed while those who strongly agreed and strongly disagreed tied at 11 (11.58%). According to Ikramullah et al., (2012) the main purpose of performance appraisal is to develop employees by identifying their strong and weak points, and then monitor progress. With most employees being undecided and disagreeing that the appraisal system was improving their performance, demonstrate that the appraisal system can prompt negative perception amongst employees if not well handled.

4.4.8 I feel that promotion is solely based on performance appraisal

Table 13. Performance Appraisal and promotion

	Frequency	Percentage
Strongly agree	9	9.47%
Agree	17	17.89%
Neither agree nor disagree	24	25.26%
Disagree	30	31.58%
Strongly disagree	15	15.79%
Total	95	100%

Source: data 2016

Majority of respondents (31.58%) disagreed with the statement that promotion was solely based on performance appraisal. 24 (25.26%) were undecided, 17 (17.89%) were in agreement, 15 (15.79%) strongly disagreed while 9 (9.47%) strongly agreed. According to Grane, (1991) tying promotion and other rewards to appraisal results is recognized as one way of making performance appraisal effective. However, from the responses above, respective organizations seem not to be using appraisal as a determinant of promotion. In this case, it is important for organizations to make clear to their employees what they strive to achieve from the performance appraisal results.

4.4.9 I feel that performance objectives are well defined

Table 14. Performance appraisal and objectives

	Frequency	Percentage
Strongly agree	19	19.79%
Agree	31	32.63%
Neither agree nor disagree	21	22.11%
Disagree	14	14.74%
Strongly disagree	10	10.53%
Total	95	100%

Source: data 2016

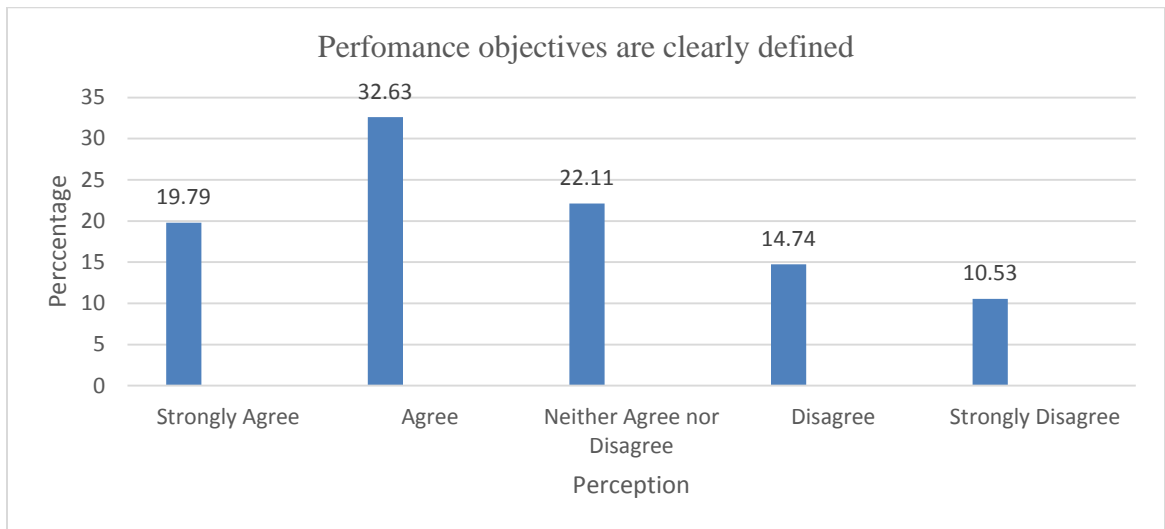


Figure 9. Performance appraisal and objectives

Source: data 2016

According to the results, 31 (32.63%) of the respondents agreed with the statement that the objectives were well defined. 21 (22.11%) were undecided whether objectives were defined or not. 14 (14.74%) disagreed that objectives were well defined in the process.

But 19 (19.79%) strongly agreed. The results above depict an appraisal system that is goal directed, though there are some inconsistencies. However with majority of the respondents in support of the statement, show that organizations have explained to their employees what performance appraisal is meant for.

