

KENYATTA UNIVERSITY
SCHOOL OF BUSINESS

An investigation into staff performance appraisal tools used for middle and junior staff in non-governmental organizations in the health sector in Kenya.

BY

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DECLARATION

This research project is my original work and has not been submitted to any other university or college for award of a degree. It is being submitted at Kenyatta University in partial fulfilment of the requirements of Master of Business Administration degree programme of the University with the consents of my Supervisors who append their signatures below.



Date 26/01/2005

SUPERVISORS

1. Name – Professor Haggai Okello

Signature - Deceased

2. Phares B. O. Ocholla

Signature 

Date 29.1.05

DEDICATION

This research project is dedicated to my late father, Ben Cheche Gikonyo who encouraged me to undertake a Masters degree programme and provided the initial capital required to start off. Your effort was not in vain and I will never let you down.

ACKNOWLEDGEMENTS

I wish to acknowledge the support received from Sanaa Art Promotions staff and management that enabled me to dedicate time to this research project despite pressure from work.

My dear wife and son cannot go unmentioned for the encouragement that they gave me as I toiled at night to put the pieces together. Had it not been for their understanding and outright support, it would have been impossible to accomplish such a major task.

Special thanks to Mr. Wachira Muchai a lecturer in the department of Business Administration of Kenyatta University for going out of his way to assist in shaping the project to the required standards.

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- Questionnaire for appraised

Defination of Terms

Non-governmental organisations – These are organisations that are neither public nor private in the literal sense. They are generally non-profit making and derive their funds in most cases through donations.

Performance appraisal – As used in the project, this is the method used to evaluate an employee's work performance.

Appraiser – The person conducting evaluation of performance of another

Appraised – The person whose performance is being evaluated

Rater – the person evaluating the performance of another

Rated – the person whose performance is being evaluated

360-degree method – This is a performance appraisal method that allows for performance evaluation to be multi sided. The evaluated person evaluates him/herself, is evaluated by peers, seniors, subordinates and customers

Chapter 1

Introduction

Over the past sixty years performance appraisal has become such commonplace in organizational life that virtually every company has an appraisal system (Grote, 1996). Research shows there are many approaches to evaluating employee behaviours and performance relative to job tasks and/or organizational culture. As a result, various applications of performance appraisals have left managers in a state of confusion and frustration with the employee evaluation process. In fact, no one seems satisfied with the system they have or content with the results it produces. "Performance appraisal systems are a lot like seat belts, most people believe they are necessary, but they don't like to use them" (Grote, 1996).

Performance appraisal is one of the most complicated and most studied subjects in the human resources field. It is complicated because of its application varies among its users. Managers and organizations use appraisal to do everything from promotion to lay-off and, because of the legal issues surrounding performance appraisal, they are usually watered down from their original intent. Due to varying applications, there are many theories to build upon which have brought about many studies dissecting appraisal usage and suggesting new uses in organizations.

The literature on performance appraisal has evolved from one that is characterized as a movement from an early emphasis on the person, through focus on the job, to a recent return to the person (Milkovich & Boudreau, 1997). Early performance appraisal methods were fairly simplistic and involved ranking and comparing individuals with other people (e.g., simple ranking methods). However, these early person-based measurement systems often exhibited a number of problems As a

result, research made a transition to job-related performance assessments. Thus, performance measurement was modified from being person oriented to behaviour oriented: the emphasis being on those tasks or behaviours that were associated with a given job (Welbourne and Johnson, 1998).

Research regarding performance appraisal is plentiful, each taking different approaches to problems that have arisen in the various applications. For every study done there are findings that add to one element of performance appraisal, but nothing that can be generalized across the fields of studies. Researchers tend to focus on a one size fits all approach and not the needs and goals of the organization and what tool best measures employee performance in relationship to organizational goals. Since the research does not agree on any particular tool or use of a performance tool, it seems more worthwhile to look at the collection of tools that might meet organizational needs than to look at one particular tool to be the panacea for performance management.

In, *Improving Staffing Practices in Student Affairs*, Winston and Creamer (1997) concluded the following about performance appraisal practices:

The purposes of performance appraisal are in most cases unclear. Most performance appraisal methods used can demonstrate only modest support that the system promotes staff improvement and almost no evidence that it contributes to institutional betterment.

Most organisations employ simple conventional ratings of staff once a year. In an appreciable number of institutions, the performance appraisals are not communicated to the staff members, or the method used to communicate reinforces the perception that the process is an empty formality.

Informal appraisals in conjunction with formal processes seem to be the most effective approaches used by most firms. Most staff members report a lack of confidence in or deny the effectiveness of formal-based appraisal processes.

As Creamer and Winston (1999) summarize the situation, “performance appraisal systems are essential to enact policy and are tied to fundamental issues of quality and effectiveness; administrators and supervisors seem to dislike and resist evaluating their staff by any system; staff members generally distrust the systems; and most performance appraisal systems produce unfavorable effects in areas of staff performance or institutional effectiveness, or both.”

1.1 Statement of the problem

Research findings on performance appraisals over the past 25 years paint a discomfiting picture. Most practitioners receive performance appraisals once a year or even less. Winston and Creamer (1997) reported that 26% to 37% of the surveyed staff had not received a formal performance appraisal in the previous 12 months.

Most supervisors readily acknowledge that performance appraisal should be an essential component of the staffing process, yet, when questioned about it, many conceded that it is the weak link in the staffing practices of their organization; and in fact, it is frequently performed in a perfunctory, mechanical manner, or ignored all together. (Creamer & Winston, 1999)

From the above scenario, it is clear that performance appraisals though acknowledged as an important process in most institution, are rarely conducted in the right manner and the results

of such appraisals are misleading as they do not measure performance using objective standards and neither are their findings acceptable across the board.

Performance appraisal sessions are the only forums that the supervisors have an opportunity to give feedback to employees about their performance. Yet, inspite of the fact that the junior and middle level employees being the ultimate beneficiaries (or losers) of the system, they are rarely involved in the development and implementation of the appraisal tools. They in most cases do not understand the criteria used in the appraisal neither do they understand how the supervisor arrive at his/her conclusions about their performance.

The result of failure to involve the rated in development of the appraisal tool result in their non-acceptance of the result of the appraisal exercise. Appraisals are viewed as a management tool that do not represent actual performance of employees. The supervisors are seen as biased in their assessment. This is especially so for those whose performance is assessed as wanting. Since they do not accept the results, those lowly rated in most cases rarely improve. They view themselves as victims of a biased appraisal system and blame their performance grades on supervisor's bias. Infact, preliminary investigation suggests that there is a big variance when employees appraise themselves or are appraised by their peers and when their seniors appraise them. The problem is compounded by the fact that in most cases, the appraised do not know the outcome of the appraisal exercise. The supervisors conducting appraisals treat it with secrecy. When forwarded to human resources officers, appraisal reports are filed and nothing comes out of them. Why is such an important exercises which all agree to undertake not yield the desired results?

1.2 OBJECTIVES OF THE STUDY

1. To determine whether a staff performance appraisal system is in place in non-governmental organizations.

2. To determine the staff performance appraisal tool used in non-governmental organizations.
3. To determine why staff performance appraisals do not lead to improved performance among the appraised.
4. To establish why the appraisal results are rarely accepted by the rated.
5. To determine how appraisals forms and results thereof are treated after the exercise.

1.3 RESEARCH HYPOTHESIS

1. Most non-governmental organizations in the health sector have an appraisal system in place
2. Confidential report by the immediate supervisor is the most commonly used method of performance appraisal in non-governmental organisations.
3. There is a low level of acceptance of the appraisal results as top level manager and human resources officers develops the tool with little or no input from supervisory and low ranking staff.
4. Performance appraisal forms are filed after the appraisal and nothing comes out of them.

1.4 SIGNIFICANCE OF THE STUDY

The study will shed some light on designing an effective appraisal system for non-governmental organizations.

The findings of the study are likely to lead to a better understanding on how best to improve performance appraisal in organizations to ensure that they serve the purpose for which they are designed.

Through better design of appraisal tools, results of appraisal exercises are likely to be more accurate and acceptable to the rated, leading to improved performance at the work place.

The study will hopefully establish existing gaps in performance appraisal design and make several recommendations as well as raise queries that are likely to lead to more interest and research in the field.

1.5 SCOPE OF THE STUDY

The study targeted a selected sample of 40 non-governmental organizations in the health sector. This was based on 10% of Non-governemntal organisations in the health sector. According to a recent directory of non-governmental organizations (copy attached), there are 2414 registered Non-governmental organisations in the country carrying out a wide range of activities. Out of this, 393 organisations are in the health sector. However, only 31 organisations responded. The rest did not send back questionnaires sent to them and were inaccessible to the researcher.

