

**THE IMPACT OF PERFORMANCE APPRAISAL ON STAFF  
PRODUCTIVITY AT NATIONAL WATER CONSERVATION AND  
PIPELINE CORPORATION.**

**BY**

**JAYNE K. MWANZA**

**D53/OL/5370/03**

A Research Project Submitted in Partial Fulfilment for the Requirement for  
the Award of Master of Business Administration (HRM) of Kenyatta  
University.

**DECEMBER 2006**

Mwanza Jayne K  
*The impact of  
performance appraisal*



2009/338570

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**DECLARATION**

I declare that this is my original work and has not been submitted for examination in any other University.

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**JAYNE K MWANZA**

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

Signature:  Date: 24/2/07

**DR. MARK O. OGUTU**

**CHAIRMAN, BUSINESS ADMINISTRATION DEPARTMENT**

Signature:  Date: 24.10.07

**MR. DOMINIC NGABA**

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## DEDICATION

I dedicate this work to my family, my parents, my husband - Geoffrey, and our children - Linda, Kelvin and Lorna for their support, understanding and encouragement.

## **ACKNOWLEDGEMENT**

I would wish to extend my gratitude to my supervisor Dr. Mark Ogutu for his tireless assistance, guidance and personal dedication towards the successful completion of this work.

I would also want to register my gratitude to my colleagues for their support.

I am also highly indebted to National Water Conservation and Pipeline Corporation for partly funding me and for providing the necessary support throughout the period of this study.

Finally, I wish to acknowledge the support of Kenyatta University - Business Education Department.

## ABSTRACT

Performance appraisal is a method of evaluating the behaviour of employees in the work place, normally it includes both quantitative and qualitative aspect of job performance. The purpose of the study was to investigate the impact of performance appraisal on staff productivity at the National Water Conservation and Pipeline Corporation. Every organization has its ultimate aim to achieve set goals and objectives. In pursuit of these goals and objectives, efficiency and effectiveness are closely monitored in utilization of both human and non-human resources.

The main objectives were to establish the extent to which employee involvement has affected the implementation of performance appraisal, to determine how the performance appraisal tools used has affected performance appraisal system, to examine the role that performance appraisal feedback plays in successful implementation of performance appraisal, and to determine the appropriate measures to be put in place to enable proper implementation of performance appraisal in National Water Conservation and Pipeline Corporation. The scope of the study was National Water Conservation and Pipeline Corporation and only factors influencing performance appraisal and the employees' productivity were studied.

This study was descriptive in design. The target population was 400 employees of National Water Conservation and Pipeline Corporation. A stratified sample of 80 employees was drawn using stratified random sampling from the target population to represent all employees. Data was collected using a questionnaire consisting of closed ended and few open ended questions. Data analysis involved the use of frequency distributions, and cross tabulations to arrive at pragmatic recommendations. Greater acceptance of performance appraisals by individual employee, improved individual performance, increased use of performance appraisal and effective implementation of performance contracts at the National Water Conservation and Pipeline Corporation are anticipated.

## **OPERATIONAL DEFINITION OF TERMS**

### **Performance**

Performance is the act of doing or accomplishing something or task or a description of what is expected of employees, plus the continuous orientation of employees towards effective job performance.

### **Performance appraisal**

For the purpose of this study, performance appraisal is the systematic assessment of an individual's performance in order to assess the changing needs, potential for promotion or salary review. It is an evaluation of an employees work performance over a given period of time. It is a formalized review of the way in which an employee has been performing on the job.

It is a process by which a superior evaluates and judges the work performance of a subordinate. Performance appraisal systems include the process and procedures involved in implementing, managing and communicating the events involved in performance appraisal. In many cases it is a formal process and is a part of the personnel management policy.

### **Appraisee**

This refers to a person whose performance is to be determined by his/her immediate superior in job undertaking.

**Appraiser**

This is the person who conducts, supervise and implements a formal appraisal exercise within an organization.

**Appraisal period**

This is the length of time during which an employees job performance is observed in order to make a formal report of it.

**Performance management**

This refers to the total process of observing an employees performance against job requirements within a given period of time and appraising it. The objective remains to determine the relevance of individual and work group performance to the organization purposes thus improving the effectiveness of the unit and performance of the employees.

**Reward**

This is the organizational effort to offer to its employee's consideration of their performance input in realization of the company's set objectives.

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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

This chapter provides a general contextualization of the entire study adapted from the outlines of the research proposal, in which the background to the study, statement of the problem and objectives are the main items. The significance, scope and the anticipated limitations of the study are also discussed in this chapter.

### **1.1 Background of the Study**

Performance appraisals may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi annual), in which the work performance of the subordinate is examined and discussed, with a view to identify weaknesses and strengths as well as opportunities for improvement and skills development.

In many organizations - but not in all – 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. By the same token, appraisal results are used to identify the poor performers who may require some form of counselling, or in extreme cases, demotion, dismissal or decreases in pay.

In the effort of performance reform programs, performance measurement has also been emphasised. Armstrong (2001) states that performance measures are agreed on when setting the objectives.

It is quite necessary to define not only what is to be achieved, but also how those concerned will know that it has been achieved. Parameters should provide evidence of whether or not the intended results have been achieved and the extent to which the jobholder has produced results.

Every organization has as its ultimate aim the achievement of set goals and objectives. In pursuit of these goals and objectives, efficiency and effectiveness are closely monitored in the utilization of both human and non-human resources. However, of all the resources available to an organization, human resources are the most valuable.

In order to assess the efficiency and effectiveness of an organization, it is important to put in place an effective performance management program that will ensure all parties concerned are clear on what needs to be done. Most organizations dwell on the performance appraisal; which is a small percentage of the performance management program. In most organizations, the appraisal is usually done once a year. Cole (1995) observed that performance related feedback has been described as one of the most important methods for enhancing employee development and improving individual performance. Most corporations are faced with serious competition to survive in a changing market environment characterized by growing consumer preferences and choices. High cost of production and maintenance of large work force against profitability are exerting pressure on organizations to seek approaches that contain cost at manageable levels yet improve productivity and quality of products and services thus increasing profit margins.

A major concern of every manager is the positive contribution of every employee towards the achievement of the organizational objectives. Organizational effectiveness is often equated with managerial efficiency. Managers can ensure organizational effectiveness by guaranteeing the full utilization of human resources available under their guidance, hence the need for monitoring and measuring the performance of employees.

Performance appraisal is a tool of evaluating the behaviour of employees on the work spot, normally including both the quantitative and qualitative aspect of job performance. Performance appraisal information may be used by supervisors to manage the performance of the employees. Appraisal data reveals performance weakness and strength which managers can use or refer when setting goals or targets for levels of improvement.

Appraisal can either be person oriented (focusing on the person who performed) or work oriented (focussing on the record of outcomes) the person achieved on the job. Performance appraisal is a continuous process involving keeping daily records of the employees.

Performance appraisal helps in identifying the individual's current level of job performance, employee strength and weaknesses. It also enables the employees to improve their performance. It provides the basis for rewarding the employees in relation to their contribution to the organisational goals, motivate individual, identifies training and development needs, identifies potential performance and provide information for succession planning.

The purpose of performance appraisal according to Bruns (1992) is to measure and judge performance, to relate individual performance to the organisational goals, to foster the increasing competence and growth of subordinate, to stimulate the subordinate motivation, to enhance communication between superior and subordinates, to serve as a basis for judgement about salary and promotions and to serve as a device for organisational control and integration.

Performance appraisals have in the recent past become an important management practice utilized by many organizations world over in identifying employees for training, promotion and retention. Over 90% of large organizations employ some form of performance appraisals system and over 75% of the public employment systems require annual performance appraisals (Locker & Teel, 1998; Murphy & Cleveland, 1991; Seldon, Ingraham & Jacobson, 2001).

By 1990s in the Kenyan public service the government operations were mainly on provision of services, which was on administrative procedures. Much emphasis was to provide services according to rules and regulations. Performance management and measurements were not being emphasised upon, and it is a well-known fact one cannot manage what has not been measured, and that which is measured gets done. Emphasis was not made on set targets or standards. Outputs or tangible outcomes were not the main concern.

However by 1991, the Government of Kenya realised that much was not being achieved. Faced with problems with financial crisis worldwide it was very necessary to introduce measures that would lead to performance, production and cost containment measures were also to be taken. This led to introduction of public service reform programs.

In its (Government) efforts to improve performance in the public service it introduced action plan, which led to many meetings and seminars being held. This led to ministerial rationalisation, redefinement of core functions, policy prioritisation, and strategic objectives. There was elimination of overlapping/duplication functions and transfer of non-core functions. Staff rationalisation was done which led to the very first mass retrenchment of civil servants. Offices were merged and those that were not core were abolished.

Other issues in the action plan included training and capacity building in the public service. Performance improvement programs, reform of statutory organisation, management of the current budget, other public sector reform and general reform areas.

