INFLUENCE OF PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE IN PUBLIC SERVICE-KENYA

BY

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ABSTRACT

For about a decade and a half, the Government of Kenya put in place measures that included adoption of rapid results initiative and performance contracting aimed at improving efficiency in service delivery. Despite the efforts by the government, the public sector still face the challenge of poor service delivery and declining employee performance as captured by Government of Kenya, Ministry of Public Service and Transparency International reports. Most studies on performance appraisal and employee performance established a significant relationship between performance appraisal and employee performance. The studies focused on performance goals, planning, monitoring and feedback, communication, rating standards, training and development, reward system, appraisal process, and employees' perceptions. However, the studies did not determine whether consistency, accuracy and fairness of performance appraisal had influence on employees' performance. The purpose of the study was to determine the influence of performance appraisal on employee performance in public service in Kenya. Specifically, the study sought to examine: influence of consistency of performance appraisal on employee performance, influence of accuracy of performance appraisal on employee performance and influence of fairness in performance appraisal on employee performance. The study was anchored on goal setting theory and control theory. Correlational research design was adopted. The population comprised of 250 Public Service officers from the Ministry of Interior and Coordination of National Government of Kenya within Kisumu County. Stratified, simple random sampling was used to pick a sample of 154 respondents. Data were collected from both primary and secondary sources. The primary data for the study came from questionnaires, while secondary data were gathered through official government documents obtained from government offices, library research and internet search. Validity of the instruments was ascertained through expert opinion and revision. Reliability ranged between 0.75 and 0.83 Cronbach's Alpha implying that all items in the questionnaire were reliable. Descriptive statistics represented mean scores and standard deviation while regression analysis evaluated relationships between the independent and dependent variables. The finding revealed that 87.9% variation in employee performance accounted for by the combined performance appraisal attributes ($R^2 = 0.87$, p=.000). The study further established consistency of performance appraisal had a positive contribution on employee performance (β=.120, p=.031), accuracy of performance appraisal had a positive and significant contribution to employee performance (β=.203, p=.001) while fairness of performance appraisal had a unique positive and significant contribution to employee performance (β=.683, p=.000). The study concluded that, consistency, accuracy and fairness of performance appraisal were all critical antecedents of employee performance. The study therefore recommended to the policy makers in Public Service to ensure that performance appraisal were consistent, accurate and fair since the variables had significant contribution to employee performance. The findings of the study may enable policy makers in the Public Service to come up with measures that would ensure the performance appraisal was consistent, accurate and fair in order to improve employee performance.

CHAPTER ONE

INTRODUCTION

This section presents the background to the study, statement of the problem, research objectives, research hypotheses, scope of the study, justification of the study and the conceptual framework. It also highlights the context of the study.

1.1 Background of the Study

Performance appraisal is the formal assessment and rating of individuals by their managers at an annual review meeting (Armstrong, 2006). Dessler, (2008) defined performance appraisal as a procedure that entails setting work standards, assessing employee's actual performance relative to those standards, and providing feedback to the employees with the aim of motivating him/her to eliminate performance deficiencies or to continue to perform above par.

Maaniemi and Hakonen (2006) elaborated the six attributes justice rules also referred to as attributes for effective performance appraisal as follows: consistency, maintaining consistency in performance standards over time and among employees; bias-suppression, constraining self-interest by discussing performance expectations and discrepancies; accuracy, training managers and employees to record performance accurately throughout the period and use this record to prepare and justify performance evaluations; correctability, instructing managers to listen to the employees opinions and change the evaluation if appropriate; representativeness, discussing concerns of the employee and manager throughout each stage of the process; and ethicality, using procedures that are compatible with existing moral and ethical standards. Fletcher (2004) on the other hand listed three things that employees being appraised looked for in a performance appraisal, these are: perceiving the assessment as accurate and fair, the quality of the existing relationship with the appraiser and the impact of the assessment on their rewards and well-being.

Mathias and Jackson (2003) defined employee performance as a measure of the quantity and quality of work done, considering the cost of the resources used. McNamara (2003) further stated that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external

customer. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost, quality, quantity or time. On the other hand, Bernardin (2007) stated that employee performance included: quantity of output, quality of output, timelines of output, presence at work and cooperativeness. It could be simply interpreted as the related activities expected of a worker and how well those activities were executed.

Government of Kenya (GOK) has been implementing civil service reform programs with the aim of reducing the Government wage bill streamlining and rationalizing Government ministries and departments, strengthening personnel and payroll controls and building capacity (GOK, 2007). A number of public service reforms have been initiated recently aiming at placing public satisfaction at the heart of policy making and service delivery (GOK, 2007). Some of the initiatives put in place by the government include Rapid Results Initiative (RRI) that was introduced in the country in the year 2004 and adoption of performance contracting in the same year. RRI is an innovative results focused tool adopted by the GOK to enhance efficiency and effectiveness in service delivery. Despite the efforts by the government to improve service delivery, public sector still faces the challenge of poor service delivery, declining performance, degeneration of infrastructure and severe brain drain (GOK, 2007). The public sector in Kenya is faced with the challenge of poor performance and which inhibits realization of sustainable economic growth. A report by Ministry of Public Service (2017), established that performance management system in the Public Service was faced with a number of challenges where a number of managers lacked the capacity to effectively implement the system. Further the report indicated that weak Performance Management System contributed to low productivity in the Public Service.

A report by Transparency International (2016) on Kenya Police Service satisfaction survey and needs analysis report that focused on Kisumu and Nairobi counties established that 53% of the respondents who initiated interaction with the police were dissatisfied with the services they offered and rated actual performance of duties as fair. Additionally, citizens rated their service delivery on different aspects as average and below average. Furthermore, citizens in Kisumu rated police' support to victims and survivors of crime as poor.

Several studies have been carried out in on performance appraisal and employee performance. These studies include studies by Farrell (2013), Kamfwa (2016), Gichuki (2015) and Mwale (2016) that found out that inconsistencies existed in the performance appraisal process in their respective areas of study. On the other hand, Matunge (2013), ascertained that the performance appraisal system used was simple and had been consistent over time. While Femi (2013) and Norman and Kabwe (2015) findings showed that there was a significant relationship between performance appraisal and employees' performance and performance appraisal was perceived as being a continuous process which linked individual and organisational performance. The studies focused on the following indicators of performance appraisal: performance planning, monitoring and feedback, performance goals, communication and rating standards. However, the studies did not determine whether consistency of performance appraisal had influence on employees' performance. Thus, knowledge on the influence of consistency of performance appraisal on employee performance in public service in Kenya is lacking.

Studies by both Balcioglu and Nihinlola (2014), Mensah and Seidu (2012) Sanjeev and Singh (2014) established that the performance appraisal system were affected by subjectivity and lacked in terms of employees' proper assessment. On the other hand, Begum et al. (2015) found out that accuracy was significant in ensuring the effectiveness of performance appraisal system. Studies by Mwema and Gachunga (2014) and Gichuki (2014) established that performance appraisal / management influenced employee productivity. While, Selvarajan and Cloninger (2008) established that accurate performance appraisals had a significant role in creating ethical organizations. The studies focused the following indicators and outcomes of performance appraisal: training and development, reward system, rater accuracy, appraisal process, communication and employees' perceptions and attitudes. The studies did not determine whether accuracy of performance appraisal had influence on employees' performance. Therefore, knowledge on the influence of accuracy of performance appraisal on employee performance in public service in Kenya is lacking.

Other studies by Fakhimi and Raisy (2013), Babatunde (2014) and Bintu (2014) recommended the need to ensure that fairness was maintained in the performance appraisal process. While Salleh et al. (2013) findings showed that perceived fairness of performance appraisal had influenced employees' commitment towards organization and

recommended for fair performance management within the organization to be given priority. Similarly, Agyare et al. (2016) revealed that employees' job satisfaction was positively related to and impacted by fairness in the appraisal system. Ndirangu and Ngari (2014) on the other hand established that distributive fairness affected job performance to a moderate extent. Ikramullah et al. (2011) found out that employees perceived the appraisal system fair as diagnosed by four factors of justice. However, the studies did not determine whether fairness in performance appraisal had influence on employees' performance. Thus, knowledge on the influence of fairness in performance appraisal on employee performance in public service in Kenya is lacking.

1.2 Statement of the Problem

A number of public service reforms have been initiated recently by Government of Kenya aiming at improving employee performance and service delivery. Some of the initiatives put in place by the government include, Rapid Results Initiatives (RRI) and performance contracting. Despite the efforts by the government to improve performance and service delivery, it is clear that public sector still faces the challenge of poor service delivery and declining performance. It is also reported that performance management system in the Public Service is faced with a number of challenges, where managers lack the capacity to effectively implement the system. A Transparency International (TI) report on Kenya Police Service satisfaction survey and needs analysis report that focused on Kisumu and Nairobi counties established that 53% of the respondents who initiated interaction with the police were dissatisfied with the services they offered and rated actual performance of duties as fair. Additionally, citizens rated their service delivery as average and below average. Furthermore, citizens in Kisumu rated police support to victims and survivors of crime as poor. Several studies have been carried out on performance appraisal and employee performance. The studies established that there was significant relationship between performance appraisal and employee performance though focused on the following indicators of performance appraisal: performance planning, monitoring and feedback, performance goals, communication and rating standards. However, the studies did not determine whether consistency of performance appraisal had influence on employees' performance. Other studies established that performance appraisal systems were affected by subjectivity and also lacked proper employee assessment. The studies focused on the following indicators and outcomes of performance appraisal: training and

development, reward system, rater accuracy, appraisal process, communication and employees' perceptions and attitudes. The studies did not determine whether accuracy of performance appraisal had influence on employee performance. Further, studies recommended the need to ensure that fairness was maintained in the performance appraisal process. The studies also revealed that employees' job satisfaction and job commitment was positively related to and impacted by fairness in the performance appraisal system. However, the studies did not determine whether fairness in performance appraisal had influence on employees' performance.