Questionnaires were posted to Human resources managers and administrators who design appraisal tools and line managers who carry out the appraisals.

The middle level employees together with low ranking staff who are normally the subject being appraised were also interviewed using questionnaires and face to face interviews where applicable. The researcher had target 150 employees but managed to get response from 120 participants.

Chapter 2

2.0 LITERATURE REVIEW

2.0.1 Defination

Performance appraisal is defined as the evaluation of an employee's past performance relative to his/her performance standards. It is essential to monitor an employee's performance on a regular basis. Performance appraisal is designed to avoid subjectivity in judging job performance.

The topic of performance appraisals and in particular controversies arising from its administration is well documented.

According to Winston and Creamer's (1997) definition of performance appraisal--

Which builds on the important work of Brown (1988) and Grote (1996)—it is an organizational system comprising deliberate processes for determining staff accomplishments to improve staff effectiveness.

2.0.2 Performance appraisal process

Performance management is critical to a manger's organizational success. Most of what a manager/supervisor does is dependent upon his ability to evaluate his resources and make sound decisions. Nowhere is evaluation more important and necessary than it is with his human resources. An ongoing process of manager/employee interaction regarding job performance fosters a climate in which individuals and organizations achieve goals (Robertson, 1996).

Others view performance appraisal as more trouble than it's worth or against organizational cohesiveness because of the many problems or inconsistencies that arise when appraisals are used. Proponents of Total Quality Management, which

does not support appraisals, argue that they are based upon “flawed” theory and nothing could overcome the defects that occur (Roberts, 1998).

The performance appraisal process is one of the most complex activities in human resource management. There are numerous “veto points” that derail even the most carefully designed systems. Rater bias (error), unclear performance standards, inadequate documentation, attribution error, and an absence of training are a few of the factors that reduce performance validity and reliability (Roberts, 1998). Each point has contributed to surmountable research, which appears caught in an infamous loop of research with no relief in sight. Each of the aforementioned “veto points” contributes to the ongoing studies of performance appraisal as a necessary management tool.

2.0.3 Rater Error

Rating error reduces reliability, validity and utility of the performance appraisal system (Roberts, 1998). A tremendous amount of research and practice focuses on reducing rating error in leniency, halo and recency error. Reducing rating error is extremely difficult because of its many causes and manifestations. There have been many strategies proposed to deal with rating error; however, they are not significantly strong because laboratory studies are found not as accurate. A field study (Harris and Smith, 1995) found supervisors (raters) reported a greater leniency when decisions were administrative based (used to make personnel decision) than did those that were researched based (for validation study). Their findings support previous work that laboratory studies regarding rater error are not reliable; therefore, solutions birthed from laboratory studies should not be considered generalize able.

Halo effect is another aspect of rating error that influences the appraisal process. The halo effect involves supervisors giving subordinates favourable evaluations although their performances are not worthy. Supervisors basically overlook poor performance because they like the subordinate. Lefkowitz (2000) concluded from his review of 24 studies that supervisors' positive regard for subordinates is often found related to greater halo effects and better interpersonal relationships.

Recency error has also been researched as a contributor to rating error. Studies show that supervisors will evaluate performances that are most recent. Roberts (1998) reported that supervisors will "save up" good or bad performance and present them at the appraisal interview. By doing this, earlier incidents are often lost.

Solutions to reduce rater error suggest supervisors receive training and follow-up training on how to rate performance appraisals (Roberts, 1998; Bowman, 1999). Although training may be the answer in some cases, in others it's not as useful due to other factors that distort ratings. For example, Roberts, 1998, found four of out ten supervisors agreed that employees receive much of the blame for poor performance when in reality its poor management practices. Training supervisors to reduce rating error is important but it's not the solution in all instances.

2.1.0 Performance Standards

Performance standards are more acceptable when employees are informed what performance is expected (Allan, 1994). Research shows that role ambiguity is negatively related not only to job satisfaction, but also to performance (Brown and Peterson 1994). Brown and Peterson (1993) state that uncertainty about aspects of the job also inhibits the employee's ability to perform and has negative impacts on

job satisfaction. Clear expectations and performance standards are vital to an effective performance appraisal system.

Identifying standards carries over into the problems with objective and subjective measurements.

2.1.1 Objective and Subjective Measures

Controversy usually surrounds which measurement is appropriate for the job being evaluated? Objective measurements are data driven (such as amount of scrap, sales volume and number of errors) and easier to collect. "These variables directly define the goal of the organization, but they often suffer from several glaring weakness, the most serious being unreliability and modification of performance by situational characteristics (Schneier and Beatty, 1982). Therefore, others look at subjective measures to place more emphasis on job performance.

Subjective measurements are dependent on human judgment and prone to errors associated with the rating process. "To be useful the must be based on careful analysis of the behaviours being viewed as necessary and important for effective job performance" (Cascio, as cited in Schneier and Beatty, 1982).

2.1.2 Absence of Training

Supervisory personnel rarely receive training on how to write or conduct effective evaluations. Somewhere an assumption was made that anyone worthy of becoming a manager or supervisor has the innate ability to appraise the work of others accurately (Ramsey, 1998). Results show that lack of training leads to ineffective appraisal systems. Similar results occur when peers evaluate peers as in 360-

Degree evaluations. Training individuals, particularly the management, in the use of appraisal tools is just as important as the development of the appraisal techniques (Daley, 1992).

Information on what the appraisal process is and how to use it is only the beginning of a training program. Troubleshooting, or diagnostic skills that enable a supervisor to introduce adjustments and correction in the appraisal process, are also called for (Daley, 1992). Rater bias, conducting performance interviews, coaching, and mentoring are a few of the topics that need to be covered in training.

No performance appraisal system can meet all the needs of an organization. Most appraisal systems were designed to fulfill organizational needs to measure employee performance, or to cover legal issues. Many organizations continue imitating the appraisal process only to find systems invalid or unreliable. In light of past and present research on the problems with performance appraisal tools, how is a manager to select a performance tool that best meets the needs of its organization and employees?

Tom Philip (1983) argues that the reluctance to allow subordinates the freedom to set standards is the belief that they will set standards which are easy to achieve and so make their life easier. This is a fallacy since human beings are known to set high standards for themselves when given an opportunity to do so in the belief that lower standards lower their self esteem.

To appraise performance effectively, valid yardsticks must exist. Absence of objective measures means that performance can only be judged subjectively with the attendant dangers of prejudice, bias, inconsistency and inaccuracy. Subjective evaluation can lead to

subordinate and manager holding different views that can lead to conflict when performance is being discussed.

Some evidence demonstrates that different raters attach importance to different performance factors or criteria. The supervisor is likely to consider the technical aspect of work, job knowledge to be an important performance criterion, as well as initiative and dependability (Miner, 1968); Sander and Peay, 1975). Peers because they spend more time with employee seem to weigh interpersonal skills heavily as do the employees themselves (Levinson, 1973).

Borman and Vallon (1974) found that peers and supervisors generated different performance dimensions for the same job. This difference in perspectives can cloud the performance dimensions used in appraisal, particularly if they are general. For example, 'quality of work' can be interpreted differently, depending on what is considered important by the appraiser.

Different rater groups are also motivated by different source of bias. The supervisor may for example rate primarily because of administrative decisions and distribution of rewards must be justified by performance ratings of subordinates (Sander and Peay, 1975). The supervisor must however consider that exceptionally high ratings may encourage employees to exert pressure on the supervisor for unavailable salary increases. Further, there is reason to believe the manager may rate less leniently because of some rivalry with subordinates and the need to feel more competent (Levinson, 1972).

Peers may also feel some rivalry with their colleague, but peers may rate more leniently because of mutual respect, attraction, and a sense of togetherness. Employees themselves are motivated to get the highest ratings possible since PA ratings have personal consequences in the present and future (Levinson, 1972; Schneir, 1977).

Different raters groups may be influenced not only by their biases and perspectives but also by their ability to rate performance accurately. Organizational positions for example may be

connected with ability to rate, because peers are subordinates may have more relevant (and frequent) opportunities to observe the employee than does the supervisor.

A study by Latham and Saari (1979) show clearly the importance of participation. The individuals who were involved in the actual setting of goals (as well as measuring success against those targets) and were given support by the experimenter, set higher goals (than those who were not involved) and actually performed at higher levels.

Involving employees in appraisals is however a delicate matter. Rosen (1967), for example found that those supervisory skills most important in getting employee participation were found least likely to be present in the managerial population. Involving employees does not in other words come naturally to managers.

