



UNIVERSITY OF NAIROBI

POPULATION STUDIES AND RESEARCH INSTITUTE

**ASSESSMENT OF STAFF PERCEPTION ON PERFORMANCE APPRAISAL
PROCESS AT PROBATION AND AFTERCARE SERVICE DEPARTMENT**

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AWARD OF MASTER OF ARTS DEGREE IN MONITORING AND EVALUATION OF
POPULATION AND DEVELOPMENT PROGRAMMES**

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DECLARATION

This project is my original work and it has not been presented for a master’s degree in any other university.

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This project has been submitted for examination with my approval as the University Supervisor.

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PROFESSOR ALFRED AGWANDA

DEDICATION

I dedicate this work to my beloved sons Odalis and Odalia, you are special.

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I recognize my supervisor Professor Alfred Agwanda for the top to bottom information and abilities he ingrained in me, and The University of Nairobi, PSRI institute for accepting me as their student.

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ABSTRACT

Performance appraisal system has been used by many organizations as a measure of service delivery. However, the link between the system and the staff perception is wanting and debatable. Probation and aftercare service department is one of public organization that has been in the fore front in embracing performance appraisal process for (and) the reason of improving service delivery. The purpose of this study was therefore to determine the link between performance appraisal process and staff perception. The objectives of this study were to: establish staffs' perception on their participation in the setting of targets of the performance appraisal process in Probation and Aftercare Service department and to investigate staffs' perception on the accuracy of performance appraisal process. The study adapted a survey research design that employed a mixed method approach to collect data from 100 members of staff from the Probation and Aftercare Service who were available during the time of the study. Along with this, purposive sampling was used to gather information from key informants from within the department and the recipients of service offered by the department. The questionnaire had both closed and open ended questions to elicit appropriate response. The data collected was analyzed using Statistical Packages for Social Scientist version 22 and Excel 2010, and presented in terms of frequencies, percentages. The findings indicate that there is a positive perception among the Probation and Aftercare Service's staff on performance and appraisal system of relative important index from 0.59 to 0.9. That performance appraisal process at the department embraces participatory approach. The study concluded that all staffs be trained on procedures of performance appraisal, tangible target setting, and be involved in performance appraisal process in every appraisal period. The study recommended training of staff on procedures of performance appraisal process.

CHAPTER ONE: BACKGROUND OF THE STUDY

1.0. Introduction

This chapter covered the background of the study which included; performance appraisal in Kenya, problem statement, research questions, objectives of the study, Probation and Aftercare Service department, justification of the study, and limitation of the study.

1.1. Background of the study

Performance Appraisal System's expectations are to improve employees' performance which may enhance service delivery. This has been debated. However, issues have been raised on effectiveness and the perception of the staff towards the system, and how it affects the service delivery in public sector.

According to Aguinis (2007), the performance appraisal is a process that is continuous whereby employee performance is identified, evaluated and enhanced within a company. The procedure encompasses the determination of the strengths and weaknesses of employees and availing to them constant feedback in addition to presenting to them the option of continued career growth. Grubb (2007) defined performance evaluation as a way through which the performance of each staff is assessed to determine how it might be enhanced to add to the general performance of an organization. In this respective performance can be seen as a multi-dimensional build which differs depending on assortment of variables (Bates & Holton 1995). Armstrong (2003) argues that performance can be observed as records of results achieved, and at individuals' level is a record of the person's accomplishment.

In addition Wholey and Newcomer (1997) observed performance extent of public sector and private sectors as a reflection of the citizen's demands and evidence of effectiveness of the programs. The performance is done annually, bi-annually, and quarterly basis so as to advance management of an organization and success of the program.

To determine whether there is a an improvement in achieving the recognized aims, objectives and modified programs plans so as to improve performance, Hatry *et al* (1990) indicated that the performance metrics are required for setting organizational goals, objective setting, preparation of program activities and for the goals achieved, resources are allocated in those programs, activities are monitored and results evaluated. Behn (2003) supported the sentiments adding that public managers measure performance to attain managerial purposes. The managerial purposes contain; to assess, to control, to budget, to inspire, to elevate, to celebrate, to learn and to improve. He added that there is no single performance measure that is appropriate.

As indicated by Fletcher (2004), the historical backdrop of the Exhibition Examination Framework (PAS) dated back to the third century A.D. where the Chinas Wei Line rulers applied a royal ratter to gauge the presentation of its official relatives. Robert of Scotland during the 1800s utilized the utilization of multi-shaded wood squares to assess the presentation whereby different hues symbolizing various evaluations of conduct in his cotton factory. White showed incredible, yellow colour was for good, blue colour was for aloof while dark for awful and Robert of Scotland presumed this improved specialist's exhibition at his cotton plant.

In 1940s performance appraisal system was for the first time used in the Second World War as a technique for mitigating for employee wages by a merit rating (Lillian & Sitati, 2011). It was later adopted by the United States Army in evaluating military personnel (Gupta, 2009) to assess the resources used and the services delivered.

In African context, result based management system was used in Zimbabwe civil service to measure human and money related assets execution which was presented in 2006 and implemented in 2012 by all government departments (Zvavahera 2013). However, there has been poor service delivery, corruption and embezzlement of resources in public sector. Zvavahera added that the most essential action in the domain of human asset the executives is an exhibition evaluation framework and it is consequently that it is imperative to break down and decide how best it can function. It is concerned with performance of organization and individual's effectiveness.

Lawson1995 stated that for effectiveness, organization have to get right things done successfully. There are government efforts of becoming client oriented and service oriented therefore developing a multiplicity of quality service standards where execution evaluation framework is among them. Even though concentration has been more on performance appraisal system and its procedures, there has been less focus on the staffs' perception towards the performance appraisal system. The staff perception can either make the performance appraisal system a success or fail.

1.1.1 Performance Appraisal System in Kenya

Performance Appraisal System (PAS) was introduced on 1st July, 2006 through the public service commission and the main theme was enhancing productivity and usefulness in the Public Service output. This was done by reviewing of systems, process, and structures in the ministries and department as outlined in the Guidelines to Deepening Rationalization (2002). The initiation of PAS would involve participatory work planning, performance discussions that would link staff appraisal from Departmental Strategic Work Plan to Departmental annual work plan and individual work plan.

Government of Kenya (2007) shows that performance in Kenyan public service was upgraded upon the presentation of the Result Based management approach that guaranteed proficient administration of public service. The administration received the change methodologies in 2003 for development of execution in the public sector. The changes included: quick outcomes approach, contracting, resident, transformative administration, values and morals and institutional limit building.

Before the adoption of performance contracting apparatus for overseeing public sector and as an administrative responsibility system the board of public resources, the Kenyan government concentrated on procedures and sources of information as opposed to yields and results (GoK, 2010).The introduction of the performance contracting tool obliged public corporations to make and submit performance reports on a quarterly basis to specified organizations and yearly execution reports to the exhibition contracts secretariat at the public service commission Kobia & Mohammed (2006).

On 1st July 2016 the Government of Kenya shifted from filling performance appraisal system form GP 247A and GP 247B in hard copy to filling of workers evaluative framework commonly known as Staff Performance Appraisal System (SPAS) on the Government Human Resource Information System (GHRIS) which is an online platform. Targets setting, preparation of work plans, reporting results quarterly and annually, and mid-year review is done online using GHRIS.

1.2 Problem Statement

The Performance appraisal system is used as a measure of service delivery. However, the link between the system and the staff perception is wanting. Probation and aftercare service department is one of public organization that has been in the fore front in embracing performance appraisal system as reason to improve service delivery. Nonetheless the views of the staffs of the department on Performance appraisal system is questionable despite the exercise being seen as a participatory approach that involves the supervisors and staffs through setting individual targets that are aligned to the departmental/ministry's objectives. The managers supervise the junior staff and to ensure that targets set relates with specified department's objectives (which are founded on specificity, measurability, achievability, being realistic, and being time-bound), and are meet at end of the financial year. It is the department's responsibility on ensuring that the required funds are allocated for the objectives to be met by the staff. However, organizations in public sector have experienced low productivity in spite of their highly praised effective execution of evaluation framework (Armstrong, 2006). Asamu (2013) indicated that performance appraisal system has overlooked its use on easing growth and progress in employees via training, motivation, training, advising and receiving a

response as to the effectiveness of appraisal information. In this case, the evaluative aspect is the only consideration when determining the effectiveness of appraisal information.

