THE EFFECT OF STAFF APPRAISAL ON EMPLOYEE PERFORMANCE IN
THE MINISTRY OF ENERGY

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DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

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DEDICATION

To my family
ACKNOWLEDGEMENT

First is to give honour and praise to the Almighty God for giving me grace, strength, good health and providence during the time of my study.

I wish to acknowledge the support of my supervisors, Lucy Kavinda and Ann Muchemi, lecturers at Kenyatta University for their guidance through every stage of this project which was critical to its success.

I also thank my family members whose encouragement throughout the period of my study kept me going.

Lastly I would like to thank the respondents for their cooperation and input.

May the Almighty God, bless you all.
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ABSTRACT

This study sought to establish the effect of staff appraisal on performance of employees in the Ministry of Energy. To achieve the objective of the study, a case study research design was adopted. The employees of Ministry of Energy formed the target population. The population of this study was 319 employees from the Ministry of Energy based at the headquarters. From these, a sample size of 69 employees was selected using stratified random sampling where the employees were grouped into two strata based on their levels within the ministry and their involvement in the staff appraisal process. Both primary and secondary data were utilized for the purposes of this study. Primary data was collected through questionnaires which were administered using drop and pick later method. Secondary data was gathered through a review of published literature on the subject of study and the Ministry of Energy. Data analysis was done using descriptive statistics. Data was presented in tables and figures with narrative explanations.

The study findings indicate that staff appraisal has a strong impact on the achievement of performance targets within the Ministry of Energy. On the issue of personal development, the study found that the effect of staff appraisal on personal development within the Ministry of Energy was hardly felt. The study further found that staff appraisal has a great impact on time management of the appraised employees in the Ministry.

The study proposes to the Ministry of Energy administrators’ to critically reconsider several aspect of the existing staff appraisal process so as to reflect the unique elements of jobs performed by employees in different departments. The study also suggests that the appraisal system within the Ministry of Energy needs to incorporate aspects which will foster and promote teamwork. There is need to tie the staff appraisal process with rewards system. There is also need to hold consultation between appraisers and appraisees to allow clarification in addition to shedding light on the ambiguous areas in the staff appraisal process.
1.1 Background of the study

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified. The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order. Little consideration, if any, was given to the developmental possibilities of appraisal. It was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well. Sometimes this basic system succeeded in getting the results that were intended but more often than not, it failed. For example, early motivational researchers were aware that different people with roughly equal work abilities could be paid the same amount of money and yet have quite different levels of motivation and performance (Armstrong, 1998).

In most organizations, appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions (Lawrie, 1990). Appraisal systems are also used to direct desired behaviour among employees. By the same token, appraisal results are used to identify the poorer performers who may require some form of counselling, or in extreme cases, demotion, dismissal or decreases in pay. Organizations need to be aware of labour laws in their country that might restrict their capacity to dismiss employees or decrease pay. Whether this is an appropriate use of performance appraisal, the assignment and justification of rewards and penalties is a very uncertain and contentious matter (Wells, 2002).

Few issues in management stir up more controversy than performance appraisal. There are many reputable sources, researchers, management commentators, who have expressed doubts about the validity and reliability of the performance appraisal process. Some have even suggested that the process is so inherently flawed that it may be impossible to
perfect it (Smith, 2005). Weiss, (2001) summed up staff appraisal as a dysfunctional pretence, a performance negative, an obstacle to straight-talk relationships and a prime cause of low morale. At the other extreme, there are many strong advocates of performance appraisal. Some view it as potentially "the most crucial aspect of organizational life" (Thomas and Bretz, 1994; Roberts and Reed, 1996 and Yager, 2000).

Between these two extremes lie various schools of belief. While all endorse the use of performance appraisal, there are many different opinions on how and when to apply it. There are those, for instance, who believe that performance appraisal has many important employee development uses, but scorn any attempt to link the process to reward outcomes such as pay rises and promotions. This group believes that the linkage to reward outcomes reduces or eliminates the developmental value of appraisals. Rather than an opportunity for constructive review and encouragement, the reward-linked process is perceived as judgmental, punitive and harrowing (Meyer, 1991; Nathan, et al., 1991 and Armstrong, 1998).

It is in view of these interesting arguments that this study seeks to understand more about this field which has largely been criticized but yet, as evidenced in almost all organizations, at a particular time of the year, this age-honoured ritual of sitting down with a supervisor and going through an employee performance takes centre stage in most organizations (Weiss, 2001).

The performance appraisal system has been the focus of much research and practitioner attention. In spite of this attention, methods used in performance appraisal are generally ineffective in increasing the quality of performance appraisal process. It goes without saying that an effective performance appraisal system can lead an organization to take strides towards success and growth by leaps and bounds (Long, 2006). Conversely, an ineffective performance appraisal system can seal the fate of an organization by creating chaos and confusion from top to bottom in the administrative hierarchy. This emphasizes the fact that views staff performance appraisal as the most crucial aspect of the organization's life (Keeping and Levy, 2000).
1.1.1 Staff appraisal in the Ministry of Energy

The main objective of the Ministry of Energy is to facilitate the availability of sufficient, secure, efficient and affordable clean energy by 2030. To achieve this goal, the Ministry has put in place various medium term goals. These medium term goals include ensuring an enabling regulatory framework, providing affordable, reliable and safe energy, ensuring sustainability in energy sufficiency, ensuring efficient utilization and conversation of energy, increasing rural access to energy, exploration and development of geothermal and fossil resources, development of new and renewable energy sources as well as ensuring optimal utilization of both human and financial resources (Ministry of Energy strategic Plan, 2008- 2012). To achieve optimal utilization of human resources the ministry has put in place various human resource management strategies among the employee performance appraisal.

Performance appraisal system (PAS) is a critical component of the overall human resource management function in the civil service and indeed the ministry of energy. It is predicted upon the principles of work planning, setting of agreed performance targets, feedback and reporting. It is linked to other human resource management systems and processes including staff development, career progression, recruitment, placement, incentives and sanctions (Milkovich and Boudreau, 2004).

The ministry of energy is not exceptional in the area of staff appraisal. The employees in the ministry are appraised every year in an attempt to improve and sustain performance. Staff are appraised in the month of June every year where they are excepted to fill a government paper 247 (GP.247) which among other things has a section on personal particulars of an employee, a section on departmental objectives which is supposed to be completed by an employee as agreed with the supervisor. The form also has a section on performance targets where pre-agreed targets are recorded and the appraisee is assessed against the targets at the end of the appraisal period. The appraisal form has also a section on staff training and development plan where training needs are recorded (GOK, 2010).
Employee value and competency is also appraised where issues of integrity, respect and patriotism are assessed. Alongside, core competencies which include professionalism, technical competency, and communication, teamwork as well as time management among others is also assessed. During the appraisal period employees are also appraised on their managerial and supervisory competencies for staff whose duties include managerial and supervisory responsibilities (Form GP 247, 2006).

The appraisal document has a section where midyear staff appraisal is recorded to capture employee achievements, milestones and any other constraints experienced over the first half of the reporting period. The appraisal is done face to face between the employees and their immediate supervisors and it is so critical that before an employee is promoted to the next grade, there must be a record of three consecutive appraisal reports over the last three years, showing how serious the appraisal system is taken in the civil service and indeed in the ministry (GOK, 2010).

1.2 Statement of the Problem

Globally, billions of Shillings are spent yearly by governments and companies on employee performance evaluation. Yet employers often find it difficult to measure whether the evaluation has any real effect on employee job performance. Due to the vast allocation of resources in respect of time, human and financial to evaluation, it is important to fully understand its impact on the overall performance of an individual or group of individuals in an organization (Smith, 2005).