Involving employees in the appraisal process is an investment with both costs and returns. The cost involve sharing control of the PA process, a change some managers are not likely to take kindly. There is also the risk of introducing data that present a different picture of how the employee is doing (a problem of consistency or consensus is a priority) Another cost is the required time (sometimes of unknown amount) to involve the employee. The return is likely to be a psychological one; both manager and employee will probably be more satisfied with the entire process and perhaps even create more open communication (Devries David L., Morrison Ann M., and other, 1981)

2.2.0 Recommendations for improving performance appraisal practices

1. Performance appraisal can be a useful part of the staffing process. However, to realize that potential it must be closely connected to the ongoing supervision process and must be directly linked to the staff development process. If the institutionally sanctioned performance appraisal process, especially the report forms, do not allow for individualized appraisal based on pre-established goals, then it is recommend that

firms devise a supplemental process and form that will allow meaningful performance appraisal to occur.

2. At least annually evaluate the performance appraisal system and make adjustments based on the results of the evaluation.
3. Guard against systematic biases in the appraisal process. There must be active diligence in this regard. Publishing the criteria used in staff evaluations and conducting periodic public discussion about them may help a unit keep its guard up against such occurrences" (Winston & Creamer, 1997,)

2.2.1 Performance appraisal methods

Behavioral Anchored Rating Scales. - The term used to describe a performance rating that focuses on specific behaviors or sets as indicators of effective or ineffective performance, rather than on broadly stated adjectives such as "average, above average, or below average".

Checklists. - The term used to define a set of adjectives or descriptive statements. If the rater believe the employee possess a trait listed, the rater ticks the item; if not, the rater leave the item blank. Rating score from the checklist equal the number of ticks.

Critical Incident Technique. - The term used to describe a method of performance appraisal that make lists of statements of very effective and very ineffective behavior for employees. The lists are combined into categories, which vary with the job. Once the categories have been developed and statements of effective and ineffective behavior have been provided, the evaluator prepares a log for each employee. During the evaluation period, the evaluator records examples of critical behaviors in each of the categories, and the log is used to evaluate the employee at the end of the evaluation period.

Graphic Rating Scale. - The term used to define the oldest and most widely used performance appraisal method. The evaluators are given a graph and asked to rate the employees on each of the characteristics. The number of characteristics can vary from one to one hundred. The rating can be a matrix of boxes for the evaluator to check off or a bar graph where the evaluator check off a location relative to the evaluators rating.

Narrative or Essay Evaluation. - This appraisal method asks the evaluator to describe strengths and weaknesses of an employee's behaviour. Some companies use this method exclusively, whereas in others, the method is combined with the graphic rating scale.

Management by Objectives. - The management by objectives performance appraisal method has the supervisor and employee get together to set objectives in quantifiable terms. The appraisal method has worked to eliminate communication problems by the establishment of regular meetings, emphasizing results, and by being an ongoing process where new objectives have been established and old objectives had been modified as necessary in light of changed conditions.

Paired Comparison. - The term used to describe an appraisal method for ranking employees. First, the names of the employees to be evaluated are placed on separate sheets in a pre-determined order, so that each person is compared with all other employees to be evaluated. The evaluator then checks the person he or she feels had been the better of the two on the criterion for each comparison. Typically the criterion is the employees over all ability to do the present job. The number of times a person has been preferred is tallied, and the tally developed is an index of the number of preferences compared to the number being evaluated.

360-degree appraisal The method allows for feedback from people other than the individual's manager (360 degree) gives a more realistic view of employee performance. The employee performance is evaluated by his/her peers, juniors, customers and seniors. It is an all round performance evaluation method. Introducing the method into an organisation is not easy. Feedback creates unease - particularly where it's not standard practice. People will be suspicious of what the 360-degree feedback is going to be used for.

There are seven stages to effective 360-degree feedback appraisal:

-Define objectives

-Design the system

-Broadcast the objectives

-Communicate objectives of the exercise are to everyone concerned so that they understand:

This communication process will ensure that you gain people's commitment and address any concerns that they have.

-Issue the Questionnaire

-Analyze the Completed Questionnaires

-Feedback information to the appraised -you respond back to the appraised - from the analysis of the questionnaires - and put together any development plans that are

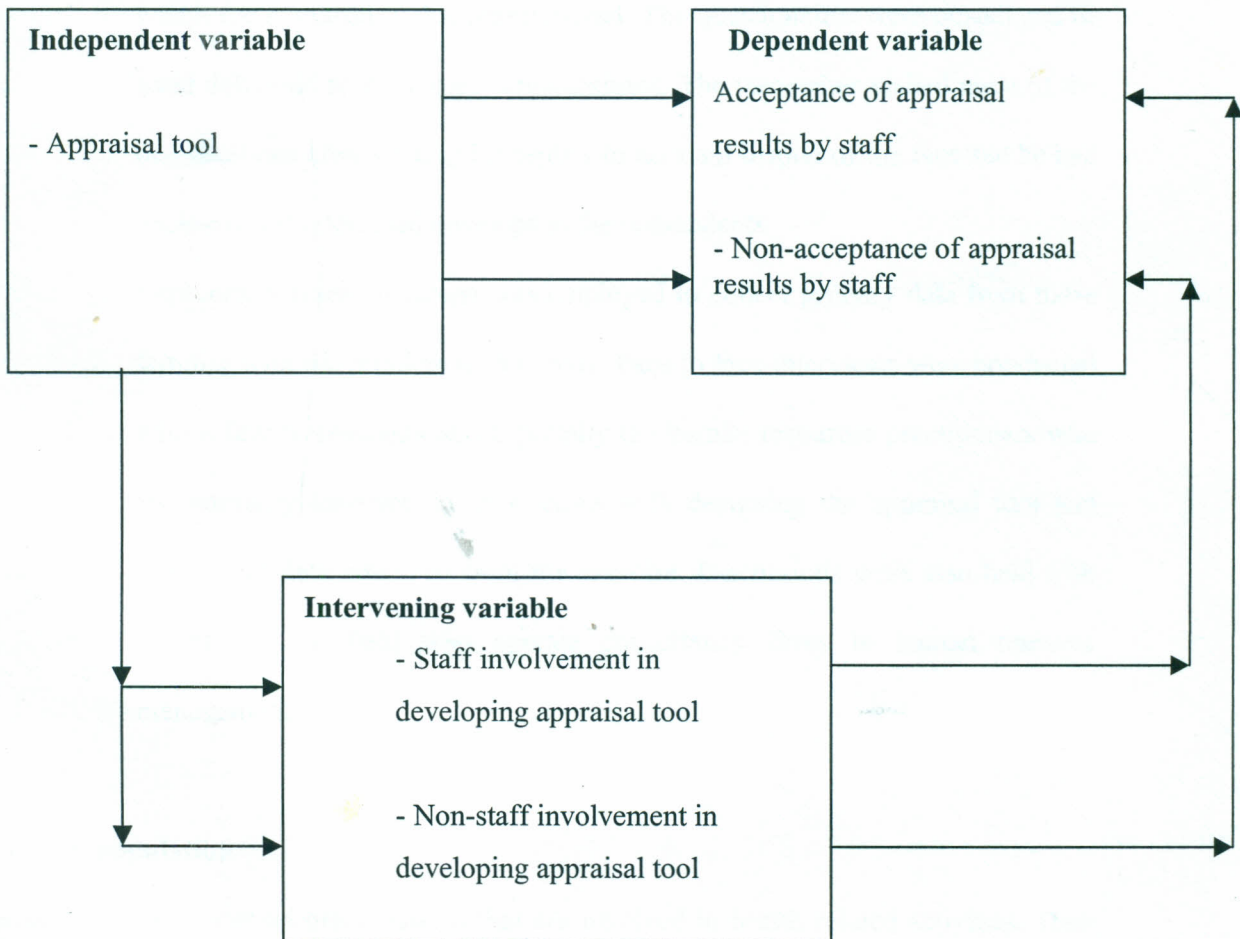
Implement development plans. At this stage the development plans are implemented, and monitored, to make sure that progress is made. You'll need to support the people involved with guidance and encouragement.

Identifying weak areas for employees to focus on can be de-motivating, so showing support for them to improve can be a great uplift for them.

2.3 Theoretical framework

The tool used in performance appraisal determines the level of acceptance of appraisal results. Appraisal tool is the independent variable, while the acceptance or non-acceptance level is the dependent variable.

The level of staff involvement in designing the appraisal tool will have an impact on the acceptance or non-acceptance of the appraisal results. Where staffs are involved in designing the appraisal tool, the level of acceptance of appraisal results is higher than when they have no say in designing the tool.



Chapter 3

3.0 Research Methodology

The following methods were used in the project.

Analysis of secondary data – This involved a detailed review of available literature on the subject and conclusions made by other scholars on the subject. Journals, periodicals and books on the topic were reviewed.