Even though execution of evaluation framework is perceived as key instrument in monitoring and assessing the staff of Probation and Aftercare Service Department; there has been minimum innovation during target setting with tangible indicators, the discussions that are held between appraisees and their supervisors during target setting and appraising period are not taken serious, and the staff has taken performance appraisal system as a routine activity hence becoming monotonous. The study tried to respond to the next inquiries: staffs' recognition on the exactness of the presentation performance appraisal by the probation and aftercare service department, and what is staffs' discernment on the cooperation of setting of the objectives for execution evaluation framework?

1.3 Research Questions

1. What is the staff perception on their participation in the setting of targets of performance appraisal system in Probation and Aftercare Service department?
2. What is the staff perception on the accuracy of the performance appraisal process in Probation and aftercare service department

1.4. The General Objective

The general goal of this study was to determine the staffs' view of the performance appraisal system in the probation and aftercare service department.

1.5. Specific Objectives

This research was guided by two objectives;

1. To establish the staff perception on their participation in the setting of targets of the performance appraisal process in Probation and Aftercare Service department
2. To examine the staff perception on the accuracy of the performance appraisal process in Probation and Aftercare Service department

1.6. The organization: Probation and Aftercare Service in Kenya

The study was carried out in the state department of Probation and Aftercare Service which draws its obligation from the Constitution of Kenya, 2010 with regard to criminal law and correctional services. The department operates under the following mandates; Probation Offenders Act CAP 64, Community Service Order Act CAP 93, Prisons Act CAP 90, Borstal Institution Act CAP 92, Children's Act CAP 141, Mental Health Act CAP 248, Sexual Offences Act No.3 of 2006, Power of Mercy Act No.21 of 2011, Protection Against Domestic Violence Act No.2 of 2015, Prohibition of Female Genital Mutilation Act No.32 of 2011, Victim Protection Act No.17 of 2014, The Criminal Procedure Code CAP 75. The department operates the following programs; probation order programs, community service order program, aftercare services, bail information

services and supervision, victim service and crime prevention (Probation and Aftercare Service charter 2019).

Each staff at Probation and Aftercare Service from job group H to job group S derives their targets from the department's objective which are derived from the Ministry's objective. The targets vary depending with the job group of the staff and duties and responsibilities allocated to staff by their supervisors. These occur at the beginning of each financial year where the staffs discuss what is expected of them at end of financial year with their respective supervisors. Staffs are expected to have 5 to 7 targets per financial year which are spread to four quarters.

The targets derived are founded on specificity, measurability, achievability, being realistic as well as being time-bound (SMART). Each target is described, resource required stated, the expected results stated, start date, end date and result achieved also stated as depicted in the table below.

Table 1: Individual targets

No	Individual target	Task description	Resource required	Expected results	Start date	End date	Result achieved
1							
2							
3							

Source: GHRIS (2019)

The individual staffs are expected to fill in the quarterly activity which shows the results of the targets in the quarters on GHRIS. In quarterly activity the targets results are

indicated in percentages. For each financial year there has to be four quarterly activities. The quarterly activities will produce quarterly reports. These too produce work plan. The supervisors do appraise the individual staff online platform on GHRIS platform. The required evidence for the results achieved is uploaded in PDF format as the staffs appraise their respective targets at the end of each financial year

1.6: Justification of the Study

Performance appraisal in Result Based Management (RBM) system helps in pinpointing strong and quantifiable outcomes, selecting of indicators that measure progress of objectives, setting of targets, and using of performance evidence for the executive, accountability, learning and decision making for an organization OECD (2000). Result Based Monitoring and Evaluation forms essential administration as a way of improving efficiency and effectiveness. The evidence that is derived from the performance appraisal process enable organizations to plan for their programs, set timeframe for their activities and as well as allocating required resources to meet the stated objectives. Result Based Management Monitoring and Evaluation advocate for process and systems that are self-governing, principled, neutral, of good quality, opportune, and one that is utilized by the staff in an organization.

In Organizational Justice Theory the staff perception on performance appraisal is depicted in three classes, that is distributive justice where resources are distributed to enhance the performance appraisal process, routine justice which ensures that there is impartiality during the performance appraisal process, and interactional justice which states the importance of the interpersonal treatment and the fairness that is maintained during the performance appraisal process (Kim and Rubianty 2011). A fair process will

make staff focus on the expected results. This is supported by Goal Setting theory which states that succinct goals and appropriate feedback are the most fundamental drivers of employee motivation (Locke, 1968). Performance appraisal is of essence in Monitoring and Evaluation as it clearly gives the roadmap of what is expected of the staff, when it is expected, why it is expected and how the expectations are to be met.

1.7. Scope and limitations of the study

The scope of this study assessed staff perception on performance appraisal process at probation and aftercare service department. In this study 100 members of staff were interviewed in order to gauge their attitude towards performance appraisal process. Five key informants, and 5 recipients of the department's service were also interviewed to get in depth information on the process. The study was limited on the perception of performance appraisal process in the department and not perception on the entire system of performance of the department. The study did not focus on the performance appraisal frameworks used in performance appraisal process, or how indicators for performance are generated. The study did not consider the components of the whole performance appraisal system which include defined expectations, continuous process, measures and accurate feedback, self-evaluation, and reward performance, and whether the performance appraisal at probation and aftercare service department incorporates all the components, but focused on the staff perception on the performance appraisal process.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter entails the theoretical and empirical framework which guided the study. It included explanation of Social Exchange theory, Goal Setting theory, Organizational Justice theory and Psychological Contract theory. The section also included literature review on performance appraisal system, the staff perception, measurement of performance, staff's perception on their participation in setting targets of the performance appraisal system and staff's perception on precision performance appraisal system. It also included conceptual framework based on organizational justice theory and operational framework that depicted key variables from the specific objectives of the study.

2.2. Theoretical Framework

2.2.1 Social Exchange Theory

Blau (1964, pg. 93) characterized social trade relationship as including unknown commitments in which there are 'support's that make diffuse future commitments, not accurately characterized ones, and the idea of the arrival can't be haggled about however should be left to the tact of the person who makes it". The Social Exchange Theory argues that to maximize an individual's own outcomes, a person will tend to participate in behaviors that propagate and generate the feeling of reciprocity. Once this is implemented in an organizational setting, the principle of social exchange theory enters into mutual relations whereby the institution offers a supportive, just, and impartial environment as the benefits of loyalty and sentimental obligation from the staff (Rhodes et al. 2001).

According to the Social Exchange Theory, the setting of the place of work is used as the fundamental framework to explain how employees receive and perceive the organizational and management decisions (Latham, 1990). Rhoades et al (2001) notes that there is a positive relationship between employee insight into an organization's reward/sanction regime that takes into account an employee's work ethic and quality of work to determine how to reward them and feelings of an affective commitment. This theory is well suited in examining the staff and organization's performance appraisal methods as it explains exchange relationships between organizations and individuals.

2.2.2. Goal Setting Theory

According to the Goal Setting Theory, succinct goals and appropriate feedback are the most fundamental drivers of employee motivation (Locke, 1968). The foundational argument of the Goal Setting Theory is that setting precise but difficult goals results in better outcomes compared to when people simply put in their best efforts when performing a task (Latham, 1990). It is worth noting that such goal setting essentially has a positive impact on the performance of employees and guides people's efforts in a certain direction an association between how difficult and specific a goal is and thus, people's performance of a task.

Locke (1968) stated that for the goals to be motivational, they ought to be precise with regard to the level and period in which they are to be achieved. He added that general goals that lack specific level of operation and specific time tend to lack motivation. For goals to be motivational they must be challenging, easy to fulfill and at same time they should not be so difficult that they are not achievable. In addition to this, the goals should

also go together with feedback on staff progress and its commitment to achieving the goals.

2.2.3. Organizational Justice Theory

Organizational Justice Theory is comprehensively characterized as the individual and the groups' impression of reasonableness of treatment got from the association and their conduct response to such observations (Mccardle 2007).