1.3 Objectives of the Study

Overall objective of this study was to establish the influence of performance appraisal on employee performance in public service within Kisumu County.

Specifically, the study sought to:

1. To examine the influence of consistency of performance appraisal on employee performance in public service within Kisumu County.

2. To determine the influence of accuracy of performance appraisal on employee performance in public service within Kisumu County.

3. To ascertain the influence of fairness in performance appraisal on employee performance in public service within Kisumu County.

1.4 Research Hypotheses

The study sought to provide answers to the following research hypothesis:

HO_1: Consistency of performance appraisal has no significant influence on employee performance in public service within Kisumu County?

HO_2: Accuracy of performance appraisal has no significant influence on employee performance in public service within Kisumu County?

HO_3: Fairness in performance appraisal has no significant influence on employee performance in public service within Kisumu County?
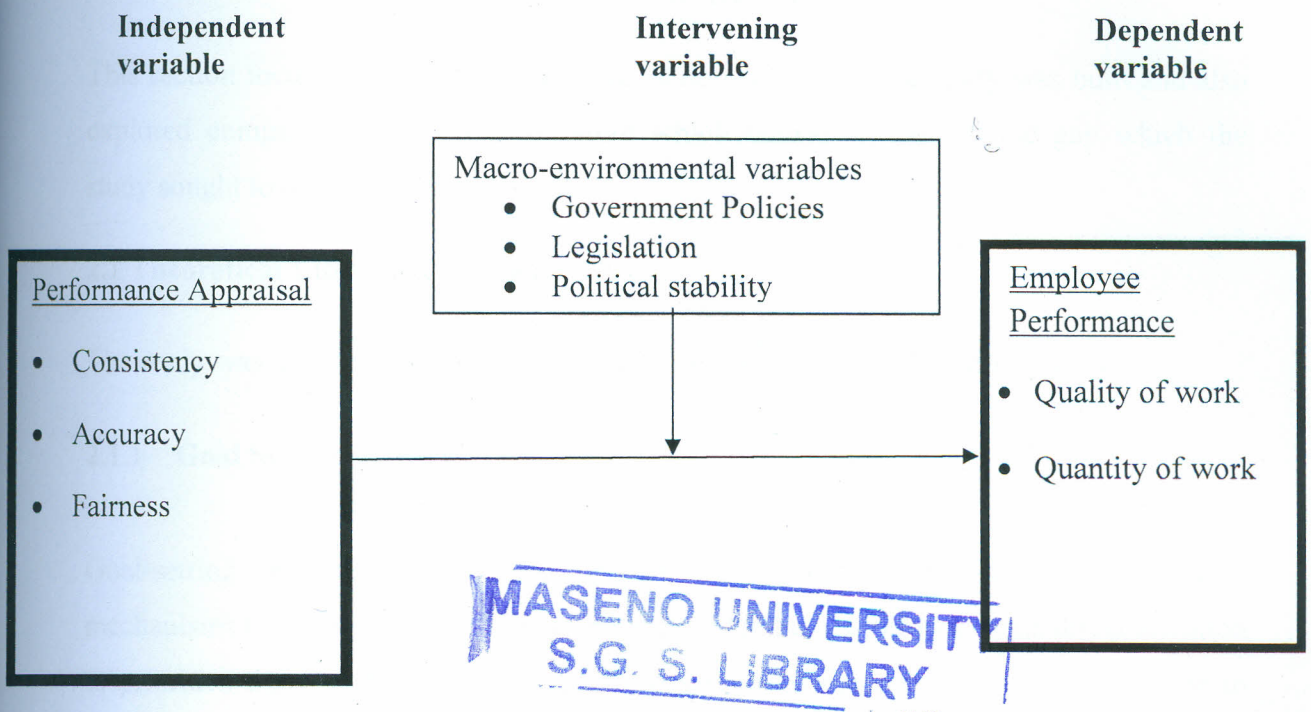
1.5 Scope of the study

The study focused on determining the influence of effective performance appraisal on employee performance in public service within Kisumu County. It was conducted in the Ministry of Interior and Coordination of National Government with focus on the following departments: National Government Administration and Field Services and National Police Service which comprises of Kenya Police and Administration Police. The collected data covered a period between 2017 and 2018.

1.6 Significance of the Study

Recent studies suggested that despite the efforts by the government to improve service delivery, public sector still face the challenge of poor service delivery, and declining performance. This study provides an opportunity to assess and review performance appraisals in the public service with an aim of curing the aforementioned problem. It is expected that the findings of the study would be beneficial to public service and other public entities like county governments and State Corporations. The findings of the study may enable policy makers in the public service identify shortcomings of the current appraisal system and come up with measures that would improve service delivery, employee performance and meet expectations of the public. Researchers may also benefit from the study by drawing from knowledge provided by the study and using the study as a foundation for additional research.

1.7 Conceptual Framework

Independent variable	Intervening variable	Dependent variable

Macro-environmental variables
- Government Policies
- Legislation
- Political stability

Performance Appraisal
- Consistency
- Accuracy
- Fairness

Employee Performance
- Quality of work
- Quantity of work

Figure 1.1: Relationship between performance appraisal and employee performance.

Source: Adapted from Iqbal (2013), Omusebe (2013) and Ndirangu (2014)

In the conceptual framework (Figure 1.1), performance appraisal which is indicated by consistency, accuracy and fairness were expected to have effect on employee performance which was indicated by quality of work and quantity of work. It was also observed that the relationship may be influenced by macro-environmental variables such as government policies, political stability and legislation.

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CHAPTER TWO

LITERATURE REVIEW

This section focuses on the theoretical foundations on which the study was built and also explored comparative empirical literature which helped to explain the gap which the study sought to address.

2.1 Theoretical Literature Review

The study was anchored on two theories. Goal setting theory and control theory.

2.1.1 Goal Setting Theory

Goal-setting theory, as developed by Locke and Latham (1979), highlights four mechanisms that connect goals to performance outcomes as follows: goals direct attention to priorities that is when specific goals are set for workers it drives their attention to priorities of achieving the goals; they stimulate effort, when sets of goals are attached to specific reward system it stimulates workers to work better and effectively; they challenge people to bring their knowledge and skills to bear to increase their chances of success; the more challenging the goal, the more people will draw on their full repertoire of skills. It may be argued that goal-setting theory is associated with individual task performance rather than organisational performance (Verbeeten, 2008). However, the effects of goal-setting have been shown to be applicable to individuals as well as to organisational units (Maiga and Jacobs, 2005) and entire organisations (Locke and Latham, 2002). More than 90% of the empirical studies have shown the positive effects of goal-setting on an employee's or a team's performance (Locke and Latham, 1990).

This theory reinforces the emphasis in performance management on setting and agreeing objectives and performance targets against which employee performance can be measured and managed. Goal setting theory supports the agreement of performance targets, objectives, feedback and the review aspects of employee performance. The theory explains how public service can set accurate, consistent and fair performance targets and indicators and goals in performance appraisal in order to achieve excellent employee performance.

2.1.2 Control Theory

Control theory was advanced by Snell (1992) and focused on control mechanism which should be imposed at all levels of an organization. The theory highlights forms of control which an organization can use in order to get the desired results such as: organizational structure, behavioral controls and performance measurement mechanisms. The theory advances three types of control systems: behavior control, employer monitor and evaluate the actions of the employees on a regular basis, as per the standards of the organization and then reward accordingly. Output control, the performance of an employee is controlled with rewards or sanctions after evaluating it on the basis of organizational standards. Input control, seek to control the selection and training process of an employee. This theory is popularly known as Cybernetic model (Barrows & Neely, 2012) and helps managers to control the performance of the employees. Similarly, it also generates faster and better outputs by regular monitoring and feedback.

The theory is relevant to the study since it explains how managers in Public Service can control employees' performance by evaluating their output using performance appraisal tool. It also explains the importance of feedback on worker's performance and centers on feedback as a determinant of better performance. When employees' receive feedback on their performance, they are aware of the difference or divergence between their actual performance and expected performance, and then take corrective action where necessary to better performance.

