EFFECTS OF PERFORMANCE APPRAISAL SYSTEM ON EMPLOYEES PERFORMANCE OF NATIONAL POLICE SERVICE KENYA

BY

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DECLARATION

I declare that the work in this dissertation has not been previously submitted in any institution for award of a degree.

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ABSTRACT

Performance appraisal is a review and discussion of an employee performance of assigned duties and responsibilities. A good appraisal system is so fundamental to the management of people in any organization. The general objective of this study was to analyze effects of performance appraisal system on employee's performance of national police service Kenya. The study was guided by the following specific objectives: To assess the effects of appraisal techniques on employee's performance at National Police Service; to determine the effects of performance feedback on employee's performance at National Police Service; to establish the effect of employee's attitude on employee's performance at National Police Service and to analyse the effects of top management support on employee's performance at National Police Service. This study was underpinned on four theories which includes; Justice Theory, Equity Theory Goal Setting Theory and Expectancy Theory. The study employed a descriptive survey research design. The study location was Nairobi Central Business District. The study focused on the four police stations located in CBD. These included Central police station, Kamukunji police station, Parliament police station and KICC police station. The total population of the four police stations as per the Human Resource, Police Service Commission (2018) is 862. From the above population of 862 respondents the study picked 20% of the entire population. Thus, the study sample sampled 172 respondents. In this study, a questionnaire was used. Data collected was coded to enable the responses to be grouped into various categories. Analysis was done quantitatively and qualitatively by use of descriptive statistics. This included percentages, mean and standard deviation which were presented using tables, bar charts to give a clear picture of the research findings. The qualitative data was analysed using content analysis and findings presented in prose form. To quantify the strength of the relationship between the variables the researcher conducted a multiple regression analysis. This study concluded that Performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse employees. Although most employees are aware of the type of performance appraisal techniques used in the Police service. Further such appraisal techniques are not based on any serious formal purpose for which they were designed. Conclusively, appraisal techniques used in the police Service are not effective and that they exist just as a matter of formalities, the Police Service cannot measure employees' performance hence making it difficult to achieve the intended Human Resource Management objectives. This study therefore recommends that appraisal system should be able to guide the Police Service in identifying employees training needs, their execution and evaluation on whether they achieve their intended objectives. The systems should be used to evaluate the employees which are ready for promotion and other motivational rewards. The system should also be used to evaluate the employees who should be coached and prepare them for deployment, transfers or new assignments. Appraisers should not confront employees directly with criticism. Rather, they should aim to let the evidence of poor performance emerge naturally during the course of the appraisal interview. During the design of performance appraisal system, the management should consider all factors of an effective system so as to achieve the goals upon which they designed.

KEY WORDS; appraisal, performance, employee attitude, Kenya police service, feedback, management support.

APPROVAL

This dissertation as prepared and submitted by Isaac Kaboi Simotwo in partial fulfillment of requirements for the degree of Masters in Business Administration has been approved by us as University supervisors:

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DEDICATION

I thank the Almighty God for his protection, love, care, guidance and blessing me with sound mind throughout this research project.

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LIST OF ABBREVIATIONS

CBD:	Central Business District
CEOs:	Chief Executive Officer
IT:	Information Technology
KICC:	Kenyatta International Conference Centre
PAP:	Performance Appraisal Policy
RRI:	Rapid Results Initiative
SPSS:	Statistical Package for the Social Sciences
TQM:	Total Quality Management
US:	United States

DEFINITION OF TERMS

Employee Performance: Employee performance refers to their output at a minimal cost from the use of their technical skills, raw materials in carrying out work responsibilities. In this case, employee performance is directly linked with appraisal, rewards and feedback (Mwanje, 2010).

Employee Productivity: Productivity can be defined as quality or volume of the major product or services that an organization provides (Moorhead & Griffin, 2012).

Feedback: This refers to the information reflecting past performance and results and given by the manager to the employee (Solmon & Podgursky, 2010).

Performance Appraisal: Performance appraisal is where a superior evaluates and judges the work performance of subordinates (Harter, Schmidt & Hayes, 2012).