According to the Organizational Justice Theory, there are three key classes of perceived fairness considered during performance appraisal. They are interactional, routine, and distributive justice. Distributive justice essentially focuses on justice during the distribution of resources while routine primary emphases on ensuring impartiality during the execution of evaluation framework. On the other hand, interactional justice focuses on the interpersonal treatment and fairness maintained when expounding more on preferred processes and expected results (Kim and Rubianty 2011).

According to Greenberg (2004), the workers perceive impartiality in the evaluation system as a multifaceted procedure that encompasses the above-mentioned categories. The research considered the term impartiality of execution of evaluation framework centered at staffs' insights into their productivity evaluation. Does the staff perceive performance appraisal procedure as being done fairly?

2.2.4. Psychological Contract Theory (PCT)

According to Coyle-Shapiro and Kessler (2003), psychological contract is a person's perception of the shared responsibilities and exchanges that take place between two individuals. Rousseau (1989) also described psychological contract as the beliefs

espoused by an employee regarding the shared responsibilities between the worker and employer. A worker feels violated or lowly fulfilled when the organization fails to live up to one or more of its promises (Herriot & Pemberton, 1995).

Researchers argue that the purpose of performance appraisals is to cultivate organizational allegiance and belief (Milliman *et al.*, 2002). James R. and Ji Han (2015) argues that the Psychological Contract Theory is seldom used to examine workers' apparent impartiality of evaluation framework execution, very little is thought about the hypothetical capacity to forecast workers' professed impartiality of execution of evaluation framework in the civil service. Turnley and Feldman (1999) are of the opinion that the growth of workers' emotional agreement arises as a consequence of a person's commitment to achieving an organization's goals and expectations in addition to an individual's insights about organizational culture. Herriot & Pemberton described the idea of psychological contract as being central to the maintenance of desirable industrial relations and analyzed the common tasks and responsibilities as well as the relative insights of both workers and employers.

2.3. Empirical Framework

2.3.1. Performance Appraisal System

The Performance appraisal is seen as a diagnostic tool for evaluating employee performance against set objectives with a view towards identifying their potentials for improvement and development DeNisi and Pritchard (2006). It is during this exercise that the staffs are allocated duties and responsibilities by their supervisors that are assessed quarterly and annually. Performance Appraisal systems assist the organization to

accomplish their mission and vision by evaluating effectiveness of the employees in terms of recruitment, selection, training and development, and reward (Jain & Garg, 2013). All targets that are assigned to the staffs are in relation to the organization's objectives that are identified at the planning stage, incorporating the stakeholders.

According to Armstrong (2006), performance appraisal entails formally assessing and assigning ratings to individual employees, usually done by supervisors, on an annual basis. In addition to this, the Chartered Institute of Professional Development (CIPD) focused primarily on the possibility of opportunity creation for workers who are wary of their performance to engage their supervisors in dialogue regarding their productivity and growth in their roles from a professional point of view (CIPD, 2013).

In today's contemporary economic landscape, it is worth noting that most organizations undertake performance appraisal exercises so that they can use the results derived as a foundation for administrative decisions. The most important administrative decisions in this respect being employee reward schemes, promotion decisions, and the identification and creation of training requirements (Meenakshi 2012). According to Hillman, Schwandt & Bartz (1990), performance evaluation is preceded by the formation of the various goals employees need to work towards as well as the creation of a proper job description, highlighting important expectations, feedback and in instances where it is a necessity, employee coaching.

Evidence shows that provision the provision of various forms of enticements, be it financial or in kind leads to the alteration of individual behavior, which in turn leads to improved communication with regard to what is important for the organization

(PricewaterhouseCoopers 1999). For completion of the accountability framework, it is important to incorporate employee reward schemes as part of the organization's strategy. According to a report prepared by the National Performance Review (1997), there is evidence that using sanctions as a form of punishment. Nevertheless, the use of such measures ought to be implemented slowly. The primary reason for this is that sanctions, especially those that affect the financial element might prove to be counterproductive to employee performance and commitment.

According to Khan (2007), the purpose of performance evaluation is to help management in taking managerial resolutions concerning promotions, dismissals, firings and remuneration increases. Obisi (2011) indicated that the ultimate performance in a company as well as efficiency and effectiveness are only achievable through continuous evaluation conducted on a regular basis. It is for this reason why most organizations undertake evaluation exercises as a component of the performance management system.

According to the Malaysian Civil Service Guide in 2006, performance appraisal system is a constant method with an aim of improving individual's performance through consistent feedback. Execution evaluation framework provides guidance to the representatives through direction from the executives (Medlin 2013). The South Australian Government Guide to Performance for the State shows that administrations require an outcome-driven open area where staffs recognize what is anticipated from them and how they will be upheld. Mandishona (2003) shows that the endurance of the association and great assistance conveyance is subject to how workers see the entire framework and that there ought to be a success win circumstance between the business and its staffs.

Meysen, Mohammad and Ebrahim (2012), Maimona (2011), and Behery and Patron (2008) also attest that performance appraisal impacts employee's performance. Cokin (2004) conceded that an exhibition examination framework is significant for associations, as it mostly centers on workers to build up their abilities. Malcolm and Jackson (2002), outlined the advantages of execution evaluation to the association as the viable reason for the maintenance of workers, remunerate choices; directed preparing dependent on distinguished needs and future representative advancement choices.

Maund (2001) showed that evaluation is a key part of the presentation of the executives of workers. At the point when powerful, the evaluation procedure fortifies the person's feeling of individual worth and helps with creating goals. Bekele *et al.*, (2014) declares that presentation evaluation has a positive and huge association with worker's exhibition. Cumming (1972) noticed that the general goal of execution examination is to improve the productivity of an undertaking by endeavoring to prepare the most ideal endeavors from people utilized in it. Such evaluations help to decide pay surveys, improvement and preparing of people, arranging work pivot and aid advancements.

Various observational examinations disclose that exhibition evaluation impact representative execution Musyoka (2015) in an investigation did because of execution examination on wellbeing laborers execution in public health center: instance of Mbagathi medical clinic in Kenya, the discoveries showed that presentation examination was ineffectively actualized and it was somewhat utilized for preparing and advancement and not for fulfilling and input.

In a study by Choke (2006) on the apparent connection between key arranging and execution contracting in-state partnerships in Kenya, found that most supervisors saw PCs as an administration instrument valuable for accomplishing set targets. Kiboi (2006), in an examination on the administration view of execution contracting in-state companies, communicated comparable notions. Korir (2005) in an investigation on the effect of execution contracting at the East African Portland Cement found that PCs occasioned a comparing improvement in execution.

Opondo (2004) reviewed Strategic Planning and Performance of Public Corporations in Kenya and presumed that the utilization of execution contracts is a procedure of execution the board that prompts successful and effective administration works on prompting improved staff execution, expanded independence, and quickened administration conveyance.

Mburugu (2005) built up that numerous nations have prevailed with regards to improving the exhibition of their own public endeavors' nearby specialists' comprehensive, by planning execution contracts. Jonsson and Jeppesen (2012) in an investigation relating the advantages of execution evaluation to full of feeling duty with respect to the workers found that representatives can impact the development of the association through responsibility.

Nwema and Gachunga (2014) in an examination because of execution evaluation on workers' profitability in associations showed that exhibition examination on representatives effectively affected worker's efficiency, which was factually noteworthy with a P-Value of 0.004 and 0.002 at 95% certainty level.

Ackah (2015) completed an examination on Performance Appraisal and its Effects on Employee Performance in Ghana Health Service which demonstrated the presence of a significant connection between execution evaluation and representative efficiency.

2.3.2. Staff Perception

Robbins *et al*, (2004) characterized perception as a procedure by which people compose and translate their tactile impressions so as to offer significance to their condition. As per Cole, 2001, discernment includes getting boosts, arranging the improvements and deciphering or translating the sorted out upgrades in order to impact conduct and structure mentality. Arnold and Fieldman 1986 expressed that discernment is mental and can be estimated by subjective factors, for example, individuals' frames of mind, feelings, past encounters and their needs. Individuals' frames of mind affect what they focus on, what they recall and how they decipher data (Arnold and Fieldman 1986). As indicated by Luthans (1992), individuals will choose out improvements or circumstances from the condition that interests to and are good with their learning, inspiration and character.

