

**EFFECTS OF JOB EVALUATION ON EMPLOYEE PERFORMANCE IN THE
PUBLIC SECTOR IN KENYA: A CASE OF THE DEPARTMENT OF
IMMIGRATION**

BY

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DECLARATION

This research proposal is my original work and has not been presented for examination in any other university.

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ABSTRACT

The study on job evaluation and employee performance in the public sector set out to investigate process its contribution to employee output in the public sector. The study is anchored on the assumption that employee evaluation determines the level of pay and therefore motivation to increase performance as the next period of evaluation approaches. The study aimed to investigate the EFFECT of job evaluation on employee output. It further investigated the pact of job evaluation on employee attitudes. The study finally investigated the contribution of job evaluation on employee development. The study made various hypothetical scenarios. First it assumes that job evaluation is motivating factor for employees to increase output. It also suggested that the job evaluation process faces several constraints in an organisation. Finally the study contemplated that job evaluation process in the public sector has not EFFECT on employee performance. However the study findings confirmed that the job evaluation contributes to increased employee output. The study further established that job evaluation leads to employee desire to be innovative for self-development and future appraisal. The study was carried at the Department of Immigration headquarters, Nairobi. The research collected primary data using interview method. The research used questionnaires to collect information from a population of 462 employees and a sample size of 139 individuals. The sample was first be subjected to a pilot study before the actual collection of information. The study analysed the data to come up valid with conclusions regarding the EFFECT of job evaluation on employee performance. The study concluded concretely that the job evaluation is a useful process in employee performance but the public institutions are yet to develop mechanisms and tools for effective conduct of job evaluation. It is recommended that job evaluation should be structured and be included in the Department's human resource planning and continuous sensitisation to all employees should be done to outline its relevance and application.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Job evaluation is the process of reviewing compensable elements of specific positions to determine the value that each one brings to the organization (Armstrong & Brown, 2001). Armstrong notes that most organizations use a form of job evaluation as a systematic process of establishing the relative worth of jobs within an organization. Consequently, he observes that the purpose of job evaluation is to provide a rational basis for the design and maintenance of an equitable and defensible pay structures. Therefore within an organisation job evaluation enables consistent decisions to be made on grading and pay rates therefore helping the management in designing of relativities existing between jobs in an organization and to establish the extent to which there is comparable worth between jobs to enable equal pay for work of equal value.

Globally, companies analyse each job using some method of evaluation in order to create a hierarchy of jobs that sets the stage for developing pay grades. Salary structures provide companies with an equitable means of compensating employees. Job evaluation is intended to create a hierarchy of jobs so that rational pay structures can be developed and maintained. According to Dessler (2005), the abilities of jobholders are not considered in job evaluation, nor is it concerned directly with pay levels although a basis for comparing pay and benefits may be provided by job evaluation techniques. The time required for job evaluation means the benefits to the organization must be significant, and the methodology used must be the best for the company.

Demmke (2007) observes that in Europe performance appraisals are perceived as necessary chores in everyday public administrative life. However neither the superiors nor the employees are ever interested in the appraisals. This lack of interest is derived from different reasons. Whereas the one group did not wish to conduct evaluations, the other group did not wish to be evaluated. Frequently performance appraisals had no consequences: In many cases, the appraisals had no significant effects on the work conditions of the personnel. The principle of life- long employment contracts, the seniority principle and more or less automatic promotions put the use of performance appraisals into question. In the meantime, the traditional legitimation problems involved with the instrument of performance appraisal have and many EU Member States have embraced the performance appraisal more consistently. The general EFFECT of evaluation is the adoption performance agreements, performance-related pay, career development, promotions, and increasingly also job security.

In Canada, Lahey (2009) observed that the Canadian public job evaluation system is one that has invested heavily in both evaluation and performance monitoring as key tools to support accountability and results based management. The performance monitoring provides managers with an ongoing assessment of how programs are performing, while job evaluation providing a deeper understanding of performance and whether adjustments might be needed to yield efficiency and output. Job evaluation therefore serves as indicators for advisory and decision making process in the government. To implement job evaluation effectively in Canada, the responsibility of evaluation in a government

department falls on both technical staff who are experts in evaluation and non-technical officials who are either senior program managers or administrators in the department. The intent of evaluation in the public sector is to be integrated in the decision-making of the departments and serves as a key driver in moving the organization towards a results culture.

Britan (1998) argues that the USA government has a historical commitment to be transparent and results oriented in its domestic public administration. In this regard job evaluation is guided by the Government Performance and Results Act of 1993. The Act set out the requirement for effective performance measurement and evaluation and all federal agencies in the U.S. government are required to develop strategic and annual plans that include specific performance goals, measure evaluated results against these plans, and adjust programs and budgets accordingly. It can be concluded the USA public policy on job evaluation aims to maintain service delivery and complement the government's planning and development policy.

Mackay (1998) observes that in Australia, the election of a reformist Labor government in 1983 provided an environment favorable to job evaluation. The impetus for the government to carry out job evaluation in the public sectors was to improve the performance of the public sector and at the same time restrain public expenditure through the annual budgetary process. Outcome of this engagement was a series of public sector management reforms where managers were empowered to manage by devolution of powers and responsibilities. In Australia therefore job evaluation capacity has entailed a

combination of formal requirements for job evaluation plus their strong advocacy by a powerful, central department, the Department of Finance. Job evaluation outcomes have enabled evaluation to be linked both to budget decision-making and to the on-going management of government programs. Therefore job evaluation as a result is a key component to aiding any government in decision-making and prioritization in the budget, and to support internal program management within line departments.

At regional context, Nigeria has demonstrated one of the key problems that affect the job evaluation process in the developing world. Adebayo (1981) contends that performance appraisal is being applied in many public services as a political instrument for helping to develop the cause of favorites or for hindering the career and progress of subordinate. Thus, objectivity that is so important in any appraisal procedure tends to be compromised for subjectivity and favouritism. In his view Nigerian Civil Service has been known to write false reports on their subordinates, giving to such subordinates merits and virtues that they did not merit. He further notes that the possible reasons for this situation are: a reporting officer who has himself been guilty of unbecoming conduct for an official in his position, and who knows that a certain subordinate official is aware of the conduct, becomes afraid to write an adverse report on the subordinate, lest he should turn round and expose him. The reporting officer's fear is that the subordinate may appeal against the report and bring to light the reporting officer's own misdemeanor. This problem therefore renders the objective of fair and just evaluation in the public sector ineffectual.

In Botswana, the performance management driven by a performance management system strategy whose objectives are to provide a planning and change management framework that is linked to the national development plan and budgetary process. Its broad objective is to enhance the capacity of the government to achieve the desired level of socio-economic governance and to improve the performance capacity of public officers. Management structures have been put in place in the Public Service to facilitate effective management of the reform initiatives and provide fora for consultation. To ensure that ministerial functions and structures support the delivery of the vision goals, each ministry has to define its vision, as a subset of the national vision, and mission, which links the purpose for its existence to the vision. The performance of ministries is reviewed quarterly by respective Permanent Secretaries and their Ministers at the ministry level and at half yearly by the President at the Economic Committee of Cabinet level. The Permanent Secretary to the President also reviews the performance of each ministry with the relevant Permanent Secretaries twice a year. To date job evaluation of the public sector is the driving force for the development agenda (Directorate of Public Service Management, 2001).

In South Africa, monitoring and evaluation in the Public Service has contributed to government departments in achieving their strategic goals. The South Africa government has adopted an outcomes-based approach which underscores the value of monitoring and evaluation in attaining service delivery. The Monitoring and Evaluation Department established in the government co-ordinates and monitors the work of

government departments closely and endeavours to ensure that Public Service is performance-oriented. The observation that is overriding in the South African process of evaluation is adopting the value of good governance executing the oversight function of performance against established benchmarks. The evaluation process thus entrenches democracy. The outcome of the evaluation process has yielded to increased transparency and accountability of government, and the country at large is kept informed about government's performance. The job evaluation system is therefore transformational in the sense that it explicitly seeks to measure the EFFECT of the policies of the developmental state on reducing inequality and improving efficiency (PSC, 2012).

In the Tanzanian public service sector, job evaluation has been used for the purpose of appraisal. The evaluation process in this regard is perpetually grounded in the policy of advancing quality public services through compensation of the employees. To attain the desired quality of services the appraisal system has engineered the development of new job-grade and salary structure, enhanced salary and wages for qualified technical and professional cadres, a compensation structure where allowances do not feature prominently and a more equitable share of the wage bill between services group and staff rationalization. The Tanzanian public sector therefore has cumulatively spread out the concept of equity in pay structures through the job evaluation process (United Republic of Tanzania, 2010).

In Kenya, job evaluation in the public sector has been pressed by the Performance Contracting Department since 2003 (Republic of Kenya, 2009). The purpose of

introducing the job evaluation has been viewed as a basis for the development of sector performance standards based on international best practices, to inform among others the management of processes of planning, budgeting, identifying indicators and setting of performance targets in the public sector. The government of Kenya has introduced the job evaluation process with the intent of improving the public service delivery amid the dissatisfaction from the public (Deborah & Brian 2000).

The Kenya Salaries and Remuneration Commission (SRC, 2014) contends that job evaluation is intended to help public corporations in job placements, elimination of role duplications, overcoming the challenge of bloated workforce, establishing working organizational structures, setting remuneration levels, averting industrial action by workers, staff development and improved productivity. There is need to undertake a public service job evaluation to ensure that overall public compensation is economically sustainable, can attract and retain the right skills, recognises productivity and performance, and is transparent and fair in setting and reviewing the Remuneration and Benefits structure. Resulting from the above view is the concurring observation that job evaluation in the public service intends to ensure that all public sector employees are fairly, equitably and transparently compensated for their labour while ensuring fiscal sustainability of the public wage bill. The broad objectives of the public sector job evaluation is to eventually give the guidelines to public sector employers to retain and attract highly competent, technical and professional personnel. This means that the evaluation process in the public sector would yield to a transparent, fair and equitable

public sector remuneration and benefits system meanwhile increasing productivity and employee performance.