2.1.3 Concept of Performance Appraisal

According to Lambert (2009) performance appraisal is a completely integrated system involving periodic planned discussions between the manager and employees' total performance against predetermined goals, having the manager to coach and counsel the staff in areas requiring correctives actions, to improve overall performance for the benefit of both employees and the total organization. Armstrong (2006) defined Performance Appraisal as the formal assessment and rating of individuals by their managers at an annual review meeting. Equally, Lawler and McDermott (2003) defined performance appraisal as an effective tool or vehicle for assessment of employee performance and implementation of strategic initiatives for the improvement of employee performance. Likewise, according to Rao (2005) performance appraisal is a method of evaluating the

behaviour of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. While according to Dessler (2008) performance appraisal is any procedure that entails setting work standards, assessing employee's actual performance relative to those standards, and providing feedback to the employees with the aim of motivating them to eliminate performance deficiencies or to continue to perform above par.

According to Dessler (2011), ranking method, is ranking employees from best to worst on a particular trait, choosing highest, then lowest, until all are ranked. Graphic rating scale, is a scale that lists a number of traits and a range of performance for each; The employee is then rated by identifying the score that best describes his or her level of performance for each trait. While critical incident method is keeping a record of uncommonly good or undesirable examples of an employee work related behaviour and reviewing it with the employee at predetermined times. Essay method, compares each employee performance to a determined standard describing the employees target level of achievement. According to Armstrong (2006) 360 Degree technique is a systematic collection and feedback of performance data on an individual or group derived from a number of the stakeholder on the performance. While assessment centers method, refers to objectively observe and assess the people in action by experts or Human Resource professionals with the help of various assessment tools and instruments.

Maaniemi et al. (2006) elaborated the six attributes for effective performance appraisal procedures as follows: consistency, maintaining consistency in performance standards over time and among employees; bias-suppression, constraining self-interest by discussing performance expectations and discrepancies; accuracy, training managers and employees to record performance accurately throughout the period and use this record to prepare and justify performance evaluations; correctability, instructing managers to listen to the employees opinions and change the evaluation if appropriate; representativeness, discussing concerns of the employee and manager throughout each stage of the process; and ethicality, using procedures that are compatible with existing moral and ethical standards. On the other hand, Fletcher (2004), listed three things that employees being appraised looked for in a performance appraisal, these are: perceiving the assessment as accurate and fair, the quality of the existing relationship with the appraiser and the impact of the assessment on their rewards and well-being.

Flapper et al. (2005) established a systematic method for designing a consistent performance appraisal to be used in practice where explicitly attention is paid to the relations between performance indicators. Consistent performance appraisal is a tool that covers all aspects of performance that are relevant for the existence of an organization as a whole. Such a tool should offer management quick insight into how well employees perform tasks and to what extent the organizational objectives are realized. The method consists of three main steps: defining performance indicators; defining relations between performance indicators and setting target values or ranges of values for performance indicators.

Perceived accuracy of performance appraisal has been regarded as an important aspect to evaluate the satisfaction and motivation in employees in relation to performance appraisal (Wood and Marshall, 2008; Selvarajan and Cloninger, 2009). In this regard, previous studies suggest that if employee perceive that appraisal outcomes are accurate, they are more likely to recognize these results and act on them (Roberson and Stewart, 2006). According to Coens and Jenkins (2002), inaccuracies in appraisal can demotivate employees forcing them to leave the organizations. This would affect the organizations since employees would seek other opportunities thus no retention. When retention is an issue, motivation and performance of the employees will be affected.

Employee perception of fairness also measures effectiveness of performance appraisal outcomes (Youngcourt et al., 2007). Prior studies have suggested that justice or fairness of performance appraisal can be evaluated into three dimensions. These are distributive, interactional fairness and procedural (Colquitt et al., 2001). Distributive fairness represents the extent to which outcomes of appraisal are distributed fairly (Smither and London, 2009). In the appraisal context, the distributive context relates with the ratings of performance appraisal gained by employees. On the other hand, procedural fairness aims at the extent to which procedures deployed by organization for appraisal are fair in deriving outcomes of appraisal (Zapata et al., 2009). Interactional fairness represents the extent to which employees receive treatment of peers and supervisors during the process of appraising performance. Prior studies about meta-analysis of performance appraisal and perceptions of justice suggest that it enhances performance and satisfaction of employees (Roberson and Stewart, 2006).

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2.1.4 Concept of Employee Performance

Mathias and Jackson (2003) defined employee performance as a measure of the quantity and quality of work done, considering the cost of the resources used. On the other hand Bernardin (2007) stated that employee performance included: quantity of output, quality of output, timelines of output, presence at work and cooperativeness. It could be simply interpreted as the related activities expected of a worker and how well those activities were executed. Similarly, Gungor (2011) indicated that employee performance included: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness. McNamara (2003) further stated that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost, quality, quantity or time.

High employee's performances lead an organization and have greater opportunities for employees than those who have low performance (Vans cotter, 2000). Organizations need high performance of its employees so that it can meet the set goals and can be able to achieve the competitive advantage (Frese, 2002). A commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Good employee performance has been linked with increased public perception of service quality, while poor employee performance has been linked with increased public complaints. Kinicki and Kreitner (2007) documented that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement. Quality of work is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler and Armstrong, 2002).

2.2 Empirical Literature Review

2.2.1 Consistency of Performance Appraisal and Employee Performance

Study by Farrell (2013) aimed at investigating the effectiveness of Performance Appraisals from the perception of the employees. The study was carried out in a

Consumer Services Organization in Ireland. The study adopted survey approach where self-administered questionnaires were issued to gather data from the employees to measure their opinions of the performance appraisal system. The findings of the study revealed that overall, the employees were happy with having to complete performance appraisal, but there was still some work to be done in improving the system and making it more successful and rewarding. There were a few elements of the system that were limiting the effectiveness of the appraisal; the organization also missed some of the vital elements that were needed in an effective performance appraisal. The study also established that inconsistency existed with how appraisals were carried out in relation to who sets the goals and goals are based on what.

Matunge (2013) focused on investigating employee perception of the effectiveness of performance appraisal system at the Teachers Service Commission, Kenya. The study adopted a descriptive survey of the Teachers' Service Commission. The researcher collected primary qualitative data from employees of TSC. Stratified and simple random sampling techniques were applied in arriving at the sample size. The study established that the performance appraisal system used by the Teachers Service Commission was simple and had been consistent over time. Findings of the study established that the system did not seem to involve all the employees during the development process. It also had a number of loopholes that encouraged subjective evaluation of the employees. They included: lack of knowledge of the appraisee, lack of clarity on the parameters used, lack of communication to enhance feedback on performance, personal differences between appraiser and appraisee and collective responsibility in organizational activities. The study recommended that the entire system needed to be overhauled since it had some loopholes that needed to be addressed; performance appraisal system needed to be reviewed in order to ensure that it is based on ideals that were more realistic.

Study by Kamfwa (2016) focused on effectiveness of the annual performance appraisal system in selected Ministries of the Zambian Civil Service. Both primary and secondary methods of data collection were used and involved the use of questionnaires, semi-structured interview guide and other relevant documents. A mixture of stratified random and clustered sampling was used to draw a sample 126 respondent from three (3) restructured Ministries of Education, Health and Agriculture. The study revealed that annual performance appraisal system was not effectively used in appraising performance

in concerned Ministries. Departmental and individual work plans and target setting were not strictly adhered to in all the concerned Ministries. The study also revealed that there were inconsistencies in implementing performance planning, monitoring and feedback provision in the concerned Ministries.

Femi (2013) ascertained perception of performance appraisal and workers' performance in Wema bank headquarters in Lagos Nigeria. The study adopted the survey research design. A total of 150 research subjects were drawn from the target population using the stratified and the simple random sampling technique. Chi Square method was used for testing the hypothesis. Some of the findings showed that: there was a significant relationship between performance appraisal and worker's performance; there was a significant relationship between performance appraisal and promotion exercise, and there was a significant relationship between performance appraisal and employees commitment to goals and objectives of the organization. The study recommended that for appraisals to yield the desired outcomes the management should ensure that performance appraisal was carried out continuously, not only when it is time for promotion. The study also recommended that performance expectations and actual performance must be discussed often and regularly and raters must be adequately trained with modern techniques of rating periodically through organized workshops, debate and seminars.

Norman and Kabwe (2015) research study aimed at looking into the perceptions of performance management within the United Kingdom retail industry. The research philosophy adopted for the research was a quantitative, positivist epistemological position, involving a closed question questionnaire which established the respondents, the characteristics and attributes of the performance management systems present in their organisation, and finally, their perceptions on the performance management system. In regards to the perceptions of the systems it was evident that performance management was perceived as being a continuous process which linked individual and organisational objectives. It was also evident that performance management was motivating employees which was having a positive impact on individual and organisational performance.

Gichuki (2015) researched on teachers' perceptions on the effectiveness of the appraisal system. The research was conducted in public secondary schools in Naivasha and Gilgil districts. The study employed descriptive survey and used stratified random sampling

method to select 15 schools to participate in the study. The study established that the performance appraisal process was not effective in achieving its desired goals. The most commonly used methods of performance appraisal in schools under study were school administrator observation and self-evaluation. Most of the teachers viewed appraisers in their schools as ineffective in performance of their work. The major factor which made them to be ineffective was lack of requisite skills required to conduct teachers' performance appraisal process. The study also established that there were inconsistencies in communication of the performance feedback among the appraisers and appraisee and as well as from TSC, the employer. Teachers found performance appraisal as of no benefit. The study recommended that Teachers Service Commission (TSC) needed to in-service the principals, deputy principals, and the teachers on performance appraisal in order to demystify its purpose in schools. The study also recommended use of combination of various methods to appraise the teachers and improvement in communication of the feedback between the TSC, schools and the teachers for them to benefit.