The achievement of an association's intercession relies upon representatives' impression of that mediation (Rahman and Shah, 2012). It is significant that those taking an interest in Performance evaluation discover the system a productive apparatus for it to be powerful. Workers' perspectives on execution evaluation frameworks are critical to the proceeding with the achievement of the framework as its positivity (Dipboye and Pontbriand, 1981).

Fletcher (2004) recorded the three things that representatives being evaluated are surveyed for in a presentation examination as a view of its precision and reasonableness, the nature of the current association with the appraiser and the effect of the appraisal on

their prizes and prosperity. As per Cawley *et al* (1998), junior staff responses to Performance examination can be utilized to evaluate their views towards the framework. The fundamental reactions that can be evaluated are their fulfillment from the examination, its handiness, decency, level of inspiration, and the precision of the framework.

Boachie *et al* (2012) prompt that workers are probably going to grasp and contribute genuinely to the Performance Appraisal framework on the off chance that they see it as an open door for self-awareness, an opportunity to be clear and exhibit aptitudes and capacities and a chance to connect with others. Be that as it may, when staffs see Performance Appraisal as an unjustified exertion by the executives to intently administer and deal with errands they attempt, they will neglect to grasp the framework.

A definitive motivation behind execution examination is to enable representatives and administrators to improve constantly and to expel obstructions to work achievement. 'Structures don't improve individuals and are essentially a method for recording fundamental data for later reference' (Bacal, 1999).

Buchner (2007) found that most representatives have a negative inclination about the execution of the executives. Workers feel that the framework controls representatives without remunerating their endeavors. In any case, looks into a show that if very much executed PAS can rouse workers to be greater efficiency. Matiza (2001) noticed that presentation examination is seen with blended sentiments in Zimbabwe; generally negative. In another investigation, Jonsson and Jeppesen (2012) relate the advantages of execution examination to full of feeling a responsibility with respect to the workers. They

contended that workers can impact the development of the association through duty utilized by the successful connection between people including manager subordinate connections.

Bekele, *et al.*, (2014), in their investigation on the impact of representative's presentation of their work result, watched the view of execution evaluation practice had a positive relationship with representatives' work execution.

2.3.3. Performance Measurement

When there is estimation, errands are cultivated. Despite what might be expected, what individuals measure is regularly not actually what they need to be finished. Individuals react to unequivocal or understood motivating forces. Despite the fact that exhibition estimates conduct, they may shape conduct in both alluring and bothersome ways (Behn, 2003).

Mohsin, Mehreen and Sanea (2013) demonstrated that exhibition evaluation is an organized and formal connection between a subordinate and director that normally appears as an intermittent meeting which is both bi-annual and annual. They further indicated that the performance of the subordinate staffs is measured by the management with an understanding of detecting flaws, strength and prospects for progress and abilities improvement.

Behn (2003) observes that performance measurement is used to achieve any of the measurement purposes which includes; measure to evaluate performance, measure to control behavior, measures to budget, measures to motivate, procedures to stimulate an

organization's competency, measures to celebrate, measures to learn and measures to improve.

2.4. Conceptual Framework

The examination utilized authoritative equity hypothesis which clarifies the apparent reasonableness of the presentation evaluation framework. As per Boice and Kleiner, (1997); Gabris and Ihrke, (2000); Longenecker and Goff, (1992); Poon, (2004); Kim and Rubianty, (2011) planning a reasonable and exact execution evaluation framework is difficult to fulfill all representatives as it depends on human judgment. The examination considered the decency of execution evaluation dependent on staff view of whether their presentation is assessed reasonably. This is whether their presentation examination rehearses sensibly mirror the staff activity execution, regardless of whether the staff are precise when defining objectives utilizing GHRIS stage and staffs' view of the online framework for PAS. The examination expected that administration discernment is reasonable on execution evaluation, support in the setting of targets that sustain progressively positive recognitions on staff exhibition evaluation framework, exactness and this prompt a positive observation towards execution examination framework.

Powerful execution examination fuses all related exhibition evaluation matters, for example, support, objective setting, criticism, and decency (Giles et al., 1997; Roberts, 2003). Perceptual decency is "an evaluative judgment about the rightness of a person's treatment by others" (Furby, 1986; referred to in Beugré, 1998, p. xiv). The investigation holds a comparative assessment.

2.5 Operational Framework

This study used structured questionnaires and key informant guide as the research tool. It was backed with relevant literature from previous researches done in same area and review reports of performance appraisal from public and private organizations. The staff perception in relation to performance appraisal system was measured with six items per specific object using five-point likert scale.

On staff perception on participation in setting targets in performance appraisal: the study assessed the following; staff attitude towards participation in setting of targets for performance appraisal system, their participation, is it willingly or they are coerced, the benefits or lack of it for participating in setting of targets using online platform (GHRIS), staff perception towards feedback on their performance appraisal system?

On the staffs' perception on accuracy of performance appraisal system: The study assessed; the level of staff understanding of performance appraisal system especially usage of online platform (GHRIS), the perception on the role of ministry on PAS and the attitude towards online platform (GHRIS) signing of PAS, whether PAS rating is comprehensive and precise.

Table 2.1: Operational framework matrix

Objective of the study	Key components	Scale of measurement	Data analysis technique	Tools of data collection
1. To establish the staff perception on participation on setting of targets of performance appraisal process at probation and aftercare service department	Attitude towards participation in setting targets	Five-point likert scale:	Qualitative and quantitative method	Questionnaire and key informant guide
	Views on benefit of participating in PAS	Five-point likert scale:	Qualitative and quantitative method	Questionnaire and key informant guide
	Perception on feedback on PAS	Five-point likert scale:	Qualitative and quantitative method	Questionnaire and key informant guide
2. To examine the staff perception on accuracy of performance appraisal process at probation and aftercare service department	Level of understanding of PAS	Five-point likert scale:	Qualitative and quantitative method	Questionnaire and key informant guide
	Perception on role of ministry on PAS	Five-point likert scale:	Qualitative and quantitative method	Questionnaire and key informant guide
	Attitude towards online platform (GHRIS) signing of PAS	Five-point likert scale:	Qualitative and quantitative method	Questionnaire and key informant guide

CHAPTER THREE: METHODOLOGY

3.1. Introduction

This chapter presents the methodology that the study employed. This was discussed under the following subsections: research design, the research site, the target population, the sample size, the sampling procedure, the data collection methods, the research instruments, the data processing and analysis, the instrument validity and reliability, ethical issues to be observed when undertaking the study.

3.2. Research Design

The function of research design is to lay basis for collection of relevant information with minimal cost, time and money Robson (1993). Survey research design was employed in this study to collect information. A survey is a process of collecting data from a segment of a population in order to determine the present-day position of the subject under study with respect to one or more variables (Mugenda and Mugenda, 2003). This involves collecting of information about people's attitudes, opinions, habits, variety of education or social issues. This study used mixed methodology using qualitative and quantitative research methods.

3.3 Target Population

The target population was staff members employed in the Probation and Aftercare Service Department who are eligible to fill Performance Appraisal System (PAS) and in Job Group H to S. It was assumed that those staffs have experienced training and/or promotion during the period. Additionally, the 15 selected job groups are accessible and eligible to complete staff performance appraisal system on Government Human Resource

Information System (GHRIS). The target population comprised of 100 staffs, 5 key informants and 5 recipients of department's service.

3.4: Sample size

All the available staff were interviewed. The department's two categories (that is support staff services and probation services) were selected from 13 different job groups as listed in the list of the staffs at the department's human resource section. In the selection, 23 staffs from a total of 315 were from the support staff services category, while from probation services category, 77 staffs from a total of 783 probation officers were interviewed.

Five (5) key informants were selected based on level of in management hierarchy, their experience and knowledge, and years of service which is more than 20 years. the key informants included; director of the department, deputy director of human resource, deputy director administration and deputy director professional, officer in charge of performance appraisal system for the department. For service recipients; 5 recipients for department's programs were selected purposively in accordance to the program(s) they have benefitted from, and the records for their contacts were obtained from departments records.

3.5 Ethical consideration

Due to the nature of the study whereby sensitive information was shared, the researcher had moral obligation on confidentiality and assured the respondent that information given will be treated confidential.