Performance management: Performance Management is defined by Armstrong, (2011) as a means of getting better results from a whole organization by understanding and managing within an agreed framework, performance of planned goals, standards and competence requirements.

Performance measurement: A quantifiable indicator used to assess how well an organization or business is achieving its desired objectives. Many business managers routinely review various performance measure types to assess such things as results, production, demand and operating efficiency in order to get a more objective sense of how their business is operating and whether improvement is required (Liu, 2014)

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Performance appraisal is a review and discussion of an employee performance of assigned duties and responsibilities (Mullins, 2014). According to Fillipe (2013), appraisal is a systematic, periodic and impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job. A good appraisal system is so fundamental to the management of people in any organization. The success of the organization itself depends largely on a good appraisal system. With a good appraisal system those who contribute more will be adequately rewarded and the right type of people are likely to be promoted into positions of higher responsibilities (Stonner, Freeman & Gilbert, 2013). Thus, for any evaluation system to work well, the employees must understand it, must feel it as fair, and must be work oriented enough to care about the results (Habibu, 2012).

The underlying objective of performance appraisal in any organization is to improve the productivity of workers (Mullins, 2014). Thus, performance appraisal provides adequate feedback on how staff are performing, by exposing them to knowledge and the result of their work; clear and attainable goals of the organization; avenues for involvement in the setting of tasks and goals. These activities lead to improvement in the performance of personnel, and higher productivity in the organization. Globally, different performance appraisal practices are used depending on industry, cadre of employees and company cultures. Today, many organizations have realized the critical role played by performance appraisal and therefore its adoption has significantly increased. This is incorporated by management in different firms in an effort to try and survive in a global economy.

A Survey by Berry (2013) reported that in the 1970s and 1980s, between seventy-four percent and ninety-six percent of U.S. organizations, and a comparable proportion of British firms had a formal performance appraisal system in place. According to Pichler (2015), most firms have adopted performance appraisal for the purpose of exploitation and utilization of their resources so as to keep up with competitive forces. The human resource is one the most significant

resources that organization rely on in attaining competitive advantage. However, the overall productivity of these human resources should constantly be reviewed and this calls for performance appraisal programmes in organizations (Podsakoff & Pierce, 2014).

When effective, the appraisal process reinforces the individuals' sense of personal worth and assists in developing his/her aspirations. According to Maud, (2001); Performance helps firms, industries and nations to achieve sustainable competitive advantage. Industry is a thrust area for countries in their quest for competitiveness. It must be noted that banks which have maintained the momentum of continuous growth, and profitability showed better ratio of manpower effectiveness. Each element has crucial sub-components which serve as building blocks for productivity, (Rao, 1994).

In a study carried in Malawi, Torrington (2013) indicated that appraisal in the countries public sector is related to employee productivity because of the following reasons; they can be used to improve current performance, provide feedback, increase motivation, identify training needs, identify potentials, let individuals know what is expected of them, focus on career development, award salary increases, and solve job problems. Further he stated that performance appraisals help in a very practical way to manage an organization's staff effectively, allow one to know what employees have achieved and can achieve, know what employees' weaknesses are, understand how each employee's role fits into the overall business, compare the efficiency of different staff members, set realistic goals and identify ways business can be expanded or enhanced. It also allows staff to; feel valued, understand what is expected of them, understand the business they are involved in, understand their weaknesses, identify their strengths, identify areas they need further training in as well as offer opinions and insights that may improve the business as a whole.

Recent research by world at Work and Consulting (2013) estimates that over 90% of large organisations in Kenya employ some form of systematic employee appraisal and review. Performance appraisal is critically a needed tool for effective human resource management. This in turn, is based on the belief that an effectively designed, implemented and administered performance appraisal system can provide the organisation, the manager and the employee a myriad of benefits (Longenecker, 2013)

1.1.1 Performance Appraisal

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified (Armstrong, 2013). The process was linked to outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. If their performance was better than the supervisor expected, a pay rise was in order. Performance appraisal results are used either directly or indirectly to help determine reward outcomes. That is, the appraisal results are used to identify the best performing employees who should get the majority of available merit, pay increases, bonuses, and promotions. Also, appraisal results are used to identify the poorer performers who need training demoted or dismissed. Performance appraisal is good because it makes employees to work hard and fulfill their responsibilities hence, contribute to the overall performance of the organisation. But, unless performance appraisal is performed effectively, it may not help the organization to achieve the objectives of conducting it in the first place that is, to improve organisational performance.