The study by Mwale (2016) explored employee perceptions of performance appraisal in two public Technical Education Vocational Entrepreneurship and Training institutions located in the Southern Province of Zambia. This study followed a quantitative research approach using the census method to obtain data. A 59 item self-administered questionnaire was administered to obtain responses. The main conclusion from the study was that employees held positive attitudes about performance appraisal. The study found that the performance appraisal system was integrated into institutions' culture and that the respondents were satisfied with the performance appraisal process and that 68% of the respondents agreed that the performance system in their institution was fair. However, concerns about the low frequency of appraisal meetings were noted. The frequency of performance evaluation on how well the employees were meeting their targets was mostly once in a year. This called for urgent attention by the management of the institutions to ensure that at least two appraisals were conducted in a year. The study also found evidence of rating standards varying from supervisor to supervisor. The study recommended that supervisor training in rating formed part a continuous process.

Farrell (2013), established that inconsistency existed with how appraisals were carried out in relation to who sets the goals and goals are based on what. Kamfwa (2016), also revealed that there were inconsistencies in implementing performance planning,

monitoring and feedback provision in the concerned Ministries and departmental and individual work plans and target setting were not strictly adhered to. While, Gichuki (2015) established that there were inconsistencies in communication of the performance feedback among the appraisers and appraisee and as well as from the employer. Similarly, Mwale (2016) found out that the rating standards varied from supervisor to supervisor and noted concerns about the low frequency of appraisal meetings. Both Farrell (2013), Kamfwa (2016), Gichuki (2015) and Mwale (2016) found out that inconsistencies existed in the performance appraisal process in their respective areas of study. On the other hand, Matunge (2013), ascertained that the performance appraisal system used was simple and had been consistent over time. Femi (2013) findings showed that there was a significant relationship between performance appraisal and employees' performance and recommended that performance appraisal ought to be carried out continuously, not only when it is time for promotion. Likewise, Norman and Kabwe (2015) noted that performance management was perceived as being a continuous process which linked individual and organisational performance.

Some of the studies above established that the performance appraisal process was consistent while in other studies it was inconsistent and ought to be a continuous process that was done frequently. The studies also established that there was significant relationship between performance appraisal and employee performance though focused on the following indicators of performance appraisal: performance planning, monitoring and feedback, performance goals, communication and rating standards. However, the studies did not determine whether consistency of performance appraisal had influence on employees' performance. Thus, knowledge on the influence of consistency of performance appraisal on employee performance in public service in Kenya is lacking.

2.2.2 Accuracy of Performance Appraisal and Employee Performance

Selvarajan and Cloninger (2008) study focused on importance of accurate performance appraisals for creating ethical organizations. The study examined how employees' job performance outcomes influence how others judge the employees' ethical performance. The questionnaire consisted of one Likert 7-point global ethical rating scale, one Likert 7-point global performance rating scale, and a 12-item behavioral observation scale noting whether or not the sales person had exhibited a specific behavior. Observational ratings

are the judgments of the respondents as to whether a behavior occurred. The research found that respondents judged employees with successful job performance outcomes to have exhibited more ethical behaviors than employees with unsuccessful job performance outcomes. The pattern of results was consistent regardless of the respondent's ethical beliefs.

Sanjeev and Singh (2014) investigated perception of employees towards performance appraisal program. The study was based on the primary data, collected from the employees of packing industry in India who had worked in the institution for at least two consecutive years, and whose work had been previously appraised, and were located in Delhi and national capital region. The statistical analysis method employed was descriptive analysis. The findings suggested that the employees had both positive and negative perceptions towards the performance appraisal program. They believed that though the appraisal enhances the chance of promotion, sometimes it lacked in terms of employees' proper assessment. The employees also believed that it was not helpful in reducing grievances among the people. Employees' perceptions also varied according to their demographic differences. The Performance Appraisal Programs needed transparency and well explained parameters for the acceptance and satisfaction of employees as it impacted the overall organisational performance.

Balcioglu and Nihinlola (2014) focussed on Perception of Employee towards Performing Performance Evaluation System. The study was carried at National Horticultural Research Institute in (NIHORT) Nigeria. Samples of 164 questionnaires were distributed based on Cochran's formula calculation and the criterion for distribution of the questionnaire was based on random sampling techniques. The findings of the study indicated that the overall perception of the respondent showed negative result that the employees perceived towards the practice, indicated that the system were affected by subjectivity and bias regarding to the result of the research.

Mensah and Seidu (2012) studied Employees' Perception of Performance Appraisal System. They focussed on employees' perceptions of performance appraisal biases or errors, and examined the implications for developing and implementing an effective appraisal system in a polytechnic in Takoradi, Ghana. The study also sought to identify pragmatic ways to ameliorate any appraisal biases that could have been present in the

institution's appraisal system. Data was collected from 140 employees of the institution, which included both academic and administrative staff who had worked in the institution for at least two consecutive years, and whose work had been appraised previously. A content validated semi-structured interview schedule was used to interview the respondents. The data collected was analysed, using descriptive statistics, in order to address the research questions. The results of the study indicated that employees of the institution perceived that the performance appraisal system of the institution was affected by subjectivity. The findings had serious managerial implications for training, motivation and provision of resources for performance appraisal.

Begum et al. (2015) aimed at investigating the effectiveness of performance appraisal system in the pharmaceutical industry of Bangladesh. Secondary data were collected from different articles, books and online sources and Primary data were collected through questionnaire from 200 employees of different pharmaceutical companies. Through factor analysis six factors (Rater accuracy, Training, Performance Appraisal Process, Employee Attitude, Communication, and Inter personal factor) were obtained. The results of regression analysis showed that all the factors except interpersonal factor are significant in ensuring the effectiveness of performance appraisal system. The study recommended to pharmaceutical companies to take the factors into strong consideration in order to ensure the effectiveness of performance appraisal system and to achieve the appraisal goal.

Study by Mwema and Gachunga (2014) sought to establish the effects of performance appraisal on employee productivity in World Health Organization focusing on Kenya Country Office, Garissa sub-office, Somalia and Sudan offices based in Kenya. Descriptive design was adopted in the study. Regression analysis was done to establish the effects of performance appraisal on employee productivity. From the findings, the study concluded that organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employee's productivity. The study concluded that organizations should establish and adopt performance appraisal systems to aid in providing opportunities to the management in identifying staff training needs, help employees meet performance targets, offer poor performers a chance to improve, help employees on time management through planning and setting of deadlines, enable managers to make informed decisions about promotions and assignments based on

applicable facts, improve employee's synergies. The study recommended that organizations should appraise the staff to enhance employees' productivity.

Gichuki (2014) studied the influence of performance management on employee productivity in the Immigration Department of Kenya. Specifically, the study sought to determine the extent to which performance appraisal, training and development and rewarding systems influence employee productivity. Study adopted a descriptive survey design. A total number of 300 staff workers were selected from a population of 1200 through random sampling. Data was collected using a structured questionnaire. The collected data was organized, edited, coded, entered and analysed using descriptive statistics mainly, percentages and frequencies with the aid of Statistical Packages Social for Sciences (SPSS). The study concluded that Training and development (T&D) promotes, encourage staff to be creative with a high percentage. Therefore, to increase and maximize employee productivity, the Immigration Department needs to maximise the use of development of performance appraisal and review employee performances on an ongoing basis. The department should also train and develop employee needed with proper knowledge and skills and reward performance not only to motivate them, but also reduce staff turnover.

Studies by both Balcioglu and Nihinlola (2014) and Mensah and Seidu (2012) established that the performance appraisal system were affected by subjectivity and bias. Similarly, Sanjeev and Singh (2014) found out that though performance appraisal enhanced chances of promotion, sometimes it lacked in terms of employees' proper assessment. On the other hand, Begum et al. (2015) found out that accuracy was significant in ensuring the effectiveness of performance appraisal system. Studies by Mwema and Gachunga (2014) and Gichuki (2014) established that performance appraisal / performance management influenced employee productivity. While, Selvarajan and Cloninger (2008) established that accurate performance appraisals had a significant role in creating ethical organizations.

The studies above established that performance appraisal system were affected by subjectivity and also lacked proper employee assessment. The findings also indicated that accuracy was significant in ensuring the effectiveness of performance appraisal but did not establish the influence of accuracy on employee performance. The studies focused on

the following indicators and outcomes of performance appraisal: training and development, reward system, rater accuracy, appraisal process, communication and employees' perceptions and attitudes. The studies did not determine whether accuracy of performance appraisal had influence on employees' performance. Therefore, knowledge on the influence of accuracy of performance appraisal on employee performance in public service in Kenya is lacking.