Questionnaire –two sets of questionnaires were developed and administered. One set was for management staff that carry out performance appraisals in the course of their work, while the other questionnaire was for junior staff for which the appraisal tool is administered. The questionnaires were posted and or hand delivered to the project organisations. The researcher visited most of the organisations after waiting for replies to no avail inspite of the fact that he had enclosed self-addressed envelopes to the respondents.

Exploratory research design was employed to collect primary data from those familiar with the problem under study. Face to face interviews were conducted with a few respondents and especially the human resources practitioners who are normally involved in most cases with designing the appraisal tool and analysis of data collected from the exercise. Discussions were also held with experts in the field who operate consultancy firms in human resource management.

3.1 Target population

Selected Non-governmental organizations that are involved in health related activities. Their identity was as in a directory published in 2002 by Non governmental Bureau. The researcher had targeted 40 out of 393 non-governmental organisations in the health sector. Only 31

organisations responded as the rest could not be traced, while others were very far geographically and with limitation of resources could not be visited and yet others were unco-operative. These organizations employ a combined work force of approximately 1200 staff. The firms have their offices around Nairobi with satellite field offices all over the country. Most of the work force is made up of field staff that is employed on contract of average 2 years. The organizations involved are engaged in implementing donor-funded projects mostly among the poor.

3.2 Sampling Strategy

Probability sampling design was used to select the firms that were involved in the research project. A list of all Non-governmental organizations in the health sector was drawn on alphabetical order. Every tenth firm in the order was selected.

Within the organizations that were visited, the population was divided in to two clusters. One cluster was for those administering appraisal tool, while the other cluster was for those staff for which the tool is designed and administered.

The researcher selected randomly 5 employees from each participating organization. In firms that had not more than 10 persons, the researcher included all those who were accessible.

3.3 Data Collection Tools

Secondary data analysis. Use of printed materials such as books, periodicals, journals and Internet materials.

Structured questionnaire

Exploratory research to collect primary data from those familiar with the problem under study.

3.4 Data Analysis

The data collection tools yielded both qualitative and quantitative data. Qualitative data was analysed using descriptive methods.

On the other hand, tables and charts were used where applicable to analyse the collected data.

Chapter 4

Data analysis and interpretation

4.0 Introduction

Questionnaires were sent out to 40 non-governmental organizations in the health sector. The questionnaires were in two sets. One set was for appraisers while the other was for the appraised. The respondents were expected to tick the appropriate answer. Of the 40 participating organizations, only 31 could either be physically located or responded to the questions. The researcher had a difficult time visiting the organizations to collect answers to the questionnaires after realizing that the organizations were reluctant or too busy to send back the questionnaires as requested. A total of 120 middle level and junior employees answered the questionnaires as opposed to the projected number of 200 or 5 per selected organization.

Questions that were raised were aimed at;

Establishing whether an staff performance appraisal system exists in non-governmental organisations

Establishing the most preferred appraisal method in non governmental organizations

To establish the level of acceptance of appraisal results

To establish how data from appraisal exercise is used

To establish the focus of performance appraisals (what is appraised).

4.1 Frequency of performance appraisals

	Frequency	%
More than once per year	3	9.7
Once per year	26	84
Less than once per year	2	6
Not at all	0	0
Totals	31	100

From the data collected it was clear that appraisals systems exist in non-governmental organisations. 100% of the surveyed organisations surveyed carry out staff performance appraisal. Appraisals are an annual event. 84% of organisations carry out appraisals once in a year, 6% appraise twice a year. Being an annual event, it is evident that though staff performance appraisals are an integral part of modern organizational systems, it is not yet being given the attention that it deserves. A once per year exercise is unlikely to yield a good picture of an employee performance through out the year.

4.2 What is assessed in performance appraisals and acceptance of results

Most supervisors (72%) rarely document exemplarily performance by their employees. The emphasis of majority of those charged with the responsibility of appraising others is on weakness and not the strengths of the rated. 80% of staff interviewed have never discussed with their supervisors areas that they perform well. This is in contrast to 80% of supervisors discussing with those under them areas where they need improvement. This clearly indicated that most appraisers overemphasise the negative performance by the appraised with little regard to the positive performance. An employee is likely to react negatively to a supervisor who does not seem to notice positive improvements and creativity of the employee. Any appraisal exercise has to put weight on the positive side rather than the negative in order to gain acceptability. Emphasis on negative (80%) performance result in employees feeling victimised and hence helpless in improving performance. Since supervisors do not inform their staff when they are doing well (20%), there is little motivation to improve.

	Frequency	%
Number of supervisors discussing positive (when employee is doing well) contribution	24	20
Number of supervisors discussing negative contribution (areas requiring improvement)	96	80

Totals	120	100
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4.3 Designing appraisal tool

Position designing	Frequency	%
Chief Executive	8	26
Immediate Supervisor	0	0
Human resources Officer	13	42
A committee of senior managers	3	9
Consultants	7	23
Totals	31	100

In 68% of organisations surveyed, other than the human resources officer and the chief executive officer, the rest of staff members have no say in designing the appraisal tool. This may explain why acceptance of appraisal results is luke-warm at best. When the appraised have no say in the tool that is used to measure his/her performance, it is unlikely that results would be acceptable. One has to understand the criteria used to measure their performance way in advance if any improvement in performance is expected.

4.4 Acceptability of appraisal results

Level of satisfaction with appraisal results	Number	%
Very satisfied	0	0
Satisfied (neutral)	66	55
Dissatisfied	44	37
Very dissatisfied	10	8
Totals	120	100

37% of the participants showed dissatisfaction with appraisal results in their organizations, while 55% were satisfied (neutral). None of the staff nor the administrators of performance appraisal indicated that they were very satisfied with appraisal results, while 8% were very dissatisfied. Of interest was the way appraisal results were viewed by middle level and low ranking staff as compared to the view of chief executives and human resources practitioners in the surveyed organizations. Though 37% of the middle level and junior staff were dissatisfied with appraisal results, only 2% of the appraisers admitted to dissatisfaction among staff with appraisal results in their organizations.

4.5 Appraisal methods used

Method used	Frequency	%
360-degree	6	10
Confidential reports by supervisor	42	70
Face to face interviews	6	10
Management by objective	6	10
	60	100

Of the participating organisations only 10% use 360-degree appraisal method and of these, 67% employ more than 30 staff. In such organizations, there was a high level of satisfaction with appraisal results (70% of all very satisfied staff). Why then is the method not being used inspite of its presumed superiority? The answer to this question from the findings of this research lies in the fact that, most non-governmental organizations have a small work force (67% employing below 30 staff). With such a small workforce, most organizations do not employ the services of qualified human resources manager/officer. The job of evaluating staff performance is left in the hands of the chief executive who in most cases has no expertise in designing an effective performance appraisal tool. The existence of a relatively advanced

appraisal methods in organizations employing the services of human resources practitioner was an indication that training in best human resources practices is required if an organization is to operate an effective human resources systems.

Moreover, most non-governmental organizations exist to perform specific projects that are tied to donor funding. As such, continuity is rarely guaranteed nor is funding. The projects being implemented are funded for specific periods and skills required for each project are different for each. Thus, staff charged with updating human resources systems and in this case performance appraisals do not have job stability to implement new systems that requires a relatively a long implementation period to perfect. It was evident from the research that, employees are contracted for short durations, in most cases two years which seemed to be the life span of donor funded projects. Between one project and another, there is a duration that most of the non-governmental organizations go without operational funds. During such gaps, employees lose their jobs and are not assured of continued employment once funding resumes. This lack of continuity in employment has contributed greatly to the slow development of an effective staff performance appraisal tool and especially so, the practice of 360 degree appraisal method which require gradual introduction in to organizations to gain acceptability and to ensure that it is understood and accepted by all.

	Over 30 staff	Below 30 staff	Totals
360 degree method	4 (67%)	2 (33%)	6
Confidential report by supervisor	6 (14%)	36 (86%)	42
Very satisfied staff	7 (70%)	3 (30%)	10
Dissatisfied	2 (5%)	42 (95%)	44

4.6 Challenge to staff performance appraisals

When this question was put to Human Resources officer/Managers and other administrators the following results emerged.

Problem facing appraisals	Frequency	%
Lack of appraisal skills by appraisers	7	23
Lack of trust between the supervisors and subordinates	5	16
Lack of immediate benefits to the rated	15	48
Raters bias	4	13
Totals	31	100

When the same question was put to the appraised, the findings were completely different as shown in the following analysis.

Problem facing appraisals	Frequency	%
Lack of appraisal skills by appraisers	43	36
Lack of trust between the supervisors and subordinates	12	10
Lack of immediate benefits to the rated	20	17
Raters bias	45	37
Totals	120	100

As can be seen from comparing the two tables, the rated and the raters do not agree on challenges facing the appraisal system. The raters do not see the problem as being related to lack of benefits to the appraised while the rated tend to attribute the problem to the raters.