1.1.1 The Immigration Department

The management of the immigration docket is a state affair that takes a very important place in government due to its sensitive security implication. The control of entry and residence of foreigners into this country dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906. This Ordinance restricted the influx of foreigners especially Indians, coming to the then Kenya colony and Protectorate upon completion of the Kenya- Uganda Railway (KUR).

The Immigration Department like other public sector departments has been facing several challenges regarding human resources management. The challenges include the ever widening gaps in skills development in the advent of technological advancement. Other emerging challenges are related to economic integration and regional trading blocs; the HIV/AIDS pandemic among the workforce. In addition sections within the department have been operating autonomously and lacked managerial cohesiveness and personal attention to customer needs. The Kenyan Immigration Department is further pervaded by corrupt practices thus initiatives have been undertaken to change human resources practices in compliance with the Kenya Governance, Justice, Law and Order Sector (GJLOS) Reform Program (GOK, 2005).

The department since 2002 has undertaken several strategic changes. These were guided by the department's vision and mission statements and the Governance Justice Law and Order Sector guidelines (GOK, 2004). In response to human resource concerns, the department has undergone major strategic changes refocusing its business from the traditional authoritative ways of immigration rules to a more modern and customer friendly approach; change of leadership and various reforms in its management. In regard to human resources structure, the department has implemented changes which include job evaluation in order to restructure operational processes to improve efficiency and effectiveness

The job evaluation process has contributed to the realignment of skills, competencies and individual knowledge to key positions in the department for effective service delivery. In this regard the Immigration Department has identified job evaluation as important in the human resources reform that would raise the level of output in public service delivery. The job evaluation objectives include identifying and developing a dedicated and professional team so that the Department of Immigration becomes an employer of choice that values staff empowerment and institutionalizes professionalism. Secondly job evaluation would re-engineer business processes and ensure operational excellence at the department. It will also be possible to improve and expand immigration services once human resource efficiency is achieved in the administration of immigration procedures by motivating the staff through proper placement and corresponding work environment for innovation and creativity. Finally the human resource evaluation would improve

service delivery, compliance and strengthen enforcement of the immigration service regulations (GOK, 2007).

Therefore the study on job evaluation at the Immigration Department is important since it plays an important role in the management of human resources.

1.2 Statement of the Problem

Job evaluation in the public sector seeks to find out the competencies of an employee in the service delivery for the position occupied (SRC, 2014). The public service sector employees are many though a large demand for the services from the citizenry has surpassed the internal output of the public institutions thus raising the question of human resource efficiency. As demand for public services increases, the public sector should put in place mechanisms to increase efficiency and satisfy both internal and external customers and based on the high number of personnel in the public sector, the utility of workforce, the efficiency in service delivery and the corresponding wage bill should be re-examined. The Department of Immigration therefore is required to engage in job evaluation process to determine if the workforce under its disposal is properly placed according to skills and competencies in delivering its core mandate.

The audit of human resource in the public sector through skills evaluation would spur the manpower to productivity and improved service delivery (SRC, 2014). To effectively audit its human resource performance, various tools for evaluating the personnel in

relation to performance targets should be generated at the Department of Immigration Services. However internally, the Department lacks consistent human resource evaluation mechanisms thus the current call for human resource audit to determine if the employees are satisfied with their particular jobs and positions. The job evaluation study therefore would determine the level of staff output and comparatively establish how the department would tap in to its staff attain to higher levels of efficiency in service delivery. The contention in this study is to find out on whether the effect job evaluation process would have in the public sector employee performance.

1.3 Research Questions

The study attempts to answer the following questions:

- i. To what extent does job evaluation affect employee satisfaction at the Department of Immigration.?
- ii. What is the effect of job evaluation process on employee innovativeness at the Department of Immigration?
- iii. What is the effect of job evaluation on employee attitudes at the Department of Immigration?
- iv. What is the effect of job evaluation on employee development at the Department of Immigration?

1.4 Objectives of the study

The objectives of the study were to:

- i. Find out the effects of job evaluation on employee satisfaction in the Department of Immigration.
- ii. Examine the effects of job evaluation on employee innovativeness in the Department of Immigration.
- iii. Determine the effects of job evaluation process on employee attitudes in the Department of Immigration.
- iv. Establish out the effects of job evaluation on employee development at the Department of Immigration.

1.5 Assumptions of the Study

There are several research assumptions in this study;

1. Job evaluation process in the Department of Immigration contributes to employee satisfaction.
2. Job evaluation at the Department of Immigration contributes to innovativeness.
3. Job evaluation has got no effect on employee attitudes at the Department of Immigration.
4. Job evaluation process in the Department of Immigration has no effect on employee development.

1.6 Justification of the study

Job evaluation attempts to provide a basis for equitable pay (Elizur, 1998). Organizational-specific job evaluation plans ensure that the organization's reasons for being are reflected in job sizing and pay. Valid job evaluation is necessary to give compensation to professionals and management the rationale needed to make pay decisions based on the results of the evaluation plan (Menge, 1990). This study is based on isolating and identifying the qualitative or artistic choices, compensation professionals make in compensation design. The purpose of the research is to describe the qualitative choices in terms of type and frequency. The focus of the study is therefore to test the applicability of the theory to policy practice.

1.7 Significance of the study

Employees' performance is a subject of great importance in most organizations (Armstrong, 1998, Bratton & Gold, 1999). This is because job evaluation decisions have effects and consequences on workers' compensation and recognition. The study aimed at assisting the Department of Immigration in job evaluation by identifying, sharing with staff and administrators on the factors that would promote effective job evaluation.

The results of this study are expected to benefit the Department's Management by informing management to make a critical examination of the existing evaluation system. This would help them contribute to improvement of the present evaluation system or at least prepare them for any changes or improvements to the existing system. Any changes

in the system that are recommended should help the Department of Immigration to go a long way in solving some of the problems in staff management thereby better achieving its objectives.

The study would also add value to the research in the area of job evaluation. Scholars would find it important as it would increase the body of knowledge by contributing to the existing literature in this area. It would also assist the researchers in doing further studies on the same. The knowledge synthesized from the study could serve as a basis for planning and as a point of reference for further studies in the field of effect of job evaluation and work motivation. The successful completion of the research project is anticipated to generate new debates for further research and strengthen the role of job evaluation in the public sector.

1.8 Scope of the Study

The study limited its research to the examination of the effects of job evaluation on employee performance at the Department of Immigration. A population of 462 was purposefully sample to give their responses.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter reviews literature related to the factors that influence job evaluation. The concept of job evaluation is also described. The chapter explores the influence of changes in technology, management styles, size of organization, employee training on job evaluation. In addition, the chapter presents the theoretical review and conceptual framework of the study.

2.2 Theoretical Review

In this study a few theories were examined to demonstrate the linkage between evaluation and performance of employees in an organization.

2.2.1 Expectancy Theory

The expectancy theory was proposed by Vroom of Yale School of Management in 1964. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance would be followed by a definite outcome and on the appeal of the outcome to the individual (Vroom, 1999). The expectancy theory observes that an employee's motivation is an outcome of how much an individual wants a reward (valence), the evaluation that the likelihood that the effort would lead to expected performance (expectancy) and the belief that the performance would lead to reward (instrumentality) (Vroom, 1999). In short, valence is the significance associated by an individual about the expected outcome. It is an expected

and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts would result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job (Wanberg, & Banas, 2000).

Expectancy theory assumes that individuals desire some outcomes over others and that individuals are able to choose their actions. It is a strong departure from behaviorism and hedonism (Higgins, 1997; Vroom, 1964) because it assumes that individuals reflect and select actions not because they are avoiding pain and seeking pleasure, but because they desire different outcomes and make rational choice on the best methods to achieve those outcomes. In job evaluation setting, a supervisor must make a cognitive decision on how accurately he or she would complete the evaluation process as outlined in the organizations job evaluation program.

The basis for this decision is the level of importance that the supervisor views in job evaluation. If the supervisor views the job evaluation as extremely important (high valence) it is likely that the supervisor would put forth great effort to complete the evaluation accurately. If the supervisor does not value the evaluation (low valence) he or she would likely not put forth much effort in completing the evaluation accurately. Like the supervisor, the employee brings certain characteristics to the evaluation process (Tull, & Albaum 2005). In this study the effects of job evaluation process at the Department of Immigration would be collated based on this perspective.

2.2.2 Contingency Theory

Another relevant theory in this study is the situational or contingency theory. The theory asserts that when managers make a decision, they must take into account all aspects of the current situation and act on those aspects that are key to the situation at hand. It is the approach that evaluation process shall depend on in the public sector. For example, if one is leading troops in Iraq, an autocratic style is probably best. If one is leading a hospital or University, a more participative and facilitative leadership style is probably best (Hersey& Blanchard 1999). The study used this approach to derive the internal factors that affect the evaluation process.

2.3 Empirical Review

2.3.1 Job Evaluation

The main task of job evaluation is to drive an organisation towards utilizing the human resource available to achieve its strategic goals. Companies that do not pay sufficient attention to job evaluation do not benefit from efficiency, quality output, innovations and high degree responsiveness to the market and client needs (Braton & Gold, 2007). From this observation job evaluation is a benchmarking indicator that contributes to the growth of an organization's performance and the growth.