2.2.3   Fairness of Performance Appraisal and Employee performance

Salleh et al. (2013) examined the perception of public servants towards the fairness of performance appraisal and its effect on organizational commitment. The study also examined the intermediary effects of satisfaction in the two relationships. The data for the study was obtained through a survey among 425 employees of government agencies in Malaysia. The findings showed that perceived fairness of performance appraisal had influenced their commitment towards organization through the mediating factor of satisfaction. The finding was consistent with the efforts by the government to establish a more transparent and more accountable decision-making process in an organization. In conclusion, to improve performance evaluation to be more effective in influencing organizational commitment, satisfaction of the civil servants as well as fair performance management within the organization should be given priority.

Ndirangu and Ngari (2014) evaluated the effect of performance appraisal quality on employee performance in investment management firms in Kenya. The research used descriptive research design. The questionnaire was administered through drop and pick to the employees in the selected departments. The quantitative data in the research was analysed by descriptive statistics using statistical package for social sciences. The study found that clarity of performance expectations affected the job performance to a great extent. Feedback mechanism and open door policy affected job perform to a great extent. Integrity and reliability/dependability affected job performance to a great extent. In addition, distributive fairness affected job performance to a moderate extent. The study found that ideas and innovations, absenteeism/tardiness and timeliness had improved for the last five years. The study established that appraisal motivates staff by clarifying objectives and setting clear future objectives with provision for training and development

needs to establish the performance objective. Communication provides employees with the chance of exercising a level of process control.

Agyare et al. (2016) investigated the impact of performance appraisal on the job-satisfaction and commitment of employees. The study used a descriptive research design. A stratified random sampling was used to sample 200 respondents from Microfinance organizations in Ghana. The study used questionnaires as its data collection instrument. Regression Analysis and correlations were used to analyse the data collected. The study revealed that employees' job satisfaction was positively related to and impacted by fairness in the appraisal system, linking appraisals with promotion, clarity of roles and feedback about their performance. The study also revealed that employees' commitment was positively related to and impacted by the linkage of appraisals with salary, identification of training needs, clarity of performance appraisal purpose and employee involvement in the formulation of appraisal tools. The study recommended that organizations comply with rewards systems linked to performance levels, provide training to employees identified to be in need of training so as to further enhance the relevance of performance appraisal, and also instigate and/or maintain communication between management staff and their subordinates especially with regards to their performance.

Ikramullah et al. (2011) explored the appraisees'/ratees' fairness perceptions of performance appraisal system in the civil service of Pakistan. Appraisees' fairness perception was determined by applying four factor of organizational justice namely; procedural, distributive, interpersonal and informational. Data was collected from the civil servants working in two departments in districts of Dera Ismail Khan and Khyber Pakhtunkhwa. The results showed that appraisees' perceived the system fair as diagnosed by four factors of justice. Moreover, high interpersonal justice and distributive justice also revealed issues with the system. However, on few aspects of the system, appraisees' mentioned their neutral responses.

Bintu (2014) investigated the effectiveness of performance appraisal systems in Kwame Nkrumah University of Science and Technology. The study was descriptive using both primary and secondary data. Data was collected with the help of questionnaires and analyzed with the help of the Statistical Package for the Social Sciences. The study found out that the institution had in place an appraisal system, and that it was largely

acknowledged by all categories of respondents: junior and senior members. The study noted that there were key performance criteria that had been developed and clearly identified in the appraisal system. Findings showed that to a large extent the criteria had been developed in consultation with workers and appraisers. Further, respondents indicated general understanding and support from the various stakeholders on the institution's appraisal system. The study found out that most employees showed cooperation in the appraisal process. Again, most staff believed that feedback reflected their performance. Further, most staff believed the appraisal system was relevant and did not consider the appraisal process a waste of time. It was noted that the process had helped in identifying systematic factors that are barriers to effective performance. Key challenges identified included low feedback rate and lack of adequate resources, among other challenges. The study recommended the need to ensure that fairness is maintained in the appraisal process so that the necessary trust and cooperation will be forthcoming from staff.

Study by Fakhimi and Raisy (2013) aimed at investigating the relationship between satisfaction with performance appraisal and some behavioral indices. The study was of applied type conducted with descriptive-survey method. The data was collected from 269 employees in the headquarters offices of Bank Refah in Iran and data collection was done using correlation and regression method and by SPSS software. The results indicated that satisfaction with performance appraisal was regarded as an important index in improving the effectiveness of the function of management and it would have outcomes such as motivation improvement, reduction in willingness to quit job, increasing affective commitment of employees and improvement in work performance. The study recommended increase in the effectiveness of performance appraisal, in addition to fairness and transparency of assessments; it should be tired to continuously and from the perspective of employees, improve and modify the function of management.

Babatunde (2014) aimed at evaluating the effectiveness of performance appraisal as a tool to measure employee productivity in organizations in Nigeria. The study revealed that employees were usually appraised by their immediate supervisors. As regards the frequency promotion in the organization, both the managers and officers asserted that there was a valid, laid down pattern for promotion and that was at the management discretion. Often, managers allowed biasing factors like rate, sex, tribe, appearance and

personal likeness or hatred to influence their rating. Unless the ratings were based on actual job performances, the evaluation would continue to be devoid of the objective that was often required in a fair performance appraisal system.

Studies by both Fakhimi and Raisy (2013), Babatunde (2014) and Bintu (2014) recommended the need to ensure that fairness was maintained in the performance appraisal process. While Salleh et al. (2013) findings showed that perceived fairness of performance appraisal had influenced employees' commitment towards organization and recommended for fair performance management within the organization to be given priority. Similarly, Agyare et al. (2016) revealed that employees' job satisfaction was positively related to and impacted by fairness in the appraisal system. Ndirangu and Ngari (2014) on the other hand established that distributive fairness affected job performance to a moderate extent. Ikramullah et al. (2011) found out that employees perceived the appraisal system fair as diagnosed by four factors of justice.

The above studies revealed that employees' job satisfaction and job commitment was positively related to and impacted by fairness in the performance appraisal system. Additionally, some studies ascertained that the performance appraisal process was fair. The studies recommended the need to ensure that fairness was maintained in the performance appraisal process. However, the studies did not determine whether fairness in performance appraisal had influence on employees' performance. Thus, knowledge on the influence of fairness in performance appraisal on employee performance in public service in Kenya is lacking.

CHAPTER THREE

RESEARCH METHODOLOGY

This section presents the methodology that the researcher used to conduct the study. It outlines the research design, study area, target population, sample size, sampling technique, data collection methods and data analysis and presentation.

3.1 Research Design

This study adopted correlational research design. A research design is a process of meticulous selection of methods to be used to answer the research question and solve the problem. According to Mouton (2001) a research design is a plan according to which research participants are identified to collect information from them. While Cooper et al. (2011) defined research design as the blueprint for the collection, measurement, and analysis of data.

3.2 Study Area

The study was conducted within Kisumu County. The county lies within longitudes 33° 20'E and 35° 20'E and latitudes 0° 20'South and 0° 50'South. The County is bordered by Homabay County to the South, Nandi County to the North East, Kericho County to the East, Vihiga County to the North West and Siaya County to the West. The County covers a total land area of 2009.5 km^2 and another 567 km^2 covered by water with a total population of 968,909 (KNBS, 2009). The study was conducted in the area because a report by Transparency International (2016) established that members of public in Kisumu rated Kenya Police service delivery on different aspects as average and poor.

3.3 Target Population

According to Sekaran (2003), population is the study object and consists of individual groups, institutions, human products and events or the conditions to which they are exposed. The total population of this study constituted 250 employees at supervisory level in Public Service within Kisumu County as given in (Table 3.1).

Table 3.1 Population Distribution

NO	DEPARTMENT NAME	POPULATION
1	National Administration and Field Services	90
2	Kenya Police	45
3	Administration Police	115
	TOTAL	**250**

Source: Office of County Commissioner Kisumu County (2018)

3.3.1 Sample Size

The formula adopted for the sample size was

$$n = \frac{N}{1+N(e)^2} \quad \text{(Yamane, 1967)} \quad \text{.............................. equation 3.1}$$

Where n is the required sample size, N (250) is the population size and e is the level of precision at 95% confidence level set at 0.05.

Therefore;

n= 250/ [1+250(0.05)*(0.05)] =250/1.625

= 154 respondents from the departments

Table 3.2 Sample Distribution

NO	DEPARTMENT	POPULATION	SAMPLE
1	National Administration and Field Services	90	55
2	Kenya Police	45	28
3	Administration Police	115	71
	TOTAL	**250**	**154**

Source: Office of County Commissioner Kisumu County (2018)

3.3.2 Sampling Technique

Stratified sampling was used with departments forming the strata. Simple random sampling was then used to pick the respondents.

3.4 Data Collection Methods

3.4.1 Data Type and Source

Both primary and secondary data was used. The primary data for the study came from questionnaires, while secondary data was gathered through official government documents obtained from government offices, library research and internet search.

3.4.2 Data Collection Procedure

Data was collected using self-administered questionnaire. The researcher prepared structured questionnaire and administer them in person to the respondents – employees at supervisory level in Public Service within Kisumu County. An Introduction letter from Maseno University, School of Business and Economics and a brief note from the researcher was attached to every questionnaire that gave confidence to the respondents.