Chapter 5

5.0 Conclusions

Performance appraisals in non-governmental organizations are still under developed mainly due to the nature of employment in such organizations. The operation of short contract jobs whose existence is purely based on donor funding in non-governmental organizations has meant that issues of staff development, which is based mostly on appraisals, are relegated to the periphery. Staffs are not hired in most cases for many years. From organizations that participated in the project, it was clear that turn over is generally high.

It also to be noted that there the preference of immediate supervisors as the appraiser is still very much alive. There is need for recruitment or hiring of services of qualified personnel to design an effective appraisal system for most non-governmental organizations. The fact that jobs are temporary in nature does not mean that a system should not be devised to improve on existing methods.

Moreover, appraisal exercises should be open forums for exchange of information about performance between the appraiser and the appraised. There is no point in withholding feedback to the appraised about their performance, as this is the only way they can improve. This brings out the need for revising the method of appraisal to a more participative method. Staffs need to get feedback not only from their supervisors, but also from the peers, juniors and those who consume their services. Such an appraisal system would be effective as opposed to appraisal by the immediate supervisor who in most cases spends little time with the appraised. It is also likely that the peers and consumers of the rated will use different yardstick than the one used by supervisors.

The fact that most non governmental organizations employ only a small workforce that may not require the services of a fulltime human resources manager does not exclude them from

designing a good appraisal system The solution lies in either using consultants or hiring such personnel on part time basis.

It is notable that performance appraisals are conducted in a manner that does not produce results. The supervisor alone determines what is to be appraised, when to appraise and the results of the exercise. The appraised are left out yet they are the beneficiaries or losers of the exercise. There is need to involve the rated in determining the criteria to be used in appraisals.

Keeping appraisal results away from the appraised defeats the aim of the exercise. This however is very rampant in many organizations creating suspicion for the exercise among the rated.

5.1 Recommendations

More research needs to be carried out in this sector on dynamics that have a bearing on human resources systems. For example, it is important to establish the impact of contract employment on employee's performance. Do the employees perform better when they are on contract employment as opposed to permanent employment? From the discussions held with staff in the non-governmental sector, it was evident that short contract employment creates too much anxiety among staff members about the next job. Too much energy is spent on planning for the next job at the expense of the job at hand.

Those charged with the responsibility of rating others should place less emphasis on correcting weaknesses and concentrate more on building on employee's strengths. 80% of those interviewed indicated that their supervisors discussed with them areas that they need to improve on. This contrasts with 20% that have discussed with their supervisors on areas where they are performing well.

There is need to involve staff in all phases of appraisal right from the development of the appraisal too, determining what is to be appraised, analysing the results and deciding on appropriate action.

For performance appraisals to make the desired impact, the subordinate and the supervisor should agree at the beginning of the appraisal period on what is expected of him, be given opportunities to achieve it through frank discussions with the supervisor on a continuous basis and not at the end of the year. This way, employees are likely to improve on their performance when they understand the criteria that will be used to appraise them. Moreover, appraisals should be conducted on shorter durations (I suggest every 3 months) to ensure that problems are detected early and solutions found.

Focus of performance appraisals should also shift to goal related performance factors. A close look at performance tools used by most organizations reveal that what is appraised has no relationship with performance of employee duties and responsibilities. This distorts the whole purpose of performance appraisals. The solution lies in involving the rated in designing the tool instead of relying on human resources practitioners who do not in some cases understand the job being appraised.

APPENDIX 1

NAME	ADDRESS
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AFRICAN FORUM FOR HEALTH SCIENCES	P. O. BOX 54840 NAIROBI
AGED CHILDREN AND WOMEN ORGANISATION	P. O. BOX 19505 NAIROBI
AIDS OUTREACH PROGRAMME	P. O. BOX 12066 NAIROBI
AIDS PREVENTION ASSOCIATION	P. O. BOX 14629 NAIROBI
CHARITY BEGINS AT HOME	P. O. BOX 70301, NAIROBI
CHEPTERWAI HEALTH SERVICES	P. O. BOX 7600 ELDORET
CHERUBIM-THE HOME OF LOVE	P. O. BOX 70301 NAIROBI
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COMMUNITY HEALTH SERVICES INTERNATIONAL (COHESI)	P. O. BOX 58828 NAIROBI
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FAMILY HEALTH INTERNATIONAL	P. O. BOX 38835, NAIROBI
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FAMILY PROGRAMMES PROMOTION SERVICES	P. O. BOX 46042 NAIROBI
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HEALTH PROMOTION AND RESEARCH AFRICA	P. O. BOX 19503 NAIROBI
HEALTH UNLIMITED	P. O. BOX 10018 NAIROBI
HEALTHCARE ASSISTANCE KENYA	P. O. BOX 49069- NAIROBI · 00100
HEALTHNET INTERNATIONAL	P. O. BOX 76133, NAIROBI
HISAN WEPA KENYA	P. O. BOX 14310 NAIROBI
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INTERNATIONAL CENTRE FOR HEALTH INTERVENTION AND RESEARCH IN AFRICA	P. O. BOX 59921 NAIROBI
INTERNATIONAL CENTRE FOR PSYCHOLOGICAL AND SOCIAL ECOLOGY	P. O. BOX 8731 NAIROBI
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INNOVATIVE COMMUNICATIONS SYSTEMS	P. O. BOX 28534 NAIROBI
VETERINARIANS WITHOUT BORDERS · VSF-GERMANY	P.O. BOX 25653 NAIROBI, 00603
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MTONGWE COMMUNITY INITIATIVE (MCI)	P. O. BOX 2114 MOMBASA
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INDEGENOUS TECHNICAL KNOWLEDGE INITIATIVES FOR SUSTAINABLE AGRICULTURE AND	P. O. BOX 421 BUSIA
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WOMEN IN HEALTH EDUCATION AND ECONOMIC LEVERAGE (WHEEL) · KENYA	P. O. BOX 6371 KISUMU
KENYA CENTRE FOR INTENSIVE FARMING	P. O. BOX 872 NAKURU
COMMUNITY BASED LIVESTOCK PROGRAMME	P. O. BOX 33849, NAIROBI
NORTHERN RANGE LANDS DEVELOPMENT PROJECT	P. O. BOX 155 MARSABIT
GENER AND RURAL INITIATIVE SUPPORT SERVICES (GRISS)	P. O. BOX 39612 NAIROBI
INTEGRATED COMMUNITY INITIATIVE	P. O. BOX 9 LUANDA
ENVIRONMENTAL RESEARCH AND POPULATION INITIATIVES	P. O. BOX 67688 NAIROBI
HEALTH AND REPRODUCTION INTERNATIONAL	P. O. BOX 21087 NAIROBI
POPULATION ENVIRONMENT DEVELOPMENT AND RESEARCH AGENCY (PEDRA)	P. O. BOX. 48994 NAIROBI
KENYA WATER FOR HEALTH ORGANIZATION (KWAHO)	P. O. BOX 61470, NAIROBI
COMMUNITY MITIGATION ON HEALTH AND ENVIRONMENT	P. O. BOX 866 NAROK
DEVELOPMENT ALTERNATIVES NETWORKS (DAN)	P. O. BOX. 47598 NAIROBI
KENYA ENVIRONMENT MANAGEMENT	P. O. BOX 696 NAKURU
KENYA SOIL CONSERVATION SOCIETY	P. O. BOX 28773 NAIROBI
KONGASIS COMMUNITY DEVELOPMENT ORGANISATION	P. O. BOX
TRANSMARA DEVELOPMENT AGENCY	P. O. BOX 233 KILGORIS
CENTRE FOR EPIDEMIOLOGY AND POPULATION HEALTH	P. O. BOX 12907 00100, NAIROBI
OFADAT	P. O. BOX 20878 NAIROBI OR P. O. BOX 613 VOI
LUKABU RURAL SANITARY PROGRAMME (LRSP)	P. O. BOX 100 MAUTUMA VIA LUGARI
TRADITIONAL MEDICINE DEVELOPMENT AGENCY	P. O. BOX 66514 NAIROBI
COMMUNITY WORKS · KENYA	P. O. BOX 540 THIKA
INTERNATIONAL CENTRE FOR DEVELOPMENT AND RESEARCH (CIDR)	P. O. BOX 76375 NAIROBI
DOVE GUIDING AND COUNSELLING CENTRE (DOVECOCE)	P. O. BOX 727 KITALE