3.6. Data collection method

The study used both primary and secondary data during the research. Primary data was collected using a standard questionnaire and key informant guide. The questionnaire consisted of structured (close ended) and unstructured (open ended) questions. There were two set of questionnaires, one for staff at probation and aftercare service department and another questionnaire specific for recipient of the service. The staff questionnaire had demographic questions and specific questions on objectives which incorporated Likert scale with six items per study objective that were measured using five-point Likert scale (details are shown in appendix). The secondary data was obtained from the department's review reports on performance appraisal by the department, journals, human resource handbook and the internet.

3.7. Data analysis and presentation

The data collected was be entered in to the computer and analyzed. This was then presented in terms of frequencies, percentages. Data was analyzed using Statistical Package for Social Sciences (SPSS) version 21.0. The frequencies and percentages were presented in table format, bar graph, and pie charts by use Excel 2010. Relative Important Index (RII) methodology was used to get the perception of the staffs. RII methodology was used to derive the importance of each weighting of the five point likert scale responses. The RII ranges from 0 to 1. The equation below according to Tam and Le, 2006 was used to get RII on staff perception on the performance appraisal process.

$$\sum (w_i/A*N) = (5*w_5+4*w_4+3*w_3+2w_2+1*w_1)/ (A*N)$$

Where:

w_i is the weighting given to each factor by the respondent ranging from 1-5

A is the highest weight that is 5 for this study

N is the total number of respondents

w_5 is strongly agree

w_4 is agree

w_3 is not sure

w_2 is disagree

w_1 is strongly disagree

CHAPTER FOUR

**STAFF PERCEPTION ON PERFORMANCE APPRAISAL PROCESS AT
PROBATION AND AFTER CARE SERVICE DEPARTMENT**

4.1: Introduction

This chapter presents the results of the data collected by use of questionnaires and key informant guide. The results are depicted in tables, bar graphs and pie charts that show the demographic features of the staffs interviewed the result of the two objectives of the study with their descriptive discussion.

The study interviewed 100 staff which comprised both probation service and support services of probation and aftercare services and five recipients of the department's programs by use of questionnaires. Five key informants who comprised of the top management of the department were interviewed using key informant guide.

4.2: Characteristics of Study Population

The staffs at the probation and After Care Services are categorized into two groups that are probation services and the support services. Out of 100 staffs interviewed, majority at 76% were in the category of the probation services while minorities at 26% were of support services. In the normal category of the department the majority of the staff fall in the category of the probation services who execute the mandate of the department, while support services are minority who support the department with services like; secretary services, cleaning services, clerical services, logistics services, among others. Both categories participate in performance appraisal system. The Figure 4.1 below depicts the distribution per category.

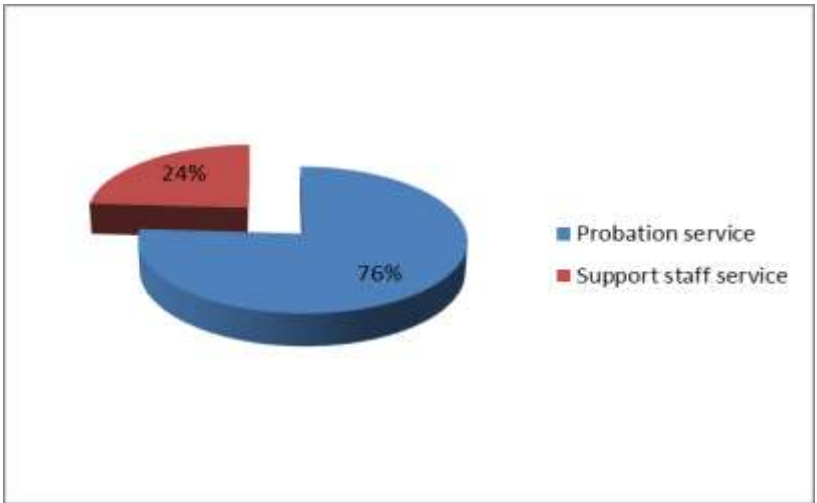


Figure 4.1: The category of the staff interviewed

Age Distribution

Majority of the staff interviewed were in the age bracket of 48 years and above at 42%, while the minorities at 7% were in age bracket of 24 years to 29 years. It is worth no note that no staff interviewed was in the age bracket of 18 years to 23 years, as shown in the figure 4.2 below.

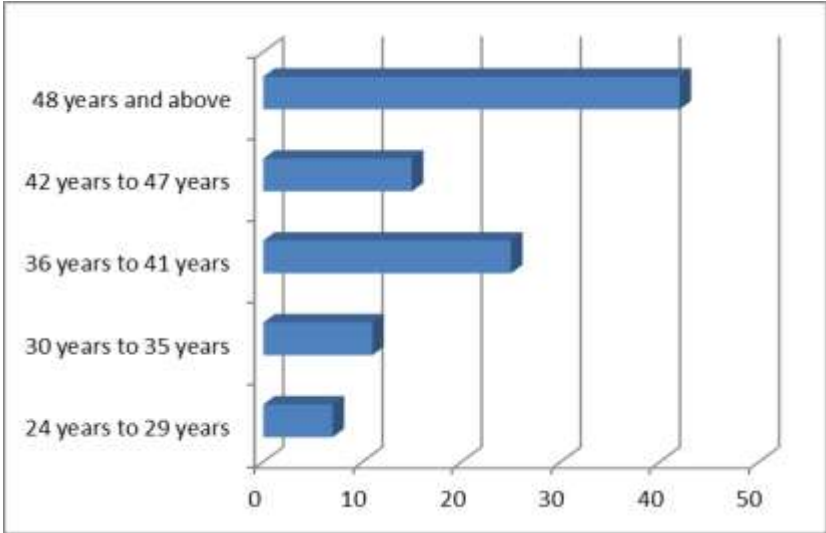


Figure 4.2: Age bracket of the staff interviewed

Education level

Three quarters of the staff interviewed had university education at 75%, while few had secondary education at 3%. Those with college level of education were at 22%. No staff interviewed had primary level of education. The description is shown in the figure 4.3 below.

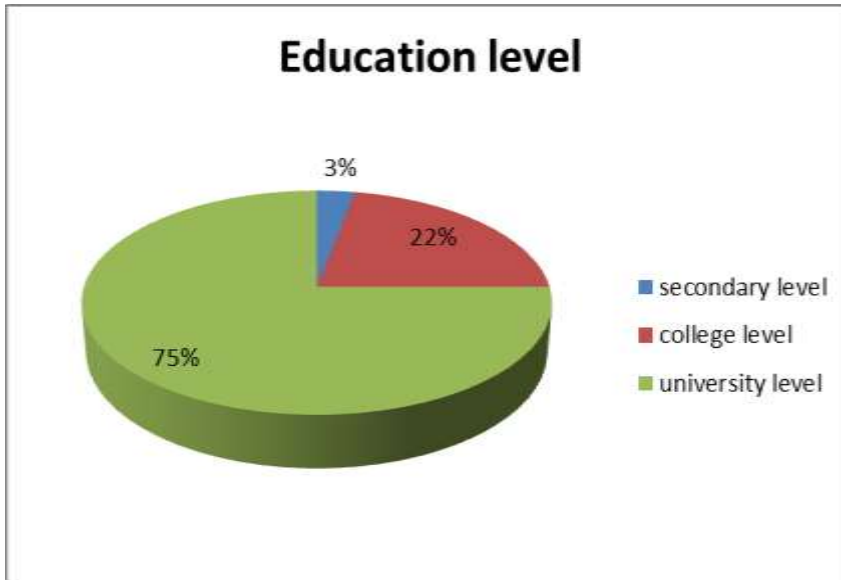


Figure 4.3: Education level for the staff interviewed

Designation

Out of 100 staff interviewed the majority were Probation Officer 1 with frequency of 26, followed by Senior Probation Officer at frequency of 17 both belonging to probation services category. The minority were from support services category with Senior Office Administration and clerical officer 2 at frequency of 1, followed by cleaning supervisor at frequency of 2. Depiction of all designations and their frequency and percentages are shown in the table below.