The Kenya Civil Service and indeed the Ministry of Energy carries a staff performance appraisal for its staff in job group (H) and above by use of a GP 247A which is used to evaluate and appraise staff. It has structured questions and performance parameters through which staff and their supervisors use to gauge performance and recommend action which may be in terms of rewards or sanctions aimed to improve the performance of the appraisee. The ministry spends a lot of resources in terms of time paperwork filling space and associated workload to appraise close to two hundred workers in the ministry every year in a move aimed at improving or maintaining performance The appraisal
reports are taken so seriously that for a worker to be promoted to the next grade, there
must be appraisal reports covering the past three years. However the ministry does not
seem to gain so much from the appraisal process. According to the Management report
(2008), the overall performance of the Ministry of Energy has fairly gone down as
supported by a report on Government Ministry’s and state corporations survey (2009)
which rated the ministry at position ten as compared to the fourth position in the year
2007. Therefore this study sought to establish whether the yearly staff performance
appraisal has had any effect on employee performance in the Ministry of Energy.

1.3 Objectives of the study

1.3.1 General objective

The study sought to determine the effect of staff appraisal on employee performance in
the Ministry of Energy.

1.3.2 Specific Objectives

The objectives of this study were:

i. To establish the effect of employee appraisal on teamwork within the Ministry
   of Energy.

ii. To establish the effect of employee appraisal on the achievement of
    performance targets within the Ministry of Energy.

iii. To determine the effects of employee appraisal on personal development and
     training within the Ministry of Energy.

iv. To determine the effects of employee appraisal on time management within
    the Ministry of Energy.

1.4 Research questions

The study answered the following questions:

i. What effect does employee appraisal have on teamwork within the Ministry of
   Energy?

ii. What effect does employee appraisal have on performance target within the
    Ministry of Energy?
iii. How does employee appraisal affect their competency and training within the Ministry of Energy?

iv. What is the effect of employee appraisal on time management within the Ministry of Energy?

1.5 Importance of the study

The study findings will be of importance to various stakeholders.

1.5.1 Ministry of Energy

This study will be important to the human resource managers in establishing what impact employee appraisal has on various attributes of employees. The findings and recommendations provided will help the management make better decisions as regards the issue of performance management in the Ministry.

1.5.2 Parastatals

The study will also be invaluable to the other managers in various parastatals in Kenya that carry out annual staff appraisal activities. The findings will help them have a grasp on what impact staff appraisal has on employees and their subsequent performance.

1.5.3 Researchers

The study will be beneficial to future researchers and other scholars. This is because the study will recommend areas that need further research.

1.5.4 Government Ministries

The Study will be important to government ministries which practice staff appraisals every year. The findings and recommendations given in this study will aid them in ensuring better appraisals are held with the aim of improving performance.
1.5.5 Appraisee and Appraisers

The Study will highlight some of the issues each party needs to know about staff appraisal and help each of them to prepare for this old age ritual in good time. The study will seek to highlight the expected benefits appraisals to each party if any.

1.6 Scope of the study

The study covered the Ministry of Energy in Nairobi. The study scope was therefore limited to the study area and any attempts to apply the results in other areas should be approached with caution. The concept is limited to employee appraisal and performance management activities in the ministry.

1.7 Limitations of the Study

The researcher faced several challenges up to the successful completion of the study.

1.7.1 Time

The time period for this research was limited. To improve on time management a questionnaire was given to the respondents and collected after a week and only concentrated on staff at the headquarters. The researcher also drew up a work plan which was strictly adhered to while at the same time being flexible where necessary. Research assistants were also enlisted to assist in the data collection.

1.7.2 Distorted response

Due to the nature of information which was being sought the research foresees instances where employees might not give honest responses in fear of reprisal from management or for personal reasons. To check this, the questionnaire was designed in such a way to ensure that the respondents gave the most accurate information. Some of the respondents for the questionnaire did not respond in good time hence delaying the findings and conclusions of the research. To reduce the cases of non-response a reminder message were sent to the respondents towards the expiry of the response period.
1.7.3 Finance
A research undertaking is an expensive affair. Finances were required to finance various components of the study such as transport, printing typesetting and data analysis among others. The study adopted a case study of the employees at the headquarters of the Ministry of Finance in Nairobi. This helped in cutting down on transport costs.

1.8 Definition of Key Terms
This section gives definition of the key terms.

1.8.1 Employee Appraisal
This is a periodical face-to-face discussion in which one employee's work is discussed, reviewed, and appraised by a supervisor, using an agreed and understood framework.

1.8.2 Performance Appraisal
This is a personnel evaluation method seeking the measurement of employee work effectiveness using objective criteria. Performance appraisal systems hope to achieve higher productivity outcomes by delineating how employees meet job specifications.

1.8.3 Employee Performance
This refers to the quality, accuracy, speed and degree of completion of a task assigned to employees and which is measured against preset standards.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review. Issues on the concept of staff appraisal are provided. The review then addresses the effect of staff appraisal on performance targets, time management, training and personal development as well as teamwork. Research gaps are then identified and a conceptual framework provided.

2.2 Concept of Performance Appraisal

Performance appraisal can be defined as a periodic evaluation of the output of an individual measured against certain expectations (Yong, 1996). The process involves observing and evaluating staff members' performance in the workplace with relation to pre-set standards. Conventional approaches to performance appraisal treated it as a measurement exercise, while more contemporary approaches were more concerned with information processing within the performance appraisal decision-making process. In this context, Armstrong and Baron (1998) stress the importance of looking at performance appraisal as a participative process (coaching and counselling), rather than a judgmental review. Performance appraisal is done for various purposes, such as for professional and career development, accountability check, to be linked with recognition and compensation, references to disciplinary procedure and most commonly, is as a mechanism to determine salary increment and promotion exercise (Abdul, 1999).

Performance appraisal continues to be a subject of interest and importance to human resource specialists. For decades, performance appraisal has received considerable attention in the literature, from both researchers and practitioners alike. Many authors (Bernardin and Klatt, 1985; Hall, Posner, and Hardner, 1989; Maroney and Buckley, 1992; Thomas and Bretz, 1994) maintain that there is a considerable gap between theory and practice, and that human resource specialists are not making full use of the psychometric tools available. To support their claim, these authors cite surveys of practitioners concerning current performance appraisal methods and use.
Nearly two decades ago, Taylor and Zawacki (1976) published the first of two articles that documented trends in performance appraisal usage among United States organizations. When comparing the results of two surveys taken five years apart, the authors noted a remarkable shift away from what they called collaborative approaches (Management by Objectives and Behaviourally Anchored Rating Scale) and toward the more traditional performance appraisal techniques (graphic rating scales). Taylor and Zawacki (1984) hypothesized that managers, responding to the legal constraints prevalent in the 1980s, preferred techniques that were defensible in court. Accordingly, managers tended to be more satisfied with the objective traditional approaches, whereas their subordinates seemed to prefer the developmental collaborative methods.

Through the 1980s, researchers continued to document performance appraisal practice. Bernardin and Klatt (1985) noted that small firms tended to rely heavily on trait-based approaches, while larger firms relied on a combination of trait, behavioural, and results-based techniques. They noted that one in five organizations did not give employees the opportunity to review the performance appraisal results. In another study, Locher and Teel (1988) identified graphic rating scales (57.1%), the open-ended essay (21.3%), and Management-by-Objectives (18.1%) as the most popular performance appraisal techniques. Unlike Taylor and Zawacki (1984) before them, Locher and Teel identified a trend toward the use of MBO as a popular technique.