To achieve the entire objectives, all employees had to perform. Performance here is the key issue and the government has to put more emphasis on civil service performance. This led to the introduction of performance management and measurement. Performance appraisal is therefore the aspect and tool of performance reform programs.

The Directorate of Personnel Management (DPM) whose mission is to provide policy directions in resource management and development, advice on appropriate organisational structures and initiate reform measures for enhancing service delivery in the public service for sustainable socio-economic development in Kenya has developed general guidelines on annual staff appraisal report.

This led to introduction of performance appraisal in government organisation in the government efforts towards achieving performance as well as Result-Oriented Management (ROM).

Performance appraisal replaces casual assessment with formal systematic procedures. Initially the assessment was done confidentially (behind closed doors) and the appraiser never discussed anything with the appraisee. Managers frequently made ad hoc judgement about the employees but were loath to discuss the grounds on which opinions were based.

According to PriceWaterhouseCoopers (2003), the core of any organization is its staff. How effective an organization maintains a quality team of employees is linked to its ability to manage its staff and recognize the contribution of individuals playing in their terms. Effective performance management systems enable an organization to objectively and systematically rate/appraise employee performance while providing the tools necessary to achieve that performance level and equate it to compensations policy Armstrong (2001).

Performance appraisal systems are complex and often misunderstood. In spite of their widespread use, the appraisal continues to come under considerable scrutiny and criticisms, besides the fact that performance appraisal is most widely researched area in organization psychology (Murphy & Cleveland, 1991)

According to Murphy & Cleveland (1995) employee reactions to performance appraisals is a neglected criterion that requires consideration in evaluating the successes of any performance system. The same sentiment was expressed by Bernadin and Beatty (1984) in their suggestion that employee's reaction appraisals are indications of overall viability of a system. Cole (2002)

The National Water Conservation and Pipeline Corporation was established under the State Corporations Act Chapter 446 of the Laws of Kenya vide Legal Notice No. 270 of 24<sup>th</sup> June 1988 as an autonomous agency reporting to the then Ministry of Water Development. The Corporation was created with the objective of commercializing water sector operations, to achieve financial autonomy in water operation, to improve performance of water supplies and to reduce dependence on public funding of water projects.

The Corporation mandate at the time of establishment included Managing and developing the specified water supplies and projects; supplying water in bulk to water undertakers, ensuring adequate supply of water; and assisting the Government in the formulation and execution of a National Water Development Policy.

The Corporation is under the Ministry of Water and Irrigation. Below the Ministry is the Board of Directors headed by a non-executive chairman. The Managing Director is the Chief Executive and under him are three head of departments (Finance and Administration, Planning and Design, Operation & Maintenance) in the Management of the Corporation.

The Water Act 2002 introduced reforms in the water sector whereby several bodies were introduced to manage water resource in the country.

These water sector reforms changed the role of NWCPC to develop State schemes and spearhead Dam Construction for water supplies, flood controls and other multipurpose uses, land drainage and construction of dykes. Other roles includes carrying out ground water recharge using flood water and developing new, retaining existing and expanding bulk water supply to water services Boards and other service providers. The reorganization of NWCPC as a result of the reforms in the water sector created the need for performance appraisal to enhance efficiency

## **1.2 The Statement of the Problem**

The purpose of PA is to evaluate employees in order to identify the weaknesses and potentialities of the secretariat employees. Employees would be trained and developed to acquire more skills, others rewarded through various ways like salary increments, promotion as well as added responsibilities, establishment of personnel inventory control for succession plan.

Under this system, the appraisal is mainly based on qualifications, length of service and behavioural traits of the employee. To a large extent, the output part of the program does not receive much attention. As a result qualification, character and longevity of service determine progression to seniority. This was criticized by Mc Gregor way back in 1957 (Weihirich et al, 1994). Prudent performance appraisal programs need to be put in place to address the performance needs of organisations and to assist them meet their obligations towards their clients.

Employees fear the process of performance appraisal, they fear to be victimised by the management and argue that there is favouritism and subjectivity from the appraisers.

Employees complain that they do not receive feedback and that the criterion of choosing the best performer is biased and subjective.

Feedback if any comes long after employees have forgotten whether they were appraised at all. This study will try to establish why performance appraisal is not widely accepted by the employees and how this exercise can be improved to achieve high employee performance.

In effect, introduction of effective performance appraisal performance program may mean reviewing the organisation current vision, mission statement, objectives, strategies and information communication technology. Improve performance may also mean that the organisation will experience increased productivity, efficiency and effectiveness in delivery of service to clients. The likely net effect is a satisfied clientele, which may also have a positive impact on prospective clients within the potential market.

There are problems and gaps relating to staff involvement, improper implementation lack of time allocated to the exercise subjectivity (in relating or determining the best performers and the parameters on determining on whom should be rewarded). Therefore factors that affect performance appraisal in the National Water Conservation and Pipeline Corporation were investigated

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of this study was to determine the impact of performance appraisal on staff productivity at the National Water Conservation and Pipeline Corporation.

#### **1.3.2 Specific Objectives**

- a) To establish the extent to which employee involvement has affected the implementation of performance appraisal.
- a) To determine how the performance appraisal tools used has affected performance appraisal system.
- b) To examine the role that performance appraisal feedback plays in successful implementation of performance appraisal.
- c) To determine the appropriate measures to be put in place to enable proper implementation of performance appraisal in National Water Conservation and Pipeline Corporation.

### **1.4 Research Questions**

1. To what extent has employee involvement has affected the implementation of performance appraisal?
2. How has the performance appraisal tools used affected performance appraisal systems?
3. What is the role of performance appraisal feedback in the successful implementation of performance appraisal?

4. What are the appropriate measures to be put in place to enable proper implementation of performance appraisal in National Water Conservation and Pipeline Corporation?

### **1.5 Significance of the Study**

The management of the National Water Conservation and Pipeline Corporation will benefit from the findings of the study. This study will enable especially the Human Resources Managers to formulate sound performance appraisal strategies and policies that will ensure proper performance appraisal is carried out in the organization.

The employees are expected to benefit from the study. Performance appraisal identifies the gaps, and the weak employees are guided and assisted through training and development while those who are able are rewarded through promotions. The management through feedback gets committed to bridging these gaps. The employees get motivated for at least the management recognizes them.

The research is expected to contribute to the body of existing knowledge. It will serve as a point of reference to the future researchers. The government of Kenya will also benefit from the findings of the study as it relates to the current policy on the introduction of performance contracts as a tool of performance management and measurement

## 1.6 Scope of the Study

The scope of the proposed study was the employees of the National Water Conservation and Pipeline Corporation at the headquarters in Nairobi.

The headquarter was considered since it is the decision making body as far as performance appraisal is concerned and is based where the management of the National Water Conservation and Pipeline Corporation operates from.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter highlights the major issues relating to the impact of performance appraisal on staff productivity at National Water Conservation and Pipeline Corporation. The chapter presents the review of the literature in terms of a comprehensive review of the major factors that relate to performance appraisal and provides a summary of the research gaps and conclusion.

#### 2.1 Performance Appraisal

Performance appraisal is an aspect or product of performance management system, one of the instruments considered necessary for checking mechanisms because it essentially contributes to the promotion and maintenance of good governance. Performance appraisal is therefore an instrument of measuring performance and one of the mechanisms for enforcing good governance, efficiency and effectiveness.

However, for performance appraisal to be effective and meaningful, it must operate in a conducive policy, economic and political environment. Since performance appraisal measures the extend to which objectives, tasks and duties have been executed, it must itself be equally transparent, objective and open to scrutiny.

Performance appraisal is not only a central component of any performance management system but also the main, formal method of setting, measuring and achieving performance expectations.

This includes systematic review of performance, staff on a written basis at regular time interval and holding of appraisal interviews at which staff have the opportunity to discuss performance issues, past, present and future on a one-to-one basis with their immediate line managers. This requires various activities namely, appraisal reviewing the past performance appraisal interview, performance planning and future action. The manager must appraise and review the past conduct performance appraisal interview, plan the future, and agree performance targets and development plans and follow up the interview with future action (Pinington and Tony 2000).

The process of performance appraisal determines the overall effectiveness of this essential organizational activity. Performance appraisal works best when both the appraiser and the appraisee participate actively, and express their positions and ideas on performance appraisal. Employees with negative or defensive approach to performance appraisal are not likely to gain from the process or to prosper in the long term. This will be reviewed under the premise that employees who are uncomfortable being active and expressing their positions; and managers who have difficulties in creating a climate for the same are not good at it.

## **2.2 Setting Targets**

In practice there is a good measure of rational thought and emotion intelligence involved in setting the system into motion. The key targets to be achieved need to be discussed between the employee and manager or supervisor so that the employee is genuinely able to commit to the challenge.

According to Kreitner (2002) the criteria to be used need to be understood by both parties because it is oftenly the major source of discontent. It should be achievable as well as measurable and contingency consideration taken into account in case of totally unexpected events affecting the employee's performance.