Hayton (2005), contends that human resource evaluation is the most sensitive and important field of action for future success of companies. He observes that with the increasing demand of modern business environment, human resource management is

under pressure to demonstrate its contribution to the organization and its stakeholders. The evaluation of human resource management has become an important process identifying the business targets and internal potential to pursue and achieve and exceed those targets with the increase of business demand. Therefore organisations should conduct job evaluation to find out the capacity of the employees to deliver the services demanded by clients.

According to Bratton (2007), the evaluation of human resource management (HRM) is a process, where the entire human resource management and its separate functions are evaluated. The effectiveness, efficiency, productivity and organization of HRM and its functions are evaluated. The evaluation of HRM and its EFFECT is essential for following reasons. First, by evaluating HRM contribution and showing its value to company, the HR function might increase credibility and legitimacy. Second, by evaluating HRM it is possible to manage and improve it (Ulrich, 1997). Third, the evaluation of HRM provides the top management and human resource (HR) managers with the feedback on the practices and programs they have introduced, wherewith it is possible to determine potential problems and deficiencies.

According to Mordovin (1999) job evaluation in an organisation can be carried out with the top management involvement. In his view, the top management of an organisation should understand the relevance of evaluation in order to guide its implementation. The human resource department should sensitize and inculcate the values and vision of job evaluation to the top decision makers and understand the necessity of job evaluation. The

top management's and executives perception of HRM role in a job evaluation is significant to organizational growth and therefore the opinion of top management concerning the evaluation process determines how the evaluation would be conducted in the organisation.

Shetty and Buller (1990) aver that there exist several important factors which influence significance of job evaluation however the most important one is to comprehend the structures and hierarchy of jobs in an organisation. The job evaluation would also be attributed to long-term human capital in an organisation. Phillips (2005) concludes that the development of job evaluation process could be divided into three phases where each of them is characterized by its own approach to HRM functions. First is the attitude and or compliance, followed by benchmarking and tracking, and finally the value addition of EFFECT of job evaluation. Several methods of HRM evaluation could be linked with effectiveness of human resource management. Gibb (2000), observes that four methods could be connected with effectiveness of HRM and they could be included in a united model. The model units are such methods as best practice models, fit with business, benchmarking with excellence and managers and staff views.

Job evaluation process on itself does not translate into the goals and values of an organisation. The question regarding the EFFECT of job evaluation is surrounded by various views. Gibb (2000) further contends that HRM effectiveness could be assessed in two dimensions. One dimension is to consider the extent to which a concern with HRM effectiveness involves an internal, organizational orientation or an external, general

standards orientation. On the hand, the dimension should be concerned with the extent to which the value of either an objective or a subjective framework for operationalizing HRM effectiveness is adopted. Besides, the strategic view of inquiring the role of the HR function, the HR manager's involvement in the job evaluation strategy should be a key input in job evaluation process. It is important therefore to direct the job evaluation process by integrating the various actors in an organisation to support and bring the most desired results of the process.

Job evaluation is further considered effective if it is ongoing. Periodic observations, monitoring, coaching, counseling, feedback and record keeping by rater are crucial. Hence in this way performance problems are caught early and corrected before they lead to tardiness and inefficiency. The results of job evaluation should be given frequently to an employee if they are to bring about a change in an employee's performance or maintain a high standard of excellence.

Fletcher (2008) observes further that job evaluation should be held with clear set objectives of the organisation. In this regard supervisors should take time to closely monitor an employee's performance over a year or make de tailed notes. In this case, the appraiser is not forced to consult memory, which is clearer and more dependable in the months leading up to the appraisal as opposed to the earlier part of the rating period. To achieve this end an employee and supervisor should have frequent interaction during the year and avoid rating of the achievements at the short notice appraisal period is pronounced. The supervisor and the employee need to know that there is a performance

problem prior to the major annual review in order to eliminate surprises. The longer a problem is allowed to continue, the more difficult it is to take corrective action.

2.3.2 Job Evaluation and Employee Satisfaction

Job evaluation as a management technique was developed around 1900. It became one of the tools with which managers understand and direct organizations. Taylor, through his interest in improving the efficiency of work, made studying the job one of his principles of scientific management. Early organization theorists were interested in how jobs fit into organizations: they focused on the purpose of the job. However, this early interest in job analysis disappeared as the human relations movement focused on other issues. It was not until the 1960s that psychologists and other behavioural scientists rediscovered jobs as a focus of study in organizations (Aseka, 2002).

The organization with the greatest long-term interest in job evaluation has been the United States Department of Labor (DOL). Whether to employ a single plan to evaluate all the organization's jobs or a separate plan for each job families must also be decided. There is a strong tendency for organizations, especially large ones, to use multiple plans. Using different compensable factors for different job families may be justified in several ways. The organization may be paying for different things in different job groups. In addition, the wages of different job families do not always move together and in equal amounts (USDL, 1972).

According to Carney (2004), several factors influence job evaluation. These includes knowledge of the incumbent, job controls and complexity, contacts on daily basis, the physical environment, decision making and supervisory responsibilities. Some job evaluation plans actually rely almost entirely on labor-market information. The guideline method of job evaluation, for example, collects market-pay information on a large proportion of the organization's jobs and compares the "market rate" with a schedule of pay grades constructed on 5 percent intervals. The schedules include midpoints and ranges of 30 to 60 percent. Job evaluation consists of matching market rates to the closest midpoint. Adjustments of one or two grades may be made to accommodate internal relationships. Key jobs are placed into grades and the remaining jobs positioned by comparison with them.

Bernadin and Russel (2003), advice that after an evaluation system is implemented in an organization, it should be reviewed to ensure that it meets intended purposes effectively. A comprehensive evaluation requires the collection of several types of data including user reactions, inferential validity, discriminating power and possible adverse EFFECT. They therefore, set the grounds for arguing for the relevance of testing the validity and acceptability of evaluation, especially from the point of view of employees.

It is vital to learn the attitudes and reactions of assessors to an evaluation system because any system ultimately depends on them for its effectiveness. In a state government survey in the United States, researchers found that employees who believed that their supervisors could rate them fairly and thought that they could measure quality were comparatively

receptive and less resistant to a pending evaluation system (Bernadin & Russel 2003). It is important to assess the evaluator's reactions to find out whether they perceive the system as easy to use and if it's content is representative of the job content. They should also be asked whether they feel they have been adequately trained to use the system and have been given enough time to complete evaluations.

Yoder and Staudohar (2002) observe that the assessment of a person's contributions and capability is an emotional and highly sensitive process. Many employees experience anxiety and uncertainty about evaluation system so much, so that this may affect their performance. Knowledge of the kind of attitudes employees associate with the proper measures is taken to reduce the levels of resistance or to encourage those feelings that are favorable to the system.

Davis and Newstrom (2003) contend that the underlying philosophy behind mutual setting of goals is that people would work harder for goals or objectives that they have participated in setting. The assumption is that people want to satisfy some of their needs through work and that they would do so if management would provide them with a supportive environment. Dessler (2005) adds that the subordinates should be allowed to anonymously rate their supervisor's performance. This process helps top managers diagnose management styles, identify potential "people" problems, and take corrective action with individual managers as required. The evaluation should not just be a top-down process. These ratings are especially valuable when used for the development rather than evaluative process.

2.3.3 Job Evaluation and Employee Innovativeness

The measurement of job evaluation effectiveness has been the subject of a wide variety of articles ranging from psychometric to economic focus. According to Elizur (1987), five main topics of interest are found in empirical research: Reliability, Validity, Abbreviated scales, Comparison of job evaluation methods, and Effects of rater's characteristics and bias in evaluation.

Reliability refers to the accuracy of a measuring instrument. It can be evaluated by the degree of agreement between various raters evaluating a job at the same time or in terms of agreement in various ratings by the same rater at different times (Elizur, 1987). In a study of the effects of job description content on job evaluation outcomes, researchers Smith, Hornsby, and Benson note that previous research showed that the manipulation of job title alone affected the points awarded to a significant degree during the evaluation (Smith, *et. al.*, 2005).

Mount and Ellis (1997) in their study, observe that there are three potential sources of bias in job evaluation: They include direct bias, indirect bias, and sex-of-rater bias. The empirical studies they reviewed had little evidence of either direct bias or sex-of-rater bias. However, they did find consistent support for indirect bias in job evaluation. They defined indirect bias as job evaluation judgments influenced by knowledge of potentially discriminatory current wages. Rynes, Weber and Milkovich's (1988) also contend that there is little direct gender bias in job evaluation.

De Corte (2003) in developing a model-based approach to job evaluation says that the development of a point method is typically based on two quantification operations. The first has to do with the scaling of factors and the second involves weighting the factors and the use of weights in the calculation of job worth. His proposal is to move in the direction of replacing sets of highly specific quantification decisions with explicit statements of a larger number of simpler evaluations. He makes the case that this approach is more transparent and more easily understood and accepted.

Rynes, Weber, and Milkovich (2009) looked at the EFFECT of market rates on job evaluation outcomes and found it is indeed a determinant. They found that market variables such as current pay and the market rate explained more variance in assigned pay than job evaluation points do. Like other previous researchers, they found that job gender does not appear to have systematically affected pay assignments.