3.4.3 Data Collection Instruments

A structured questionnaire was administered to employees at supervisory level working in Public Service within Kisumu County. The questionnaire comprised of questions related to performance appraisal and its influence on employees' performance. (Appendix: B)

3.4.4 Reliability

Reliability is the extent to which the study instruments produce consistent results under similar circumstances (Kothari, 2004).To test reliability a pilot study was conducted in a population with similar characteristics with the target sample. Cronbach's Alpha (α) was used to measure the reliability. According to Kumar (2005) an alpha of 0.7 or above is considered to be reliable. The results of the reliability test are indicated in Table 3.3.

Table 3.3: Results of Reliability Test

Variable	Correlation (Alpha value)	P value
Consistency	0.708	0.00
Accuracy	0.772	0.00
Fairness	0.859	0.00
Employee Performance	0.774	0.00

Source: Survey Data, (2018)

From Table 3.3 the reliability test for all items yielded a Cronbach's Alpha coefficient of between 0.75 and 0.83. Since all variables had and alpha coefficient of above 0.7, then the scale was regarded as reliable for measuring the four main constructs of the study.

3.4.5 Validity

Expert opinion was sought on the data collection instruments. The researcher's supervisor provided this opinion which helped in validity check.

3.5 Data Analysis and Presentation

Descriptive and inferential statistics were used to analyse data. Means, percentages, standard deviation and frequencies were used to establish extent of performance appraisal on employee performance levels while regression model was used to determine the influence of performance appraisal on employee performance.

Model Specification

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots\dots\dots\dots\dots\dots\dots\dots \text{ equation 3.2}$$

Source: Adapted from Fairchild and MacKinnon (2009)

Y	$=$	Employee Performance
X_1	$=$	Consistency of performance appraisal
X_2	$=$	Accuracy of performance appraisal
X_3	$=$	Fairness of performance appraisal
β_0	$=$	Y intercept in the equation
β_1	$=$	measure of effect of consistency of PA on employee performance
β_2	$=$	measure of effect of accuracy of PA on employee performance
β_3	$=$	measure of effect of fairness of PA on employee performance
ε	$=$	error term

CHAPTER FOUR

FINDINGS AND DISCUSIONS

This chapter presents the findings and discussions of the study. The findings were presented in tables entailing both descriptive and inferential statistics. Descriptive statistics entailed the frequency counts, percentages, means and standard deviations while inferential statistics entailed the regression model that was used. The order of presentation: response rate and social-demographic characteristics that included period worked for Public Service, level of education, rank/level in employment and respondent's department.

4.1 Response Rate

The study targeted 154 employees at supervisory level in Public Service within Kisumu County. From the study, 128 respondents out of the 154 returned the questionnaires making a response rate of 83.1 %. According to Sekaran (2003), a rate of 60% is considered adequate for analysis in social sciences. The response rate is summarized in Table 4.1.

Table 4.1: Response Rate

Response Category	Frequency	Percentage
Actual Response	128	83.1
Non Response	26	16.9
Total	154	100.0

Source: Survey Data, (2018)

4.2 Socio-Demographic Characteristics of Respondents

The socio- demographic information considered in the study was period worked for Public Service, level of education, rank/level in employment and respondent's department. The information was gathered using the questionnaires.

4.2.1 Period Worked for Public Service

The demographic findings on the period worked for Public Service for the respondents were presented using frequency counts, percentages, means and standard deviations as shown in Table 4.2.

Table 4.2: Period Worked for Public Service

Years		Frequency	Percent	Valid Percent	Cumulative Percent
	0-5 year	8	6.3	6.3	6.3
	6-10 years	20	15.6	15.6	21.9
Valid	11-15years	14	10.9	10.9	32.8
	over 15 years	86	67.2	67.2	100.0
	Total	128	100.0	100.0	

Source: Survey Data, (2018)

The findings in Table 4.2 indicates that majority of the respondents in the Public Service had served for a period of over 15 years, 86(67.5%) followed by those who had served for 6-10 years, 20(15.6%) then 11-15 years, 14(10.9%) and finally, 8(6.3%) for 0-5 years. An examination of the means (M=3.39, SD=.966) indicated that majority had served in the category of 11 years and above.

4.2.2 Level of Education of Respondents.

The demographic finding on the education level is shown in the Table 4.3.

Table 4.3 Level of Education

		Frequency	Percent
	Primary	17	13.3
	Secondary	36	28.1
Valid	Tertiary	75	58.6
	Total	128	100.0

Source: Survey Data, (2018)

Table 4.3 indicates the level of education which comprises the primary, secondary and tertiary level of education. The tertiary level is the one which has the highest frequency of 75(58.6%) followed by secondary level of 36(28.1%) and finally the primary level of 17(13.3%). Above all, the education level has a mean of (M=2.45) and a standard deviation (SD=.719). It is clearly observed that the tertiary valid has the highest level of education compared to the secondary and primary level.

4.2.3 Rank in Employment.

The demographic finding on the rank in employment is shown in the Table 4.4.

Table 4.4: Rank in Employment.

Rank		Frequency	Percent
Valid	Lower	20	15.6
	Middle	46	35.9
	Upper	62	48.4
	Total	128	100.0

Source: Survey Data, (2018)

It is clearly shown in the above Table 4.4 that the valid is categorized into three ranks namely the lower, middle and upper rank. The upper rank is the one with the highest frequency of 62(48.4%) followed by the middle rank of 46(35.9%) and finally the lower rank which has the frequency of 20(15.6%).The table highlights the mean of the rank to be (M=2.33) and a standard deviation of (SD=.733)

4.2.4 Respondents' Department

The demographic findings on the respondents' department is shown in the Table 4.5

Table 4.5 Respondents' Department

Departments	Frequency	Percentage
National Government Administration	45	35.2
Kenya Police	26	20.3
Administration police	57	44.5
Total	128	100.0

Source: Survey Data, (2018)

It is well expressed in Table 4.5 that Administration Police is the one with the highest frequency of 57(44.5%), followed by National Government Administration with a frequency of 45(35.2%) and lastly Kenya Police with a frequency of 26(20.5%).

4.3 Extent of Consistency of Performance Appraisal

The first objective of the study sought to examine the influence of consistency of performance appraisal on employee performance in public service within Kisumu County. The first step entailed determining the respondents view on the extent of consistency. Various constructs on employee performance were therefore rated on a five point likert scale starting from 1 indicating strongly disagree to 5 indicating strongly

agree. The findings are presented using frequency counts, percentages, means and standard deviation as shown in Table 4.6.

Table 4.6: Consistency in Performance Appraisal.

Performance Appraisal: Consistency	Strongly Disagree 5	Disagree 4	Neutral 3	Agree 2	Strongly agree 1	Mean	SD
Same performance targets for the last five years.	15(11.7)	47(36.7)	26(20.3)	20(15.6)	20(15.6)	2.87	1.270
Similar performance indicators for the last five years.	26(20.3)	35(27.5)	19(14.8)	31(24.2)	17(13.3)	2.83	1.358
Unchanged rating scale for the last five years.	34(26.6)	39(30.5)	24(18.8)	22(17.2)	9(7.0)	2.48	1.248
Departmental objectives have been the same for the last five years.	20(15.6)	34(26.6)	26(20.3)	32(25.0)	16(12.5)	2.92	1.284
Reporting frequency (Annually, Semiannually or quarterly) has been regular for the last five years.	20(15.6)	29(22.7)	35(27.3)	28(21.9)	16(12.5)	2.93	1.256
Method of reporting (physical, online) unvarying for the last five years.	33(25.8)	48(37.5)	11(8.6)	22(17.2)	14(10.9)	2.50	1.334

Source: Survey Data, (2018)

The findings in Table 4.6 indicate that majority, 47(36.7) of the respondents disagree with the notion that same performance targets have been availed for the last five years. Whereas the mean is above average (M=2.87) with the standard deviation of SD=1.270. It was also clear, similar performance indicators for the last five years as rated (M=2.83, SD=1.35), with majority, 35(27.5%) of the respondents disputing the rating. Further findings (M=2.48, 1.248) indicates low rating on Unchanged rating scale for the last five years, with majority, 39(30.5%) supporting it. Departmental objectives have been the same for the last five years as rated highly (M=2.92, SD=1.28) although majority, 34(26.6%) disagreed. Majority, 35(27.3%) of the respondents remained neutral on the aspect of Reporting frequency (Annually, Semiannually or quarterly) regularity for the last five years even though there was a high rating (M=2.93, SD=1.26) on the same. Finally, there was a neutral rating (M=2.50, SD=1.33) on method of reporting (physical, online) variation for the last five years, with the majority 48(37.5%) disagreeing on its change.

4.4 Extent of Accuracy of Performance Appraisal

The second objective sought to determines the influence of accuracy of performance appraisal on employee performance in public service within Kisumu County. The first step entailed determining the respondents view on the accuracy of the performance appraisal. Various constructs on the accuracy were used based on the five points likert scale. The findings are presented in Table 4.7 using frequency counts, percentages, means and standard deviations.