### **2.3 Employee Preparedness to the performance appraisal**

It is very crucial to prepare both the appraiser and the appraisee. In a situation where both parties are not prepared/trained, there is a likelihood of resistance, misconception and reluctance towards performance appraisal system. Resistance to the performance appraisal also comes from the labour unions. The union's source of resistance stems from their understandable motivation to provide the greatest degree of job security possible from their members and according to the unions, security remains the ultimate context within which personnel decisions must be made (Duane and Sydney, 1999)

Every organisation has to decide upon what is to be appraised as well as who is to be appraised before the approval of the program. Munyali (2005) says that the performance appraisal before being done must have blessings from the senior management who should own it.

### **2.4 Performance appraisal Tools/Methods**

Several methods on performance appraisal include Graphic-rating, checklist, forced choice ranking, paired comparison, forced distribution, behavioural rating scales, management by objectives, critical methods, essay and field reviews.

Increasing attention is being given to broader and more flexible form of performance appraisal with greater emphasis on meaningful feedback (Ferdinand, 2000).

There is a concept of 360° feedback and upward appraisal. The idea of 360° feedback involves an appraisal and feedback from different groups within the work station, peers, and subordinates as well as bosses and possibly internal and external customers. The idea to promote a broader appraisal covering good working relationships, team work and leadership decision making and quality service provision. It is also necessary to be clear about what the feedback data are to be used for assessment, development or both.

Respondents feel a deep sense of mistrust if they are asked to provide data for management development for instance which are then used to assess his or her suitability for an enhanced post in the organisation. An upward review system involves subordinate appraisal of managers. This can help to judge among other things, managers' ability to accept constructive criticism. According to Armstrong (2001) 360° are used to help people develop professionally rather than for personal gains of decisions like pay rise, or promotions.

## **2.5 Linking of Performance appraisal with Pay/Rewards**

Research has shown that employees that see a link between results and pay decision are more likely to prepare for appraisal interview to actively participate and be satisfied with the appraisal system as seen by Shoenfelt (2003).

It's therefore very crucial for the organisation rewards to be contingent on performance result; however Robert (2002) says that "on tying employees pay to appraisal/result puts employees and managers on the opposite sides. The employees in such systems tend to squeeze as much increase out of the organisation while the managers on the other side try as much to keep increases as small as possible. It becomes totally impossible to focus on what ultimately matters over a long term, which is continuous improvement and success for everyone.

## **2.6 The process of Performance Appraisal**

Performance appraisal is a process that involves the assessment of an individual performance on a regular basis. It is the capability to modernise culture by developing and unifying best business practice and then by providing the energy needed to fashion the organisational development (Mc Gregor, 1957),

Performance appraisal is a formalized review of the way in which an employee has been performing on the job, for its in human nature to build hopes or to have expectations and want to know how they are doing their job (Nzuve, 1997). Annual appraisal report, the basic purpose of the staff appraisal is to assess on officers performance in the job as comprehensively and objectively as possible with the help of full knowledge and understanding of descriptions and job requirements (DPM, 1999).

The information in the appraisal report will be used in assessing the training needs and determining the officers' potential for promotion. It is therefore important to provide accurate information on the officer.

The process of performance appraisal determines the overall effectiveness of this very crucial exercise. The exercise works most appropriately when both the appraiser and the appraisee openly and freely participate actively, expressing views and opinions concerning performance appraisal.

## **2.7 Performance Appraisal Feedback**

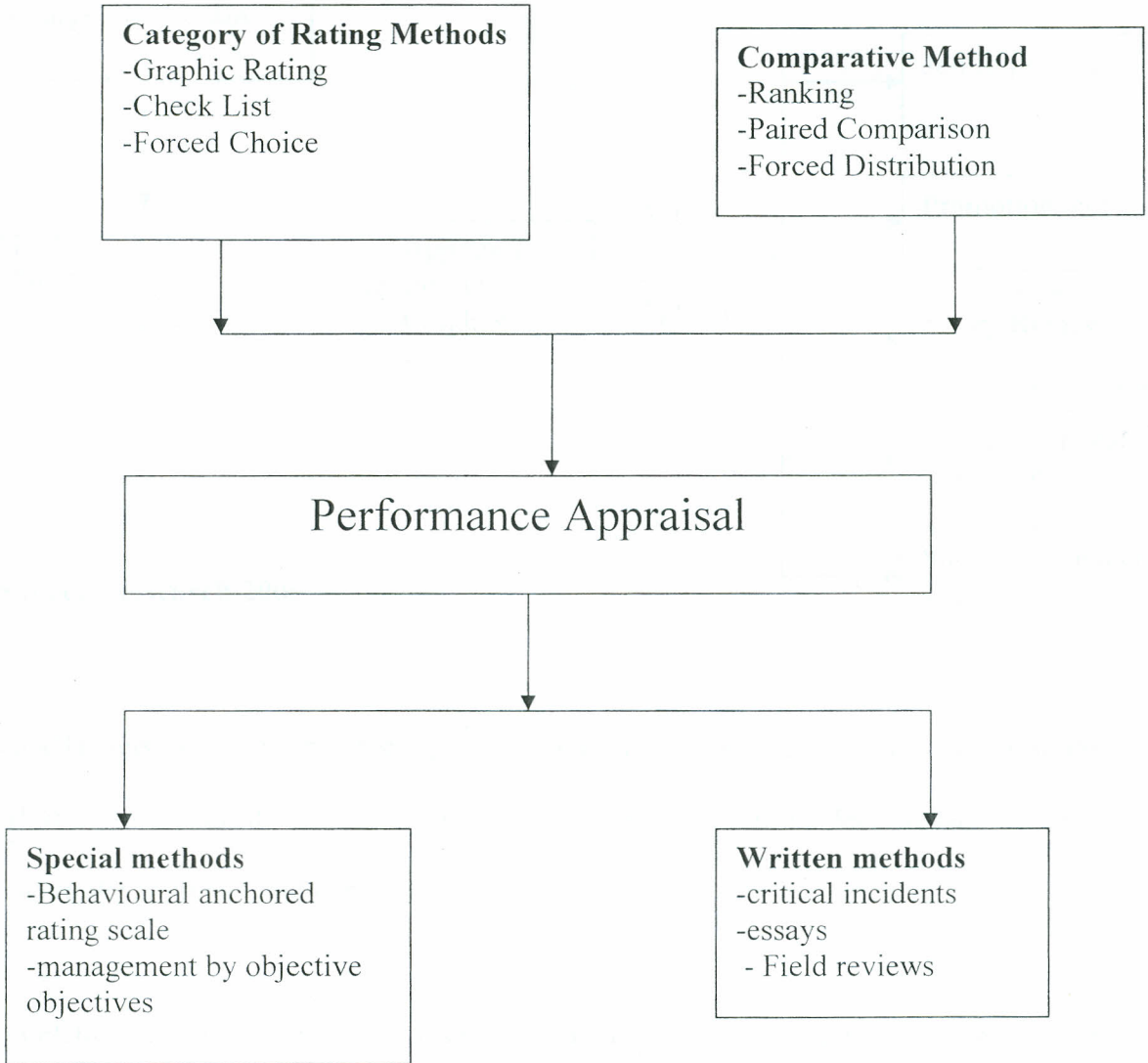
According to Kreitner (2002) “employees have a hearty appetite for feedback”.

Feedback is quite simply any information that answers those how am I doing questions, good feedback answers them truthfully and productively. Its information people can use either to confirm or correct their performance. Feedback comes in many forms and from variety of success. Subjective assessment such as “you are doing a poor job, you are too lazy or we really appreciate your good work does not qualify as objective feedback”.