There is an increasing body of critical literatures addressing the role and theory of appraisal. According to Torrington (2015) performance appraisal is designed and imposed by the HR function hence it sometimes leads to have little ownership of the system by line managers. It seems like a process of form filling exercise for someone else's benefit and with no practical value to performance within the job. Hence this throws some lights on the use and effectiveness of performance appraisal in organisations. Scholars stipulate that although many appraisal systems are still inexistence and continue to be updated, performance management systems are increasingly seen as the way to manage employee performance and have incorporated than appraisal/review process.

1.1.2 Employee Performance

Performance refers to how well an employee is doing in an effort to help achieve the organization's vision, mission and goals (Longenecker, 2015). It helps to answer the question as to whether a person executes his job, duties and responsibilities in the right manner and it is also a critical factor in the success of an organization (Mathis & Jackson, 2012). Police performance can be said to be the procedures adopted by police in the public space which promote direct or indirect contact with non-police. This in practice means the routine activities carried out during

policing activities. Police departments are not only significant but also essential public agencies because of the practical results they try to achieve (Moore & Braga, 2013). These results are directly related to the control of conflicts which affect social order and impact the lives of the people.

The main objective of police work thus is to create an environment where people can have their rights assured. Police performance was traditionally measured using reduction in crime rates. Crime rates and community satisfaction as traditional indicators are admittedly insufficient to create a reliable measure of police performance. Public safety impacts the lives of everyone. Administrators or police managers need to know the measurement of police service so as to evaluate the practices of certain internal policies (Dadds & Scheide, 2012). Using crime rates as a performance measure requires demonstrating the relationship between the decreases in crime with increases in quality police service. The drop in crime rates must however be considered relevant to other factors such as changing the behavior of the people to prevent crime or even to change the public environment which becomes more observant thus offering few opportunities to promote criminal practice. Besides reduction of crime rates, other indicators such as reduction of complaints against police and application of laid down standards are used.

1.1.3 Kenya Police Service

The creation of the National Police Service is provided for by the Constitution, the National Police Service Act of 2011 and the National Police Service Commission Act 2011.In accordance with provision, the National Police Service consists of Kenya Police Service and Administration Police Service. The National Police Service is under independent command of Inspector General. The Kenya Police Service and Administration Police Service are headed by Deputy Inspector Generals. Under the national police Act 2011 the directorate criminal investigation is responsible to the inspector general.

The Kenya Police Service is the National body in charge of law enforcement in Kenya. In accordance to the Constitution and the National Police Service Act, the Kenya National Police Service has embarked on a transformation aimed at ensuring public safety as well as safeguarding the National security. As outlined in Part III, section 24 of the National Police Service Act, the mandate of the Kenya Police Service are: Provide assistance to the public when

in need, Maintenance of law and order, Preservation of peace, Protection of life and property, Investigation of crimes, Collection of criminal intelligence, Prevention and detection of crime, Apprehension of offenders, Enforcement of laws and regulations with which it is charged, Performance of any other duties as may be assigned by the Inspector General in accordance with the law. And the mandate of the Administrative Police Service are: Provide border control and border security, Provide specialized stock theft prevention services, Protection of government property, vital installations and strategic point as may be directed by the Inspector General, Coordinating and complementing Government agencies in conflict management and peace building, Apprehension of offenders, Performance of any other duties as may be assigned by the Inspector General in accordance with the law. Under the direction, command and control of the Inspector General, the Directorate of Criminal Investigations: Collects and provides criminal intelligence, undertakes investigations on serious crimes including homicides, narcotics, money laundering and economic crimes, Maintains law and order, Detects and prevents crime, Apprehends offenders, Maintain criminal records, Coordinates country Interpol Affairs (National Police Service Act, 2011)