4.4.10 Performance appraisal is consistent with organization strategy

Table 15. Performance appraisal and organization strategy

	Frequency	Percentage
Strongly agree	21	1.11%
Agree	32	33.68%
Neither agree nor disagree	18	18.95%
Disagree	15	15.79%
Strongly disagree	9	9.47%
Total	95	100%

Source: data 2016

An effective performance appraisal ensure that targets set for subordinates are in line with the overall organization objective (Ikramullah et al., 2012). From the responses above 32 (33.68%) of the respondents agreed, while 21 (21.11%) strongly agreed with the statement. 15 (15.79%) disagreed while 9 (9.47%) strongly disagreed. As much as the responses are a positive sign to organizations, it is also important to note that the number of those who were undecided (18) was significant. It therefore calls for managers to balance the appraisal system by including employee goals.

4.4.11 Appraisal provide me an opportunity to set relevant goals for myself and organization

Table 16. Performance appraisal and goal setting

	Frequency	Percentage
Strongly agree	14	14.74%
Agree	29	30.53%
Neither agree nor disagree	23	24.21%
Disagree	6	16.84%
Strongly disagree	13	13.68%
Total	95	100%

Source: data 2016

Effective performance appraisal ensure that employee perceive that they are involved in the process. Looking at the above table, majority of the respondents (43) agreed with the statement as compared to 29 who disagreed, though there is a significant number (23) who were undecided. Ahmed et al., (2007) state that employees feel valued if they are given an opportunity to set their goals during meetings with their supervisors. This make them accept the system and hence own the process. Given positive responses, it seems organizations are giving opportunities to employees to set their targets, though some improvement is required.

4.4.12 All information pertaining to Performance appraisal is treated with confidence

Table 17. Performance appraisal and confidentiality

	Frequency	Percentage
Strongly agree	4	35.79%
Agree	26	27.37%
Neither agree nor disagree	17	17.89%
Disagree	11	11.58%
Strongly disagree	7	7.37%
Total	95	100%

Source: data 2016

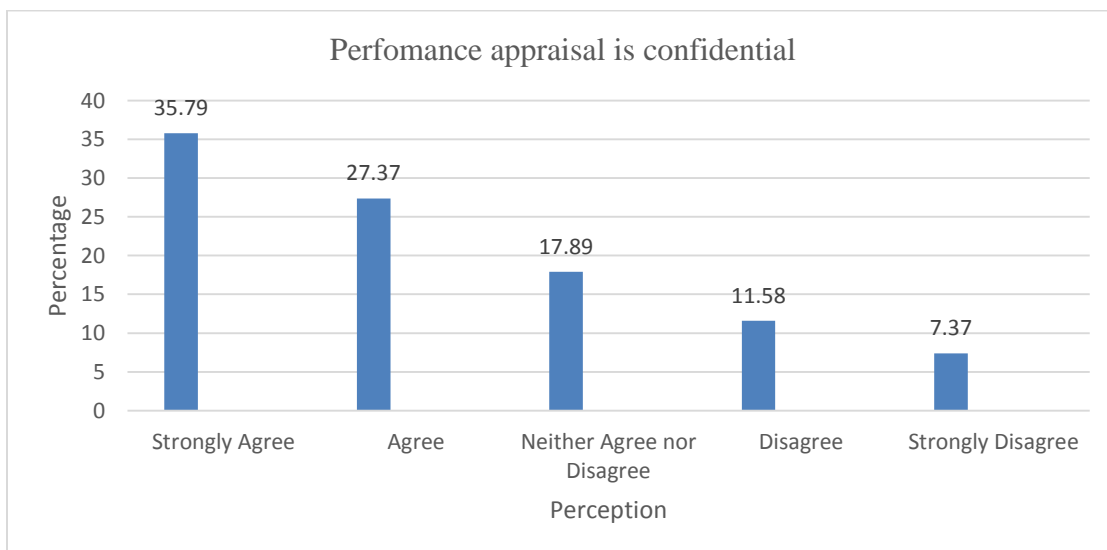


Figure 10. Performance appraisal and confidentiality

Source: data 2016

A large majority of respondents (35.79%) strongly agreed that performance appraisal was confidential, 27.37% agreed that it was confidential. With 17.89% undecided, 11.58 %

disagreeing and only 7.37% strongly disagreeing shows that employees were sensitive to disclosure of information. Positive perception by the majority show that employees trust the appraisal system. This shows that organizations have put in measures to ensure that appraisal is conducted in confidence. This is in agreement with Piggot-Irvine, (2003) who state that confidentiality is an essential feature for effective performance appraisal. However some improvement is needed since the number of respondents who disagreed and those who were undecided was significant.