RAFIKI FOUNDATION OF KENYA	P. O. BOX 48737 NAIROBI
SOLIDARITY WITH WOMEN IN DISTRESS (SOLWODI)	P. O. BOX 17038 MOMBASA
THE AIDS PREVENTION FORUM OF KENYA (APFOK)	P. O. BOX 43844 NAIROBI
THE NATIONAL AUTISTIC CENTRE - KENYA	P. O. BOX 40301 NAIROBI
ACTION NOW-KENYA	P. O. BOX 61781 NAIROBI
SIRGON COMMUNITY INITIATIVE PROGRAMME	P. O. BOX 92 SIRISIA
KENYA EDUCATIONAL AND DEVELOPMENT ORGANISATION	P. O. BOX 1362 KERICHO
MAUWWA COMMUNITY DEVELOPMENT ORGANISATION	P. O. BOX 56580 NAIROBI
WESTERN EDUCATIONAL DEVELOPMENT ORGANISATION	P. O. BOX 1088 MARAGOLI
CHILD INTERNATIONAL FOUNDATION AFRICA	P. O. BOX 67998 NAIROBI
OUTREACH PROGRAMME FOR ENVIRONMENT, HEALTH AND AGRICULTURE (OPEHA)	P. O. BOX 31108 NAIROBI
EASTLAND INFORMATION CENTRE (EIC)	P. O. BOX 64650 NAIROBI
EFFORTS OF THE POOR IN DEVELOPMENT - EPID-KENYA	P. O. BOX 45 MAKINDU
RESOURCE ENGINEERING FOR DEVELOPMENT	P. O. BOX 1117 MARAGOLI
GERMAN FOUNDATION FOR THE WORLD POPULATION	P. O. BOX 28800 NAIROBI
EL - TALLER ORGANISATION	P. O. BOX 00100-10468 NAIROBI
ONE WORLD DEVELOPMENT FOUNDATION	P. O. BOX 501 BUSIA
COMMUNITY INITIATIVE FACILITATION ASSISTANCE (CIFA)	P. O. BOX 216 MOYALE
CENTRE FOR INDIGINEOUS KNOWLEDGE SYSTEMS AND BY PRODUCTS	P. O. BOX 66344 NAIROBI
COMMUNITY DEVELOPMENT EMPOWERMENT AGENCY	P. O. BOX 33849, NAIROBI
GARBA TULLA DEVELOPMENT ORGANISATION	P. O. BOX 12 GARBA TULLA
OKOA ORGANISATION OF KENYA	P. O. BOX 613 VOI
REACH KENYA	P. O. BOX 303 NAMBALE-BUSIA
WEST KENYA DEVELOPMENT ORGANISATION (WEKEDEO)	P. O. BOX 4045 KITALE
PARTNERS IN POVERTY ALLEVIATION	P. O. BOX 1037 KAPSABET
INTEGRATED DEVELOPMENT AND RESEARCH IN RURAL AREAS OF KENYA (IDRRAK)	P. O. BOX 120 RONGAI OR 41320 NAIROBI
CENTRE FOR INITIATIVES ON RURAL DEVELOPMENT	P. O. BOX 67834 NAIROBI
MANAGEMENT OF ARID ZONES INITIATIVES AND DEVELOPMENT OPTIONS INTERNATIONAL	P. O. BOX 67685 NAIROBI
TECHNOLOGIES FOR PARTICIPATIVE POPULATION DEVELOPMENT	P. O. BOX 72187 NAIROBI
THE CHRISTINA CLINIC INTERNATIONAL FOUNDATION	P. O. BOX 59665 NAIROBI
URBAN INNOVATIVE SOLUTIONS PROGRAMME (UISP)	P. O. BOX 30423 NAIROBI
DEVELOPMENT AND MICRO-CREDIT ORGANISATION (DEMICO)	P. O. BOX 72498 NAIROBI
HORN DEVELOPMENT NETWORK	P. O. BOX 43444 NAIROBI
PASTORALISTS IN DEVELOPMENT	P. O. BOX 463 KAJIADO
SUSTAINABLE PROJECT ADMINISTRATION SERVICES	P. O. BOX 25146 NAIROBI
THE 9TH VISION	P. O. BOX 60375 NAIROBI
INSTITUTE OF PARTICIPATORY DEVELOPMENT (IPD)	P. O. BOX 5557 MALINDI
INTRAH RURAL DEVELOPMENT ORGANISATION INTERNATIONAL (INTRUDOR)	P. O. BOX 2100, KERICHO
EKANI COMMUNITY DEVELOPMENT PROGRAMME (ECPD)	P. O. BOX 131 MUTOMO, KITUI
MWINGI INTEGRATED POVERTY ERADICATION ORGANISATION (MIPEO)	P. O. BOX 63 MWINGI
NATIONAL INTEGRATED RURAL ACCELERATED DEVELOPMENT	P. O. BOX 8537 NAIROBI
POKOT ACTIVE PARTICIPATION ORGANISATION (PAPO)	P. O. BOX
MULTI-PURPOSE DEVELOPMENT CENTRES	P. O. BOX 75354 NAIROBI
COMMUNITY ORIENTED PROJECT SUPPORT (COPSO)	P. O. BOX 25332 NAIROBI
PASTORALIST ORGANISATION FOR WOMEN EMPOWERMENT AND RIGHTS (POWER)	P. O. BOX 48872 NAIROBI
PEOPLE'S DRIVEN DEVELOPMENT (PDD)	P. O. BOX 93950 MOMBASA
INTERGRATED COMMUNITY DEVELOPMENT AID	P. O. BOX. 1449 MERU
BUTERE WOMEN DEVELOPMENT ORGANISATION	P. O. BOX 444 BUTERE
CENTRE FOR HEALTH, POPULATION, ENVIRONMENT AND RESEARCH ORGANISATION (COHE)	P. O. BOX 2217 BUNGOMA
VISION PLAN AFRICA	P. O. BOX
PASTORALIST SHELTER ORGANISATION	P. O. BOX 185 MARSABIT
MOUNT ELGON COMMUNITY ORGANISATION (MECO)	P. O. BOX 52122 NAIROBI
HIV/AIDS VOLUNTEER CORPS FOR AFRICA(HAVCAF)	P. O. BOX
VET CONSULT INTERNATIONAL (VCI)	P. O. BOX 70841 NAIROBI
MEDICINAL COSMOS RESEARCH CENTRE	P. O. BOX 78433 NAIROBI
SAGANA HEALTHCARE SUPPORT SERVICES	P. O. BOX 55107 NAIROBI
FAMILY PLANNING INTERNATIONAL ASSISTANCE	P. O. BOX. 53538 NAIROBI
MANAGING THE ENVIRONMENT LOCALLY IN KENYA (MELIK)	P. O. BOX 21663, NAIROBI
MAP INTERNATIONAL	P. O. BOX 21663, NAIROBI
POPULATION SERVICES INTERNATIONAL	P. O. BOX 22591, NAIROBI
CENTRE FOR RESEARCH AND DEVELOPMENT (CRED)	P. O. BOX 43286 NAIROBI
INDIGENOUS INFORMATION NETWORK	P. O. BOX 74908 NAIROBI
FOUNDATION FOR AID AND EXCHANGE DEVELOPMENT (FAED)	P. O. BOX. 432 NKUBU
CONCERNED CITIZENS FOR HEALTH IMPROVEMENT (CCHI)	P. O. BOX. 29833 NAIROBI
MATANGWE COMMUNITY HEALTH AND DEVELOPMENT PROGRAMME (MCHDP)	P. O. BOX 262 BONDO
ARID LANDS DEVELOPMENT AGENCY (ALDA)	P. O. BOX 205 MARSABIT
C.C.M. - (COMMITATO COLLABORAZIONE MEDICA)	P. O. BOX 47604 NAIROBI
WORLD REACH KENYA	P. O. BOX 2031 MERU
AFRICAN WORLD DEVELOPMENT ORGANISATION	P. O. BOX 948, SIAYA
INTERNATIONAL CENTRE FOR HEALTH DEVELOPMENT AND RESEARCH (ICHDR)	P. O. BOX 13892 NAIROBI
KENAIID FUND	P. O. BOX 27751 NAIROBI
LOCALLY INITIATED ORGANIZATION FOR WOMEN, ENVIRONMENT AND DEVELOPMENT	P. O. BOX 754 ELDORET
ADRA SOUTH SUDAN	P. O. BOX 14756, NAIROBI
MEDAIR EAST AFRICA	P. O. BOX 40165, NAIROBI
MERLIN (MEDICAL EMERGENCY RELIEF INTERNATIONAL)	P. O. BOX 76575 NAIROBI
INTERNATIONAL DEVELOPMENT AND RELIEF BOARD	P. O. BOX. 39973 NAIROBI
COUNCIL FOR HUMAN ECOLOGY-KENYA	P. O. BOX 20360 NAIROBI
CHILDREN'S MERCY FUND	P. O. BOX 3423, ELDORET
CHRIST COMPLEX ORGANIZATION	P. O. BOX 3423, ELDORET
COMPASSIONS TO THE REGIONS BEYOND	P. O. BOX
GLORY BLIND FEEDING AND EDUCATION ORGANISATION	P. O. BOX 45250, NAIROBI
GOOD HOPE RWANDA	P. O. BOX 48090 NAIROBI