2.3 Uses of Performance Appraisal Reports

Besides recording current trends in methods used, only a few researchers have clarified how performance appraisal data is used. Thomas and Bretz (1994) report that performance information is most likely to be used for employee development or to administer merit pay. They identified the main developmental uses as improving work performance, communicating expectations, determining employee potential and aiding employee counselling. Other common administrative uses included promotions, lay-offs, transfers, terminations, and validations of hiring decisions. In addition, Hall, et al (1989) identified common objectives of performance appraisal as reviewing past performance, rewarding past performance, goal setting for future performance, and employee
development. Cleveland, Murphy, and Williams (1989) warned that organizations should exercise caution when using the same performance appraisal methods for multiple applications (counselling versus evaluation), since different performance appraisal methods may yield different types of data (qualitative versus quantitative).

The performance appraisal is an integral part of a human resource management system. In addition to allocating rewards, organizations use appraisals to provide developmental advice to employees, as well as obtain their perspectives and justice perceptions about their jobs, departments, managers and organizations (Erdogan, 2002; Holbrook, 2002 and Longenecker, 1997). Ideally, appraisal discussions provide employees with useful feedback they can immediately apply to improve their performance. This feedback includes suggestions for change, as well as encouragement to continue with positive behaviour. Managers show employees how improving their overall performance and developing new skills will lead to additional responsibilities, promotions and increased monetary benefits. Employees appreciate this honest feedback and become motivated to improve their performance. In addition, managers benefit by receiving insightful input on ways to improve both their leadership styles and departmental operations. The relationship between the manager and employee is strengthened by this interchange of ideas and impressions.

Most would agree however, that organizations' performance appraisal processes operate in ways that are less than ideal (Holbrook, 2002; Murphy and Cleveland, 1995). Time pressures, complex appraisal forms, fear and defensiveness are all factors that may inhibit the usefulness and accuracy of the appraisal and its discussion (Buckley, 2001; Longenecker, 1997; Roberts, 1998). Managers often feel constrained by their simultaneous roles of evaluator and coach (Cederblom, 1982); usually, the role of evaluator takes precedence (Wilson and Western, 2001). In fact, employees report that, when conducting appraisals, their managers give too little attention to career and development issues (Lawler et al., 1983). Thus, as individuals and organizations attempt to use appraisals to address many different needs, the process can become confusing and disjointed.
A persistent issue with performance appraisals is that they are being called to do more than they can deliver and are trying to address mutually incompatible needs (Wilson and Western, 2001). The literature reaches no consensus on the purpose of performance appraisal, although four general uses have been identified: to provide feedback about strengths and weaknesses; to distinguish between individuals to allocate rewards; to evaluate and maintain the human resource systems of the organization; and to create a paper trail of documentation (Milkovich and Boudreau, 2004).

From an organizational perspective, some argue that performance appraisals should be used for HR planning, legal documentation and validation of selection techniques (DeVries et al., 1986), while others argue the performance appraisal, as encompassed in “management by objectives” (MBO), is more useful for organizational planning and employee development (Wilson and Western, 2001).

2.4 The Dilemma between Appraisee and Appraiser in Performance Appraisal

In addition to the organizational perspective, the performance appraisal literature has examined purpose from both the employee's and manager's differing and often conflicting perspectives, as well as from conflicting pressures within the manager. First, conflicting employee and manager goals make effective appraisals a difficult challenge (Beer, 1981; Holbrook, 2002). The employee is seeking to confirm his or her positive self-image, while the manager wishes to provide both negative and positive information to improve performance and promotability. Second, the manager has conflicting needs; the two main purposes of the review: counselling and development; and evaluation and discussion of administrative decisions, are in direct conflict (Meyer, 1991).

Forcing a manager into simultaneous roles of both counsellor and judge can cause an employee to act defensively (Meyer et al., 1965). Performance appraisals have many applications that arguably can become limitations to its different users. Some argue that to the degree organizations can ensure these issues are fairly and competently addressed in their systems, performance appraisals will be more effective at achieving their intended uses (Kane and Lawler, 1979). Others argue that effectiveness is not determined
solely by the objective characteristics of the appraisal process but is ultimately a question of how satisfied the employee is with the outcome, including its associated rewards, and consequently, how motivated he or she feels to improve performance (Longenecker, 1997).

The performance appraisal literature has examined the role of feedback in appraisal discussions. Research demonstrates that feedback has strong positive effects on the performance of both individuals and groups, specifically through role clarification, improved self-efficacy, the establishment of behaviour reward contingencies and increased self-regulatory control processes (Ashford and Cummings, 1983; Waldersee and Luthans, 1994). One study examined the impact of communication used during the feedback process on employee satisfaction, self-reported motivation and ultimately performance (Bavetta, 1993). Results indicated that a positive relationship exists between supportiveness by the manager and employees’ levels of self-efficacy, satisfaction and motivation. The more directive the feedback, the higher the employees’ self efficacy which in turn, leads to increased satisfaction and motivation. These results suggest that the manager's method of presenting feedback is critical to ways the information is internalized by employees and ultimately, manifested in their attitudes and performance.

Klein and Snell (1994) argued that there is “no best way” to conduct an appraisal interview, and that it depends on the situation, the relationship of the parties involved and their individual make-up. In a review of an individual psychological perspective on PA, Fletcher (2002) claimed that the notion that all appraisees are going to react the same way to appraisal is probably very unsafe, and Wells, (2002) noted that individual differences likely play a substantial role in how people interpret appraisal feedback and how they respond to these interpretations.

2.5 Methods Used in Performance Appraisal

There are numerous ways of measuring performance although, generally, methods are described as either comparative or non-comparative.
2.5.1 Comparative methods
The former compares one individual’s performance with that of others; the latter looks at each employee’s performance individually, comparing their ability or productivity with previously defined targets. The most widely used way of comparing individuals is by using rating scales. Employees are assessed using different criteria and are marked on a scale of, for example, 1-10. An obvious problem with this is the purely subjective nature of the process. Rating scales can also suffer from central tendency theories or the halo and pitchfork effects; either everyone is rated as average because of a reluctance on the part of the manager to criticize, or the appraiser considers certain aspects of performance of vital importance and rates individuals as excellent or poor depending on their possession of that one attribute. Any of these faults render the assessment pointless as one of the aims of rating scales is to achieve a meaningful discrimination of varying levels of performance among staff (Fletcher and Williams, 1992). Subjectivity can also become a problem when appraiser and appraisee are colleagues, as is frequently the case in government ministries. Working with and for people we know, their good and bad points become obvious and it is often impossible to detach an appraisal interview from all the other interactions which the staff have had over the past six months (Hannabuss, 1991).

2.5.2 Non-comparative methods
Non-comparative methods of appraisal focus on the individual’s performance with no reference to that of other employees. Instead, performance is measured against job requirements or predefined standards. Management by objectives (MBO) is the obvious example where goals are established, an action plan is drawn up to ensure the goals are met, and, at the end of the year, performance is reviewed to see if the goals have been accomplished. MBO has gained favour because it is more objective by nature, relying not on the opinion of the supervisor but on the evidence of whether or not targets have been reached. It also treats employees as individuals so that they each have their own goals to aim for and are not in direct competition with their colleagues. Another non-comparative method is to take a narrative approach, writing an account of some sort on each employee’s performance over the appraisal period. This approach gives the appraiser
more freedom to discuss certain aspects of an individual’s performance and to focus on the particular strengths and weaknesses he/she displays.

2.6 Effect of Employee Appraisal on Performance

An employee's satisfaction with the appraisal process is determined by a number of factors, including if the manager provides supervisory support, positively evaluating aspects of an employee's performance, offers guidance and establishes a climate of trust (Metcalf, 1984; Meyer et al., 1965; Russell and Goode, 1988). The challenge is that managers and employees may have different perceptions of satisfaction with the appraisal process. Indeed, one study found that approximately half of the employees felt satisfied with their appraisal and its related discussion. In comparison, over 80 percent of their managers felt satisfied with the same event. Moreover, 53 percent of the managers reported that their employee's behaviour improved after the appraisal, whereas only 41 percent of employees felt this was the case (Lawler et al., 1983). Many managers were unaware of their employee's unmet needs. These results suggest that satisfaction with the appraisal process, whether it is managers’ or employees’ satisfaction, is not an adequate measure of effectiveness.