4.4.13 Performance Appraisal make me understand my job roles

Table 18. Performance appraisal and job roles

	Frequency	Percentage
Strongly agree	11	11.59%
Agree	18	18.95%
Neither agree nor disagree	29	30.53%
Disagree	22	23.16%
Strongly disagree	15	15.79%
Total	95	100%

Source: data 2016

One of the elements that make performance appraisal effective is being employee friendly in making them understand their job roles (Mu, 2007). Of the 95 respondents, the highest number (37) disagreed with the statement. Those who agreed tied with those who were undecided at 29. With this negative responses, organizations have their work cut out for them in ensuring that employees gain from the system.

4.4.14 I feel that Performance appraisal is conducted fairly

Table 19. Performance appraisal and fairness

	Frequency	Percentage
Strongly agree	10	10.53%
Agree	14	14.74%
Neither agree nor disagree	21	22.11%
Disagree	28	29.47%
Strongly disagree	22	23.16%
Total	95	100%

Source: data 2016

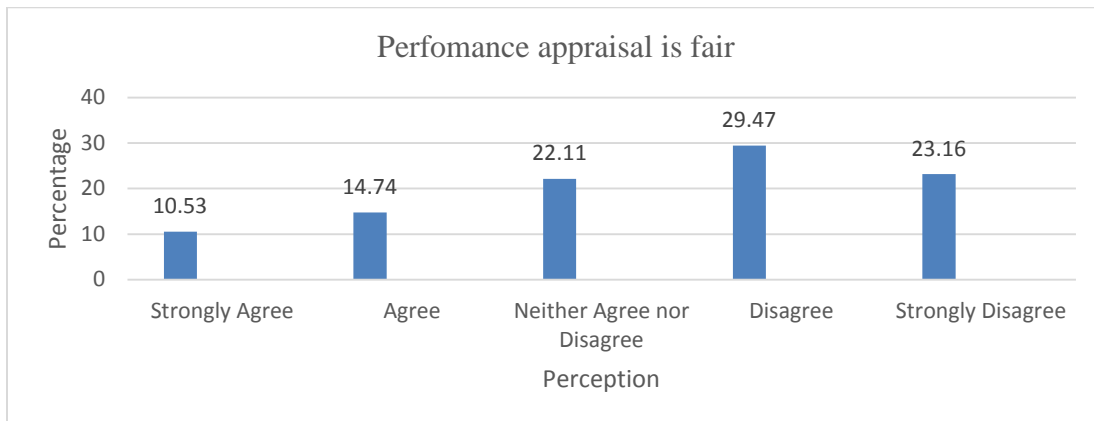


Figure 11. Performance appraisal and fairness

Source: data 2016

Of the 95 respondents 50 disagreed that the system was fair. 24 agreed while 21 were undecided. According to Bretz et al., (1992) fairness of the appraisal system is one of the issues that most organizations are grappling with. This is supported by Fletcher, (2001) who state that appraisal system cannot be effective if it is not seen as being fair. With

majority of respondents perceiving that the system was not fair, it is unlikely that they will support it. This will also have a negative impact on their morale. Organizations need to do away with appraisal system that just raise emotions and build system that is perceived as fair in the eyes of employees.

4.4.15 I understand why performance appraisal is conducted in the organization

Table 20. Performance appraisal and purpose

	Frequency	Percentage
Strongly agree	29	30.53%
Agree	38	40.00%
Neither agree nor disagree	9	9.47%
Disagree	11	11.58%
Strongly disagree	8	8.42%
Total	9	100%