## **2.8 Performance Appraisal Methods**

In every activity carried out by individual, group or organisation, there are ways or methods of doing performance appraisal as shown below:

**Figure 2.8a: Performance Appraisal Methods**

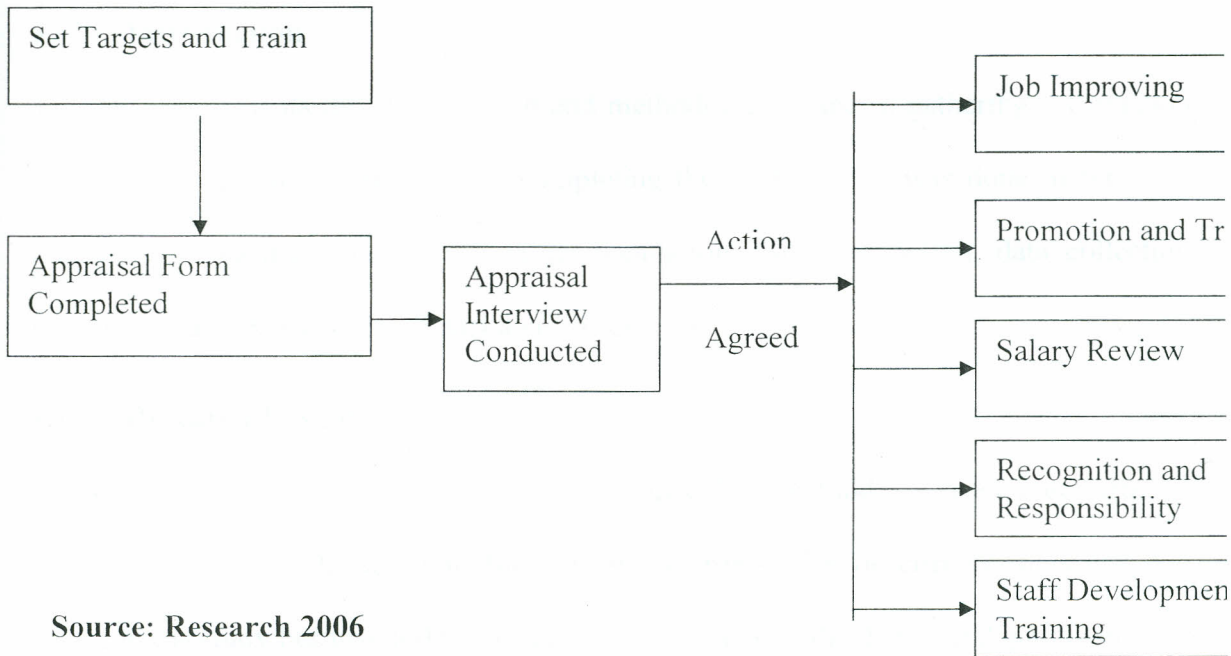


**Source: Robert (1989)**

## **2.9 Performance Appraisal Process**

The process of performance appraisal is shown in Fig. 2.12

**Figure 2.9(a): Performance Appraisal Process**



**Source: Research 2006**

Goals/Targets are set and the appraiser and appraisee prepared through training. Performance appraisal meetings generalize written record during face to face meetings between the appraiser and appraisee.

Completion of an appropriately designed evaluation form. Common understanding is established between the manager and employee regarding organization's, expectations for instance when future work is to be accomplished, what has already been accomplished and the standard required. Assessment of progress against organisational expectations including where performance has been good, how future work, objectives and standards can be best realized.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.0 Introduction

This chapter presents the study design and methodology used in gathering information that was needed for the purpose of completing the study. This was done in terms of introduction, research design, and target population, sampling design, data collection instruments and procedure and data analysis criteria.

#### 3.1 Research Design

The survey design was based on a descriptive study. This method was used to describe the area of interest by bringing out the facts on the ground. The descriptive study was ideal for this study because it described the current status of the different departments of the organization, the National Water Conservation and Pipeline Corporation (NWC&PC) as a whole.

#### 3.2 Target Population

The target population was the employees of the National Water Conservation and Pipeline Corporation headquarters in Nairobi whose number is 400. The study sample was drawn from this target population.

#### 3.3 Sampling Design

A sample from every department was studied. The researcher used stratified random sampling, which aims at achieving desired representation from various sub-groups in the population. In stratified random sampling, the subjects were selected in such a way that more or less reproduced in the sample as shown below in table 3.3a. From the above population of 400, the focus of this study was 20% of the population of each department as follows;

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**Table 3.3a: The Study Population and Sample**

<b>CATEGORY (Departments)</b>	<b>POPULATION</b>	<b>SAMPLE (20%)</b>
Construction, Operation & Maintenance	200	40
Planning & design	130	26
Finance & Administration	70	14
<b>TOTAL</b>	<b>400</b>	<b>80</b>

Source: NWCPC (2006)

### **3.4 Data Collection Instrument/Procedure**

Data for this study was collected by means of both open and closed ended questionnaires. These were administered via personal contacts. The use of this instrument was advantageous because it required less manpower and was convenient and cheap. It also enabled in-depth gathering of information with a view to achieving the research objectives. However, this method had a limitation of low response rate. Nevertheless, the method was appropriate because it eliminated any bias or personal opinion on the respondents and also gave them ample time to fill the questionnaires.

### **3.5 Data Analysis**

Data collected was analyzed using descriptive statistics like, tables, frequencies, percentages, pie charts and graphs using measures of central tendency. These were analyzed using the Statistical Package for Social Sciences (SPSS). The rest of the data was analyzed qualitatively.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter presents the analysis of the collected data and discusses the findings of the study on the impact of performance appraisal on staff productivity at National Water Conservation and Pipeline Corporation.

#### 4.1 Overview of collected and analyzed data

The data was collected by administering questionnaires to the employees of the National Water Conservation and Pipeline Corporation. The sample included various categories of employees in different departments namely, Construction, Operation & Maintenance, Planning & design and Finance & Administration. Out of the 80 questionnaires that were distributed, 70 were returned. This represents a response rate of 87.5%, which is significant enough to provide reliable findings for this study. This is well explained in table 4.1 below:

**Table 4.1 Overview of Data Collected.**

<b>Population characteristics</b>	<b>Sample (t)</b>	<b>Returned questionnaires (r)</b>	<b>Non-Response Error (t-r)</b>
Construction, Operation & Maintenance	40	36	4
Planning & design	26	23	3
Finance & Administration	14	11	3
<b>TOTAL</b>	<b>80</b>	<b>70</b>	<b>t-r=10</b>

t =Sample

r =Returned Questionnaires

t - r = Non-Response Error (12.5%)

**Source: Research**

## 4.2 Gender

Table 4.2

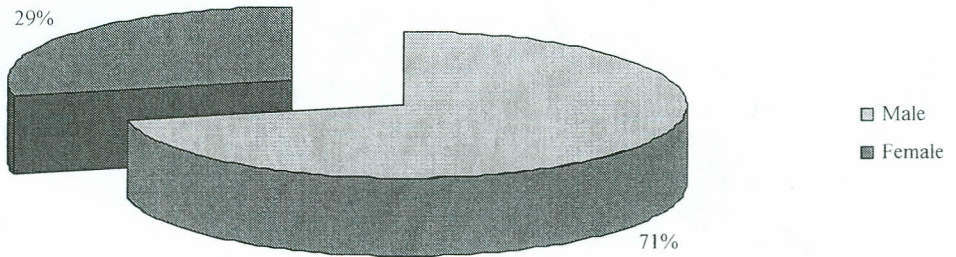
Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	50	71.4	71.4	71.4
	Female	20	28.6	28.6	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.2

Gender of the respondents



Source: Research

From the above analysis majority of the respondents were female (71.4%), while the males respondents were 29%. This is an indication that the company does not have a good employment policy in balancing the genders well since the female employees were many. However, since the scope of the study covered the headquarters, there is a possibility that the branches have more male workers. This finding may also be attributed to the fact that most of the work or duties performed at the head office are administrative in nature and not physically demanding, the females are more endowed for such than the manual jobs.

### 4.3 Age

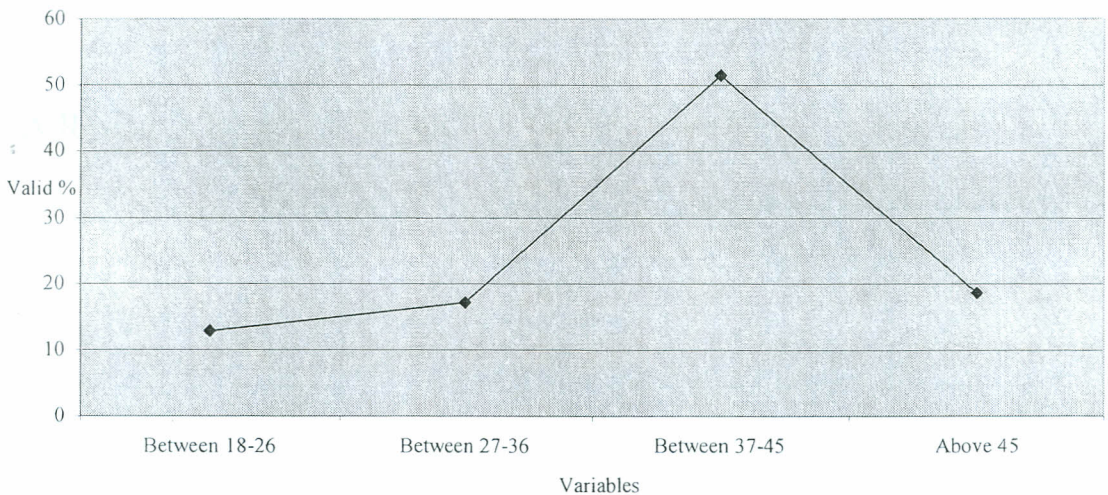
Table 4.3

Age of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Between 18-26	9	12.9	12.9	12.9
Between 27-36	12	17.1	17.1	30.0
Between 37-45	36	51.4	51.4	81.4
Above 45	13	18.6	18.6	100.0
Total	70	100.0	100.0	

Source: Research

Age of the respondents



Source: Research

The analysis above shows that the majority of employees at the NWC&P Company are aged between 37 and 45 years. This was represented by a percentage of 51.4% whereas those who were over 45 years had 18.6%, those aged between 27-36 years had 17.1%, and those between 18 to 26 had on 12.9%.