2.3.4 Job Evaluation and Employee Satisfaction

Job evaluation would be associated with level of job satisfaction. In the contemporary enterprise, changes in technology further affect both jobholders and payment systems. Some jobs may become obsolete as a result of what is called the de-skilling phenomenon in which machines have taken over human skills, whilst new jobs become available (Beardshaw & Palfreman, 2000; Sutherland & Canwell, 2004). The duties and responsibilities change also. In other words, the production system itself is modified in many areas in different ways. It is no longer acceptable or sensible for jobholders to

receive their wages only according to the amount of effort they put into their jobs without giving enough consideration to acquire knowledge, skill, ingenuity and working methods as they are job's requirements. One knock-on effect of IT system changes is on job evaluation, where systems analysts have to consider the changes in the employees' jobs in order to meet the demands of new or amended systems, in which case the modified jobs must be re-evaluated (Moynihan, 2004). Such considerations have become important in the light of developments and changes in technology. Thus, where job evaluation is used, account can be taken of such changes in jobs.

Management style also affects the job evaluation process. Management style is defined as a recurring set of characteristics that are associated with the decisional process of the firm or individual managers (Albaum, Herche & Murphy, 2005). This definition is similar to what Abramson, Lane, Nagai and Takagi, (2003) have defined as cognitive style: "consistent modes of thought that introduce systematic preferences for particular kinds of information that are used in the problem-solving process". Previous studies have shown that five cultural dimensions (Hofstede, 2001) significantly affect management values. Cultural dimensions of individualism, uncertainty avoidance, masculinity, power distance and long-term orientation were shown to have a significant relationship with managerial values and decision-making (Birnbaum-More, Wong & Olve, 1995; Hofstede, 2001; Robertson, 2000 and Westwood & Posner, 1997).

A manager's style is determined by the situation, the needs and personalities of his or her employees, and by the culture of the organization. Organizational restructuring and the

accompanying cultural change has caused management styles to come in and go out of fashion. There has been a move away from an authoritarian style of management in which control is a key concept, to one that favours teamwork and empowerment. Job evaluation contributes widely to the process of evaluation. Job evaluation is most profitably applied in big or complex organizations and to flexible job structures of the occupations rather than to small organizations. The larger an organization, the more likely it is to have a large number of different jobs and the more likely it is to have a job evaluation scheme. The increase in the size of organizations brings about payment system problems such as difficulties in control of costs and fair treatment for each employee, which arises where many units, each with its own individual payment system, are involved (Moynihan, 2004).

2.3.5 Job Evaluation and Employee Development

The evaluation of job has been identified to bring a significant EFFECT on employee development. Job evaluation has become an instrument to limit and to some extent eliminate many of the uncertainties commonly found in wage issues thereby narrowing the area of differences of opinion between management and employees. Thus, job evaluation results in a need on the part of management to find a method of determining equitable wage rate differentials and it has become a means to an end for both management and the unions for improving industrial relations (Patton, *et. al.*, 2004).

From the above observations, the ensuing difficulties or conflicts that arise in setting up the salary scales are eliminated if there is more emphasis on the role of job evaluation. In this regard job evaluation is more relevant to big establishments in the application of job evaluation to appraise employees and offer new or higher responsibilities in tandem to their demonstrated achievements and areas of competencies. Job evaluation was exclusively developed for large organizations. It can be anticipated that the future is likely to see a continuous increase in the use of job evaluation for all kinds of employment and their progression within an organisation.

At another level employees must be qualified to perform a job in order to meet expectations. The best fit for a job is identified by skills, knowledge and attitude towards the work. Organisations with a pool of knowledgeable employees can be identified among its personnel who command and use symbol and concept, and work with knowledge or information through job evaluation. Knowledgeable employees are, therefore, able to utilize their own knowledge and information to create value and get job rise and promotions after job evaluation. Experience provides a historical perspective from which to view and understand new situations and events, for job evaluation (Bogdanowicz & Bailey, 2002).

According to Judge, Higgins, Thoresen and Barrick (1999b), skills play an important role in improving confidence of the employee and also have a critical role in improving the level of performance in any field of the job and ultimately would get an important place in performance of the employee. The skill can be achieved with learning and experience.

The ways of getting skills and improving skill required on job for the performance of the employees and ultimately for the profitability of the organization.

McPheat (2010) further observes that that job evaluation would be a basis for establishing the training and developments needs of an employee in an organisation. A needs assessment is the systematic process of determining goals, identifying discrepancies between actual and desired conditions and establishing priorities for action. He contends that for firm to establish a successful training and development program for its employees, evaluation would help in determining what training is relevant to the employees' jobs. Therefore job evaluation would increase training opportunities and improve performance for an employee. The improved performance therefore would translate to better pay and possible future higher responsibility.

2.4 Summary and Research Gaps

The literature reviewed reveals three evident gaps that ought to be filled. First the identified studies especially by Nyaoga, Magutu and Kibet (2010) noted that there have been little research in the area of job evaluation and the few conducted are those that allow employees to develop their skills to meet business goals. This research would fill this gap by examining the extent to which employee performance is affected by job evaluation. The second gap the study seeks to fill is the concern that job evaluations in public corporations always yield little results especially due to obstacles relating to poor

leadership or management styles. The research looked at how management styles affect job evaluations and made recommendations on best management styles.

Thirdly, the question of complexity of job evaluation has been studied in relation to the contribution of change of technology on job evaluation. From the foregoing, there is need to find out if all these factors affect job evaluation in public sector especially the Department of Immigration. Finally, most literature review recommend further research on factors affecting job evaluation in public corporations (Mwendwa, 2011) which again is a gap that need to be filled through research.

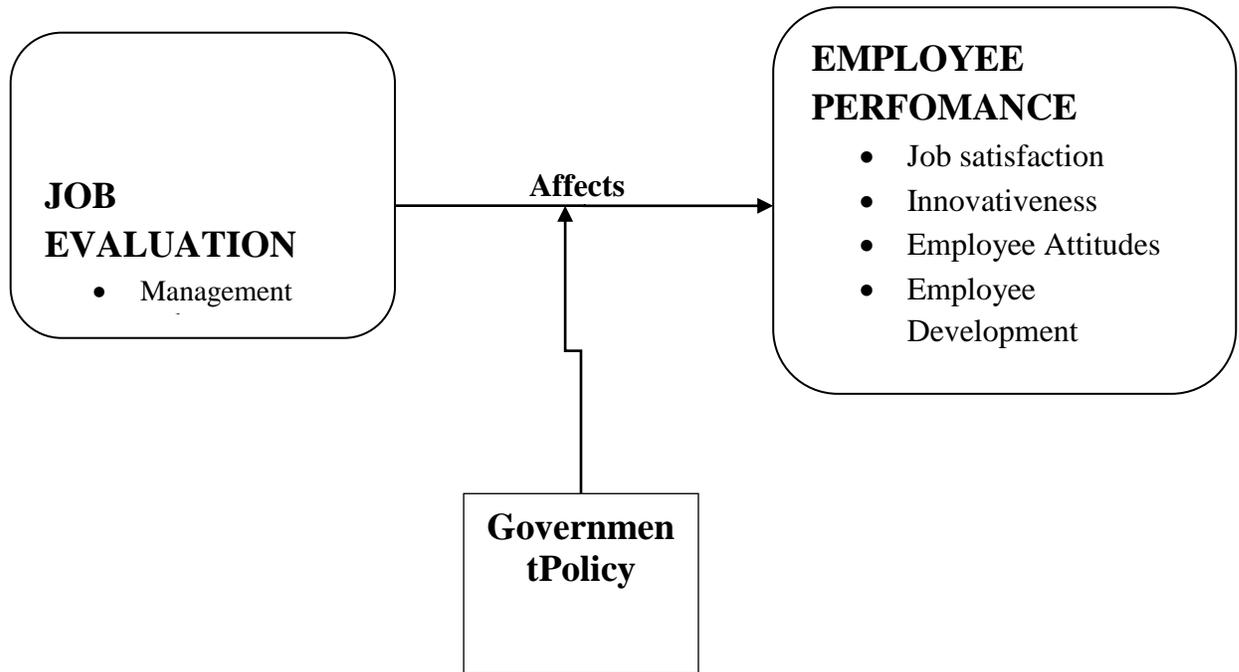
2.5 Conceptual Framework

According to Mugenda and Mugenda (2003), a conceptual framework is a concise description of the phenomenon under study accompanied by a graphical or visual description of the major variable of the study. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. A variable is a measurable characteristic that assumes different values among subjects. The study adopts the conceptual framework indicated in Figure 2.1 below.

Figure 2.1: Conceptual Framework

Independent Variable

Dependent Variable



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the research design and methodology. These are the steps that were taken in data collection, and analysis. This section of the study describes the research design, the target population and the sampling method, procedure of data collection and data analysis in general.

3.2 Research Design

A research design is the general plan of how one goes about answering the research questions (Saunders *et al.*, 2007). This research adopted a descriptive case study and aimed at establishing factors that affect job evaluation in public sector. A case study was suitable for this research as it involved a complete observation of a social unit (a person, a group or a social institution) emphasizing in depth rather than in-depth analysis (Robson, 2002). Case study would also satisfy the three tenets of the qualitative method: describing, understanding, and explaining (Yin, 1994). More so, a case study is important for analyzing information in a systematic way to come up with useful conclusions and recommendations (Mugenda & Mugenda, 2003). According to Gray (2004), the case study method is ideal when a ‘how’ or ‘why’ question is being asked about a contemporary set of events over which the researcher has no control. The design was appropriate for the study as no variables would be manipulated by the research.

3.3 Target Population

The population is an aggregate of all that conform to a given characteristic (Mugenda & Mugenda, 2003). The target population for the proposed research were employees in the Department of Immigration who are involved in job evaluation, as they are appropriate in decision making as well as resourceful in terms of information on the factors affecting job evaluation process. On the other hand administration was considered since their evaluation of management's performance is complementary to the overall evaluation process in the Department. Employees who are at the technical areas, the primary officers were also considered. Thus, the research focused on all the sections that compose the organizational whole. The employees were drawn from all the functional areas of the Department of Immigration. Table 3.1 shows the distribution of the study's population.