The true measure of the effectiveness of the appraisal process should be linked not to the five criteria mentioned or to changes in satisfaction and motivation, but rather, to direct changes in performance (Nathan et al., 1991). One of the few studies to measure actual changes found that the appraisal discussion did not change job performance, measured one year later. Others did find changes in performance one to two months after a review but concluded that performance (and satisfaction) are more a factor of the overall manager-employee relationship, than of the once a year appraisal discussion (Yager, 2000).

Performance appraisals are important for staff motivation, attitude and behaviour development, communicating and aligning individual and organizational aims, and fostering positive relationships between management and staff. Performance appraisals
also typically feed into organizational annual pay and grading reviews, which commonly also coincide with the business planning for the next trading year (Lindsey, 2005).

Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning. A staff appraisal system is one of the most effective tools for managing and developing employee skills. A good appraisal system is one that gives management a clear picture of the staffing areas that need more attention and improvement (Long, 2006). When undertaking a staff appraisal it may be a good time to cover any training or developmental requirements of an employee. For instance, whilst conducting a review you may have identified that a particular employee needs further training for them to carry out new duties or responsibilities you would like to assign to them. Fletcher and Williams, (1992) argues that staff appraisal should be considered as part of the overall training and development system. Such a process would usually integrate individual development and overall strategic performance requirements.

Staff appraisals also give employees the opportunity to ask any questions or go through any job queries they may have. This is important as again you can address their concerns and this will hopefully allow them to undertake their duties more efficiently and effectively. Such questions go a long way in enabling the employees to understand the processes and procedures of the tasks. This in turn enables them to manage their time as well as fostering teamwork within the organization (Smith, 2005). Time management is also enhanced by staff appraisal as there are set deadlines to be met for an employee to achieve his/her performance targets. This leads to employees setting personal deadlines which are realistic but demanding (Boyd, 2004). Staff appraisal also aid enhances time management when it is linked to the reward system. Those who accomplish their tasks and duties on time are rewarded when such a performance appraisal system is in place (Milkovich and Boudreau, 2004). Staff appraisal is also said to enhance time management as it requires employees to carefully plan for their activities. Setting up short or long term plans will help employees envision their long term goals and rationalize their current objectives. DeVries, et al. (1986), noted that staff appraisal can also lead to burnouts when the deadlines lead to employs straining themselves so as to meet the set deadlines.
A good appraisal system, following a thorough review of performance, should provide an employee with a set of objectives and individual targets for him or her to focus on over the following year. This should be a good way of motivating and inspiring the employees (Weiss, 2001). Performance appraisal systems hope to achieve higher productivity outcomes by delineating how employees meet job specifications. Staff appraisal helps ensure employees understand what is expected of them. Involving staff in agreeing objectives can ensure they are more motivated to meet their performance targets and can help identify better ways to carry out tasks.

Murphy and Cleveland, (2003) noted that if organizations wish to motivate teamwork, they must assess and reward teamwork by incorporating it into their appraisal systems. Even if their appraisals included a teamwork component in the past, the implementation of formal work teams should increase the prominence of teamwork in the appraisals. An organization-specific job analysis should be conducted to determine the precise nature of the behavioural and performance ramifications of the teamwork knowledge, skill and ability to be included in the appraisal form. This modification of performance appraisal systems would not only reward good team players, but it would punish poor ones. In the past, poor team players were often tolerated because teamwork contributions were not explicitly included in the appraisal. Modifying the appraisal will prevent the appraisers considering teamwork as extra-role behaviour but as an integral part of the organization (Yager, 2000).

2.7 Weaknesses and Biases of performance appraisal

A substantial share of the literature focuses on instrumentality and psychometric properties of performance appraisal rating scales (Ferris et al., 1994). As examples, studies compare the behavioural observational rating scale, the behavioural observational scale and the mixed standard scale (Blanz and Ghiselli, 1972; Smith and Kendall, 1963). So too, numerous studies have addressed rater cognition (Hogan, 1987; Mount and Thompson, 1987), focusing on defining the rater's information processing abilities and its impact on bias (Borman, 1987; DeNisi and Williams, 1988; Nathan and Alexander,
Due to individuals' cognitive limitations, breakdowns can occur anywhere in the process of observing, integrating and evaluating behaviour (Wexley and Klimoski, 1984). Research on general cognition sequence focuses specifically on the rater's implicit personality features (Feldman, 1981). These features, which are formed through prior experiences, play key roles in the types of behavioral and trait expectations individuals form of others. In addition, selective memory may play an important role in activating a particular pre-existing belief or attitude and positioning it as a direct determinant of current judgment (Feldman and Lynch, 1988). In other words, this is where a breakdown in information processing can occur (Wexley and Klimoski, 1984). The net result of all this research is that managers will always be unable to completely and fairly rate an employee.

2.8 Conceptual framework

The following diagram shows the conceptual framework for the study. The framework shows the relationship between the variables of the study. The independent variable for the study is staff performance appraisal while the dependent variables are teamwork, performance targets, personal development and training in addition to time management.

![Conceptual Framework Diagram]

**Independent variable**

**Dependent variables**

**Figure 2.1: Conceptual Framework**

**Source:** Researcher (2010)
The conceptual framework shows the possible effects of staff performance appraisal on the build-up of team work at the work place, its effect on the officer’s ability to accomplish their work targets within the stipulated time and whether it has any contribution to the development of the individual worker in terms of training. The conceptual framework also depicts the relationship between performance appraisal and time management in the work place.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>120</td>
</tr>
<tr>
<td>Field Services</td>
<td>150</td>
</tr>
<tr>
<td>Medical Services</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>470</td>
</tr>
</tbody>
</table>
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology. The chapter explains the research design used as well as the study population. It goes on to give the sampling technique and the sample size. It also presents the data collection tools and procedures as well as data analysis. It ends with describing how the data was presented.

3.2 Research design

To achieve the objectives of the study, the research was conducted through a case study of the Ministry of Energy. A case study enabled gathering of in depth information on the research topic.

3.3 Population

The target population for the proposed study was employees in the Ministry of Energy. There were 19 administrators and 300 other employees who work at the Ministry of Energy Headquarters at Nyayo House, Nairobi. The distribution of the population for the study was as shown in the table below;

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrators</td>
<td>19</td>
</tr>
<tr>
<td>Middle Level Employee</td>
<td>116</td>
</tr>
<tr>
<td>Support Staff Supervisors</td>
<td>20</td>
</tr>
<tr>
<td>Appraised Support Staff</td>
<td>73</td>
</tr>
<tr>
<td>Un-appraised support staff</td>
<td>91</td>
</tr>
<tr>
<td>TOTAL</td>
<td>319</td>
</tr>
</tbody>
</table>


As shown in the table, there were various groups of employees. Administrators, middle level employees and support staff supervisors who act as appraisers and are also appraised. The appraised support staffs are only appraised. There are also support staff
who fall below Job Group H, however, this group won't be relevant for the study as they are not involved in the staff appraisal process.

3.4 Sampling Strategy

The stratified random sampling technique was used. The employees of the Ministry of Energy were divided based on their ranking in the ministry and also based on their involvement in the appraisal process. As such, two strata were generated; employees who appraise and are appraised in addition to appraised employees who do not appraise others. Simple random sampling technique was then used to pick respondents from each stratum.