Source: data 20116

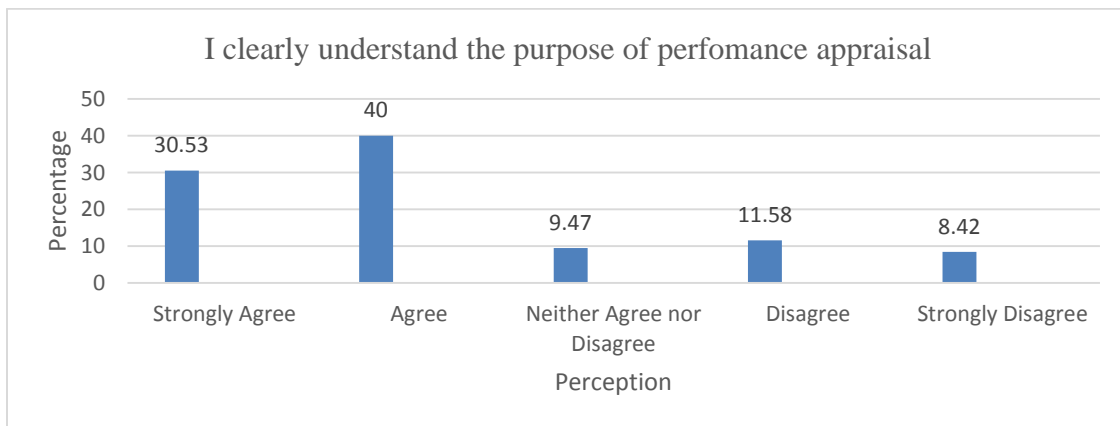


Figure 12. Performance appraisal and purpose

Source: data 2016

The results show that majority of the respondents (67) agreed with the statement that they understood why performance appraisal was being conducted in their organization. These responses show that organizations had explained to their employees what performance appraisal entail. These responses display positive results for organizations. It shows that despite the negative perceptions in some questions, employees were aware why performance appraisal was being conducted.

4.4.16 I can identify areas of personal development because performance appraisal

Table 21. Performance appraisal and areas of personal development

	Frequency	Percentage
Strongly agree	13	13.68%
Agree	22	23.16%
Neither agree nor disagree	29	30.53%
Disagree	17	17.89%
Strongly disagree	14	14.74%
Total	95	100%

Source: data 2016

While 37 respondents agreed that performance appraisal had enhanced their personal development, 31 disagreed that appraisal had developed them personally. 29 of the respondents were undecided. This is in agreement with Boachie-Mensah, (2012) who state that employees will only support the appraisal system if they perceive it as a vehicle for their personal growth. However given that the number of respondents who disagreed and those who were undecided was significant show that all was not well. Therefore,

organizations need to put in measures to ensure that employees feel that the appraisal tool is meant for their personal growth and development.

4.4.17 I have developed individually because of performance appraisal.

Table 22. Performance appraisal and individual development

	Frequency	Percentage
Strongly agree	14	14.74%
Agree	21	22.11%
Neither agree nor disagree	32	33.68%
Disagree	16	16.84%
Strongly disagree	12	12.63%
Total	95	100%

Source: 2016

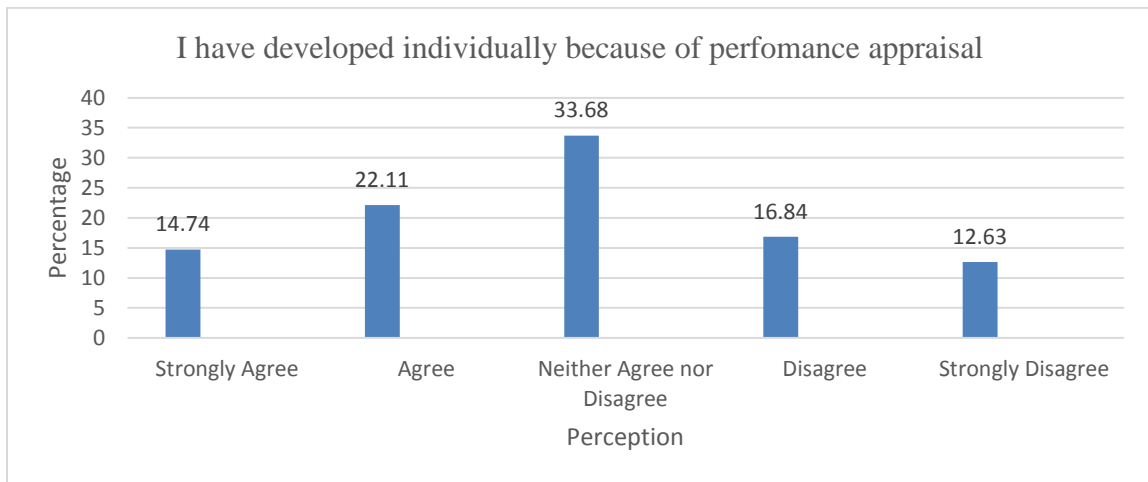


Figure: 13 Performance appraisal and individual development

Source: data 2016

Performance appraisal is supposed to be a tool used to develop employees. However according to the results in the above graph, 32 (33.38%) of the respondents were undecided. 16.84% (16) disagreed, 21 agreed (22.11%) and 14 (14.74%) strongly agreed that performance appraisal had developed them personally. This is in agreement with Boachie-Mensah, (2012) who state that employees will only support the appraisal system if they perceive it as a vehicle for their personal growth. However given that there was a significant number of employees were undecided and those who disagreed show that they were not sure if the appraisal system was playing any role in their personal development. Therefore organizations have a lot of work to do in order to ensure that their employees are benefiting from the system and realizing personal improvements.