4.1 Table 4.1: Staff Designation

Designation	Frequency	Percent
Assistant Director	14	14.0
Cleaning supervisor	2	2.0
Clerical Officer 2	1	1.0
Clerical Officer1	5	5.0
Deputy Director	5	5.0
Driver 1	3	3.0
Office Administrative Assistant	4	4.0
Principle Probation Officer	15	15.0
Probation officer 1	26	26.0
Senior Assistant Office Administrator	1	1.0
Senior clerical officer	3	3.0
Senior Probation Officer	17	17.0
Senior Support Staff	4	4.0
Total	100	100.0

All the staff interviewed fall in the job groups that participate in the perform appraisal system that is done every quarter and financial year for the department.

4.3: Participants views on elements of performance appraisal process

This study sought to

- establish the staff perception on their participation in the setting of targets of the performance appraisal process in Probation and Aftercare Service department

- examine the staff perception on the accuracy of the performance appraisal process in Probation and Aftercare Service department.

The results are on staff perception on key elements of the process are presented in Table 4.2.

Table 4.2 Percent Distribution of the respondents by attitudes towards PAS

NO	Statements	Total (N)	strongly disagree	disagree	not sure	agree	strongly agree	Total
1	Participate in	100	8	9	1	5	32	100
2	performance is better when involved in target setting	100	0	1	0	48	51	100
3	there is continuous involvement in target setting	100	2	14	4	53	27	100
4	PAS signing leads to job satisfaction	100	8	21	6	4	25	100
5	online signing of PAS is very	100	8	27	13	34	18	100
6	supervisor communicates	100	6	22	6	42	24	100
7	staff understand procedure of PAS	100	4	15	4	48	29	100
8	Trained on procedures of	100	2	28	4	31	17	100
9	online PAS signing is user	100	2	19	2	43	16	100
10	ministry plays critical role in PAS	100	14	17	14	34	21	100
11	PAS rating is comprehensive	100	14	19	9	42	16	100
12	PAS rating is very accurate	100	15	26	10	4	9	100

On the statement whether the staff are allowed to strongly participate and contribute in setting of the SMART targets for the appraisal period, majority at 50% of the staff interviewed agreed to the statement, 32% strongly agreed to it, 9% disagreed, 8% strongly disagreed, and 1% of staff interviewed were not sure whether they are allowed to participate and contribute in setting of the SMART targets for the appraisal period or not. Majority of the staffs interviewed at 51% strongly agree that performance is better when they are involved in the setting of the targets for every financial year, 48% agreed to the sentiments, and 1% of them disagreed with the statement. About 53% of the staff interviewed who are the majority admitted that they are continuously involved in the assessment of the targets within the PAS period, 27% strongly agreed, 14% disagreed with the statement, 2% strongly disagreed, and 4% were no sure on being continuously involved in the assessment of the targets within the PAS period. About 40% of the staff interviewed agreed that the signing of PAS has led to job satisfaction, while 25% strongly agree to the sentiments, 21% disagreed with the statement, 8% strongly disagreed with it, and 6% were not sure.

On whether the online signing of PAS is interactive, 34% agreed to the statement, 27% disagreed to the statement, 18% strongly agreed, 8% strongly disagreed, and 13% were not sure on whether it is interactive.

Majority of the staff interviewed, at 42% agreed that their supervisor communicates to them about their performance on time, 24% strongly agreed to the statement, 22% disagreed to the statement, 6% strongly disagreed, and 6% were not sure.

On the statement that the staff understand the procedures of PAS signing well, 48% of the staff interviewed agree that they do understand the procedures well, 29% strongly disagree on understanding the procedures well, while 4% strongly disagree on understanding the procedures of PAS signing well. 4% of the staff interviewed were not sure whether they understand the procedures of PAS signing well. The majority, at 48% of the staff interviewed do understand the procedure of PAS signing well.

Majority of the staff interviewed at 31% agree to the statement that they have been trained on online procedures of the PAS signing, 28% disagreed with the statement while minority at 4% are not sure whether they have been trained. 20% strongly disagree to the statement.

When the staff were asked whether the online PAS signing is user friendly, the majority at 43 % agreed to the statement, 2% the minority were not sure, 28% disagreed that the online PAS signing is user friendly.

Majority of the staff interviewed at 34% think that the ministry plays a critical role in PAS signing, while 14% of the staff interviewed strongly disagree with the statement fall in the minority category.

On whether the PAS rating on performance is comprehensive, Majority at 42% of the staffs interviewed agreed to the statement that PAS rating is indeed comprehensive, while the minority at 14% disagrees with the statement. On the accuracy of the PAS rating, majority of the staff interviewed at 40% agree with the statement, while minority at 9% strongly disagrees with the statement.

On the statement whether PAS rating is very accurate, 40% of the staff interviewed agreed to the statement, 26% disagreed, 15% strongly disagreed, 9% strongly agreed, while 10% of them were not sure.

4.4: Ranking of Participants Perception of the performance appraisal process

RII methodology was applied to get the values of the likert scale that was applied in the study questionnaire so as to get the perception of the 100 staffs that were interviewed during the study. The RII was then ranked in accordance to most weighted value. The equation shown in chapter 3 was applied and the RII values were ranked as shown in the Table 4.3

Table 4.3: RII scores and their ranks based on likert scale items

NO	STATEMENTS ON APPRAISAL	RII	RANK
1	staff feel performance is better when they are involved in setting of targets	0.9	1
2	staff allowed to participate and contribute in setting of SMART targets during appraisal period	0.78	2
3	staff understand procedure of PAS signing well	0.77	3
4	staff continuously involved in the assessment of the targets	0.76	4
5	the signing of PAS has lead to greater job satisfaction	0.71	5
6	supervisor communicates staffs' performance on time	0.71	5
7	ministry plays critical role in PAS signing	0.66	7
8	online signing of PAS is very interactive	0.65	8
9	the PAS rating on performance is comprehensive	0.65	8
10	online PAS signing is user friendly	0.63	10
11	PAS rating is very accurate	0.6	11
12	staffs have been trained on online procedures of PAS signing	0.59	12

From the Table 4.3 above, staff felt that the performance was better when they are involved in the setting of targets during the performance appraisal period; this was supported with a strong RII of 0.9 which was ranked first on staff perception on participating in setting targets for PAS. By virtue that the staff are involved and allowed to participate in the targets setting at Probation and After Care Services department, they become motivated to perform better as they are aware of what is expected of them in every financial year. The findings are supported by the sentiments of Cawley *et al* (1998) and Roberts (2003) who indicated the importance of staff being involved in the process of setting objectives and goals for their performance. They showed that it keeps staff interested in the procedure of PAS, and also help the staff understand the PAS better which is an indicator for staff job satisfaction. The Probation and After Care Services department's staffs being allowed to participate and contribute in setting of SMART targets for the appraisal period was ranked second with a strong RII of 0.78 which supports the prior mentioned sentiments of staff perception when they are being involved in the performance appraisal process in every financial year at the Probation and After Care Services department. The sentiments are in support of organizational justice theory component of interactional justice as staff at probation and aftercare service department perceive performance appraisal process being impartial

The perception of the Probation and After Care Services department's staff when they are continuously involved in the assessment of the targets within PAS period scored RII 0.76 which is significant index showing a positive perception of the staff on the PAS. This is vital as the staff become mutually bind to the targets they set in every beginning of the financial year, and also minimizes performance disputes since they are aware and

comfortable with expected performance as they are continuously involved in the assessment of the targets in PAS period. These views also supports routine aspect of organizational justice theory that focus on the fairness during the performance appraisal process at probation and aftercare service department

The Probation and After Care Services department's staff positively perceive that the signing of PAS has led to greater job satisfaction with RII of 0.71, a same score on the statement that the supervisors in department communicates to their staff about the performance on time. This is through rewards, recommendation letters, trainings for excellent performance and warning letters and demotion of the staffs for poor performance.

The staffs at Probation and After Care Services felt that the online signing of PAS is very interactive with RII of 0.65 since they are able to receive feedback on their performance through performance summary reports and their supervisors' appraisal report. This is in support of organizational justice theory on interactional justice aspect that applause for interpersonal treatment and fairness during the performance appraisal process at probation and aftercare service department.