3.4.1 Sample Size

The employees who appraise and are appraised formed one strata for the study. The other strata comprised of employees who are appraised but do not appraise others. According to Mugenda & Mugenda (1999), a sample size of more than 30 or at least 10 percent is usually recommended for social sciences. The study thus took 30 percent of the population in alignment with what the two scholars recommended. The study had a sample size of 47 employees who appraise and are appraisers and 22 appraised employees who do not appraise others. The total sample size was 69 as shown in Table 2.

Table 3.2: Sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees who appraise and are appraised</td>
<td>155</td>
<td>30%</td>
<td>47</td>
</tr>
<tr>
<td>Appraised Employees who do not appraise others</td>
<td>73</td>
<td>30%</td>
<td>22</td>
</tr>
<tr>
<td>TOTAL</td>
<td>228</td>
<td></td>
<td>69</td>
</tr>
</tbody>
</table>

Source: Researcher, 2010
3.5 Data collection

The study used both primary and secondary data. Primary data was collected using questionnaires. The questionnaires were designed based on the study objectives. A 5 point Likert scale was used. The questionnaires were administered using drop and pick later method. There were two questionnaires. One questionnaire collected data from employees who appraise and are appraisers. The other questionnaires was used to collect information from employees who are only appraises. A period of two weeks was given for response and an extra week for late respondents. Secondary data was collected through a review of existing published material on employee performance appraisal and also on the Ministry of Energy.

3.6 Data analysis

The data collected was analyzed with the aid of Statistical Package for Social Sciences (SPSS). The data was sorted and coded into the SPSS and analyzed using descriptive statistics. The descriptive statistics especially the mean scores, the standard deviations and percentages were used to show the extent to which the respondents agreed or disagreed with the statements in the questionnaire. The descriptive statistics were interpreted to give the relationship between staff appraisal and employee performance.

3.7 Data Presentation

After the analysis and computation of data, the results were summarized and presented in tables and charts. Frequency tables were used to show the frequencies on each of the responses as well as the percentages, mean scores and standard deviations. Charts such as pie charts and bar graphs were also used to present the same.
CHAPTER FOUR: FINDINGS AND INTERPRETATIONS

4.1 Introduction
The researcher sought to establish the effect of staff appraisal on employee performance in the Ministry of Energy in reference to team building, ability to achieve performance targets, effects on personal development, training and time management as the objectives of the study.

This chapter presents the data analysis and interpretation. The data is presented as per the study’s objective which was to determine the effect of staff appraisal on employee performance in the Ministry.

4.2 Response Rate
The researcher administered 69 questionnaires to the respondents. Sixty one (61) respondents filled the questionnaires and returned them. Thus the response rate was 88%. This included 39 respondents being employees who appraise and are appraised while 22 respondents were appraised employees who do not appraise others.

4.3 Bio Data
The researcher sought the personal information of the respondents. This information was given in terms gender, age, duration of service and academic levels.

4.3.1 Gender
The researcher sought to establish the gender distribution among the respondents.

The results were tabulated as follows:
Table 4.1: Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Male</td>
<td>31</td>
</tr>
<tr>
<td>Female</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
</tr>
</tbody>
</table>

Source: Researcher, 2010

From table 4.1 above, the respondents were reasonably distributed across both genders as males represented 51% while Females represented 46% of the target population.

Figure 4.1: Respondent's Gender

From table 4.1 and figure 4.1, fifty four percent (54%) of the respondents were male while 46% were female. This implies that the study findings have a gender balance and are not biased toward one gender.
4.3.2 Respondents Age

The researcher also sought to establish the age distribution of the respondents.

Table 4.2: Respondent's Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>25-35 years</td>
<td>15</td>
<td>33%</td>
</tr>
<tr>
<td>35-45 years</td>
<td>11</td>
<td>23%</td>
</tr>
<tr>
<td>45-55 years</td>
<td>8</td>
<td>17%</td>
</tr>
<tr>
<td>Above 55 years</td>
<td>6</td>
<td>13%</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher, 2010

From table 4.2 above, the respondents were fairly distributed across all age groups in the Ministry of Energy. 14% of the respondents were less than 25 years old, 33% were between 25 and 35 years, 23% were between 35 and 45 years, 17% between 45 and 55 years while 13% of the respondents were above 55 years old. This implies that the findings obtained do not have any age bias.

4.3.3 Duration of Service

The researcher also sought to establish the duration the respondents had been working in the Ministry of Energy. The results were tabulated as follows:
Table 4.3: Duration of Service

<table>
<thead>
<tr>
<th>Years of service</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Less than 5 years</td>
<td>4</td>
</tr>
<tr>
<td>5-10 years</td>
<td>9</td>
</tr>
<tr>
<td>11-15 years</td>
<td>16</td>
</tr>
<tr>
<td>16-20 years</td>
<td>10</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: Researcher, 2010

From table 4.3 above, 91% of the respondents have been in the Ministry of Energy for over five years and only 9% had been in the industry for less than five years. This implies that the respondents are well informed on the topic of study. Therefore their responses enhanced reliability and credibility of the findings.

4.3.4 Academic Level

The researcher sought to establish the academic levels of the respondents

Figure 4.2

![Academic Qualifications](image)

Figure 4.2: Academic qualification of the respondents
From figure 4.2 above, majority of the respondents (55%) were graduates, 28% had a Masters degree, 12% had O Levels and 5% had A Level qualifications. This means that the majority of the workers have a degree.

4.4 Nature of Staff Appraisal in the Ministry of Energy

The researcher also sought to establish the frequency of staff appraisal in the Ministry of Energy from those who appraise other employees.

Table 4.4: Appraisal frequency for appraisers

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Quarterly</td>
<td>5</td>
</tr>
<tr>
<td>Twice a Year</td>
<td>4</td>
</tr>
<tr>
<td>Yearly</td>
<td>30</td>
</tr>
<tr>
<td>In 2 Years</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>39</td>
</tr>
</tbody>
</table>

Source: Researcher, 2010

Table 4.4 above shows that majority of the respondents, 77% appraise their juniors yearly, while 13% of the respondents indicated that they undertake appraisal quarterly and the rest, 10% indicated that they appraised their juniors twice a year indicating that staff appraisal is frequent in the Ministry.

4.4.1 Frequency of staff appraisal for junior employees

The researcher also sought to establish the frequency of staff appraisal from employees who are appraised but do not appraise other employees in the Ministry.
Table 4.5: Appraisal Frequency for appraisees

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Quarterly</td>
<td>1</td>
</tr>
<tr>
<td>Twice a Year</td>
<td>2</td>
</tr>
<tr>
<td>Yearly</td>
<td>19</td>
</tr>
<tr>
<td>In 2 Years</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

Source: Researcher, 2010

From table 4.5 above, the majority of the respondents, 87% are appraised annually, while 9% of the respondents indicated that they are appraised twice a year and 4% indicated that they are appraised quarterly meaning that staff appraisal is frequent among junior staff.

4.5 Effect of Staff Appraisal on Performance

The researcher sought the views of the appraisers regarding the impact of staff appraisal at the Ministry of Energy. Table 4.6 below shows the results based on the Likert scale. The 5 point scale used had the following measures. A mean score of 1 - 1.5 meant that the statement was totally inaccurate; a score of 1.6-2.5 meant that the statement was slightly inaccurate; a score of 2.6-3.5 meant that the statement was quite accurate; a score of 3.6-4.5 meant that the statement was accurate and a score of 4.6-5 indicated that a statement was absolutely accurate.
The respondents indicated that appraisal provides an opportunity for both appraisers and appraisees to clarify each other’s point of view on the scope of work and expectations. The employee were said to gain sense of team belonging during discussions in appraisal process, thus boosting morale. Respondents indicated that appraisal allows staff to see their own strength and weaknesses, with this statement posting a mean score of 4.15. The respondents indicated that it was evident that appraisal provides an opportunity to identify staff training needs as this item posted a mean score of 4.02. The respondents also indicated that poor performers are offered a chance to improve within the Ministry of Energy with this item posting a mean score of 4.03. The respondents indicated that staff appraisal helps employees in time management through planning and setting of deadlines with a mean score of 4.13. The issue of whether staff appraisal helps employees meet performance targets received a mean score of 4.10 implying that this statement was accurate in regard to the Ministry.