Police play a vital role in maintaining internal law and order in service delivering organizations. The Kenya Police Service has over the years been criticized by both members of public and international community over the way in which they have offered their services. Efforts to redeem its image in terms of service delivery seem not to yield much. Human Rights organizations have been in the fore front since mid-1990's in criticizing the Police services and as if to confirm the genuineness of their case, members of the public have held demonstrations in various parts of the country protesting the poor services offered by the Kenyan Police Service. The common denominator in all the complaints registered against the Service is in terms of reliability, responsiveness, assurance, empathy and other tangibles all crucial elements of service.

The Kenya police service today faces a lot of difficulties most of which are linked to inadequate funding. These difficulties hinder Kenya police service efforts to live up to its mandate. There is also shortage of personnel where the police service needs manpower to improve its service delivery. Presently, the police officer to citizen's ration averages 1:900 which is indeed below the United Nations recommended of 1: 450.The department therefore requires a serious review

of funding available to the Kenya police service. Unfortunately, general resources including housing for officers, equipment and motor vehicle have not been readily available. This has led to weak operational preparedness and lack of logistical capacity.

The Government of Kenya has invested in a number of Commissions all geared to addressing the concept of performance. Commissions such as The Krigler Commission, The Ransley Commission and the recently Police Reforms Implementation Commission have all come up with recommendations on how to improve the Kenya Police performance. Among the recommendations included frequent police performance appraisal.

1.2 Statement of the Problem

Performance appraisal is a critical component of the overall human resource management function in the civil service and indeed the Police Service. There is an increasing use being made of the performance appraisal process, generally motivated by an organizational desire to affect employee behaviors and attitudes and, ultimately, organizational performance (Boyd, 2014). This occurs because of the establishment of goals at the beginning of the evaluation cycle, which provides employees with clear performance targets, the monitoring of performance during the evaluation cycle and the reinforcement provided for good performance through the provision of rewards, usually in the form of higher pay.

Performance appraisal is credited with encouraging employee loyalty, fostering teamwork, impacting other human resource functions positively and also positively involved in employee performance. Owing to the role these factors play in attaining organizational goals, many organizations invest in Performance appraisals. The Kenya Government has encouraged delivery of quality services in all the public sector organizations. This is demonstrated by the numerous programs that have been put in place to boost the said performance. The government has initiated a Rapid Results Initiative (RRI) and gone further to break it into short term periods of three (3) months. Other programs put in place to boost the performance of the Police Service include joint training programs with countries seen as models of modern policing such as Sweden, United States of America and Turkey among others. Despite these programs, there are no notable changes witnessed in the way Kenya Police offer their services. This brings the

question, why there is no any notable improvement in the manner in which Kenya Police offer their services despite the huge investment undertaken by the government.

Several authors have addressed important conceptual issues about the meaning of performance appraisal satisfaction (Fletcher, 2012; Kuvaas, 2014; Decramer, 2013) while others have argued that, in order for performance appraisal to positively influence employee behaviour and future development, employees must experience positive appraisal reactions. If not, any appraisal will be doomed to failure (Cardy & Dobbins, 2014). Locally, previous studies have focus on employee motivation and staff appraisal in the Public Sector. Oluoch (2012) conducted a survey of the relationship between performance appraisal practices, motivation and job satisfaction of commercial banks in Nairobi; Kamau, (2013) conducted a study on the effect of staff appraisal on employee performance in the Ministry of Energy. There is no known study that has focused on performance appraisal on employee's performance in the Police Service; This study therefore sought to fill this knowledge gap by analysis effects of performance appraisal system on employee's performance of national police service Kenya.

1.3 Research Objectives
The general objective of this study was to analyze effects of performance appraisal system on employee's performance of national police service Kenya.