**THE IMPACT OF PERFORMANCE APPRAISAL ON STAFF  
PRODUCTIVITY AT NATIONAL WATER CONSERVATION AND  
PIPELINE CORPORATION.**

**BY**

**JAYNE K. MWANZA**

**D53/OL/5370/03**

A Research Project Submitted in Partial Fulfilment for the Requirement for  
the Award of Master of Business Administration (HRM) of Kenyatta  
University.

**DECEMBER 2006**

#### 4.4 Academic and Professional Qualification

Table 4.4

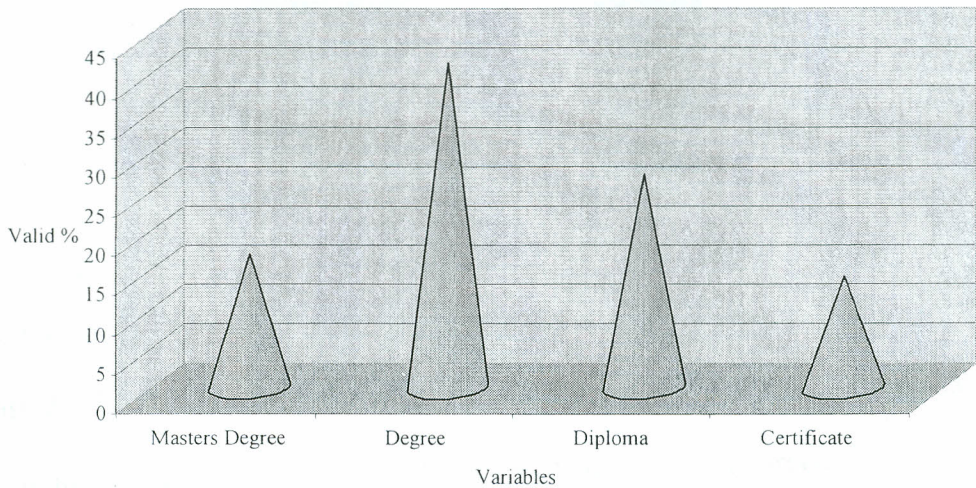
Academic/Professional qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters Degree	12	17.1	17.1	17.1
	Degree	29	41.4	41.4	58.6
	Diploma	19	27.1	27.1	85.7
	Certificate	10	14.3	14.3	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.4

Academic/Professional qualification



Source: Research

On academic and professional qualifications the data analysis indicates that 41.4% of the respondents had degrees at the organization. However, 27.1% had diplomas, 17.1% masters degrees and 14.3% had certificates. This shows that the organization employs highly qualified staff at the headquarters since majority had degrees.

## 4.5 Performance Appraisal

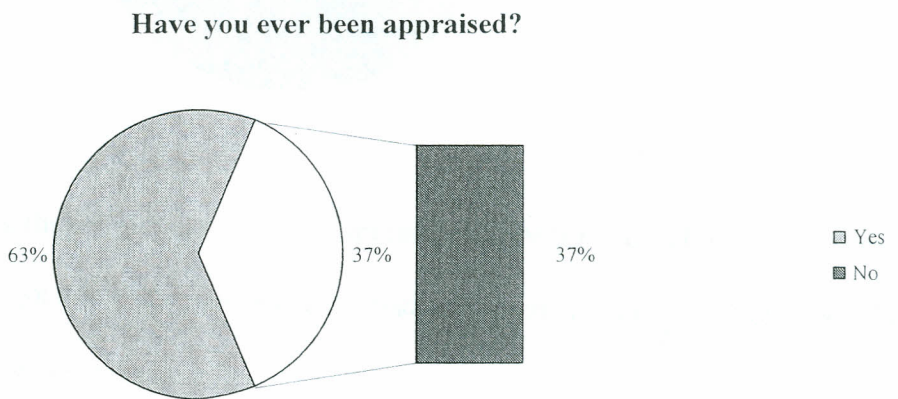
Table 4.5

**Have you ever been appraised?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	62.9	62.9	62.9
	No	26	37.1	37.1	100.0
Total		70	100.0	100.0	

Source: Research

Figure 4.5



Source: Research

From the analysis above, most of the employees of NWC&P Company have been appraised. This is shown by the fact that 62.9% of the respondents said that they had been appraised while 37.1% indicated that they had not been appraised.

## 4.6 Whether the employees and their appraisers were trained before the exercise

Table 4.6

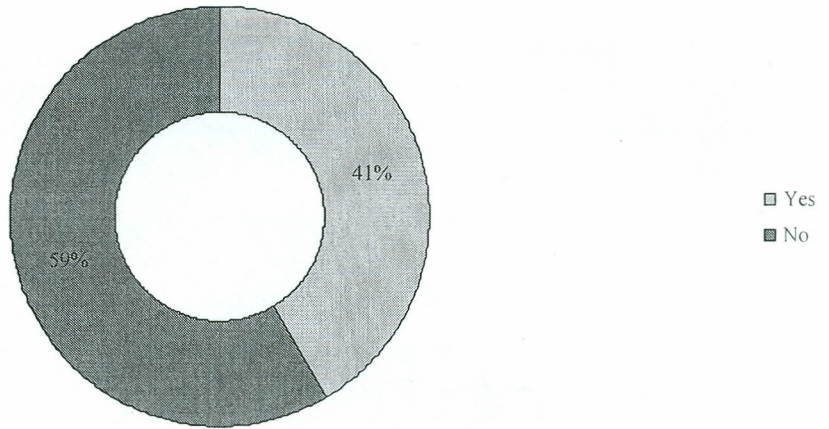
**Were you and your appraiser trained before the exercise?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	41.4	41.4	41.4
	No	41	58.6	58.6	100.0
Total		70	100.0	100.0	

Source: Research

**Figure 4.6**

**Were you and your appraiser trained before the exercise?**



**Source: Research**

When asked whether the employees and their appraisers were trained before the exercise, a big percentage of 58.6% indicated that they had not been trained while only 41.1% indicated that they had been trained.

**4.7 Frequency of Appraisal**

**Table 4.7**

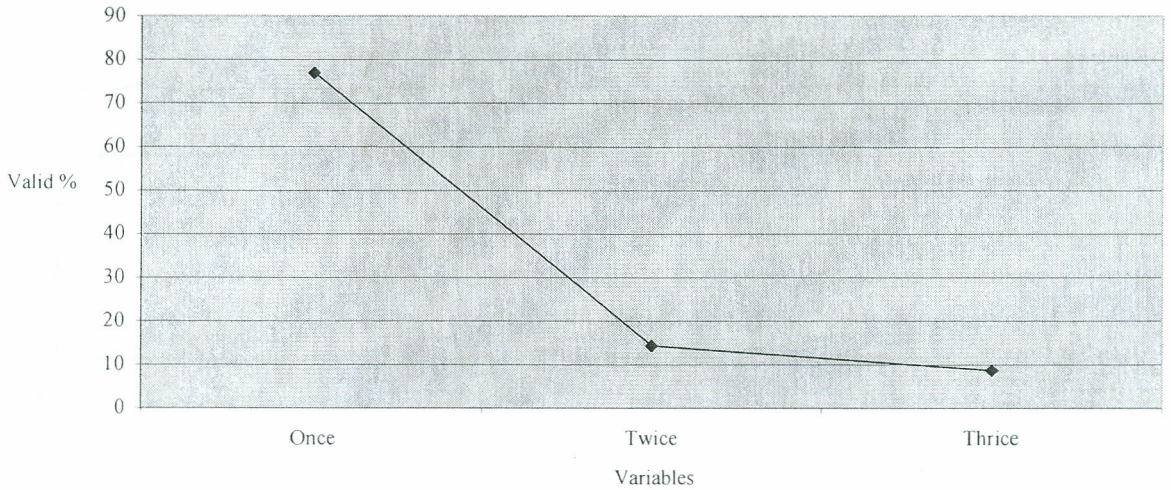
**How many times are you appraised per year?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once	54	77.1	77.1	77.1
	Twice	10	14.3	14.3	91.4
	Thrice	6	8.6	8.6	100.0
	Total	70	100.0	100.0	

**Source: Research**

**Figure 4.6**

**How many times are you appraised per year?**



**Source: Research**

When asked how many times they were appraised per year, 77.1% said they are appraised once, 14.3% twice while 8.6% indicated that they are appraised thrice. This is proper since appraisal should be carried out once a year so as to get the employees to have enough time to meet the targets set and produce good results in performance.