Table 4.7 Accuracy in Performance Appraisal

Accuracy	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree	Mean	SD
	5	4	3	2	1		
Performance targets reflect all the duties performed by appraisee.	25(19.5)	39(30.5)	13(10.2)	33(25.8)	18(14.1)	2.84	1.37
Rating scores indicate the actual results achieved and the actual values and competencies of the appraisee.	29(22.7)	43(33.6)	17(13.3)	23(18.0)	16(12.5)	2.64	1.34
Performance targets are agreed between the appraiser and appraisee.	16(12.5)	35(27.3)	17(13.3)	36(28.1)	24(18.8)	3.13	1.34
Performance meetings and reviews are conducted within the required timelines.	11(8.6)	31(24.2)	32(25.0)	34(26.6)	20(15.6)	3.16	1.20
Clarity of performance expectations and parameters used.	14(10.9)	36(28.1)	30(23.4)	38(29.7)	10(7.8)	2.95	1.15
Appraisees' are given room for appeal when dissatisfied with the appraisal outcome.	10(7.8)	38(29.7)	38(29.7)	26(20.3)	16(12.5)	3.00	1.15

Source: Survey Data, (2018)

The findings in Table 4.7 indicates that the majority, 39(30.5) respondents disagree with what is defined in the table that the performance targets reflects all the duties performed by the appraisee whereby the mean is above average (M=2.84) and a standard deviation SD=1.38). Meanwhile the rating score indicates the actual results achieved and the actual values and competences of the appraisee indicating the mean (M=2.64, SD=1.34) with the majority, 43(33.6%) of the respondents disagreeing. It is also clear from the findings Performance targets are agreed between the appraiser and appraisee as indicated by a rating (M=3.13, SD=1.34) with majority, 36(28.8%) supporting this finding. Additionally, Performance meetings and reviews are conducted within the required timelines, (M=3.16, SD=1.20), also from the majority, 34(26.6%) who agreed. The same is also indicated for clarity of performance expectations and parameters used from the rating (M=2.95, SD=1.15), affirmed by 38(29.7%). Finally there is a dispute with the

appraisees are given room for appeal when dissatisfied with the appraisal outcome of the majority, 38(29.7%) who disagree hence with a mean of (M=3.00 and SD=1.15)

4.5 Extent of Fairness of Performance Appraisal

The third objective of the study was to ascertain the influence of fairness in performance appraisal on employee performance in public service within Kisumu County. The first step entailed determining the respondents' views on the fairness in performance appraisal. Various responses were measured on a five points likert scale, and the results presented as shown in Table 4.8.

Table 4.8 Fairness in Performance Appraisal

Fairness	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree	Mean	SD
	5	4	3	2	1		
Appraisees' are involved in every stage of the appraisal.	9(7.0)	37(28.9)	36(28.1)	36(28.1)	10(7.8)	3.01	1.08
The appraisal ratings are characterized by subjectivity.	14(10.9)	54(42.2)	32(25.0)	13(10.2)	15(11.7)	2.70	1.16
Administration of rewards is based on the actual results achieved.	5(3.9)	39(30.5)	30(23.4)	32(25.0)	22(17.2)	3.21	1.16
Recommendations for training and development reflect the actual needs by the appraisee.	9(7.0)	34(26.6)	37(28.9)	30(23.4)	18(14.1)	3.11	1.15
Recommendations for promotions are based on results achieved by the appraisee.	10(7.8)	40(31.3)	33(25.8)	26(20.3)	19(14.8)	3.03	1.19
Appraisal procedures are in accordance with the set guidelines.	10(7.8)	50(39.1)	24(18.8)	29(22.7)	15(11.7)	2.91	1.18

Source: Survey Data, (2018)

The findings in the Table 4.8 indicates that majority of the respondents, 37(28.9%) disagree with the aspect that the appraisees' are involved in every stage of the appraisal which has a mean above the average (M=3.01 and SD=1.03). Also the appraisal ratings are characterized by subjectivity, many, 54(42.2%) disputing it with a mean of (M=2.70 and SD=1.16). The Administration of rewards is based on the actual results achieved where it conquers with step one and two in disagreeing with the majority, 39(30.5%) hence having a mean of (M=3.21 and SD=1.17. As the recommendations for training and development reflect the actual needs by the appraisee is with majority, 37(28.9%) being neutral with a mean of (M=3.11 and SD =1.16). Meanwhile the basis of recommendations for training and development reflect the actual needs by the appraisees with majority

40(31.3%) disagreeing having a mean of (M=3.03 and SD=1.20). Finally, it is also clearly identified that the recommendations for training and development reflect the actual needs by the appraisees disagree with a majority, 50(39.1%) with a mean of (M=2.91 and SD=1.18).

4.6 Employee Performance

The findings on the performance of the employees were sought, with a particular basis on the quality and quantity targets. The constructs were rated on a five point likert scale ranging from 1-5, with 1 indicating disagreement and 5 indicating strong agreement. The findings are presented in Table 4.9 using frequency counts, percentages, means and standard deviations.

Table 4.9 Employee performance

Employee Performance	Very High	High	Moderate 3	Low 4	Very Low. 5	Mean	SD
Quality of work							
Conformity with the standards.	17(13.3)	39(30.5)	19(14.8)	29(22.7)	24(18.8)	3.03	1.35
Accurately performing allocated tasks.	12(9.4)	36(28.1)	30(23.4)	38(29.7)	12(9.4)	3.02	1.15
Reduction of time wastage in activities.	7(5.5)	38(29.7)	38(29.8)	26(20.3)	19(14.8)	3.09	1.14
Reduction in level of wastage of physical resources.	6(4.7)	37(28.9)	36(28.1)	36(28.1)	13(10.2)	3.10	1.07
Number of complains received.	14(10.9)	54(42.2)	32(25.0)	13(10.2)	15(11.7)	2.70	1.16
Employee punctuality.	3(3.9)	39(30.5)	30(23.4)	32(25.0)	22(17.2)	3.21	1.16
Quantity of work							
Meeting tasks deadline.	9(7.0)	34(26.6)	37(28.9)	30(23.4)	18(14.1)	3.11	1.15
Completion rate of tasks.	10(7.8)	40(31.3)	33(25.8)	26(20.3)	19(14.8)	3.03	1.19
Tasks / duties achieved against allocations.	10(7.8)	50(39.1)	24(18.8)	29(22.7)	15(11.7)	2.91	1.18
Meeting targets.	17(13.3)	39(30.5)	19(14.8)	29(22.7)	24(18.8)	3.03	1.35

Source: Survey Data, (2018)

As per the findings in the Table 4.9 the performance of employee concerning the conformity with the standards has high rating of majority, 39(30.5%) and has a mean of (M=3.03 and SD=1.35). Under the perspective of accurately performing allocating tasks has a very low rate of majority, 38(29.7%) and a mean of (M=3.02 and SD=1.16). The reduction of time wastage in activities indicates the high rate of majority, 38(29.8) and mean of (M=3.09 and SD=1.15). Concerning the reduction in level of wastage of physical resources they actually results is high with majority, 37(28.9) hence with a mean of (M=3.10 and SD=1.08). The number of complaints received was high with a majority, 54(42.2) and a mean of (M=2.70 and SD=1.16). The punctuality of the employees is high

as revealed by majority, 39(23.4%) of the respondents, with a rating (M=3.21, SD=1.16) that supported the majority findings.

Further findings on the quantity of the work in performance indicated that meeting tasks deadline was met (M=3.11, SD=1.15), completion rate of the task was moderate (M=3.03, SD=1.19), Tasks / duties achieved against allocations was moderate (M=2.91, SD=1.18), and finally, the meeting targets was moderate (M=3.03, SD=1.35). Average examination of these findings lands the rate on average.

4.7 Influence of Performance Appraisal on Employee Performance

The overall influence of performance appraisal on employee performance was determine using standard multiple regression model. Employee performance was regressed against the three independent variables that included consistency, accuracy and fairness. The findings on the standardized coefficient were presented alongside the model summary results. Table 4.10 indicates the model coefficient results.

Table 4.10: Model Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.084	.108		-.780	.437
	mean of consistency appraisal	.118	.054	.120	2.183	.031
	mean of accuracy	.192	.057	.203	3.341	.001
	mean of fairness	.728	.051	.683	14.390	.000

a. Dependent Variable: overall mean of performance

The findings in Table 4.10 indicates that there would still be some performance by employees before factoring in any of the independent variables as indicated by a constant beta value (B=-.084, p=>.05), even though not significant performance. This is a constant performance of the employees under normal circumstances, which is the required duty completion without any alteration or catalyst. Upon introducing consistency, accuracy and fairness of performance appraisal, the model adjusted. The summary model results were also presented as shown in Table 4.11. The results simply indicate the percentage change in employee performance accounted for by performance appraisal.

Table 4.11: Summary Model Results on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.937ᵃ	.879	.876	.33911	.879	299.019	3	124	.000

a. Predictors: (Constant), mean of fairness, mean of consistency, mean of accuracy

The findings indicate that the multiple correlation between performance appraisal and employee performance was strong (R=.937). In addition, the findings indicates that performance appraisal accounted for 87.9% change in employee performance (R^2 =.879, p=.000). The findings were also significant, F(3, 124)=299.019, which means that the findings were not by chance, but as a result of fitting the model. The percentage accounted for by performance appraisal is very large which means that out of the many variables in employee performance, performance appraisal accounts or determine much.