This study was guided by the following specific objectives;

i.   To assess the effects of appraisal techniques on employee's performance at National Police Service

ii. To determine the effects of performance feedback on employee's performance at National Police Service

iii. To establish the effect of employee's attitude on employee's performance at National Police Service

iv. To analyse the effects of top management support on employee's performance at National Police Service

1.4 Research Questions

This study was guided by the following research questions;

i. What is the effects of appraisal techniques on employee's performance at National Police Service?

ii. To what extent does performance feedback affect employee's performance at National Police Service?

iii. To what extent does employee's attitude affect employee's performance at National Police Service?

iv. What is the effect of top management support on employee's performance at National Police Service?

1.5 Justification of the Study

The study determined the effects of performance appraisal system on employee performance in the Police Service in Kenya. The benefits that can accrue from this study are numerous:

The study findings will provide useful information to top police management, policy makers and the National Police Service Commission on how to address performance appraisal within the entire service. The study will be significant to the administration in the National police service and other security agencies in general. The police managers will be able to understand the appraisal challenges and how to alleviate the challenges. The study will also help police officers to understand and appreciate the contribution of various factors in delivery of service and strive to harness positive factors while limiting the influence of the negative aspects.

This study will be useful to academicians and researchers who might be interested in pursuing research in the same area. The study will help them understand the influence of the performance appraisal on employee performance.

1.6 Scope of the Study

The scope of the study discussed effects performance appraisal system on employee performance in the Police Service in Kenya. Further the study concentrated on the police posts in the Nairobi central business, Nairobi County, Kenya. The study targeted 862 respondents from the four

police stations which included central police station, Kamukunji police station, Parliament police station and KICC police station. The study was carried out in a span of three months.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter sought to explore analyze effects of performance appraisal system on employee's performance. The chapter undertook a comprehensive literature review on researches undertaken on performance appraisal and comparing the findings with the subject of study. The chapter begins with the theories reinforcing the study.

2.2 Theoretical Review

This study was underpinned on the following four theories; Justice Theory, Equity Theory Goal Setting Theory and Expectancy Theory.

2.2.1 Justice Theory

Justice Theory by Rawls (1971) states that organizational justice refers to perceived fairness in the working place which comprises: procedural, distributive, interpersonal, and informational justice related to performance appraisal exercise in an organization. The study incorporates all four justice dimensions into one theoretical framework. The procedural, distributive, interpersonal, and informational justice are related to social relationship, either with the organization i.e. procedural and distributive justice or with the supervisor i.e. interpersonal and informational justice, whereas distributive justice is related more to an economic exchange relationship.

The procedure can be in terms of involving employees in the process of organizational goals setting, and setting criteria of measuring employee's productivity. Distributive justice deals with the proportional relationship between employee's inputs in terms of effort, ability, time and training, and the outcomes they receive e.g. payment, promotion and other rewards that are fair to employees at the Police Service that motivate them to put their best. Also, interpersonal justice involves perception of fairness that relate to the way rater treats the person being evaluated; it concerned with the perceived fairness of interpersonal interaction between superior and subordinate during the performance appraisal session in the organization, while informational justice concerned with the perception of fairness in terms of information about procedures in form of honest, sincere and logical explanations and justifications of any component of the

appraisal process. Within the context of performance appraisal system in Police Service the most common information justice involves the clarification of goals, productivity expectation and standards, routine feedback, and explanations during the performance appraisal period.

2.2.2 Equity Theory

Equity theory explains relational satisfaction in terms of perceptions of fair or unfair distributions of resources within interpersonal relationships. John Stacey Adams (1978), who developed the theory, asserted that employees seek fairness in terms of their contribution to an organization and what they get in return from the organization, particularly in relation to what they think other employees' contributions are and what the organization gives in return to those employees. This borders on the issue of motivation because if an employee holds the view that he is being treated fairly, it causes him to maintain a healthy relationship with his coworkers and his organization. The contributions made by an employee are referred to as inputs and what the organization gives in return are referred to as outcomes. Thus equity theory deals with a ratio of inputs to outcomes.