## 4.8 The basis for assessment

Table 4.8

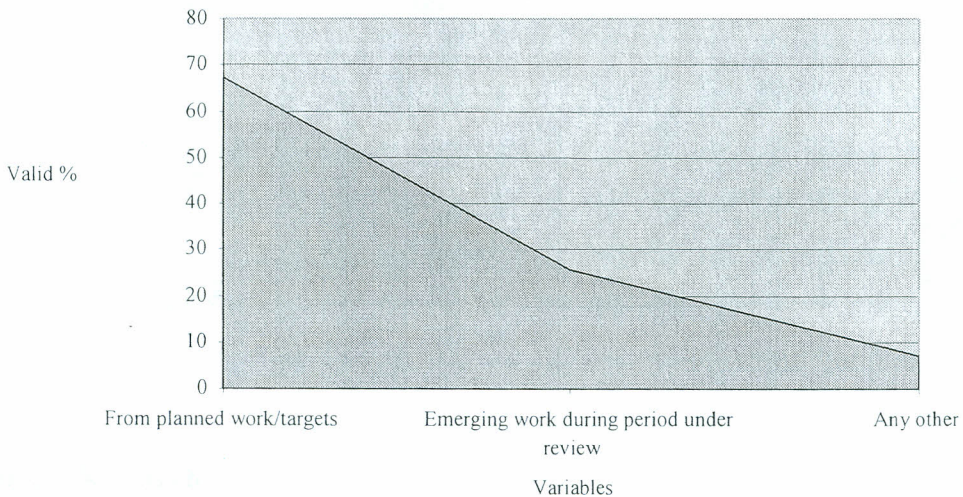
On which basis was the assesment done?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From planned work/targets	47	67.1	67.1	67.1
	Emerging work during perid under review	18	25.7	25.7	92.9
	Any other	5	7.1	7.1	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.8

On which basis was the assesment done?



Source: Research

On the basis which the assessment done, the respondents indicated that the appraisal was based on planned work/targets (67.1%), emerging work during period under review (25.7%), and 7.1% indicated other basis for assessment which they didn't specify.

## 4.9 Satisfaction with the appraisal process

Table 4.9

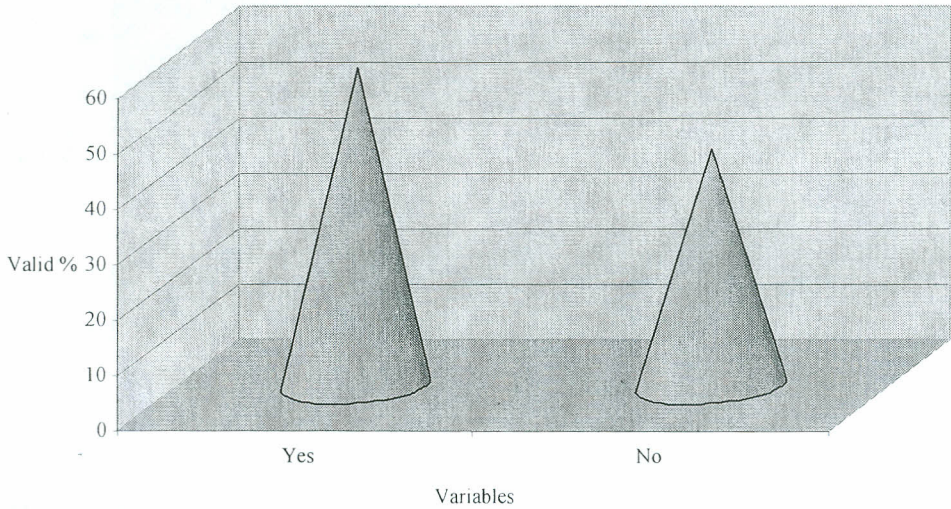
Were you satisfied with the way you were appraised?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	57.1	57.1	57.1
	No	30	42.9	42.9	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.9

Were you satisfied with the way you were appraised?



Source: Research

On whether the respondents were satisfied with the way they were appraised, 57.1% indicated that they were satisfied while 42.9% said that they were not satisfied.

#### 4.10 The importance of discussing performance appraisal with appraisees

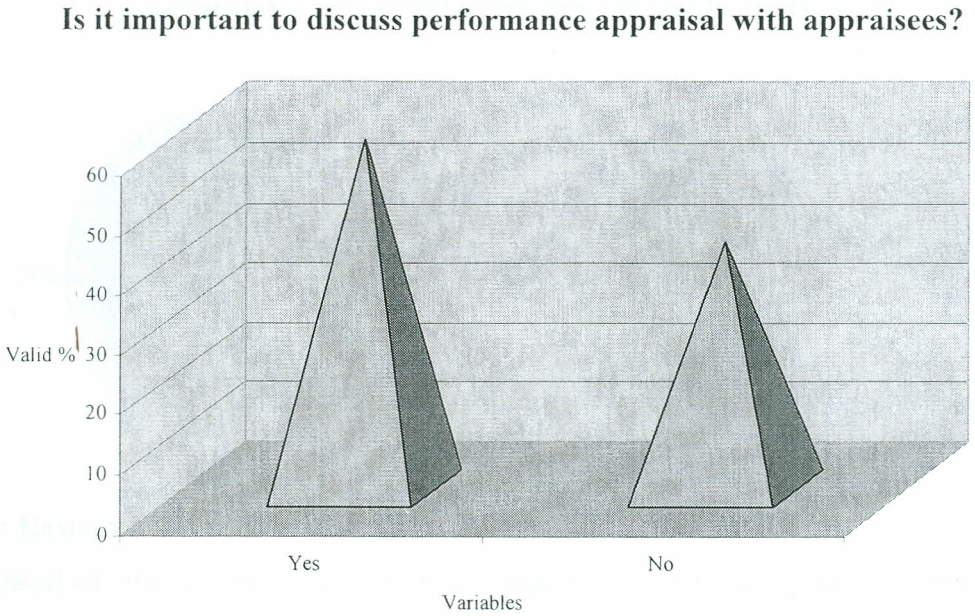
Table 4.10

Is it important to discuss performance appraisal with appraisees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	58.6	58.6	58.6
	No	29	41.4	41.4	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.10



Source: Research

On the importance of discussing performance appraisal with appraisees, the respondents indicated that it was important 58.6% while 41.4% did not.

#### 4.11 Whether performance appraisal is necessary for good supervision

Table 4.11

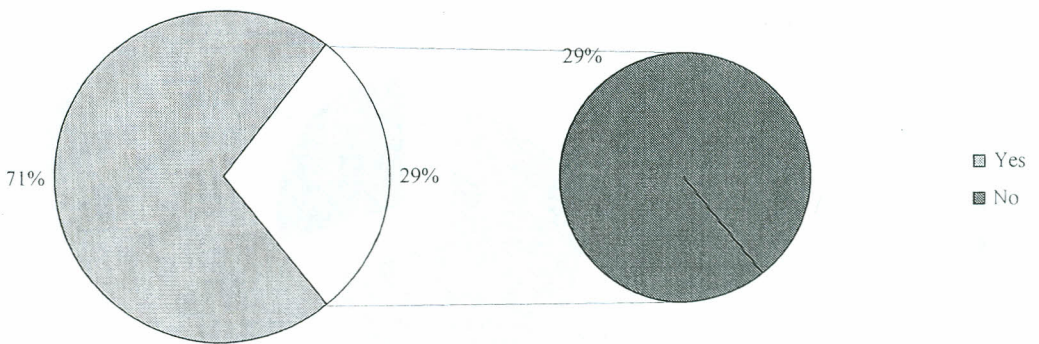
Is performance appraisal necessary for good supervision?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	71.4	71.4	71.4
	No	20	28.6	28.6	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.11

Is performance appraisal necessary for good supervision?



Source: Research

When asked whether performance appraisal is necessary for good supervision, majority of the respondents (71.4%) indicated that it is necessary, while 28.6% indicated that it is not necessary.

**4.12 Whether the respondents feel confident and comfortable in conducting performance appraisal**

**Table 4.12**

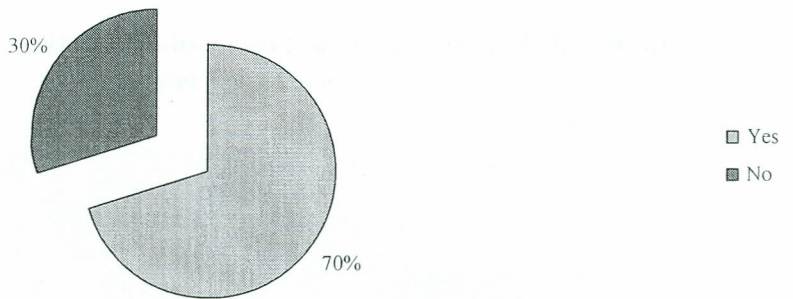
**Do you feel confident and "comfortable in conducting a performance appraisal?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	70.0	70.0	70.0
	No	21	30.0	30.0	100.0
Total		70	100.0	100.0	

**Source: Research**

**Figure 4.12**

**Do you feel confident and "comfortable in conducting a performance appraisal?**



**Source: Research**

From the above analysis, 70.0% of the respondents indicated that they felt confident and comfortable in conducting performance appraisal, while 30.0% felt opposite.