Table 3.1: The Population of Study

| Sections | Population | |
|------------------------------------|-------------------|--|
| Passports Section | 80 | |
| Foreign Nationals Management | 40 | |
| Border Management | 300 | |
| Administration | 42 | |
| Total No. of Staff targeted | 462 | |

Source: Department of Immigration, Human Resource Department (March 2015)

3.4 Sampling Design

This research adopted a proportionate stratified sampling. According to Bryman (2008), sampling is the process of selecting a number of individuals for a study in such a way that the individual represents a larger group from which they are selected. It involved dividing the population into four significant strata based on management levels and non-managerial employees. Purposeful sampling was used in this case to identify the specific respondents in a stratum across the various section of the Immigration Department. Dividing the population into a series of relevant strata means that the sample is more likely to be representative (Saunders *et al.*, 2007). Mugenda and Mugenda, (2003), recommend that a sample size of more than 30 or at least 10% is usually appropriate for social sciences. The study considered 30% of each of the strata population. The study thus utilized a sample of 43 using the table below.

Table 3.2: Sampling Table

| Sections | Population | Sample size (30%) |
|------------------------------|-------------------|--------------------------|
| Passports Section | 80 | 24 |
| Foreign Nationals Management | 40 | 12 |
| Border Management | 300 | 90 |
| Administration | 42 | 13 |
| Total population | 462 | 139 |

Researcher (2016)

3.5 Data Collection Methods and Instruments

3.5.1 Research Instruments

This research used both primary and secondary data. For primary data, the researcher collected first-hand information from the organization selected. The researcher used the questionnaires to collect the primary data from various personnel. The questionnaires contained both closed ended and open-ended questions (Bryman, 2008). The questionnaires were divided into two sections: section A inquiring the background information while section B enquired information on the relationship between the dependent and independent variables (changes in technology, management styles, size of organization and employee training) and the effect they have on Job evaluation in the Department of Immigration.

The design of the questionnaire was such that each question addressed the specific objective (Mugenda & Mugenda, 2003). According to Kothari (2004) questionnaire method is appropriate since it is free from bias of the interviewer. It was easier to reach respondents who would not usually be easily approachable. Questionnaires would give interviewees freedom to express their views and make suggestions. In addition to the questionnaires the researcher deployed the use of observations in the context of Immigration Department evaluation process. The researcher drew an observation guide to make derivative information from the attitudes and behavioural outcomes of the job evaluation at the department of immigration.

3.5.2 Data Collection Procedure

In order to guarantee a conducive setting when collecting data, the researcher is required to introduce himself to the respondents by explaining the purpose of the research before administering the instrument (Saunders *et al.*, 2007). A close rapport was established between the researcher and the respondents. The questionnaires were administered on a 'drop and pick later' technique. Every effort were made to ensure personal delivery and administration of the instrument in order to ensure a higher return rate of the questionnaires. To collect this data, the researcher distributed the questionnaires to the respondents at their respective working stations. The primary data was considered efficient to the research because it is reliable and accurate (Mugenda & Mugenda, 2003).

Regarding observations, the researcher being an employee at the Department of Immigration, scheduled time to be in the various sections of the Department to observe how the evaluation process was conducted and how the participants' behaviour and attitudes were modified during and after the evaluation. This approach afforded the researcher time to record and interpret the EFFECT of job evaluation on the employees' work output. Secondary data was also very important in the study. The researcher collected important information from the library books, annual reports from the Department of Immigration, journals and publications from research institutions.

3.6 Pilot Study

Before the main study, the researcher pre-tested the instrument to enhance its validity and reliability. According to Cooper and Schindler (2006) a pilot study detects weaknesses in design and instruments and provides proxy data for selection and probability sampling. A comparatively small sample was chosen from the population. In this research, 10 members of staff were sampled through random sampling from the company, which would not be included in the sample chosen for the study. This increased the validity and reliability of the questionnaires where necessary adjustments were made before the actual study. This pilot study allowed for pre-testing of the research instrument. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that require modification. The result helped to correct inconsistencies arising from the instruments, which ensured that they measure what is intended.

3.6.1 Validity

Babbie (2002) defines validity as the extent to which a specific measurement provides data that relate to the commonly accepted meaning of a particular concept. The myriad ways that job factors are selected is beyond the scope of this literature review. However, Trieman's summary statement on validity imparts a sound sense of the process: There are two basic ways of arriving at factor weights. They may be assigned directly by the designers of the systems to a priori judgments about how much each factor should

contribute to the total worth of a job. Alternatively, they may be divided empirically in such a way as to reproduce as closely as possible the existing wage hierarchy.

Gall *et al.*, (1996) indicated that content experts assist in establishing validity. To ensure validity, the questionnaires to be used in the study were inspected by the supervisor and other lecturers in the department. This study used content validity because it measures the degree to which the sample of tests item represents the content that the tests are designed to measure. To determine the validity of the instrument, a pilot study was carried out where 10 respondents were presented with the questionnaires. To ensure content validity, the researcher liaised with the supervisors who are specialists in the area of study while framing the questionnaires. Through their guidance, the researcher made modifications on the questionnaire in line with the objectives of the study.

3.6.2 Reliability

According to Gay (1992), reliability is a measure of degree to which a particular measuring procedure gives consistent results or data after a repeated trial. The research study used test-retest method which involved administering the same scale or measure to the same group of respondents at two separate times. This was after a time lapse of one week. The test was administered twice at two different points to the same respondents. Cronbach's Alpha (Yoder & Staudohar, 2002), was utilized to calculate the correlation coefficient in order to ascertain the degree of consistency in giving similar response each time the questionnaire was administered. The formula that was used to calculate the

Reliability Coefficient is as follows: $(N / (N-1)) ((\text{Total Variance} - \text{sum of Individual Variance}) / \text{Total Variance})$.

3.7 Data Analysis and Presentation

The study relied primarily on quantitative data. Quantitative data was analyzed using descriptive statistics with the help of the Statistical Packages for Social Sciences (SPSS). The results were computed to produce percentages, frequencies, mean and standard deviation for efficiency in interpretation. Descriptive statistics including percentages and frequency counts was used to analyze the data obtained. Bell, (1993) maintains percentages have a considerable advantage over more complex statistics, since they are easily understood. The quantitative data was presented in form of pie charts, frequency tables and percentage graphs.

Qualitative analysis was conducted to supplement the quantitative analysis. The qualitative data collected was analyzed using content analysis. This analysis was appropriate whenever there would be qualitative data and one would need to establish patterns in the different responses.

3.8 Ethical Considerations

The researcher proceeded to conduct his research with ethical considerations. First he sought for a letter of introduction from the Dean of School of Graduate Studies of Kenyatta University. The letter facilitated acquisition of research permit from the Ministry of Education. In addition appointments were sought by the researcher prior to

visiting the respective units sections at the Department of Immigration. The respondents were assured of confidentiality by the researcher during the process of gathering information by emphasizing the nature of research and its use in academic reference without disclosing their identity. The researcher further indicated to the respondents that the information given would not be disclosed to the general public without permission from the relevant authority. The respondents were also informed of their right to withdraw from the administration of questionnaires if they considered doing so on their own volition and that decision would remain binding to the researcher. Eventually the institution participating in the research would be issued with the final copy of the study for their own records and information on the outcome of the research.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This section of the research presents the research findings from data collected at the Department of Immigration. The study employed various tools such as table and charts to present the research findings. The researcher has analysed the data in order of the objectives set in chapter one to distinguish the common variables on job evaluation on employee performance. The data is presented in tables and grouped to produce percentiles and analyzed qualitatively for easy interpretation and corroboration with the proposed objectives of the study.

4.2 Background Data

4.2.1 Response Rate

The study targeted a sample population of 139. After administering the questionnaires, the response rate was 74%, with a return rate of 103 questionnaires out of the 139 distributed. This is indicated in table 4.3 below. This response rate was sufficient and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good while a response rate of 70% and over is excellent..

Table 4.3 Response Rates

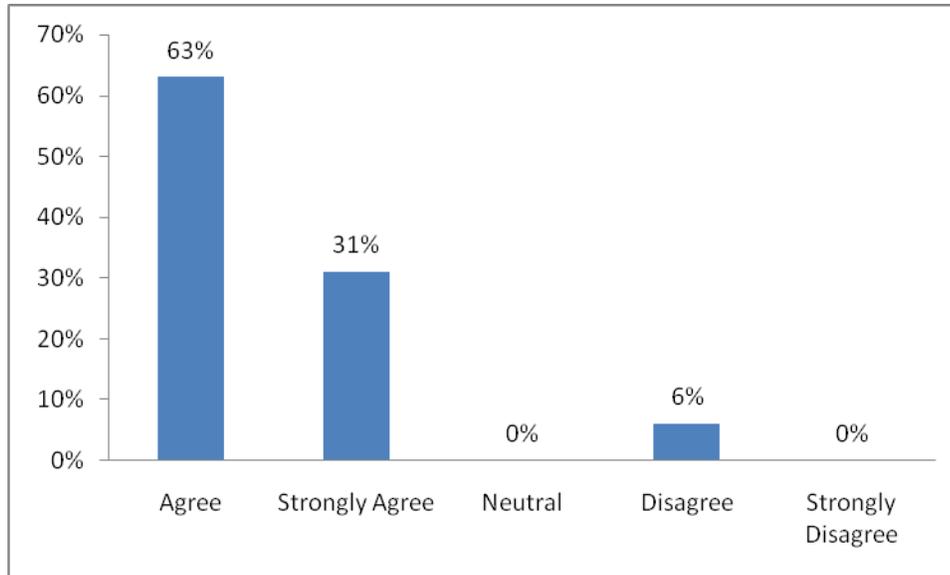
| Questionnaires Item | Total No. | Percentage (%) |
|----------------------------|------------------|-----------------------|
| Distributed | 139 | 100 |
| Returned | 103 | 74 |
| Unreturned | 36 | 26 |

Source: author, 2016

4.3 Job evaluation in employee performance

The study set to find out the role of job evaluation on employee performance. To establish this variability the question on the motivation and output was put across to the respondents. The responses based on the Likert scale are tabulated below:

Figure 4.1 Job evaluation in employee performance



Source: author, 2016

From the above data it emerged that perceptions on job evaluation and employee performance reflected a majority at 63% in agreement that job evaluation contributed to increased employee output. The percentage that strongly agreed at 31% indicated the nature and process of job evaluation provided for continuous improvement in performance at the organisation.