INTERNATIONAL CHRISTELIJK STEUNFONDS (ICS)	P. O. BOX 13892 NAIROBI
MALTERSER - GERMANY	P. O. BOX 66587 NAIROBI
ORGANIZATION FOR RELIEF AND COMMUNITY DEVELOPMENT (ORCD)	P. O. BOX 9658 NAIROBI
SHALOM CENTRE FOR COUNSELLING AND DEVELOPMENT	P. O. BOX 944, BUNGOMA
THE NEW SUDAN COUNCIL OF CHURCHES (NSCC)	P. O. BOX 66168 NAIROBI
ZOA REFUGEE CARE - NETHERLANDS	P. O. BOX 76294 NAIROBI
CONSUMER NETWORK OF KENYA	P. O. BOX 57801, NAIROBI
CO-ORDINATING COMMITTEE OF THE ORGANISATION FOR VOLUNTARY SERVICE (COSV)	P. O. BOX 57801, NAIROBI
GLOBAL CHILDREN CHARITY	P. O. BOX 450, OYUGIS
MANAGEMENT DEVELOPMENT ASSISTANCE FOR HEALTH AND POPULATION	P. O. BOX 71577 NAIROBI
MERCY - USA FOR AID AND DEVELOPMENT KENYA	P. O. BOX 9574 NAIROBI
BASIS FOR INTEGRATED DEVELOPMENT INITIATIVES	P. O. BOX 2230 MACHAKOS
ALISEI	P. O. BOX 940 MALINDI
SAVE THE CHILDREN FEDERATION, INC.	P. O. BOX 27531 NAIROBI
YOUTH PEACE FOR AFRICA INTERNATIONAL	P. O. BOX. 60607 NAIROBI
FRONTIER AID	P. O. BOX 12403 NAIROBI
EDUCATION FOR SOCIAL RESPONSIBILITY - AFRICA	P. O. BOX 2189 KISUMU
INTERNATIONAL COMMITTEE FOR THE DEVELOPMENT OF PEOPLES	P. O. BOX 74915 NAIROBI
KITUI COMMUNITY DEVELOPMENT ORGANIZATION (KCDO)	P. O. BOX 49384 NAIROBI
LINK INTERNATIONAL MINISTRIES KENYA	P. O. BOX 11299 NAIROBI
MAI (WATER) INTERNATIONAL	P. O. BOX 60902, NAIROBI
MANNA INTERNATIONAL KENYA	P. O. BOX 71577 NAIROBI
NAATH COMMUNITY DEVELOPMENT SERVICES	P. O. BOX 64619 NAIROBI
RAINBOW DEPARTMENT OF RELIEF AND DEVELOPMENT INTERNATIONAL	P. O. BOX 66168 NAIROBI
RELIEF ASSOCIATION FOR SOUTHERN SUDAN	P. O. BOX. 30770 NAIROBI
SAFE HARBOR INTERNATIONAL RELIEF	P. O. BOX 48657 NAIROBI
THE AFRICAN CENTRE FOR HUMAN ADVOCACY	P. O. BOX 49871 NAIROBI
KENYA MEDICARE SERVICES	P. O. BOX 52417 NAIROBI
KENYA MISSION OF WORLD PRESBYTERIAN MISSIONS, INC.	P. O. BOX 43489 NAIROBI
RESOURCE EXCHANGE IN THE ADVANCEMENT OF COMMUNITY HEALTH (RAECH)	P. O. BOX 50201 NAIROBI
EBENEZER COMMUNITY HEALTH CARE AND DEVELOPMENT PROGRAMME	P. O. BOX 15693 NAKURU
RELIEF AND ENVIRONMENTAL CARE - AFRICA	P. O. BOX 40168 NAIROBI
GRACE AND MERCY SITHERS INTERNATIONAL DEVELOPMENT RELIEF AGENCY	P. O. BOX 68121 NAIROBI
AFRICAN REFUGEES FOUNDATION (AREF)	P. O. BOX 19868 NAIROBI
NORTHERN MOTHER AND CHILD RELIEF ORGANIZATION	P. O. BOX. 70635 NAIROBI
INSTITUTE FOR DEVELOPMENT AND HEALTH IN AFRICA	P. O. BOX 27756 NAIROBI
SOMALI REFUGEE ORGANIZATION, SWEDEN	P. O. BOX 54044 NAIROBI
VOLUNTEERS FOR AFRICA (VFA)	P. O. BOX 2044-00100 G.P.O NAIROBI.
COMMUNITY EDUCATION CONCERN	P. O. BOX 60606 NAIROBI
RURAL AND PASTORAL DEVELOPMENT ORGANISATION	P. O. BOX
SOUTH NYANZA BONGU ORGANISATION (SONBO)	P. O. BOX 666 HOMA BAY
MAGRAMA MISSION FOUNDATION	P. O. BOX 12 KAPSUSER
ABYEI COMMUNITY ACTION FOR DEVELOPMENT (ACAD)	P. O. BOX 66589 NAIROBI
AGENCY FOR RURAL DEVELOPMENT AID	P. O. BOX 43574 MOMBASA
CONSUMER LOBBY ORGANIZATION	P. O. BOX 67504, NAIROBI
FOUNDATION FOR AID AND EDUCATION DEVELOPMENT	P. O. BOX 1533, MACHAKOS
HORIZON FOUNDATION	P. O. BOX 39240 NAIROBI
MASONGALENI COMMUNITY ORGANIZATION FOR SUSTAINABLE DEVELOPMENT	P. O. BOX. 405 KIBWEZI
OUTPOST CENTERS INCORPORATED -AFRICA	PRIVATE BAG, ONGATA RONGAI
ARID LANDS INTEGRATED PROGRAMS ORGANISATION (ALIPO)	P. O. BOX 67860 NAIROBI
CO-OPERAZIONE INTERNAZIONALE (COOP)	P. O. BOX 3857 NAIROBI
SOURCE OF LIFE- E.AFRICA	P. O. BOX
INTERNATIONAL RESOURCE INSTITUTE FOR DEVELOPMENT AND ECUMENISM (IRIDE)	P. O. BOX 6161 NAIROBI
KUSKONG	P. O. BOX 30114 NAIROBI
POKOT EDUCATIONAL AND DEVELOPMENT PROGRAMME (PEDP)	P. O. BOX 207 KAPENGURIA
EQUATORIAL COMMUNITY DEVELOPMENT INITIATIVES	P. O. BOX 2036 MACHAKOS
KEMAR RELIEF AND DEVELOPMENT ORGANISATION (KERDO)	P. O. BOX 4314 ELDORET
ARID LANDS RESOURCE EXPLOITATION AND DEVELOPMENT	P. O. BOX 295 MARSABIT
POVERTY ALLEVIATION PARTNERS FOR AFRICA (PAPA)	P. O. BOX 78126 NAIROBI
AFRICAN RELIEF AND DEVELOPMENT PROGRAMME	P. O. BOX 77860 NAIROBI
AGENCY FOR PASTORAL HEALTH	P. O. BOX. 19505 NAIROBI
HOMA-HILLS COMMUNITY DEVELOPMENT ORGANISATION	P. O. BOX 760 HOMA BAY
AIDS ORPHANS ORGANIZATION OF KENYA	P. O. BOX 39949, NAIROBI
AKTION AFRIKA HILFE E.V.	P. O. BOX 76598, NAIROBI
CO-OPERAZIONE ITALIAN NORD SUD (CINS)	P. O. BOX 67504 NAIROBI
ADVENTIST DEVELOPMENT AND RELIEF AGENCY -KENYA	P. O. BOX 42276 NAIROBI
RORET INTEGRATED DEVELOPMENT INITIATIVES	P. O. BOX 19655 NAIROBI
AFRICAN MEDICAL NETWORK (AMNET)	P. O. BOX 16164 NAIROBI
KILETIEN ACTION WATER ORGANISATION	P. O. BOX 893 KERICHO