On the study second objective on staff perception on accuracy of performance appraisal system, there is a positive perception by the Probation and After Care Services department's staff. The finding shows that the staff in the department understand procedures of PAS signing well with the RII of 0.77 which is a strong positive index. This shows that the PAS results for each staff are achieved by following the stipulated procedures where the majority of the staffs understand well how to derive the result. This

is supported by Fletcher (2004) argument on perception of PAS accuracy and fairness. The staff agreed that they have been trained on the online procedures of PAS signing with RII of 0.59 which was the lowest index for the listed opinion. In addition 15% of the department's staff that were interviewed raised a concern that all staff should be trained on online procedures of PAS signing. This is supported by the views of Bochie *et al* (2012) who argued that staff will positively perceive PAS as an opportunity for their personal development.

The department's staff interviewed felt that online signing is user friendly at RII of 0.63 which indicates a positive perception by the department's staff on online PAS signing. The staff also felt that the PAS rating on performance is comprehensive and very accurate with RII of 0.65 and 0.60 respectively. Behn (2003) alluded that performance measurement has to be comprehensive as the results are used in making administrative decision of an organization. The department's staff also felt that ministry plays critical role in PAS signing with RII of 0.66. This is by providing resources and assigning objectives to the department in every financial year. These sentiments are in line with distributive justice aspect of organizational justice theory that focuses on the distribution of resources for the facilitation of performance appraisal process.

4.5: Recipients' views on the staff perception on performance appraisal system

A total of five recipients of different programs in the probation and after care services department were interviewed. One recipient was for Community Service Order, two were for Probation Order, and two were for After Care program.

Out of the five recipients interviewed, two belonged to the age bracket of 18 years to 23 years; one was in the age bracket of 48 years and above, while two belonged to the age bracket of 30 years to 35 years. Two of the five recipients interviewed had college level of education, two had primary education and one had university level of education.

All the five recipients interviewed strongly agreed that the signing of performance appraisal has led to service delivery of Probation and Aftercare Services department. This was supported with RII of 1. They added that the reception they were accorded by the department from the referral point was in line with the department's service charter which clearly states the time frame for each stage of interaction with the department. One of the two recipients of the Aftercare program added that he is a satisfied client since the department adhered to its objective of rehabilitation, treatment and reintegration of offenders as he has been rehabilitated and the department paid his secondary fees as an empowerment program.

The four recipients of the five interviewed agreed that signing of performance appraisal system has made staff to have positive attitude when offering services. They argued that at the initial stage of interaction they are made aware of what is expected of them as stipulated in the respective orders of the programs offered by the department. The recipients also added that they are allowed to report any form of mistreatment by the staff to the top management either in writing or by call and the contacts are provided on service charter that is displayed in the offices of the department and suggestion boxes. Even though there was one recipient who felt that it was staff duty to have a positive attitude when serving the clients since it is their duty and responsibility and has nothing to do with PAS signing.

A comparison of staff views on performance appraisal process with recipients views show that the staff are expected to deliver that is attending to clients irrespective of what opinion they have on the performance appraisal process. The recipients believe that the staff at probation and aftercare service have to embrace the performance appraisal process to meet employer's stated targets at end of appraisal period.

4.6: Results from Key Informants' Guide

The key informants' views were summarized in the paragraphs below in relation to the two study objectives.

4.6.1: Staff perception on participation in setting targets for Performance Appraisal System

The key informants argued that all staff are allowed to participate in the setting of targets for performance appraisal system (PAS) as it is a requirement for the Probation and After Care Services department for the staff to participate as the targets are mutually agreed upon from the generic targets that are allocated to the department in relation to the department's nature of work by the Permanent Secretary for state department of Correctional Services. The generic targets include gender mainstreaming, national values, drug and substance abuse, PISP. The individual targets are anchored on the department's generic targets. The staff however find the involvement in the exercise of the target setting useful in relation to their daily work activities, even though quite a number find it unnecessary and tedious.

The key informants also observed that staff participation is of beneficial as it allows ownership of the appraisal process by all staff involved, the staff become aware of what is expected them in every financial year, it minimizes disputes on the target set as there is participation by both supervisors and the appraises. It enables the staffs to do the budgeting for the resources for the activities carried out to meet the targets set. In addition it allows the staff to monitor and evaluate their performance and as a result motivates the staff to work harder in achieving the PAS targets.

The key informants observed that the staff do get feedback on their PAS in the GHRIS, where details of each staff performance per quarter and per financial year are updated once the supervisors do the appraisal. They noted that the staff are served with recommendation letters, some are awarded, and others have been trained in different field due to excellent performance. For the staffs whose performances are poor they do get feedback through caution and warning letters.

4.6.2: Staff perception on accuracy of performance appraisal system

The key informants stated that the staff understanding of the online performance appraisal system varies as it is influenced by different factors. The factors mentioned includes; staff attitude, time taken to fill the online PAS, passion and commitment on the process, availability of office computers that have up to date operating systems, whether the staff has been trained on the online performance appraisal system and the exposure the staff have on the system. They stated that the understanding is average. Additionally one of key informant added that in August 2019, Probation and After Care Services department with collaboration of United Nation Office of Drugs and Crime (UNODC) under Programme for Legal Aid and Empowerment (PLEAD) in Kenya trained 47

probation officers, one from each county on performance appraisal system, the 47 probation officers trained are acting as PAS champions and are sensitizing the fellow staff in their respective counties.

They observed that the staff attitude towards online (GHRIS) signing of PAS is received and perceived differently. It is a mix of positive and negative attitude. For the staff who have been trained and sensitized on online signing of PAS and are computer literate have depicted positive attitude towards the system, while those who have not been sensitized or trained and are not computer literate have shown negative attitude. Also in areas where the middle management and top management have been setting targets without involvement of the junior staff, the attitude have been negative as compare to the staffs who are involved in target setting. The support staff that are given additional duties that are outside their targets especially in offices where the staffing is insufficient, they have tended to depict negative attitude towards the PAS. Lastly, the PAS exercise is routine and tendencies of the exercise becoming monotonous among the staff have attributed to staffs having the negative attitude.

The key informants said that the role of the ministry in PAS is perceived as secondary and very minimal. The Ministry plays the facilitation role of approving targets, activities budget. The staff feels that the ministry has not fulfilled its role especially on allocation of resources to the department for the achievement of the targets thus being seen as a hindrance by the staff.

Majority of the staff interviewed at RII of 0.59, accepted that they have been trained on procedures of performance appraisal process. This collaborates with the key informants statement that forty seven probation officers were trained as Training of Trainers on performance appraisal process who are currently replicating the same in their respective county stations.

As much as the key informants believe that the staff at the probation and aftercare service department has mixed feeling on performance appraisal process, majority of the staff that were interviewed at 82% positively perceived the process being fair. This is supported by a strong positive RRI of 0.71 as staff feel that the performance appraisal process lead to greater job satisfaction. The perception of the staff on performance appraisal process is positive.

Both key informant and the staff interviewed believed that performance appraisal process at probation and aftercare service is comprehensive and accurate. The key informants observed that the process allows communication between appraise and appraiser where the performance feedback is provided on GHRIS from the supervisor. Sixty two percent of the interviewed staff confirmed of getting feedback from their supervisor in relation to their performance, with RII OF 0.71. Also the staff positively perceive that the process comprehensive with RII of 0.65 and that the rating of performance process is accurate with RII of 0.60 which shows a strong positive perception from the staff.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1: Introduction

This chapter discussed the summary, conclusion, and recommendation for the study on the assessment of staffs' perception on performance appraisal system at Probation and Aftercare Services department. The conclusion summarized the findings of the study and recommendation gives policy recommendation and suggestion for further studies on the area of the study.

5.2: Summary of Key Findings

The analysis showed that there was a positive perception among the staffs of the department on the performance appraisal system. The first objective that is to establish the staff perception on their participation in the setting of targets of the performance appraisal process at probation and aftercare service department, scored the highest RII at 0.9 which indicated that staffs at the department are allowed to strongly participate and contribute to the setting of the SMART targets for the appraisal period a strong positive RII on the department's perception on performance appraisal process.

The second objective that is to examine the staff perception on the accuracy of the performance appraisal process also had a positive perception at 0.6 indications that staff positively perceive performance appraisal process as accurate. Even though on training of the staffs in the department on the procedures of online PAS signing scored the lowed at 0.59 which still showed a positive perception, but just above average indication that staff needs more training on performance appraisal process.

Both key informants and the staff interviewed observed that more training need to be carried out on performance appraisal process. They also agreed that the performance appraisal process is comprehensive and its rating is accurate. Although the recipients of the probation and aftercare service department believe that staff of the department participate in the performance appraisal process because it is expected of them (it is their duty and responsibility).