However while the above observations held true for the large percentage of the respondents, the study observed that a small number of 6%, contested the view that job evaluation contributes to employee performance. The above observation indicated that job evaluation is not absolute in contributing to employee performance. This is in agreement with Beardshaw and Palfreman, (2000), who argued that the objective of job evaluation is to determine which jobs should get more pay than others. Several methods

such as job ranking, job grading, and factor comparison are employed in job evaluation and contribute to employee continuous improvement.

4.4 EFFECT of Job Evaluation On Employee Satisfaction

The study set to determine the level of employee satisfaction in the process of job evaluation. To achieve the desired outcome the question was presented to rate the attitudes of the employees in regard to job evaluation process at the Department of Immigration. The following responses in the Likert scale were recorded.

Table 4.4 : Level of Employee Satisfaction

| Scale | Frequency | Percentage (%) |
|-------------------|------------------|-----------------------|
| Agree | 55 | 53 |
| Strongly Agree | 39 | 38 |
| Neutral | 3 | 3 |
| Disagree | 6 | 6 |
| Strongly Disagree | 0 | 0 |
| Total | 103 | 100 |

Source: author, 2016

The study established that the job evaluation process in the Department of Immigration is aligned to the expectation of the employees. The job evaluation process therefore presents a platform where employee feel they are rated according to skills their reactions and performance, job demand, technological awareness, assessment of the factors that target the position and the overall organisation.

4.5 EFFECT of Job Evaluation on Employee Innovativeness

4.5.1 Technological tools and equipment used in the course of discharging duties

In regard to which technological tools and equipment the respondents handled in the course of discharging their duties, they revealed that immigration officers use standard office equipment to research and process visa applications. They are required to keep detailed records detailing the reasons why an application was approved or denied, and so will have to be familiar with departmental record keeping and archiving practices.

Immigration officers working at airports, monitoring the arrival of international visitors, may also use surveillance equipment.

4.5.2 Contribution of job evaluation to employee innovativeness

The study sought to examine the contribution of job evaluation on employee innovativeness. The study revealed that there are various levels of agreement regarding the role of job evaluation and employee innovativeness. The question on the extent job evaluation influences the employee innovation yielded the following results in the Likert Scale:

Table 4.4: Job Evaluation and Innovativeness

| Nature of Innovativeness | Strongly Agree | P (%) | Agree | P (%) | Neutral | P (%) | Disagree | P (%) | Strongly | P (%) | Mean | Standard Deviation |
|---|-----------------------|--------------|--------------|--------------|----------------|--------------|-----------------|--------------|-----------------|--------------|-------------|---------------------------|
| Some jobs may become obsolete as a result of technology | 39 | 38 | 45 | 44 | 0 | 0 | 12 | 12 | 6 | 6 | 3.00 | 1.1071 |
| Introduction of new technology may result in re-evaluation of jobs. | 35 | 34 | 32 | 31 | 6 | 6 | 20 | 19 | 10 | 10 | 3.49 | .7670 |
| Job evaluation can help fit new jobs into existing pay structures, thus easing technological and organizational change. | 48 | 47 | 39 | 38 | 0 | 0 | 9 | 9 | 6 | 19 | 3.13 | 1.0151 |
| Job evaluation can bring the wage and salary structure into line with technology. | 45 | 44 | 45 | 44 | 0 | 0 | 3 | 3 | 19 | 9 | 3.99 | 1.0552 |
| Changes in Technology may have manifold EFFECT at different levels | 48 | 49 | 48 | 47 | 0 | 0 | 3 | 3 | 3 | 3 | 2.38 | 1.0114 |
| The employee performance will be improved if technology is developing the employee | 38 | 37 | 45 | 44 | 0 | 0 | 13 | 13 | 6 | 6 | 2.48 | .9421 |
| The Department of Immigration embraces change in technology | 54 | 53 | 35 | 34 | 0 | 0 | 10 | 10 | 3 | 3 | 2.00 | .9837 |

Author, (2016)

The study made several observations regarding the EFFECT of evaluation on employee innovativeness. As per the findings majority (44%) agreed that some jobs may become obsolete as a result of technology, 34% strongly agreed introduction of new technology may

result in re-evaluation of jobs, 47% also strongly agreed job evaluation can help fit new jobs into existing pay structures, thus easing technological and organizational change. In addition 44% each strongly agreed and agreed that Job evaluation can bring the wage and salary structure into line with technology, 49% strongly agreed Changes in Technology may have manifold EFFECT at different levels, 44% strongly agreed that the employee performance will be improved if technology is developing the employee while 53% strongly agreed the Department of Immigration embraces change in technology. Majority of the respondents were in agreement job evaluation EFFECTs on employee innovativeness..

4.6 Job Evaluation Process on Employee Attitudes

4.6.1 EFFECT of job evaluation on employee attitudes

The research set to investigate the EFFECT of job evaluation on employee attitudes. The research set several parameters on Likert scale to determine the attitude change as a result of job evaluation process. The following table 4.7 demonstrates the results findings.

Table 4.5: Job Evaluation and Employee Attitudes

| | Strongly disagree | P (%) | disagree | P (%) | neutral | P (%) | agree | P (%) | Strongly agree | P (%) | Mean | Std. d |
|---|-------------------|-------|----------|-------|---------|-------|-------|-------|----------------|-------|------|--------|
| Employees increase their working hours after evaluation | 23 | 22 | 26 | 25 | 6 | 6 | 32 | 31 | 16 | 16 | 3.54 | .5371 |
| There is reduced time wastage after job evaluation | 16 | 16 | 29 | 28 | 3 | 3 | 42 | 41 | 12 | 12 | 3.56 | .5182 |
| Employees pursue their duties to attain higher targets after job evaluation | 22 | 21 | 29 | 28 | 6 | 6 | 35 | 34 | 11 | 11 | 3.47 | .5710 |
| Job evaluation motivates employees on how to reach their job targets | 6 | 6 | 9 | 9 | 9 | 9 | 59 | 57 | 20 | 19 | 3.06 | .7342 |
| Job evaluation improves working relations between employees supervisors | 13 | 13 | 20 | 19 | 0 | 0 | 47 | 46 | 23 | 22 | 3.03 | .6484 |

Author, (2016)

The research made observations to the effect that job evaluation influences the employee attitudes. The study noted that the EFFECT of job evaluation on employee has mixed

outcomes. The dominant observation was an agreement on the positive EFFECT of evaluation on employee attitudes. The study observed that 31% (Mean=3.54), of respondents concurred that the employees increased their working hours after evaluation. There was a further concurrence by majority respondents, 41%, (Mean=3.56) that there was a general reduction of time wastage after the evaluation process. The above observations confirm that job evaluation leads to increased output by the employees after evaluation process. The above observation was further corroborated by the respondents when a majority, 34% (Mean=3.47), expressed an agreement to the statement that argued that the employees pursue their duties to attain higher targets after job evaluation. The same opinion was further reinforced by 11% of the respondents who expressed strong agreement that the evaluation process leads to an outcome of higher attainment of target results at the work place. The study eventually established that the job evaluation process adds to working relations among the employees. 46% (Mean=3.03) of the employees agreed with the view that there are improved working relations after evaluation. Meanwhile 11% percent expressed strong agreement over the same issue.

The general conclusion drawn from the above observation is that the working relations between the employees and supervisors are highly improved after job evaluation process. It can be postulated therefore that evaluation process brings the workers and supervisors to a common pursuit of the goals set at the departmental and workstation levels. The good working relations reduce conflict at the work place and there is enhanced support from the team leader to achieve the target results among employees. The research findings

concur with (Hayton, 2005), who asserts that in general, HR practitioners understand the importance of the work situation as a cause of employee attitudes, and it is an area HR can help influence through organizational programs, job evaluation and management practices.

4.7 EFFECT of Job Evaluation on Employee Development

The study investigated on whether job evaluation has an EFFECT on the employee development within the Department of Immigration. The study findings revealed that job evaluation does not translate to the personal development of an employee involved in a certain task. The study made the following observations as illustrated in Table 4.8.