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## Table 4.6: Influence of Staff Appraisal on employee performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Totally Inaccurate</th>
<th>Slightly Inaccurate</th>
<th>Quite Accurate</th>
<th>Accurate</th>
<th>Absolutely Accurate</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal provides an opportunity for both appraisers and appraisees to</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>17</td>
<td>13</td>
<td>3.82</td>
</tr>
<tr>
<td>clarify each other’s point of view on the scope of work and expectations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When an employee and administrator/supervisor talk about Ministry goals</td>
<td>6</td>
<td>8</td>
<td>4</td>
<td>12</td>
<td>9</td>
<td>3.25</td>
</tr>
<tr>
<td>during an appraisal, the employee gains a greater sense of team belonging,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>thus boosting his morale.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appraisal allows staff to see their own strength and weaknesses</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>27</td>
<td>10</td>
<td>4.15</td>
</tr>
<tr>
<td>Appraisal provides an opportunity to identify staff training needs</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>14</td>
<td>16</td>
<td>4.02</td>
</tr>
<tr>
<td>Poor performers are offered a chance to improve</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>17</td>
<td>14</td>
<td>4.03</td>
</tr>
<tr>
<td>Staff appraisal helps employees in time management through planning and</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>14</td>
<td>17</td>
<td>4.13</td>
</tr>
<tr>
<td>setting of deadlines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff performance helps employees meet performance targets</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>23</td>
<td>11</td>
<td>4.10</td>
</tr>
<tr>
<td>If staff’s overall performance in the appraisal is consistently poor, the</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>13</td>
<td>15</td>
<td>3.74</td>
</tr>
<tr>
<td>Ministry may terminate their employment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher, 2010
The researcher sought the views of the employees, who are appraised but do not appraise others, on the effects of staff appraisal on various components of employee performance like team work building, ability to meet targets personal development and training and time management. The following sections discuss the results obtained.

4.5.1 Effect of Staff Appraisal on Teamwork

The researcher wanted to establish the effect of staff appraisal on teamwork in the Ministry.

Table 4.7: Effect of Staff Appraisal on Teamwork

<table>
<thead>
<tr>
<th>Teamwork has improved due to staff appraisal</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>2</td>
</tr>
<tr>
<td>Low extent</td>
<td>6</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>3</td>
</tr>
<tr>
<td>Large extent</td>
<td>7</td>
</tr>
<tr>
<td>Very large extent</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

Mean Score 3.22

Source: Researcher, 2010

From table 4.7 above, 37% of the respondents indicated that teamwork improved to a large extent due to staff appraisal, 22% of the respondents indicated that teamwork improved to a low extent due to staff appraisal, 14% of the respondents indicated that teamwork improved to a moderate extent as a result of staff appraisal, 18% of the respondents pointed that teamwork improved to a very large extent due to staff appraisal and the rest 9% of the respondents indicated that teamwork improved to a very low extent due to staff appraisal. The study therefore established that 91% of the respondents agreed that staff appraisal had some impact on teamwork in the Ministry.
From figure 4.3 above, the respondents had mixed reactions towards this issue. The respondents indicated that there was improvement in teamwork as a result of staff appraisal as majority of the respondents, 91% indicated that staff appraisal helps contribute to teamwork in the Ministry.

4.5.2 Nature and classification of Performance Targets

The researcher sought to establish the nature of performance targets in the Ministry.

Figure 4.4 above indicate that majority of the respondents indicated that the targets were realistic (36%) and attainable (32%). Fourteen percent indicated that the targets were not
realistic while 9% indicated that the targets were not attainable and were poorly designed. This shows the need to review the targets to eliminate those that are poorly designed, not attainable or are non-realistic.

Table 4.8: Contribution of Staff Appraisal in achievement of Performance Targets

<table>
<thead>
<tr>
<th>Contribution of staff appraisal towards achievement of targets</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>0</td>
</tr>
<tr>
<td>Low extent</td>
<td>0</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>2</td>
</tr>
<tr>
<td>Large extent</td>
<td>13</td>
</tr>
<tr>
<td>Very large extent</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

**Mean Score** 4.23

Source: Researcher, 2010

From table 4.8 above, 59% of the respondents indicated that staff appraisal contributed towards achievement of targets to a large extent; 32% of the respondents pointed that staff appraisal contributed towards achievement of targets to a very large extent and 9% of the respondents indicated that staff appraisal contributed towards achievement of targets to a moderate extent. The overall results indicate that staff appraisal greatly influences achievement of performance targets with a mean score of 4.23.
Table 4.9: Influence of Staff Appraisal on Performance Targets

<table>
<thead>
<tr>
<th>Influence of staff appraisal on performance targets</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>0</td>
</tr>
<tr>
<td>Low extent</td>
<td>0</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>0</td>
</tr>
<tr>
<td>Large extent</td>
<td>16</td>
</tr>
<tr>
<td>Very large extent</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

Mean Score 4.27

Source: Researcher, 2010

Table 4.9 above shows that 73% of the respondents indicated that staff appraisal influenced performance targets to a large extent and 27% of the respondents pointed that staff appraisal influenced performance targets to a large extent. The influence was said to be to a great extent as indicated by a mean score of 4.27. Thus performance appraisal helps the workers to meet their targets in the Ministry of Energy.

4.5.3 Effects of Staff Appraisal on Training and Personal Development

The researcher sought to establish the contribution of staff appraisal on training and personal development in the Ministry of Energy.
Table 4.10: Effect of Staff Appraisal on Training

<table>
<thead>
<tr>
<th>Influence of staff appraisal on training</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>1</td>
</tr>
<tr>
<td>Low extent</td>
<td>2</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>2</td>
</tr>
<tr>
<td>Large extent</td>
<td>8</td>
</tr>
<tr>
<td>Very large extent</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
<tr>
<td><strong>Mean Score</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher, 2010

From figure 4.10 above, 41% of the respondents indicated that staff appraisal influences training in the Ministry of Energy to a very large extent, 36% of the respondents indicated that staff appraisal influences training in the Ministry to a large extent, 9% of the respondents indicated that staff appraisal influences training in Ministry to a moderate and low extent while 5% of the respondents indicated that staff appraisal influences training in the Ministry to a very low extent. The effect of staff appraisal on training in the Ministry of Energy is high as it scored a mean score of 4.00.
Table 4.11: Effect of Staff Appraisal on Personal Development

<table>
<thead>
<tr>
<th>Influence of staff appraisal on personal development</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>2</td>
</tr>
<tr>
<td>Low extent</td>
<td>7</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>0</td>
</tr>
<tr>
<td>Large extent</td>
<td>9</td>
</tr>
<tr>
<td>Very large extent</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

Mean Score: 3.41

Source: Researcher, 2010

From figure 4.11, results show that 41% of the respondents indicated that staff appraisal influences personal development in the Ministry of Energy to a large extent; 32% of the respondents indicated that staff appraisal influences personal development in Ministry to a lesser extent; 18% of the respondents indicated that staff appraisal influences personal development to a very large extent while 9% of the respondents indicated that staff appraisal influences training in Ministry to a very low extent. The effect of staff appraisal on personal development is moderate as it scored a mean score of 3.41.
4.5.4 Effects of Staff Appraisal on Time Management

The researcher sought to establish the influence staff appraisal has on time management within the Ministry of Energy.