If an   employee is over or under rewarded, he will seek to restore a balance by increasing or decreasing his contributions respectively. Equity theory typically focuses on ensuring fairness in the distribution of an organizations resources and it is measured by comparing the ratio of inputs and outcomes of relational partners. It can be deduced that the theory typically focuses on rewards and recognition which may be reflected in the form of bonuses or salary increment. The researcher, thus, by juxtaposing the factors from reviewed literature which includes fairness of the appraisal system, reflecting employee performance in rewards such as promotions, providing feedback to all employees, and clarifying work roles to all employees, with employee job satisfaction.

2.2.3 Goal Setting Theory

The theory was formulated by Edwin Locke in 1960s. The theory indicates that the major sources of motivation at the work place are the intentions to work towards the goals. Goals play significant roles by informing employees their expectations at the work place. As a specific goal enhances performance within an organization, therefore goal setting theory supports the value of goals (Robbins, Judge & Campbell 2012). Acceptance of difficult and challenging goals results

into enhanced performance in an organization as opposed to easy goals. Moreover, availability of feedback at the work place brings about better performance than non-availability of feedback.

According to Pride, Hughes and Kapoor (2010), goals should be very specific, moderately difficult and employees should be committed to achieve these goals. Rewards should be tied in together with the goals so as to enhance performance at the work place. Goals that is specific in nature yield high levels of outputs as opposed to goals that are general in nature. This is because specific goals act as internal stimulus of the processes within organizations. Holding other factors for example acceptance of goals constant, it can be stated that the more difficult the goals, the greater the level of performance at the work place. Companies that want to further their mission, do so by setting realistic goals. Goal setting facilitates formalization of organizational statements, implementation of missions and vision statements. Therefore, goals are significant motivators at the work place by providing employees with realistic and tangible targets that can be achieved easily (Kopaneva & Sias, 2015).

2.2.4 Expectancy Theory

This theory was formulated by Vroom, (1964). The theory indicates that staff at the work place will greatly be motivated to inject more efforts in their productivity when their belief that their efforts will result into high performance. An enhanced performance within an organization leads to rewards and employees greatly value rewards so much. This cycle will result into enhanced performance and when accompanied with organizational rewards for example better pay and promotions, organizational performance is enhanced.

According to (Edward, 2013), there is a link between the actions of the employees and the results from the actions of the individuals at the work place and this brings about valence. The term valence refers to the efficient and effective orientation towards certain outcomes. Instrumentality indicates a connection and link between outcomes of performed actions and outcomes stemming from performance of the actions. On the other hand, expectancy refers to quantitative belief as to the likelihood that a particular action will be followed by certain outcomes. This theory is of the view that the degree at which the supervisor perceives that the efforts employees put in place in the performance appraisal process is related to the motivation driving supervisor to accurately complete the performance appraisal processes. This is likely to result into accurate information

rating within an organization. The theory assumes that employees at the work place desire some outcomes over other outcomes and that staff are in position to make choices among their actions.

2.3 Empirical Review
2.3.1 Appraisal Techniques and Employee's Performance

According to Michael Beer (2013) many of the problems in performance appraisal stem from the appraisal system it self-the objectives it is intended to serve, the administrative system in which it is embedded, and the forms and procedures that make up the system. The performance system can be blamed if the criteria for evaluation are poor, the technique used is cumbersome, or the system is more form than substance. If the criteria used focuses solely on activities rather than output or results, or on personality traits rather than performance, the evaluation may not be well received (Junlin Pan & Guoqing Li, 2014; Michel Beer, 2016). As revealed by Deborah and Kleiner (2013), performance appraisal systems are not generic or easily passed from one company to another; their design and administration must be tailor- made to match employees and organizational characteristics and qualities.

In the study made by Clinton Longenecker (2014) on 120 seasoned managers drawn from five different large US organizations entitled "why managerial performance appraisal are ineffective", the majority (83%) of the respondents argued that managerial performance appraisal is destined to fail because of (among the many reasons cited) unclear performance criteria or ineffective rating instrument used. This mostly emanates from ambiguity on the job descriptions, goals, traits and/or the behaviors that will be the basis for the evaluation of the process to fail right from the start.