5.3: Conclusion

This study concludes that the staff rate performance appraisal process highly at probation and aftercare service department with RII above average. The staff showed that they are allowed to participate in setting of targets for the appraisal period with RII OF 0.9, and that the appraiser provide feedback on performance to appraisee with RII of 0.6. The staff have also been trained on the procedures of performance appraisal system at probation and aftercare service department with RII of 0.59. This shows that the performance appraisal process at probation and aftercare service is of participatory approach that has improved motivation, has increased learning through the training of performance appraisal process procedures, and that there is feeling of ownership of performance appraisal process among the staff of probation and aftercare service department.

The study demonstrated that the staff perceive the performance appraisal process as user friendly, comprehensive, and accurate which implies that it has adhered to principles of a good evaluation, that is it is utility as information collected during the appraisal period is used by the administration in decision making, feasibility as the performance process is practical, cost-effective and politically viable, property as it upholds both legal and ethical standards to the staff and recipients of department's service, and accuracy as the

performance appraisal process at probation and aftercare service department is rigorous and collect credible data for the department use.

The study concludes that the performance appraisal process at the probation and aftercare service also maintains the key components of a Monitoring and Evaluation system that is of relevance, efficient, effective and sustainable.

The study conclude that Monitoring and Evaluation policy for the informed, sound and evidence-based targets and outcome for the department's work so as to support strategic plan of the department should be embraced. This will enhance the link of interventions and department's outcome. It will also enhance accountability and legitimacy for resources allocated. Lastly it will promote learning and enhance efficiency and effectiveness to evaluate governance and accountability in the spirit of result-based management, see OECD 2019.

5.4: Recommendations

Based on the key findings, this study suggests the following recommendations summarized below.

There is need to train and sensitize all staffs on the performance appraisal process, the procedures of signing it, and setting of targets at all stages of management. This will give the staff exposure on the PAS and how to derive tangible targets for every financial year.

There is need to make it a mandatory the involvement of the staff in target setting, assessment and final appraisal during the appraisal period so as the staff are aware what

is expected of them and thus better performance, to embrace bottom-top style of management

The Ministry of Interior and Coordination of National Government where the departments of Probation and Aftercare Service falls needs to take an active role in monitoring and evaluation of the staff performance. These is not only through setting objectives and resource allocation, but also train the staff on PAS in collaboration with public service commission, recognize excellent performance through promotions, recommendation letters for the work well done. This is to make the staffs recognize and appreciate the ministry's role in PAS signing, and to actively use tangible evidence when appraising the department.

There is need for a review of the procedure of the performance appraisal process so as to make it more interactive, user friendly, comprehensive and accurate in terms of rating. If possible the Ad Hoc assignments to be rated during the signing as some the staff feel overworked by Ad Hoc assignments but during the PAS signing they are listed and not rated.

The study also recommends further studies on the same research area, but with a different methodology that is quantitative. Also a further study that will correlate between the length in service and the perception on the performance appraisal system is recommended. A further study with a larger sample size that will have respondents from every probation station across the county is highly recommended. A comparative study of a public institution performance appraisal process with a private institution is highly recommended.

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APPENDEX 1:

QUESTIONNAIRE

Dear respondent: I am an MA student at the University of Nairobi. I am carrying out a research on “*Assessment of staffs’ Perception of Performance Appraisal Process in Probation and Aftercare Service department*”. Majority of the questions have multiple choice answers for you to select by ticking against the most appropriate option. The information provided will be used purely for academic purposes and will be treated with utmost confidentiality. Your involvement is greatly appreciated.

1. Which category do you belong?
 1. Probation service
 2. Support staff services
2. What is your age bracket?
 1. 18 years-23 years
 2. 24 years- 29 years
 3. 30 years-35 years
 4. 36 years – 41 years
 5. 42 years -47 years
 6. 48 years and above
3. What is your highest education level?
 1. Primary level
 2. Secondary level
 3. College level
 4. University level

4. What is your job group?

5. What is your job designation?

6. How long have you been in this position?

7. What is the status of your employment?

1. Permanent
2. Permanent and pension
3. Contractual
4. Casual
5. temporary

8. Staffs' perception on their involvement of targets setting for Performance

Appraisal Process

In a scale of 1-5 where 1 is strongly disagree, 2 disagree, 3 not sure, 4 agree and 5 strongly agree. Rank the following statements and tick where applicable

S/NO	Staffs' perception on their involvement of targets setting for Performance Appraisal Process	Strongly disagree	disagree	Not sure	agree	Strongly agree
1.	I am allowed to strongly participate and contribute in					

	setting of SMART targets for the appraisal period					
2.	I feel the performance is better when am involved in the setting of targets every financial year					
3.	I am continuously involved in the assessment of the targets within the PAS period					
4.	The signing of PAS has led to greater job satisfaction					
5.	Online signing of PAS is very interactive					
6.	My supervisor communicates to me about my performance on time					

Staff perception on accuracy of Performance Appraisal Process

In a scale of 1-5 where 1 is strongly disagree, 2 disagree, 3 not sure, 4 agree and 5 strongly agree. Rank the following statements and tick where applicable

S/NO	Staff perception on accuracy of PAS	Strongly disagree	disagree	Not sure	Agree	Strongly agree
1.	I understand procedures of PAS signing well					
2.	I have been trained on online procedures of PAS signing					
3.	Online PAS signing is user friendly					
4.	Ministry plays critical role in PAS signing					
5.	The PAS rating on performance is comprehensive					
6.	PAS rating is very accurate					

9. If you have an additional comment please write them in the space below

THANK YOU

APPENDIX 2: RECIPIENT QUESTIONNAIRE

Dear respondent: I am an MA student at the University of Nairobi. I am carrying out a research on “*Assessment of staffs’ Perception of Performance Appraisal Process in Probation and Aftercare Service department*”. Majority of the questions have multiple choice answers for you to select by ticking against the most appropriate option. The information provided will be used purely for academic purposes and will be treated with utmost confidentiality. Your involvement is greatly appreciated.

1. What is your age bracket?
 1. 18 years-23 years
 2. 24 years- 29 years
 3. 30 years-35 years
 4. 36 years – 41 years
 5. 42 years -47 years
 6. 48 years and above
2. What is your highest education level?
 1. Primary level
 2. Secondary level
 3. College level
 4. University level

3. Recipients view on staffs' perception on Performance Appraisal Process

S/NO	Recipient views	Strongly disagree	Disagree	Not sure	agree	Strongly agree
	The signing of performance appraisal has led to service delivery of probation and aftercare service department					
	Clients satisfaction has improved greatly through the signing of the performance appraisal process					
	Signing of the performance appraisal process has made staff have positive attitude when offering service					

If you have an additional comment please write them in the space below

THANK YOU

APPENDIX 3: KEY INFORMANT GUIDE

Dear respondent: I am an MA student at the University of Nairobi. I am carrying out a research on “*Assessment of staffs’ Perception of Performance Appraisal Process in Probation and Aftercare Service department*”. This is mainly for academic purpose to meet the merits of being awarded the Master’s degree. It will also add knowledge in area of performance appraisal system that may assist in assessing and reviewing of performance appraisal system in relation to staffs’ perception. You have been identified due to your senior management level, work experience in relation to staff’s performance appraisal system and vast experience in public service. The information given will treat with uppermost confidentiality.

Section A: staffs’ perception on participation in setting targets for Performance

Appraisal Process

1. Based on your experience are staffs allowed to participate in setting of targets for performance appraisal Process (PAS). If yes, how have the staffs perceived the exercise?
2. In your opinion is staff participation in setting targets for PAS of benefits
3. Based on your knowledge, do staff get feedback on their PAS

Section B: staffs’ perception on accuracy of Performance Appraisal Process

1. Based on your experience what is the level of staff understanding of online performance appraisal process
2. In your opinion what is staff’s attitude towards online (GHRIS) signing of pass
3. Based on your knowledge, how do staff perceive role of the ministry in PAS

APPENDIX 4: BUDGET

ITEM	BUDGET
Stationary	3000.00
Per diem	24000.00
Logistics	5000.00
Printing and binding services	5000.00
Miscellaneous	5000.00
Total	42000.00