Table 23: Perception on effectiveness of appraisal system

Statement	N	Mean	Std Deviation
Appraisal system is effective.	95	2.8842	1.20162
I greater understanding of results.	95	3.0000	1.01058
I usually receive Feedback from supervisor.	95	2.4526	1.2768
I am motivated by the results of performance appraisal	95	2.3368	1.08775
Performance appraisal has improved relationship with supervisor.	95	2.8737	1.12271
Time spent on performance appraisal is worthy	95	2.6842	1.12291
Performance appraisal has improved my job performance.	95	2.9789	1.15757
Promotion is solely based on performance appraisal.	95	2.7368	1.20469
Performance appraisal objectives are well defined.	95	3.3684	1.25522
Performance appraisal is consistent with organization strategy.	95	3.4316	1.26030
Appraisal provide me with an opportunity to set goals.	95	3.1579	1.26588

Performance appraisal results are treated with utmost confidentiality	95	3.7263	1.26695
Performance appraisal make me understand my job roles.	95	2.8737	1.23117
I feel that performance appraisal is conducted fairly.	95	2.6000	1.28328
I understand why performance appraisal is conducted	95	3.7263	1.25004
Appraisal has helped me to identify areas of personal development	95	3.0316	1.25013
I have developed individually because of performance appraisal	95	3.0947	1.22104

Source: data 2016

4.4.18 Comments on the improvement of the performance appraisal system

The respondents had mixed comments. The major ones were lack of feedback and fairness. Those at supervisory and management level stated that at time there is no one to appraise them since their supervisors keep changing. Respondents also perceived that their involvement needed improvement, the language which those at junior and subordinate level felt that was too technical, and the length of the tool which some respondents felt that needed to be review. They made suggestions on how they thought the tool could be improved to make it effective.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter describes the summary of findings, conclusions, recommendations and suggestions for further research.

5.2 Summary of findings

The objective of the study was to assess employee perception of the effectiveness of performance appraisal system in the Humanitarian Non Governmental Organizations in Nairobi South. Findings on perceptions showed mixed reactions. While respondents felt that there were flaws in provision of feedback, motivation, fairness, improvement of relationship between employee and supervisor among others, perception on confidentiality, consistency with organization strategy, purpose, goal setting among others received favourable rating, though there was a significant number of respondents who were undecided. The top five findings on mean also showed mixed perceptions. The first highest mean was at 3.7263 for perception on confidentiality and purpose of performance appraisal. The second was at 3.4316 on performance appraisal being consistent with organization strategy. The third was at 3.3684 on definition of performance objectives. The fourth was at 3.0947 on individual employee development and the fifth was at 3.0316 on areas of personal development. Apart from the highlighted perceptions, the study recognized all employee perceptions.

5.3 Conclusions

The effectiveness of performance appraisal system, like any other system, being a major human resource activity is necessary for the growth, development and success of any organization. Unfortunately, in most organizations, this fundamental activity is not treated with the seriousness it deserves. This study set out to investigate employee's perception of the effectiveness of performance appraisal in the humanitarian Non Governmental Organizations in Nairobi South. The results as presented above revealed mixed perceptions. Of notable concern were perceptions on lack of feedback where respondents felt they did not receive feedback regularly or not all. This had a spillover effect on motivation, fairness, promotion, relationship with supervisor and personal development among others. Despite these negative perceptions, respondents rated the system favourably in terms of confidentiality, purpose, consistency with organization strategy, well defined objectives among others. Despite the above perceptions, most employees felt that the system was not so bad after all. All it needed was some improvement so as to foster individual as well as organization objectives.

This study has shown that if the right techniques are put in place by organizations, employee negative perceptions towards appraisal system will be minimized. The study looked at how this can be done by providing some information on how effective performance appraisal system can be improved and recommended measures on how it can be used to enhance effectiveness in organizations. However, the results need to be interpreted putting into consideration the limitation of the study.