Table 4.6: Job evaluation and employee development

| | Strongly P (%) | disagree P (%) | neutral P (%) | agree P (%) | strongly agree P (%) | Mean | Std. d | | | | | |
|---|-------------------|-------------------|------------------|----------------|-------------------------|------|--------|----|----|----|------|-------|
| Job evaluation process leads to promotion | 32 | 31 | 26 | 25 | 6 | 6 | 14 | 13 | 16 | 15 | 3.55 | .5363 |
| Job evaluation outcomes rewards the best performers | 42 | 41 | 16 | 16 | 6 | 6 | 12 | 12 | 26 | 25 | 3.45 | .7541 |
| Job evaluations helps in identifying trainees for specialised courses | 22 | 21 | 35 | 34 | 6 | 6 | 9 | 9 | 11 | 11 | 2.83 | .7674 |
| Job evaluation has no EFFECT on employee development | 33 | 32 | 26 | 25 | 6 | 6 | 12 | 12 | 26 | 25 | 2.18 | 1.057 |

Author, (2016)

The study revealed that job evaluation process does not automatically contribute to employee development. In this regard for questions were presented to the respondents and the responses in the Likert scale demonstrated a mixed outcome. However the majority of the respondents, 31% (Mean=3.55) expressed a strong disagreement regarding whether job evaluation leads to job promotion. In addition 25% disagreed on the same matter making it convincing that job evaluation does not contribute automatic job evaluation.

In regard to job evaluation and rewards there was a strong indication by the respondents, 41% (Mean=3.45), that there is no relationship between job evaluation outcome and rewards. Another 16% of the respondents reinforced the position by disagreeing that job evaluation does not translate to any rewards. A similar trend was captured upon enquiring on whether job evaluation contributes to the training programmes for the employees. It was observed that 21% of the respondents disagreed strongly, while 34% disagreed. This means that a clear majority viewed the job evaluation process as being non-beneficial to the training programmes that are specialised to improve their skills and competencies.

Finally the question on the view on whether job evaluation contributes to employee development, the majority of the respondents demonstrated an outright dissatisfaction by 32% disagreeing strongly and 25% disagreeing. The reality of this response is that the job evaluation does not transform the careers of the employees either through promotion, rewards, training and professional development. Therefore job evaluation in a way has no valued outcomes for the employees that would motivate them beyond service delivery and keeping their jobs. With a minority agreeing in the element of job evaluation and the employee development, it means the Department of Immigration need to relook further into how the job evaluation outcome would be a tool for identifying the skills gap and taking employees for training that would engender development. It will additionally be useful to reward the outstanding performers to set an example for excellence and ensure that promotions adhere to the fulfilled targets in an individual employees' performance.

The research findings are in contrast with the findings of (Patton, *et. al.*, 2004), The evaluation of job has been identified to bring a significant EFFECT on employee development. Job evaluation has become an instrument to limit and to some extent eliminate many of the uncertainties commonly found in wage issues thereby narrowing the area of differences of opinion between management and employees. Thus, job evaluation results primarily in a need on the part of management to find a method of determining equitable wage rate differentials and it has become a means to an end for both management and the unions for improving industrial relations.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summarized discussion of the findings and conclusion of the findings based on the objectives of the study. It includes recommendations and suggestions on how job evaluation could be applicable approaching in enhancing performance in the public sector.

5.2 Summary of findings

5.2.1 EFFECT of Job Evaluation On Employee Satisfaction

The researcher carried out the study with the objective of establishing the relationship between job evaluation in the public sector and employee performance. The study findings pointed out that job evaluation contributes to employee performance. The job evaluation in the view of the study make the employees in the public sector to increase their output since it the nature and process of job evaluation provide for continuous improvement in performance. Employees are therefore likely to perform better in the organisation because they are conscious of the accruing results for appraisal.

The study found that the job evaluation process in the Department of Immigration is aligned to the expectation of the employees. The job evaluation process therefore presents a platform where employee feel they are rated according to skills and performance, job demand, technological awareness, assessment of the factors that target

the position and the overall organisation objectives. The research findings concur with Bernadin and Russel (2003), who advice that after an evaluation system is implemented in an organization, it should be reviewed to ensure that it meets, intended purposes effectively. A comprehensive evaluation requires the collection of several types of data including user reactions, inferential validity, technological awareness, discriminating power and possible adverse EFFECT

5.2.2 EFFECT Of Job Evaluation On Employee Innovativeness

In regard to the EFFECT of evaluation on employee innovativeness the study found that, it emerged that technology has a very far reaching EFFECT on job evaluation process. The study observed that technology would render some jobs obsolete. It also observed that evaluation process would lead to introduction of new technology. The study further noted that job evaluation would help fit new jobs into existing pay structures in addition to making some employees achieve more output. In this analysis the majority respondents expressed strong agreement regarding the contribution of job evaluation to employee innovativeness. In regard to which technological tools and equipment the respondents handled in the course of discharging their duties, they revealed that immigration officers use standard office equipment to research and process visa applications. They are required to keep detailed records detailing the reasons why an application was approved or denied, and so will have to be familiar with departmental record keeping and archiving practices. Immigration officers working at airports, monitoring the arrival of international visitors, may also use surveillance equipment. Similarly (De Corte, 2003) asserts

according to some theoretical approaches workplace innovation is the implementation of new and combined interventions in work organisation, HRM and supportive technologies, and a strategy that improves the performance of organisations and the quality of jobs.

5.2.3 EFFECT of Job Evaluation Process on Employee Attitudes

The study found that 31%, of respondents concurred that the employees increased their working hours after evaluation. There was a further concurrence by majority respondents, that there was a general reduction of time wastage after the evaluation process. The above observations confirm that job evaluation leads to increased output by the employees after evaluation process. The above observation was further corroborated by the respondents when a majority, 34%, expressed an agreement to the statement that argued that the employees pursue their duties to attain higher targets after job evaluation. The same opinion was further reinforced by 11% of the respondents who expressed strong agreement that the evaluation process leads to an outcome of higher attainment of target results at the work place.

The study also found that the job evaluation process adds to working relations among the employees. 46% of the employees agreed with the view that there are improved working relations after evaluation. Meanwhile 11% percent expressed strong agreement over the same issue. The general conclusion drawn from the above observation is that the working relations between the employees and supervisors are highly improved after job evaluation process. It can be postulated therefore that evaluation process brings the workers and

supervisors to a common pursuit of the goals set at the departmental and workstation levels. The good working relations reduce conflict at the work place and there is enhanced support from the team leader to achieve the target results among employees. The good working relations reduce conflict at the work place and there is enhanced support from the team leader to achieve the target results among employees. The research findings concur with (Hayton, 2005), who asserts that in general, HR practitioners understand the importance of the work situation as a cause of employee attitudes, and it is an area HR can help influence through organizational programs, job evaluation and management practices.

5.2.4 EFFECT of Job Evaluation on Employee Development

The study revealed that job evaluation process does not automatically contribute to employee development. Majority of the respondents expressed a strong disagreement regarding whether job evaluation leads to job promotion. In addition 25% disagreed on the same matter making it convincing that job evaluation does not contribute automatic job evaluation. In regard to job evaluation and rewards there was a strong indication by the respondents, 41%, that there is no relationship between job evaluation outcome and rewards. Another 16% of the respondents reinforced the position by disagreeing that job evaluation does not translate to any rewards. A similar trend was captured upon enquiring on whether job evaluation contributes to the training programmes for the employees. It was observed that 21% of the respondents disagreed strongly, while 34% disagreed. This

means that a clear majority viewed the job evaluation process as being non-beneficial to the training programmes that are specialised to improve their skills and competencies.

Therefore job evaluation in a way has no valued outcomes for the employees that would motivate them beyond service delivery and keeping their jobs. With a minority agreeing in the element of job evaluation and the employee development, it means the Department of Immigration need to relook further into how the job evaluation outcome would be a tool for identifying the skills gap and taking employees for training that would engender development. It will additionally be useful to reward the outstanding performers to set an example for excellence and ensure that promotions adhere to the fulfilled targets in an individual employees' performance.

The research findings are in contrast with the findings of (Patton, *et. al.*, 2004), The evaluation of job has been identified to bring a significant EFFECT on employee development. Job evaluation has become an instrument to limit and to some extent eliminate many of the uncertainties commonly found in wage issues thereby narrowing the area of differences of opinion between management and employees. Thus, job evaluation results primarily in a need on the part of management to find a method of determining equitable wage rate differentials and it has become a means to an end for both management and the unions for improving industrial relations.

5.3 Conclusion

5.3.1 Job Evaluation on Employee Satisfaction

The study concludes that the job evaluation process in the Department of Immigration is aligned to the expectation of the employees. The job evaluation process therefore presents a platform where employee feel they are rated according to skills and performance, job demand, technological awareness, assessment of the factors that target the position and the overall organisation objectives.

5.3.2 Job Evaluation on Employee Innovativeness

The study concludes that job evaluation may lead to innovativeness at the work place. As a result of changes in technology in a work environment would contribute to accelerated output once job evaluation completes an audit between what the actual outputs an employee and infuse it into technological investments for a maximum output. It also emerged that the employees would use the available technology with individual creativity to increase their own output to meet or exceed the targets set at the departmental level. However the role of technology could also lead to some jobs being declared obsolete. This means that technology would lead job losses during evaluation process instead of contributing to productivity.

5.3.3 Job Evaluation Process on Employee Attitudes

The study further concludes that the job evaluation process contended that indeed job evaluation brought to the attention of employees some level of awareness regarding organisational expectations and individual output. The study observed that after job

evaluation employees cut down on time wastage and concentrated more on their tasks. In this regard the job evaluation process led to reduced lateness, extended working hours and improved working relations. The job evaluation process therefore is resourceful process for transforming employees' working habits and in providing a basis for pursuing higher targets of output.