4.7.1 Influence of Consistency of Performance Appraisal on Employee Performance

The first objective of the study was to examine the influence of consistency of performance appraisal on employee performance in public service within Kisumu County. Standard multiple regression model was therefore performed and the model coefficient results presented as shown in Table 4.10.

The findings indicates consistency of performance appraisal had a positive and significant contribution to overall employee performance (β=.120, p=.031) thereby rejecting the first null hypothesis HO₁, which state that consistency of performance appraisal has no significant influence on employee performance in public service within Kisumu County. This implies that there is a positive relationship between consistency and employee performance. Thus it can be deduced that consistency of performance appraisal has a positive effect on employee performance, such that one standard deviation change in consistency leads to 0.120 unit increase in performance.

The finding that consistency of performance appraisal has significant positive influence on employee performance received support from past empirical literature. Femi (2013) established a significant relationship between performance appraisal and workers performance, promotion exercise and employees commitment. However, the study adopted descriptive research design whereas this study used correlational research design. Other studies (Farell, 2013; Kamfwa, 2016; Gachuki, 2015; Mwale, 2016) established

that inconsistencies existed in how appraisal were carried out, implementing performance planning, monitoring and feedback and in rating standards; all the studies adopted descriptive research design. Other studies suggested that even where the appraisal systems were consistent, other methodological factors such as participation of staff and subjectivity affected such appraisals (Matunge, 2013). Most of the past studies (Farell, 2013; Kamfwa, 2016; Gachuki, 2015 Mwale, 2016; Matunge, 2013) focused on the on following attributes of performance appraisal: performance planning, monitoring and feedback, performance goals, communication and rating standards hence the studies did consider consistency as an attribute of performance appraisal. Consequently, the studies did not determine whether consistency of performance appraisal had influence on employees' performance.

This study sought to establish the influence of consistency of performance appraisal on employee performance. Consistency was operationalized in six parameters : same performance targets, similar performance indicators, unchanged rating scales, same departmental objectives, regular performance reporting and consistent reporting method, all over the past five year period. The study therefore, has enormous contribution to new knowledge in terms of hypothesizing, empirically testing and establishing the link between consistency of performance appraisal and employee performance that previously was unexplored.

4.7.2 Influence of Accuracy of Performance Appraisal on Employee Performance

The second objective of the study was to determine the influence of accuracy of performance appraisal on employee performance in public service within Kisumu County. Standard multiple regression model was therefore performed and the model coefficient results presented as shown in Table 4.10.

The findings indicates that accuracy of performance appraisal had a positive and significant contribution to overall employee performance (β=.203, p=.001) thereby rejecting the second null hypothesis HO_2, which state that accuracy of performance appraisal has no significant influence on employee performance in public service within Kisumu County. This implies that there is a positive relationship between accuracy and employee performance. Thus it can be deduced that accuracy of performance appraisal has a positive effect on employee performance such that one standard deviation change in employee accuracy leads to 0.203 units increase in employee performance.

The finding that accuracy of performance appraisal has significant positive influence on employee performance received support from past empirical literature. Mwema and Gachunga (2014) and Gichuki (2014) established that performance appraisal / performance management influenced employee productivity while (Begum et al., 2015; Selvarajan and Cloninger, 2008) found out that accuracy was significant in ensuring the effectiveness of performance appraisal system and had a significant role in creating ethical organizations. Other studies (Balcioglu and Nihinlola, 2014; Mensah and Seidu, 2012) established that the performance appraisal system were affected by subjectivity and bias. However, most of the past studies (Mwema and Gachunga, 2014; Gichuki, 2014; Begum et al., 2015; Selvarajan and Cloninger, 2008; Balcioglu and Nihinlola, 2014; Mensah and Seidu, 2012) focused on the following indicators and outcomes of performance appraisal: training and development, reward system, rater accuracy, appraisal process, communication and employees' perceptions and attitudes. The studies did not determine whether accuracy of performance appraisal had influence on employees' performance

This study sought to determine the influence of performance appraisal on employee performance. Accuracy was operationalized in six parameters: performance targets reflect all duties, rating scores, performance targets agreed upon, performance meeting, clarity of performance expectations and room for appeal. The study therefore, has huge contribution to new knowledge in terms of hypothesizing, empirically testing and establishing the link between accuracy of performance appraisal and employee performance that hitherto was unexplored.

4.7.3 Influence of Fairness in Performance Appraisal on Employee Performance

The second objective of the study was to ascertain the influence of fairness in in performance appraisal on employee performance. Standard multiple regression model was therefore performed and the model coefficient results presented as shown in Table 4.10.

The findings indicates that fairness in performance appraisal, had a unique positive and significant contribution to overall employee performance (β=.683, p=.000) thereby rejecting the third null hypothesis HO$_3$, which state that fairness in performance appraisal has no significant influence on employee performance in public service within Kisumu

County. This implies that there is a positive relationship between fairness in performance appraisal and employee performance. Thus it can be deduced that fairness has a positive effect on employee performance, such that a one standard deviation change in fairness leads to 0.683 unit increase in performance.

The finding that fairness in performance appraisal has significant positive influence on employee performance received support from past empirical literature. Salleh et al. (2013) findings showed that perceived fairness of performance appraisal had influenced employees' commitment towards organization and recommended for fair performance management within the organization to be given priority. Other studies (Fakhimi and Raisy, 2013; Babatunde, 2014; Bintu, 2014) recommended the need to ensure that fairness was maintained in the performance appraisal process. Similarly, Agyare et al. (2016) revealed that employees' job satisfaction was positively related to and impacted by fairness in the appraisal system. However, the studies did not determine whether fairness in performance appraisal had influence on employees' performance. This study sought to establish the influence of fairness in performance appraisal on employee performance. Fairness was operationalized in six parameters: Appraisee involvement, subjectivity in rating, administration of rewards, training and development, promotions and appraisal procedures. The study therefore, has immense contribution to new knowledge in terms of hypothesizing, empirically testing and establishing the link between fairness in performance appraisal and employee performance that previously was unexplored.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions and recommendations based on the objectives of the study.

5.1 Summary of Findings

The first objective of the study sought to examine influence of consistency of performance appraisal on employee performance in public service within Kisumu County. The corresponding null hypothesis was that consistency of performance appraisal has no significant influence on employee performance in public service within Kisumu County. The findings of the study revealed that consistency of performance appraisal has a positive contribution on employee performance. This also implies that there is a positive and significant relationship between consistency of performance appraisal and employee performance.

The second objective of the study sought to determine influence of accuracy of performance appraisal on employee performance in public service within Kisumu County. The corresponding null hypothesis was that accuracy of performance appraisal has no significant influence on employee performance in public service within Kisumu County. The findings from the study revealed that accuracy of performance appraisal has a positive and significant contribution to employee performance. This means that accuracy of performance appraisal has influence on employee performance.

The third objective of the study sought to ascertain influence of fairness in performance appraisal on employee performance in public service within Kisumu County. The corresponding null hypothesis was that fairness of performance appraisal has no significant influence on employee performance in public service within Kisumu County. The findings from the study revealed that fairness in performance appraisal has a unique positive and significant contribution to employee performance. This implies that fairness in performance appraisal has influence on employee performance.

5.2 Conclusions

In light of the aforementioned summary of the study findings, the following conclusions were made.

Consistency of performance appraisal was found to account for change in employee performance with a positive contribution. It can be concluded that Consistency of performance appraisal has a positive influence on employee performance.

From the summary given above, it was clearly proved that the accuracy of performance appraisal has a positive contribution on employee performance. This can sum up to conclude that the accuracy of performance appraisal has a positive influence on employee performance.

As per the summary provided above it was established that fairness in performance appraisal was found to account for change in employee performance with a positive unique contribution. This concludes that the fairness in performance appraisal has a positive influence on the employee performance.

5.3 Recommendations

First of all, the findings of the study revealed that consistency of performance appraisal accounted for significant change in employees' performance. Therefore the policy makers in public service should ensure that the performance appraisal tool is consistent since the study established consistency of performance appraisal had positive influence on employee performance.

Secondly, the findings of the study verified that the accuracy of the performance appraisal accounted for the significant change in employee performance. Consequently, the policy makers in public service should ensure that the performance appraisal tool is accurate in order to improve employees' performance.

Thirdly, the findings of the study established that the fairness in performance appraisal accounted for significant change in employee performance. As a result, the policy makers in public service should ensure that the performance appraisal process was fair and appraisers were impartial to improve employees' performance.

5.4 Limitations of the Study

This study offers insights on how performance appraisal influences employee performance in Public Service. The study had a number of limitations. The sample size was limited due to cost and time constrains however, the weakness was alleviated through

exhaustive literature review to compensate the insufficiency that was caused by data limitations.

5.5 Areas for Further Research

As per the conclusions on the findings, the researcher suggested the following future research directions in the field of performance appraisal and employee performance.

First, future studies should focus on this study by further investigating the moderating effects of the external environmental factors such as government policies and legislations in the hypothesized relationship.

Secondly, the hypothesis in the current study was tested using data from employees in Public Service – Kenya. There is need to test the results in other organizations for instance in private sector to be able to establish the generalizability of the findings. This will help in enhancing knowledge on performance appraisal and employee performance.

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