5.4 Recommendations

Organizations and their employees are working for the common good and both of them need to cultivate harmonious relationship. To do this, organizations need to create a conducive environment in which employees can thrive. One of such measures is the use of performance management tool. However the tool can only steer the organization to greater heights if it is perceived as being fair. This far, organizations have tried to develop a tool to guide the process but more still needs to be done, to make it more effective and user friendly. The study therefore recommends the following:

5.4.1 Provision of Feedback

From the study, majority of the respondents perceived that they did not receive feedback from their supervisors. From their comments they further perceived that it was difficult for them to gauge whether they were improving or not. This show how important feedback is. Organizations need to have regular and frequent feedback process that facilitate dialogue between the supervisor and the employee so as to foster better communication. This allow employees to air out any concerns they may have with the appraisal results and discuss with their supervisors with a view to forging a common way forward. This builds employee confidence and creates a sense of ownership. While provision of feedback is important, managers need to note that this should not be seen as a one off event but a continuous process.

5.4.2 Promoting Fairness

From the responses, majority of employees perceived that performance appraisal was not fair. With such a perception, it is difficult for organizations to expect employee commitment in job performance. For appraisal to yield the desired outcomes, organizations need to pay adequate attention in making sure that appraisal system is seen by employees to promote fairness and transparency. In addition employees need to perceive performance appraisal process as a means of developing them in terms of strengthening their strong points while helping them improve on weak ones.

5.4.3 Employee involvement

The ultimate purpose of performance appraisal is to allow employees to improve continuously. However results from the study show that there was low perception that employees were being involved in the development of the appraisal system. If employees are to own the appraisal process, they need to be involved from the beginning to make positive contributions in areas where they feel dissatisfied, so as to make the tool more user friendly. The involvement should not only be for employees but for top leadership as well. Employee involvement creates an atmosphere of ownership and cooperation, thus reducing unnecessary tension and conflicts.

5.4.4 Regular review of the system

From the study, respondents perceived that performance appraisal system needed improvement in terms of the length and language used which some felt (junior and subordinates) that was too technical. This can be done by reviewing the system from

time to time, in consultation with all stakeholders. During such a review, employees can have a forum to discuss their concerns about the system and how it can be improved.

There is no best appraisal system but the researcher trust that if the recommendations enumerated above were put into consideration by organizations, they will help them to ensure that their appraisal systems are effective.

5.5 Suggestion for further studies

Though this study reflects a true picture of the organizations studied, it was limited to humanitarian Non Governmental Organizations in Nairobi South only. As such the results cannot be generalized to other organizations in other sectors, since each has its own way of measuring employee performance. To make this study more comprehensive with significant generalizations, further research comprising of a large population of employees in different sectors need to be conducted.

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APPENDIX I: QUESTIONNAIRE

Employee Perception of the effectiveness of Performance Appraisal System in the Humanitarian Non Governmental Organizations in Nairobi South

Section One: Personal information (please tick where appropriate)

1. Age bracket
 - a) Under 25
 - b) 25 to 35
 - c) 36 to 45
 - d) 46 to 55
 - e) above 56

2. Level of education
 - a. Certificate
 - b. Diploma
 - c. Bachelors Degree
 - d. Master
 - e. PHD
 - f. Other (please specify)

3. Length of time in the organization
 - a) Below 1 year
 - b) 1-5 years
 - c) 6-10 years
 - d) 11-15 years
 - e) 16 -20 years
 - f) Above 20 years

4. Job Group Cadre
 - a) Top Level
 - b) Management level
 - c) Supervisory level
 - d) Junior level
 - e) Subordinate level

5. Department
 - a) Human Resource/administration
 - b) Finance
 - c) Logistics/procurement
 - d) Programme
 - e) M&E
 - f) Other (please specify)

Section Two: Employee perception of the effectiveness of performance appraisal system. Please rate the following on a scale of 1-5 where:

- 5 = strongly agree**
- 4 = agree**
- 3 = neither agree nor disagree**
- 2 = disagree**
- 1 = strongly disagree**