Table 4.12: Effect of Staff Appraisal on Time Management

<table>
<thead>
<tr>
<th>Influence of staff appraisal on Time Management</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>0</td>
</tr>
<tr>
<td>Low extent</td>
<td>0</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>2</td>
</tr>
<tr>
<td>Large extent</td>
<td>13</td>
</tr>
<tr>
<td>Very large extent</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

Source: Researcher, 2010

From table 4.12 above, 59% of the respondents indicated that staff appraisal influences time management in the Ministry of Energy to a very large extent, 32% of the respondents indicated that staff appraisal influences time management to a large extent and 9% of the respondents indicated that staff appraisal influences time management in Ministry to a moderate extent. The effect of staff appraisal on time management in the Ministry of Energy is high as it scored a mean score of 4.23.
4.5.5 Overall benefit of staff appraisal

The researcher also sought the respondents view on the overall benefits of staff appraisal within the Ministry of Energy.

Table 4.13: Overall benefits of staff appraisal

<table>
<thead>
<tr>
<th>Overall benefits of staff appraisal in the Ministry of Energy</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>1</td>
</tr>
<tr>
<td>Low extent</td>
<td>2</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>1</td>
</tr>
<tr>
<td>Large extent</td>
<td>13</td>
</tr>
<tr>
<td>Very large extent</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

| Mean Score | 3.86 |

Source: Researcher, 2010

Figure 4.13 above, 59% of the respondents indicated that staff appraisal overall benefits in the Ministry of Energy are felt to a large extent, 22% of the respondents indicated that the overall benefits are felt to a very large extent, 9% of the respondents indicated that the overall benefits of staff appraisal are felt to a low extent while 5% of the respondents indicated that the overall benefits of staff appraisal are felt to a moderate and very low extent respectively. The overall benefits of staff appraisal in the Ministry of Energy are high as this issue scored a mean score of 3.86 while a total of more than 81% of the respondents agreed that staff appraisal has overall benefit to employees in the Ministry.

The respondents indicated that staff appraisal despite its shortcomings it had positive effect on employee performance and productivity as shown in table 4.14 below.
Table 4.14: Effect of Staff Appraisal on Employee Performance

<table>
<thead>
<tr>
<th>Influence of staff appraisal on Employees performance</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Very low extent</td>
<td>1</td>
</tr>
<tr>
<td>Low extent</td>
<td>1</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>2</td>
</tr>
<tr>
<td>Large extent</td>
<td>8</td>
</tr>
<tr>
<td>Very large extent</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

**Mean Score** 4.14

Source: Researcher, 2010

Table 4.14 shows that 45% of the respondents indicated that staff appraisal overall influence on employees’ performance in the Ministry of Energy is felt to a very large extent. 36% of the respondents indicated that staff appraisal overall influence on employees’ performance is felt to a large extent. 9% of the respondents indicated that staff appraisal influence on employees’ performance is felt to a moderate extent while 5% of the respondents indicated staff appraisal influence on employees performance is felt to a low and very low extent. The results point out that staff appraisal has high influence on the performance of the employees as it posted a mean score of 4.14. Based on the other findings, the effect is inferred to be positive as the various aspects of employee performance have been affected in a positive way.

The respondents suggested that staff appraisal process needs to define performance and also put in place performance measures which reflect the unique roles in various departments as there can be no single harmonised measure of performance.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The researcher set out to find the effect of staff appraisal on employee performance on teamwork, performance targets, training and personal development and time management in the Ministry of Energy.

This chapter presents the summary, conclusions and recommendations of the findings of this study. This chapter is organized as follows. First, a summary of the key findings in chapter four is provided. Then the conclusions of the study based on the objectives of the study follows. The study then makes recommendations to the stakeholders regarding the findings. Areas for further research are then proposed for scholars wishing to do research on public institutions on the subject of staff performance appraisal.

5.2 Summary of Key Findings

5.2.1 Effect of staff appraisal on teamwork

The study found that staff appraisal effect on teamwork is weak and is felt only to moderate extent. The respondents indicated that appraisal provides a rare opportunity for both appraisers and appraisees to clarify each other's point of view on the scope of work and expectations thus enhancing communication within the Ministry. Communication is vital for building teamwork. Given that appraisal is held yearly in the Ministry, this may explain the weak relationship between staff appraisal and teamwork. The teamwork aspect in the Ministry of Energy is also not addressed by the staff appraisal system in place as required by Murphy and Cleveland, (2003) who noted that if organizations wish to motivate teamwork, they must assess and reward teamwork by incorporating it into their appraisal systems.
5.2.2 Effect of staff appraisal on achievement of targets

The study findings indicate that staff appraisal has a strong effect on the achievement of performance targets within the Ministry of Energy as 73% of the respondents indicated that staff performance appraisal helps them to meet their targets. The study found that staff appraisal enables clarification of employees' scope of work and expectations. As pointed out by Weiss, (2001) a good appraisal system, provides employees with a set of performance targets to focus on throughout the year. This is said to be a good way of enhancing the performance of employees as they strive to meet these targets to attract better rating.

5.2.3 Effects of staff appraisal on training

The study found out that the effect of staff appraisal on training in the Ministry of Energy is high and is strongly felt by the employees appraised. The respondents indicated that staff appraisal provides an opportunity to identify staff's individual needs and to provide them with the necessary training. This is in line with Long, (2006) who contended that a good appraisal system is one that gives management a clear picture of the staffing areas that need more attention and improvement. On the issue of personal development the study found that the effect of staff appraisal on personal development within the Ministry of Energy was hardly felt as only 415 of the respondents indicated it contributed to a large extent. This is against the views of Fletcher and Williams, (1992) that staff appraisal should be considered as part of the overall training and development system.

5.2.4 Effect of staff appraisal on time management

The study found that staff appraisal has a great impact on time management of the appraised employees in the Ministry of Energy. The respondents indicated that staff appraisal led them to develop personal plans as well as deadlines and also to adhere to them as 59% indicated that performance appraisal influenced time management to a large extent. As observed by Boyd (2004), staff appraisal leads to employees setting personal deadlines which are realistic but demanding and which help them in managing time to complete their tasks.
5.3 Conclusion

The study’s findings are encouraging as regards the implementation of staff appraisal in the public sector in Kenya. Not only has the Ministry of Energy implemented the staff appraisal system as per the Public sector reforms in Kenya, but the staff appraisal has borne positive fruits as found by the study. Staff appraisal has been found to have a strong impact on the achievement of performance targets, training and time management in the Ministry of Energy. The areas where the effect of staff appraisal was not strongly felt were fostering teamwork and in personal development. With strategic alignments and adjustments in the staff appraisal system the desired results can be achieved.

5.4 Recommendations

The study based on the findings and conclusion proposes that the administrators’ in Ministry of Energy need to critically reconsider several aspect of the existing staff appraisal process. There is need to be regularly reviewing the process to suit various job specifications within the various departments in the Ministry. The appraisal system should reflect the unique aspect of jobs performed by employees in different departments instead of the current standardised system. The administrators should check on the areas where there exists ambiguity in the staff appraisal process to ensure that positive effects are strongly felt in all areas of employee performance to enhance productivity and the quality of services delivered to the public. There is also need to provide employees with training and career developmental opportunities to strengthen job-related skills and competencies. The staff appraisal within the Ministry should be used as a basis for identifying training needs for the employees. This will help the employees to keep up pace with emerging challenges in the workplace, such as the utilisation of new technology to improve service delivery.

The study also suggests that the appraisal system within the Ministry of Energy needs to incorporate aspects which will foster and promote teamwork. An organization-specific job analysis should be conducted to determine the precise nature of the behavioural and performance indicators of teamwork to be included in the appraisal form. This
modification of performance appraisal systems would allow for rewarding good team players.