TROPICAL FOCUS FOR RURAL DEVELOPMENT	P. O. BOX 6443 KISUMU
GLOBAL RENEWABLE ENERGY AND ENVIRONMENTAL CONSERVATION NETWORK (GREEN AF	P. O. BOX 58396, NAIROBI
GILTAMANY SAMBURU NOMAD	P. O. BOX 43 ISIOLO
CHRISTIAN CHILDREN'S FUND INC.	P. O. BOX. 14038 NAIROBI
CANADIAN BAPTIST KENYA	P. O. BOX 43864 NAIROBI
CARE INTERNATIONAL	P. O. BOX 43864 NAIROBI
EMPOWERING COMMUNITY PERCEPTIONS ORGANISATION (ECPO)	P. O. BOX 4317 ELDORET
KENYA ASSOCIATION OF PROFESSIONAL COUNSELLORS	P. O. BOX 55472, NAIROBI
NEIGHBOURS INITIAIVES ALLIANCE	P. O. BOX 366, KAJIADO
KENYA NAT. COMMITTEE FOR THE PREVENTION OF ALCOHOLISM AND DRUG DEPENDENCY	P. O. BOX 42276, NAIROBI
COMMUNITY HEALTH INITIATIVE NETWORK (CHINE)	P. O. BOX 56242 NAIROBI
COMMUNITY ECONOMIC DEVELOPMENT CENTRE	P. O. BOX 60 FUNYALA-BUSIA
OXFAM GB	P. O. BOX 40680 NAIROBI
MOI'S BRIDGE COMMUNITY WELFARE ASSOCIATION	P. O. BOX 482 MOI'S BRIDGE
RURAL EDUCATION AND ENHANCEMENT PROGRAMME (REEP)	P. O. BOX 47 BUTULA
CHRISTIAN WOMEN AIDS AWARENESS PROGRAM	P.O BOX 2051 00200 NAIROBI
GRASSROOTS ALLIANCE FOR COMMUNITY EDUCATION (GRACE)	P.O. BOX 18 KAREN 00502 NAIROB
RACHEL'S DEVELOPMENT PROGRAMME	P.O. BOX 162,GATUKUYU OR 9004-00100,NAIROBI
GRASSROTS ALLIANCE FOR COMMUNITY EDUCATION (GRACE)	P. O. BOX 18-KAREN,00502,NBI.
HEALTH FOUNDATION AND AIDS PANDEMIC NETWORK OF KENYA (HFAP)	P. O. BOX 4727-00100,NBI.
POPULATION EDUCATION INSTITUTE	P. O. BOX 778,NJORO-20107
WATER CATCHMENT AND AGRICULTURAL ORGANISATION	P. O. BOX 33581-00200,NBI.
ENVIRONMENT AND HEALTH ACTION NETWORK.. EHAN	P.O BOX 52865 NAIROBI
THE YOUTH AGENDA	P. O. BOX 10174-00100,NAIROBI
CHYULLU INITIATIVE FOR DEVELOPMENT ORGANISATION	P.O. BOX 187,MAKINDU
HEALTH AND WATER FOUNDATION (HWF)	P.O. BOX8986-00100,NBI.
IMOTONG RANGES AGENCY FOR DEVELOPMENT (IRAD)	P. O. BOX 14207,NAIROBI
BIODIVERSITY CONSERVATION AND EDUCATION PROGRAMME	P. O. BOX 3426,ELDORET
LAMURIA COMMUNITY DEVELOPMENT ORGANISATION (LAMCODO)	P.O. BOX 11,NANYUKI
AGAPE DEVELOPMENT MINISTRIES	P. O. BOX 2102,KISUMU
THE KENYA NATIONAL COMMITTEE FOR THE PREVENTION AND DRUG DEPENDENCY	P. O. BOX 42276,NAIROBI
MICRO - ENTERRISE AND ENVIROMENTAL DEVELOPMENT NETWORK	P. O. BOX,753,GARISSA
MIKONO INTERNATIONAL	P. O. BOX,753,GARISSA
YOUTH FEDERATION FOR WORLD PEACE(KENYA CHAPTER)	P. O. BOX. 46973 NAIROBI
GEGSOY DEVELOPMENT AND REHABILITATION ORGANISATION	P. O. BOX 88845, MOMBASA
SOUTH SUNDANESE DEVELOPMENT ORGANIZATION (SSDO)	P.O BOX 16187 00100 NAIROBI
ACTION FOR CHILDREN IN CONFLICT UK IN KENYA	P.O BOX 130 THIKA
YOUTH TRANSFORMATION CHALLENGE OF KENYA	P. O. BOX 76294 NAIROBI
TROCAIRE	P. O. BOX 66300 NAIROBI
INTERNATIONAL MEDICAL COLLABORATION UNIT KENYA	P.O. BOX 5928-00200,NBI.
CAPACITY DEVELOPMENT ORGANISATION - KENYA (CAD -KENYA)	P.O. BOX 49748-00100 NBI.
ASSOCIAZONE PER LA PARTECIPAZIONE ALLO AVILUPPO (ASSOCIATION FOR PARTICIPATIO	P. O. BOX19506,NAIROBI
GLOBAL CONCERN INCORPORATED	P. O. BOX 76562-00508,YAYA TOWERS,NBI..KEN
WOMEN,YOUTH AND CHILDREN DEVELOPMENT	P.O. BOX 32231,NAIROBI
KARIBUNI - KENYA	P. O. BOX 1259 BUNGOMA 50200
LIFE AND ECONOMIC SOLUTIONS AGENDA (LESA)	P.O BOX 322 MARAGOLI
ACTION AID	P. O. BOX 42814 NAIROBI
VOLUNTARY COMMUNITY SERVICES GROUP	P. O. BOX 46310 NAIROBI

APPENDIX 2

Work Plan

Period	Activity	Output
April 2004 to May 2004	Topic familiarisation	Research project topic selected
1 st June – 15 th June 2004	Writing concept paper	Concept paper submitted and accepted by supervisor
16 th June to 30 th June 2004	Literature review, discussions with supervisors	Draft project proposal submitted and discussed with supervisors
1 st July to 30 th August 2004	Refining draft project proposal	Proposal presentation accomplished
1 st September 2004 – 20 th September 2004	Data collection through interviews, questionnaires and analysis of secondary data	31 firms visited and questionnaires administered
21 st September – 15 th October 2004	Analysing data	Data analysis completion
16 th October – January 2005	Project refining, bidding and presentation	Research Project completed presented.

APPENDIX 3

Budget

Activity	Estimated cost in Shillings
Typing services	5000
Internet surfing	3000
Photocopy services	3000
Biding services	4000
External library use	3000
Travel expenses	2000
Miscellaneous expenses	3000
Totals	23,000

APPENDIX 4

QUESTIONNAIRE FOR STAFF PERFORMANCE RATERS

My names are Stephen Cheche, a post-graduate student at Kenyatta University. This questionnaire is for my research project that is a university requirement for all post graduate students. Information given will be used solely for the research project and will be treated with utmost confidence

1. How many employees does the organization employ? A. Over 30 b. below 30
2. Does the organization have an operational staff performance appraisal tool?
A. Yes b. No
3. Who conducts the performance appraisal
 - i. Self assessment
 - ii. Immediate supervisor
 - iii. Peers
 - iv. Others – State
2. Which method does your organization use to conduct performance appraisals?
 - i. Confidential report by supervisor
 - ii. 360 degree (self assessment, peers, customers, seniors all combined)
 - iii. Face to face interviews
 - iv. Others – State
3. Who develops the appraisal tool?
 - i. Chief Executive
 - ii. Human resources administrator
 - iii. A committee of senior mangers with inputs from staff
 - iv. None of the above – state if other

4. How often are staff performance appraisals conducted in the organization

- i. More than once an year
- ii. Once an year
- iii. Less than once an year
- iv. Never

5. In your assessment, how would you gauge the level of acceptance of appraisal results

- i. Very satisfied
- ii. Satisfied (Neutral)
- iii. Dissatisfied
- iv. Very dissatisfied

6. What do you think is the most challenging problem facing performance appraisals?

- i. Lack of skills by raters
- ii. Lack of trust between raters and rated
- iii. Lack of immediate benefit to the rated
- iv. Raters bias

APPENDIX 5

Staff Performance Questionnaire the rated

My names are Stephen Cheche, a post-graduate student at Kenyatta University. This questionnaire is for my research project that is a university requirement for all post graduate students. Information given will be used solely for the research project and will be treated with utmost confidence

1. How often does your manager discuss with you?

Areas where you are performing well

- a. More than once per year
- b. Once per year
- c. Less than once per year
- d. Never

How often does your manager discuss with you areas where you need to improve?

- a. More than once per year
- b. Once per year
- c. Less than once per year
- d. Never

2. Do the organisation have an operational staff performance appraisal tool? Yes/No

3. Were you at any point involved in designing the appraisal tool? Yes/No

4. Are you satisfied with performance appraisals results in your organisation

- a. Very satisfied
- b. Satisfied (Neutral)
- c. Dissatisfied
- d. Very dissatisfied

5. What do you think is the most challenging problem facing performance appraisals?

- i. Lack of skills by the raters
- ii. Lack of trust between raters and rated
- iii. Lack of immediate benefit to the rated
- iv. Raters bias

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