### 4.13 Provision of factual assessment of the employees' performance by the PA system

Table 4.13

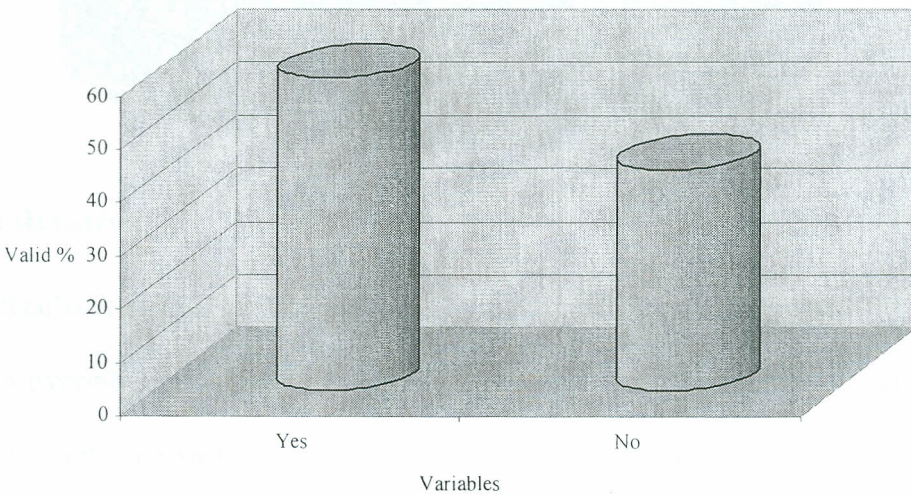
Do you think the system provide a factual assesment of the employees' performance ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	58.6	58.6	58.6
	No	29	41.4	41.4	100.0
Total		70	100.0	100.0	

Source: Research

Figure 4.13

Do you think the system provide a factual assesment of the employees' performance?



Source: Research

When the respondents were asked whether they think the system provide a factual assesment of the employees' performance, 58.6% agreed while 41.4% disagreed.

#### 4.14 Feedback on Performance Appraisal

Table 4.14

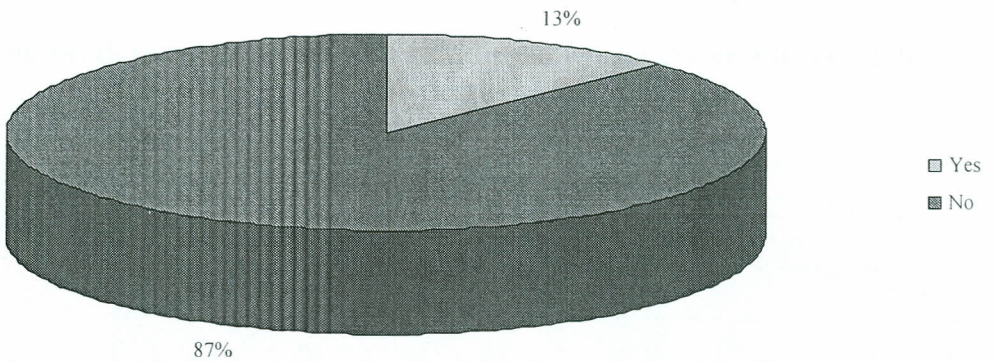
Giving feedback to employees/appraisees is NOT necessary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	12.9	12.9	12.9
	No	61	87.1	87.1	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.14

Giving feedback to employees/appraisees is NOT necessary



Source: Research

Giving feedback to employees/appraisees is quite necessary as indicated by the analysis where an overwhelming majority of 87.1% who said that it is necessary and only 12.9% believe it is not necessary.

#### 4.15 The effect of PA on employee performance

Table 4.15

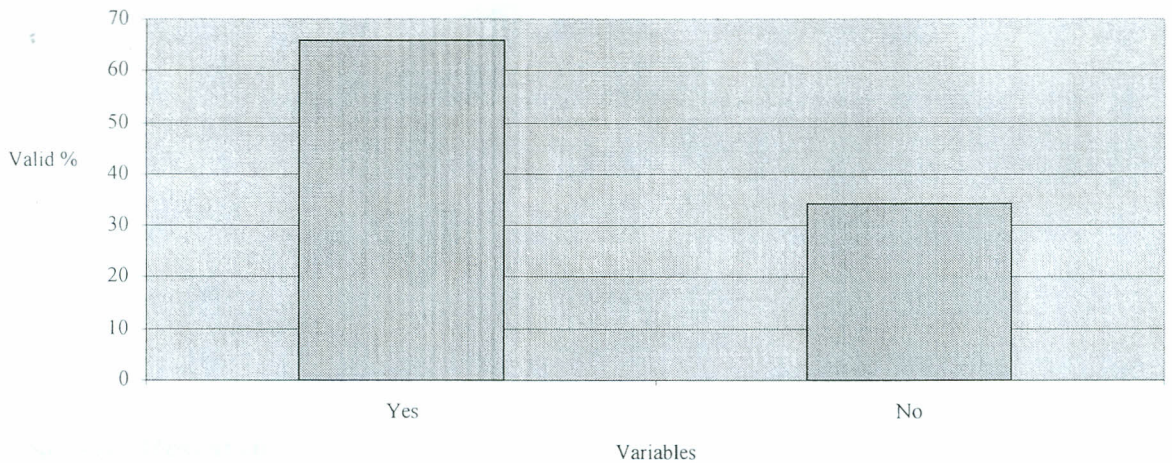
Do you think the process has a positive influence on the employee's job performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	46	65.7	65.7	65.7
No	24	34.3	34.3	100.0
Total	70	100.0	100.0	

Source: Research

Figure 4.15

Do you think the process has a positive influence on the employee's job performance?



Source: Research

On whether the respondent thought that the process has a positive influence on the employee's job performance, 65.7% of them said yes while 34.3% disagreed.

#### 4.16 The effect of PA on employee job performance

Table 4.16

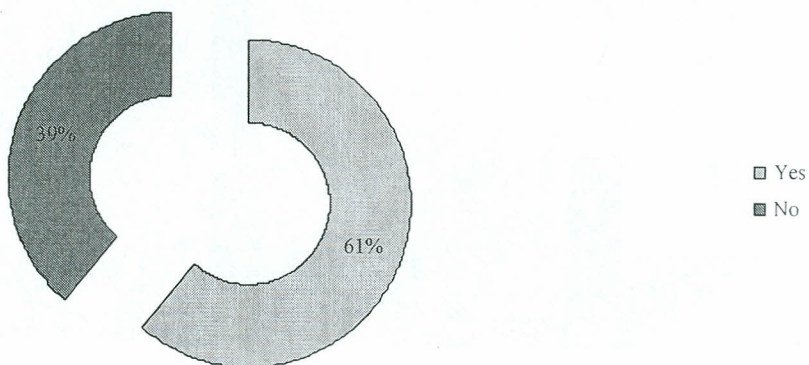
Do you think the PA process can help improve or correct an employee's job performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	61.4	61.4	61.4
	No	27	38.6	38.6	100.0
	Total	70	100.0	100.0	

Source: Research

Figure 4.16

Do you think the PA process can help improve or correct an employee's job performance?



Source: Research

On whether the respondents thought that the PA process could help improve or correct an employee's job performance, 61.4% felt that the PA process can help improve the employees' performance while 38.6% felt the opposite.

#### 4.17 Whether employees should be encouraged to undertake performance appraisal

Table 4.17

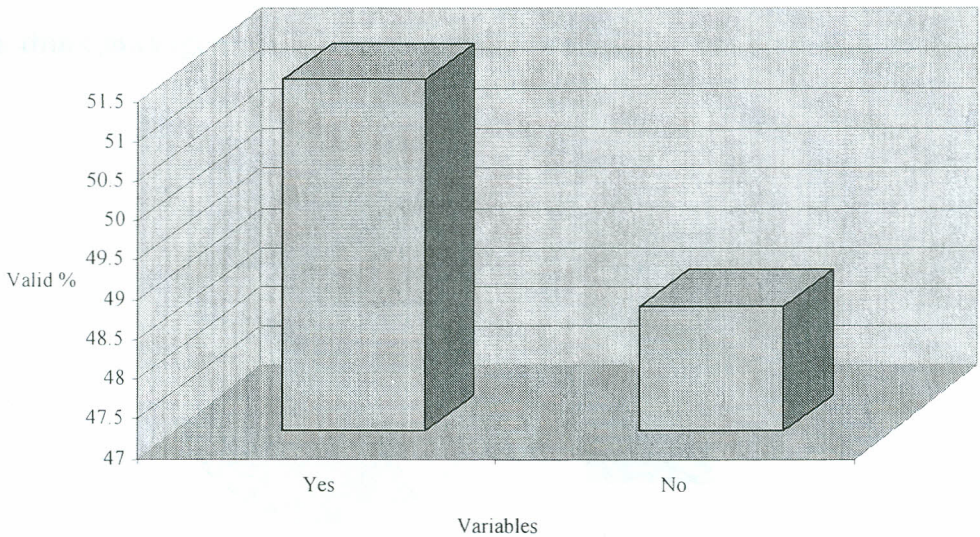
Would you encourage employees to undertake performance appraisal?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	51.4	51.4	51.4
	No	34	48.6	48.6	100.0
Total		70	100.0	100.0	

Source: Research

Figure 4.17

Would you encourage employees to undertake performance appraisal?