There is need to tie the staff appraisal process with rewards system. The study recommends that the administrators should be honest and “walk the talk” on issues of staff appraisal. If the rewards are made part and parcel of the employee performance appraisal system, then there is a big chance of success and sustenance of the system.

There is also need to hold consultation between appraisers and appraisees to allow clarification and shedding light on the unclear areas in the staff appraisal process. The input of the appraisees should be incorporated in making the system better.

5.5 Suggestion for Further Research

Further research should be conducted to investigate the effect of staff appraisal in parastatals which fall under the Ministry of Energy such as KenGen, Kenya Power Lightning Company (KPLC) and Geothermal Development Company (GDC). This would go a long way in finding out whether the findings of this study can be generalized to whole Ministry of Energy or there are deviations.

Future research can also be undertaken to investigate the effects of staff appraisal in other government ministries as well as other governmental parastatals. Such findings would allow for comparisons to be made on the implementation and success of staff appraisal in the public sector.

Future research should also be conducted to find out why staff appraisal is not having the desired effect on various components of employee performance. Such a study would explore the factors hindering the success of staff appraisal.
REFERENCES


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APPENDICES

Appendix I: Introductory Letter to Respondents

TO WHOM IT MAY CONCERN

RE: EFFECT OF STAFF APPRAISAL ON PERFORMANCE

I am a postgraduate student studying at Kenyatta University, currently undertaking a research on the effect of staff performance appraisal on employees’ performance: A case of Ministry of Energy.

The ministry is the main focus for the study. The choice is based on your strategic importance in the achievement of development goals in the country. I kindly request your assistance by availing time to respond to the questionnaire. Any documentations, strategic plans, reports or journals that you may have that are relevant to this topic of study may be availed to me at your discretion.

Your assistance will be highly appreciated. The information which will be gathered will purely be used for academic purposes only.

Thanks in advance

Yours Sincerely,
Luka. M. Kaburu
Appendix II: Research Questionnaire for Appraisers

1. State your gender
   Male [ ]
   Female [ ]

2. State your age
   Below 25 years [ ]
   25-30 years [ ]
   31-35 years [ ]
   36-40 years [ ]
   41-45 years [ ]
   46-50 years [ ]
   Above 50 years [ ]

3. How long have you been working in the ministry of energy?
   Less than 2 years [ ]
   2-4 years [ ]
   5-10 years [ ]
   11-15 years [ ]
   16-20 years [ ]
   Over 20 years [ ]

4. What is your highest academic qualification?
   A’ Level [ ]
   O’ Level [ ]
   Graduate [ ]
   Masters [ ]

5. How often do you appraise those under your watch?
   Quarterly [ ]
   Twice a Year [ ]
   Yearly [ ]
   In 2 Years [ ]

6. What performance measures/indicators does the Ministry utilize?
   Ministry Goals [ ]
   Targets [ ]
   Time management [ ]
   Team Efficiency [ ]
   Accomplishments [ ]
   Others (Specify) ____________________________________________

7. Listed below are some of the probable results of performance appraisal in the Ministry. Please indicate the extent whether it is accurate or not according to given scale.
Appraisal provides an opportunity for both appraisers and appraisees to clarify each other’s point of view on the scope of work and expectations.

When an employee and administrator/supervisor talk about Ministry goals during an appraisal, the employee gains a greater sense of team belonging, thus boosting his morale.

Appraisal allows staff to see their own strength and weaknesses.

Appraisal provides an opportunity to identify staff training needs and to provide them with necessary training.

Poor performers are offered a chance to improve.

Staff performance helps employees on time management through planning and setting of deadlines.

Staff performance helps employees meet performance targets.

If staff’s overall performance in the appraisal is consistently poor, the Ministry may terminate their employment.

9. Any other comment on effect of staff performance appraisal on performance?

---

Thanks a lot for your time and cooperation.
Appendix III: Research Questionnaire for Appraisee

Kindly answer the following questions honestly and to the best of your knowledge.

Where provided with options tick as appropriate and where an explanation is required fill in the blank spaces.

Section 1: General information

1. State your gender
   - Male [ ]
   - Female [ ]

2. State your age
   - Below 25 years [ ]
   - 25-30 years [ ]
   - 31-35 years [ ]
   - 36-40 years [ ]
   - 41-45 years [ ]
   - 46-50 years [ ]
   - Above 50 years [ ]

3. How long have you been working in the ministry of energy?
   - Less than 2 years [ ]
   - 2-4 years [ ]
   - 5-10 years [ ]
   - 11-15 years [ ]
   - 16-20 years [ ]
   - Over 20 years [ ]

4. What is your highest academic qualification?
   - A’ Level [ ]
   - Graduate [ ]
   - O’ Level [ ]
   - Masters [ ]

5. How often are you appraised?
   - Quarterly [ ]
   - Twice a Year [ ]
   - Yearly [ ]
   - In 2 Years [ ]

Section 2: Effect of Staff Appraisal on teamwork

6. To what extent do you think that teamwork has improved as a result of performance appraisal?
   - Very large extent [ ]
   - Large extent [ ]
   - Moderate extent [ ]
   - Low extent [ ]
   - Very low extent [ ]
Section 3: Effect of Staff Appraisal on performance target

7. What is your general opinion on performance targets in your department?
   - Realistic [ ]
   - Attainable [ ]
   - Not Realistic [ ]
   - Not Attainable [ ]
   - Poorly designed [ ]

8. To what extent can you attribute your achievements of performance targets to staff appraisal in your department?
   - Very large extent [ ]
   - Large extent [ ]
   - Moderate extent [ ]
   - Low extent [ ]
   - Very low extent [ ]

9. To what extent do you think that performance appraisal influences performance targets in the Ministry of Energy?
   - Very large extent [ ]
   - Large extent [ ]
   - Moderate extent [ ]
   - Low extent [ ]
   - Very low extent [ ]

Section 4: Effects of Staff Appraisal on personal development and training

10. Which are the main areas covered by the Ministry's training programs to its employees?
    - ICT [ ]
    - Management [ ]
    - Technical [ ]
    - Renewable Energy [ ]
    - Conservation [ ]
    - Others (Specify) [ ]
11. How often does the training take place within the Ministry of Energy?

- Continuous [ ]
- Quarterly [ ]
- Twice a year [ ]
- Yearly [ ]
- After 2 yrs [ ]

12. To what extent has performance appraisal influenced your training in the ministry?

- Very large extent [ ]
- Large extent [ ]
- Moderate extent [ ]
- Low extent [ ]
- Very low extent [ ]

13. To what extent has appraisal contributed to your personal development within the ministry?

- Very large extent [ ]
- Large extent [ ]
- Moderate extent [ ]
- Low extent [ ]
- Very low extent [ ]

Section 5: Effects of Staff Appraisal on time management

14. How would you describe the nature of time management at your workplace by employees?

- Very punctual [ ]
- Fairly punctual [ ]
- Normal [ ]
- Slightly late [ ]
- Very late [ ]
15. To what extent do you think staff appraisal has affected time management in the ministry?

   Very large extent [ ]
   Large extent [ ]
   Moderate extent [ ]
   Low extent [ ]
   Very low extent [ ]

16. In your opinion, to what extent has staff appraisal been beneficial to you?

   Very large extent [ ]
   Large extent [ ]
   Moderate extent [ ]
   Low extent [ ]
   Very low extent [ ]

Kindly explain. ............................................................................................................
........................................................................................................................................

17. How do you rate the effect of staff appraisal on employee performance in the ministry?

   Very High [ ]
   High [ ]
   Moderate [ ]
   Low [ ]
   Very Low [ ]

18. What are your suggestions on employee appraisal with the Ministry of Energy and the public sector in general? ..................................................................................................
.......................................................................................................................................