Statements	5	4	3	2	1
6. I feel that performance appraisal system is effective					
7. I have a greater understanding of the results expected of me because of the performance appraisal system					
8. I usually receive feedback from my supervisor on the past performance.					
9. I feel that results of performance appraisal usually motivate me.					
10. I feel that performance appraisal has improved my relationship with the supervisor.					
11. I feel the importance of time spent on performance appraisal.					
12. My job performance has improved as a result of performance appraisal.					
13. I feel employees are only promoted according to the results of performance appraisal.					
14. I feel that performance objectives are well defined by the supervisor during the first meeting					
15. I feel that performance appraisal is consistent with the objectives of the organization strategy.					
16. Performance appraisal gives me an opportunity to set relevant goals beneficial to myself and the organization.					
17. I feel that all information pertaining to performance appraisal is treated with utmost confidentiality.					
18. I that performance appraisal make me to understand my job roles.					
19. I feel that Performance appraisal system is conducted fairly.					
20. I understand why performance appraisal is conducted in this organization					
21. I can identify areas of personal development because of performance appraisal system.					
22. I have developed individually as a result of performance appraisal system in this organization.					

23. List anything that you think would help the organization improve the performance appraisal system.....

APPENDIX II

List of Humanitarian Non Governmental Organizations in Nairobi South

1. Action Against Hunger
2. Action For Children In Conflict UK in Kenya
3. Action For Empowerment Kenya
4. Advanced Initiatives For Populations & Development
5. Adventist Health System East-Central Africa
6. Adventures in Mission Kenya
7. African Braille Center
8. Africa Alliance of YMCAs
9. Africa Community Development Foundation
10. African Christian Mission International
11. African Development & Emergency Organization
12. African Media Initiative
13. African Medical and Research Foundation
14. Africa Peace Forum
15. African Population & Health Research Center Kenya
16. African Refugee Relief & Development Organization
17. Africa Restoration & Development
18. African Wildlife Foundation
19. African Woman & Child Feature Service
20. Aid Kenya Foundation
21. Aids Orphans Care & Support Programme
22. Amnesty International
23. AMRUT International
24. Artist Forum International
25. Better Poverty Eradication Organization
26. Bloodlife Initiative Kenya
27. Care International
28. Caring Neighbours
29. Carolina for Kibera Organization
30. Center for Viable Development Innovations and interventions
31. Childslife International
32. Deaf Aid
33. Dream Again Organization
34. East African Wildlife Society
35. Expect for Kibera
36. Family Health Options Kenya
37. Family Helpline Organization
38. FilmAid Kenya
39. Footsteps Into Change Organization
40. Foundation for Sustainable Development Kenya
41. Friendly Action Network Organization

42. Global Development Of Peaceful Environments
43. Goal Ireland
44. Hands Of Love
45. Health NGOs Network
46. Help a Child Africa
47. Heritage Kenya Organization
48. Humanity For Orphans Youth & Widows Initiatives Kenya Programme
49. Initiatives for Research & Education in Africa
50. Institute for Development and Welfare Services
51. Integrated Development Africa Programme
52. International Child Support
53. Intersos Kenya
54. IntraHealth International
55. Italian Agency for the Development and Assistance to New Sudan
56. Good Life For All
57. KECOFATUMA
58. Kenya Alliance Against Malaria
59. Kenya Community Based Health Financing Organization
60. Kenya Disabled Action Network
61. Kenya Medical Aid
62. Kenya Organization of People Living with Aids (KOPLWA)
63. Kenya Vincentian Volunteers
64. Kenya Youth For Peace & Development
65. Kibera Empowerment Organization
66. Kibera Girls Center
67. Kibera HIV/Aids Programme
68. Kibera Transformation and Development Programme
69. KICOSHEP
70. Maji Na Ufanisi
71. Make A Change International Development
72. Matibabu Foundation
73. Med25 International Kenya
74. Netwas International
75. Noble Actions International Organization
76. NUB Relief, Rehabilitation & Development Organization
77. Open Arms International
78. Poverty Eradication Network of Kenya
79. Reach Out Disabled Foundation
80. Relief International- Kenya
81. Shining Hope For Community
82. SNV Netherlands
83. Strategic Community Development Network (SACODEN)
84. SitaraKicak Rescue Center and School
85. Tact Africa
86. The African Conservation Foundation – Kenya
87. The Kibera Corp and Community Organization

88. The Windle Charitable Trust
89. Touch a Life International (Kenya)
90. Umande Trust
91. Undugu Society of Kenya
92. United Women For Peace & Development
93. Water Organization Kenya
94. Women and Health Alliance
95. Women Fighting Aids in Kenya
96. Youth Development Organization



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DATE 16/9/16

TO WHOM IT MAY CONCERN

The bearer of this letter VERONICA NAMANO DCHICHIG


Registration No. SGI/76123/2012

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