Source: Research

The respondents were asked whether employees should be encouraged to undertake performance appraisal. A small majority of the respondents (51.4%) indicated that the employees should be encouraged to undertake performance appraisal while 48.6% did not agree to this statement.

#### 4.18 Whether the management has an important role to play in performance appraisal administration

Table 4.18

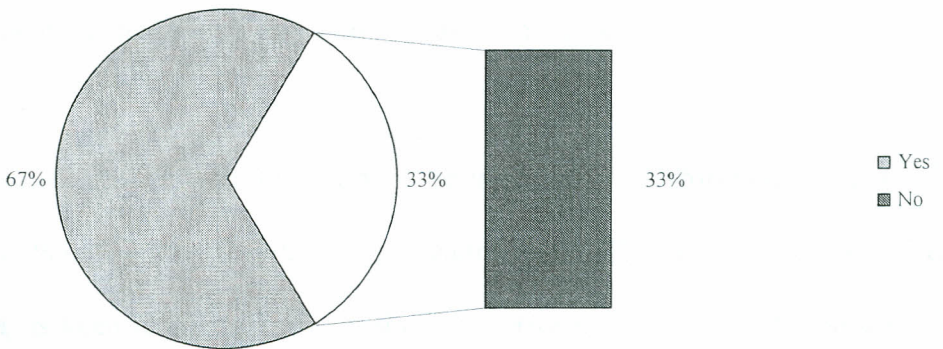
Do you think management has an important role to play in performance appraisal administration?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	47	67.1	67.1	67.1
	No	23	32.9	32.9	100.0
Total		70	100.0	100.0	

Source: Research

Figure 4.18

Do you think management has an important role to play in performance appraisal administration?



Source: Research

The management has an important role to play in performance appraisal administration. This opinion was given by 67.1% of the respondents although 32.9% of them felt otherwise.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter summarizes the major findings of the study in relation to the objectives provided in chapter one. It discusses the recommendations, limitations of the study and suggestions for further research.

#### 5.1 Summary and Discussion of Findings

From the sample taken from the study, there was a bigger number of men than women drawn. Majority of them were of mature age and from various departments. This justifies the validity and reliability of the information reached upon. Above all, majority were highly educated, that is, above form four where most were graduates. This is also a clear indication that the generated views and opinions are highly reliable.

These employees do understand this current phenomenon, “performance appraisal”. Almost all have been appraised within the organization. This is a reflection of an organization that is keen to improve its employee’s performance through the process of performance appraisal. The appraisal system in this organization is done once a year; this has also been practiced by other competitive organizations. However, with adequate resources, the performance appraisal should be done more than once a year.

Planned work targets formed the major part, as the basis of assessment in the performance appraisal exercise.

This was to allow freely the weaknesses and strengths of the process and the individual employees to be established, hence the room for improvement.

There was lack of consensus as to the satisfaction level of these employees; somehow, the employees felt that more could be done to improve the current status of the appraisal system. They expressed their feelings of “confidence and comfort” in conducting performance appraisal. They also indicated that performance appraisal is necessary for good supervision.

The employees also felt that the PA system provided a factual assessment of the employees' performance. The employees indicated that the system provides a factual assessment of the employees' performance, and giving feedback to employees/appraisees is quite necessary, however a reasonable number of these employees still expressed some disagreement with the same.

A majority expressed their agreement that they have been receiving appraisal feedback. It can be therefore concluded that, the trend on good governance is improving and hence performance is likely to improve. This can also be attributed to higher level of awareness, those newly employed are professionals, and others are graduates. They seem to understand good human resource concepts.

The employees expressed their support that employees should be encouraged to undertake performance appraisal indicating that the organization has been rewarding them based on their appraisal and thus a source of motivation for them.

The management has an important role to play in performance appraisal administration. This opinion was shared a majority of the employees who felt that performance appraisal was an all inclusive exercise and that they should also be allowed to evaluate their seniors.

## 5.2 Recommendations

From the above findings, the researcher would like to make the following recommendations;

- That the NWC&P Company should have two performance appraisal systems for both seniors and juniors.
- There should be some freedom to allow employees discuss their ratings amongst themselves and their seniors. They should also be allowed to negotiate their targets and these targets be set as per their performance contracts.
- The appraisal methods should be improved by training the employees in advance on the need for carrying out performance appraisal and the benefits of doing the same. They should employ and train their personnel, to allow easy understanding of these concepts of performance appraisal system.
- The organization should improve on the procedure of conducting the work. This should include timely feedback of performance appraisal conducted.
- The performance appraisals should have a proper work plan, to enhance consistency and better understanding of the whole process.

- Lastly, performance appraisal should be conducted, not for the firing purpose but for improvement purpose.

### 5.3 Limitations of the Study

The following problems were encountered:

**Time and other Resource constraints** –the short time and unavailability of enough funds to support an exhaustive study would not allow for an investigation of all the branches of the NWC&PC and thus the study was limited to the headquarters only. This, however, gave a fair representation of the entire population. These limitations were mitigated by use of the purposive sampling technique to select the sample size.

**Analytical methods used** – This was also a limitation due to the technicality of the data analysis tools such as the Statistical Programme for Social Sciences (SPSS). The services of an expert were sought to assist in the use of the computer program

**Data collection** – Non-response due to lack of cooperation and suspicion occurred. This limitation was overcome by accompanying each questionnaire with a cover letter to assure the respondents that the information they would provide would be treated with utmost confidentiality.

#### 5.4 Suggestions for Further Research

Due to the limitations stated above the researcher was not able to do a conclusive study in the company as the scope was only the headquarters of NWC&P Company. The researcher would like to suggest the following areas that need further research;

- A holistic study could be carried out to determine the impact of performance appraisal on staff productivity in the public sector in Kenya.
- The researcher suggests that in future a research scholar could undertake this study but try to study the whole company, that is, the NWC&P Company's headquarters and the branches countrywide.

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## APPENDIX 1

Jayne K. Mwanza  
P.O Box 13690-00100  
Nairobi.

Dear Respondents,

### RE: RESEARCH QUESTIONNAIRE

I am a postgraduate student in the Masters of Business Administration program of Kenyatta University. As part of my course requirement I am currently writing a research project in the area of performance appraisal.

Performance appraisal is a continuous process that aims at identifying the employees' weakness and strengths. The purpose of this research is to collect information that will enable the National Water Conservation and Pipeline Corporation employees to understand the performance appraisal and its benefits. This will lead to improved performance and especially at this time of performance contracts.

Attached here is a copy of the questionnaire that I kindly request you to take some time and complete. The information you will provide in the questionnaire is for academic purpose and the results will lead to improved performance appraisal system. I thank you in advance for your co-operation and active participation to this effort.

Thank you.

**Jayne Mwanza**



**Involvement in the performance appraisal**

7) Have you ever been appraised Yes  No

8) Were you and your appraiser trained before the exercise?

Yes  No

9) How many times are you appraised per year?

Once

Twice

Thrice

Any other

10) Please state on what basis the assessment was done

A From planned work/targets

C Emerging work during period under review

D Any other

11) Were you satisfied with the way you were appraised?

Yes  No

12) If NO please give reasons for your answer.

.....

.....

.....

13) Is it important to discuss performance appraisal with appraisees

Yes [ ], No [ ]

- 14) Is performance appraisal necessary for good supervision?  
Yes [ ], No [ ]
- 15) Do you feel confident and “comfortable” in conducting a performance appraisal?  
Yes [ ], No [ ]
- 15) Do you think the system provides a factual assessment of the employees’ performance?  
Yes [ ], No [ ]
- 16) Do you think giving feedback to employees/appraisees is necessary  
Yes [ ], No [ ]
- 17) Do you think the process has a positive influence on the employee’s job performance?  
Yes [ ], No [ ]
- 18) Do you think the process can help improve or correct an employee’s job performance appraisals”  
Yes [ ], No [ ]
- 19) Would you encourage employees to undertake performance appraisal?  
Yes [ ], No [ ]
- 20) Do you think management has an important role to play in performance appraisal administration?  
Yes [ ], No [ ]

21) Please comment briefly on performance appraisal.

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THANK YOU FOR YOUR TIME.

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