5.3.4 Job Evaluation on Employee Development

The study eventually concluded that job evaluation contributes to increased employee output. There study noted that job evaluation has tremendously contributed to employees' output through targets that are set at the beginning of an evaluation period. However some factors were observed to inhibit effective job evaluation. The factors that were identified to inhibit job evaluation process include lack of consultation on the part of senior management to engage the junior staff on target setting. The management was also observed to lack means to reward and compensate the employees who achieve or surpass targets consistently. The job evaluation process also does not seem to realise the objective of restructuring and realignment. The EFFECT of motivation of the employees as a result of job evaluation therefore dissipates at the Department of Immigration.

5.4 Recommendations

The research study at the Department of Immigration regarding job evaluation and employee performance makes various recommendations to ensure that job evaluation in an organisation contributes to employee performance. First there should be a sensitization programme on job evaluation and employee performance. This would allow the

employees make suggestions on the most appropriate input for an upcoming job evaluation. The input on job evaluation would make the employee own and project for improved output performing their tasks and responsibilities. Therefore employees should first be consulted and guided appropriately by their line managers to know how job evaluation shall be conducted and the target individual performance.

To obtain desirable results from job evaluation, the job evaluation programme should be carried out in a way that furnishes the employees with information regarding capacity and experience to accomplish the organizational objectives and individual productivity. Job evaluation then should be scheduled within a convenient time frame to allow employees adjust and adapt to the goals and targets set at the beginning of an evaluation period. This would physically and psychologically empower the employees to be innovative in generating individual output.

Job evaluation should also be incorporated into the broad organizational strategic planning. In this regard the various cadres of employees with different qualifications should be considered with different criteria for job evaluation. Therefore graduates, diploma and certificate holders should not be mounted for similar evaluation targets. The differences in level of education would not yield equal output for the employees. Job evaluation should therefore be tailored to respond to diverse levels of education, tasks and the level of competence to use technology in employee productivity. The Department

should also review the application of experience to bench mark targets between old and new employees.

In conclusion the study makes a revelation that job evaluation leads to increased employee performance. However there are glaring gaps regarding the job evaluation in the public sector. While job evaluation process has indeed led to improved performance, it would not be described as the motivating factor to continuously nurture productivity since the outcome of the process does not automatically translate to higher pay or immediate promotion. The consideration for increased pay level and promotion should be reviewed as reward mechanisms for compensating high achievers and motivating the others to aspire for high achievement through individual output.

5.5 Suggestions for Further Studies

The research only covered department of immigration staff, but did not include other departments in the public sector. A similar research can be conducted in other departments so as to have an overall picture on EFFECT of job evaluation on employee performance in the public institutions in Kenya. A comparative study can be done in the future to compare job evaluation and its effects on productivity in the public sector and that of the private sector. A study can also be done focusing on other Government department's staff on how they handle staff training and its effects on productivity.

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APPENDICES

Appendix I: Letter to the Respondent

Abraham Chirchir,
Kenyatta University,
P.O. Box 43844,
Nairobi.

The Director General,
The Immigration Department,
P.O. Box 30290 – 00100,
Nairobi.

Dear Sir,

RE: RESEARCH STUDY TO BE CONDUCTED IN YOUR INSTITUTION

This letter is addressed to your office to kindly request for your permission to allow me carry an academic based research in your organisation. I am student at Kenyatta University, undertaking Masters Course in Public Policy and Administration. I am specialising in the area of Human Resources and need information in job evaluation in the public sector. I wish to assure your organisation that all information that shall be given to me shall be treated with utmost confidentiality and shall not be shared without the consent of the concerned individuals.

I wish to underscore that it is important to have all questions asked in the questionnaires and during interviews answered relevantly and in good faith. As such, your support and cooperation will be highly appreciated which conducting my research.

Thank you.

Yours faithfully,

ABRAHAM CHIRCHIR

Reg. No. C153/CTY/PT/24846/2012

C.C Kenyatta University – Graduate School

Appendix II: Questionnaire

SECTION A: RESPONDENTS' PROFILE

Please insert or tick the responses to the questions below as appropriate.

a. Please indicate your sex

Male [] Female []

b. Age bracket

18-30 yrs [] 31-40 yrs []

41-50 yrs [] Above 50 yrs []

c. Designation in the

organization:

d. Work duration:

Less than 1 yr [] 1-5 yrs []

SECTION B: Level of employee satisfaction in the job evaluation process in the Department of Immigration

To what extent do you agree with the following statements on employee satisfaction and job evaluation in the immigration department? Tick appropriately using a likert scale of 5 where 5= strongly agree, 4= agree 3= Neutral 2= disagree and 1= strongly disagree

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| The department conducts job evaluations regularly | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Job evaluation is conducted in relation to the skills and experience required for competent performance | | | | | |
| Job evaluation is conducted in relation to the demands made on the job | | | | | |
| Job evaluation considers how employees are conversant with technological changes | | | | | |
| Job evaluation is done without influence from the past performance of employees | | | | | |
| Job evaluation targets the position and not the job holder | | | | | |
| The assessment of each factor affecting job evaluation is based on the job being performed | | | | | |
| The employees are motivated when job conducts job evaluation | | | | | |
| The department fully implements the findings of job evaluation conducted to improve output | | | | | |

**SECTION C: THE INNOVATIVENESS AND JOB EVALUATION INITIATIVE
IN THE DEPARTMENT OF IMMIGRATION**

Does the Department of Immigration consider employee competence in technology during recruitment?

Yes No

Which technological tools and equipment do you handle in the course of discharging your duties?

.....
.....

To what extent does the Department of Immigration consider employees' ability to use technology during job evaluation?

Low extent

Little extent

Moderate extent

Great extent

Very great extent

To what extent do you agree with the following statements regarding the influence of changes in technology on job evaluation? Tick appropriately using a Likert scale of 5 where 5= strongly agree, 4= agree 3= Neutral 2= disagree and 1= strongly disagree

| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
| Some jobs may become obsolete as a result of technology | | | | | |
| Introduction of new technology may result in re-evaluation of jobs. | | | | | |
| Job evaluation can help fit new jobs into existing pay structures, thus easing technological and organizational change. | | | | | |
| Job evaluation can provide a means for bringing the wage and salary structure into line with the existing state of technology. | | | | | |
| Changes in Technology may have manifold EFFECT at different levels – whether the jobs are in public or private organizations | | | | | |
| The employee performance will be improved if technology is viewed as developing the employee | | | | | |
| The Department of Immigration embraces change in technology to keep itself abreast of the technological changes | | | | | |

Are there rules that exist which you think need to be followed for better evaluation at the Department of Immigration?

Yes () No ()

Please explain

.....
.....
.....

SECTION D: JOB EVALUATION AND EMPLOYEE DEVELOPMENT

Does job evaluation at the Department of Immigration lead to employee development?

Yes [] No []

If yes to the above question explain to what extent?

Low [] High [] Very High []

To what extent do you agree with the following statements regarding the effects of job evaluation on employee development? Tick appropriately using a Likert scale of 5 where 5= strongly agree, 4= agree 3= Neutral 2= disagree and 1= strongly disagree

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Job evaluation process leads to promotion | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Job evaluation outcomes rewards the best performers | | | | | |
| Job evaluations helps in identifying trainees for specialised courses | | | | | |
| Job evaluation at the Department of Immigration has no EFFECT on employee development | | | | | |

SECTION E: THE EFFECT OF JOB EVALUATION ON EMPLOYEE ATTITUDES

Does job evaluation at the Department of Immigration lead to decreased absenteeism?

Yes No

If yes to the above question explain to what extent?

Low High Very High

To what extent do you agree with the following statements regarding the EFFECT of job evaluation on employee performance at the Department of Immigration? Tick appropriately using a Likert scale of 5 where 5= strongly agree, 4= agree 3= Neutral 2= disagree and 1= strongly disagree

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| Employees increase their working hours after evaluation | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| There is reduced time wastage after job evaluation | | | | | |
| Employees pursue their duties to attain higher targets after job evaluation | | | | | |
| Job evaluation motivates employees on how to reach their job targets | | | | | |
| Job evaluation improves working relations between employees supervisors | | | | | |

Which other factors affect the employee relationships with the supervisors after job evaluation at the Department of Immigration?

.....
.....

SECTION F: THE EFFECT OF JOB EVALUATION ON EMPLOYEE PERFORMANCE

Does job evaluation at the Department of Immigration lead to increased output

Yes No

If yes to the above question explain to what extent?

Low High Very High

To what extent do you agree with the following statements regarding the EFFECT of job evaluation on employee performance at the Department of Immigration? Tick appropriately using a Likert scale of 5 where 5= strongly agree, 4= agree 3= Neutral 2= disagree and 1= strongly disagree

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| Employees increase their working hours after evaluation | | | | | |
| There is reduced time wastage after job evaluation | | | | | |
| Employees look forward to attain higher targets after job evaluation | | | | | |
| Job evaluation sensitises employees on how to reach their job targets | | | | | |
| Job evaluation motivates employees to achieve higher targets | | | | | |

Which other factors affect the process of job evaluation at the Department of Immigration?

.....

Recommend ways in which the process of job evaluation at the Department of Immigration can be improved.

.....

Thank You for your Time and Participation

Appendix III: Time Plan

YEAR 2015 (MONTHS)

| Activity | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Proposal | | | | | | | | | | | | |
| Presentation | | | | | | | | | | | | |
| Data Collection | | | | | | | | | | | | |
| Analysis | | | | | | | | | | | | |
| Compiling | | | | | | | | | | | | |
| Final Draft | | | | | | | | | | | | |
| Submission | | | | | | | | | | | | |

Appendix IV: Budget

| Item | Cost in KSh | |
|--------------------|----------------|-----------|
| Typesetting | 15, 000 | 00 |
| Photocopies | 12, 000 | 00 |
| Stationery | 25, 000 | 00 |
| Total Ksh | 52,000 | 00 |