According to Deborah and Kleiner (2013) organizations need to have a systematic framework to ensure that performance appraisal is "fair" and "consistent". In their study of "designing effective performance appraisal system", they conclude that, designing an effective appraisal system requires a strong commitment from top management. The system should provide a link between employee performance and organizational goals through individualized objectives and performance criteria. They further argued that the system should help to create a motivated and committed workforce. The system should have a framework to provide appropriate training for

supervisors, raters, and employees, a system for frequent review of performance, accurate record keeping, a clearly defined measurement system, and a multiple rater group to performance.

Roberts (2013) proposes genuine employee participation in several aspects of the appraisal process because it has the potential to mitigate many of the dysfunctions of traditional performance appraisal systems as well as to engender a more human and ethical human resource management decision-making process. The first participation should be, according to him take place during the development of reliable, valid, fair and useful performance standards. Second, there should be employee participation during designing the rating format and measurement scales. The results concerning participation are according to Roberts (2013) constantly positive: Employee participation is a key element of intrinsic motivational strategies that facilitate worker growth and development. Furthermore, employees attain ownership over the performance appraisal process and employees' acceptance is enhanced that way. Third, it generates an atmosphere of cooperation and employee support which reduces appraisal related tension, defensive behavior and rater-appraisee conflict.

Cox (2012) adds that these positive effects are especially generalizable to the design and implementation of pay systems. She suggests that systems implemented following meaningful consultation with employees are more effective than those which are implemented unilaterally by managers or with less employee involvement. Even more important she argues that some of these potential failure factors can be diminished by consultation with employees. First, beside increasing the chance of resolving problems of the current system, seeking information from employees may ensure that the rewards offered are commensurate in timing and kind with the kind that of rewards employees desire. Second, the consultation process may allow the opportunity to identify any individuals or groups likely to be adversely and unfairly affected and to take action to prevent this before the scheme is implemented. Third, involving as many parties as possible in the development of a payment scheme makes them more committed to its success and makes them more likely to accept the system. The participation of employees functions most effectively in an atmosphere of trust, open communication and equal employee treatment. Therefore, it requires conceptual, affective and experiential education which can be reached by means of training.

But Roberts (2013) points at the need to execute regular employee attitude surveys and focus groups to systematically evaluate performance system participation effectiveness. In summary, it can be concluded that, given the appropriate atmosphere and culture in an organization, employee participation will enhance motivation, feelings of fairness and overall acceptance of the performance appraisal process. Thus, to attain these positive effects it must be determined if employees in a certain organization would actually perceive participation as an enriching factor.

2.3.2 Performance Feedback and Employee's Performance

To feedback to the employee generally aims at improving performance effectiveness through stimulating behavioral change. Thus is the manner in which employees receive feedback on their job performance a major factor in determining the success of the performance appraisal system (Harris, 2014). Hearing information about the self-discrepant from one's self-image is often difficult and painful. Thus, because feedback may strike at the core of a person's personal belief system it is crucial to set conditions of feedback so that the appraisee is able to tolerate, hear, and own discrepant information (Dalton, 2013). Only if conditions facilitate the acceptance of feedback information then the likelihood of change increases. Dalton (2013) further specifies these conditions: The feedback event should be a confidential interaction between a qualified and credible feedback giver and appraisee to avoid denial, venting of emotions, and behavioral and mental disengagement. In such an atmosphere discrepancy in evaluations can be discussed and the session can be used as a catalyst to reduce the discrepancies (Jacobs, 2015).

Because employees and their supervisors often find appraisal both painful and demotivating Davis & Landa (2013) argue that practice of informal, regular communication between supervisor and employee are far more desirable and effective than formal performance appraisal process. Kondrasuk (2012) also propose to integrate the process of feedback into the daily interactions of supervisors and subordinate in a way that more frequent but less formal meetings. So called achievement updates on a weekly basis then touch upon good and bad issues, while so called achievement assessments take place bimonthly, are more formal and aim at getting a clearer depiction of issues troubling both sides. Roberts (2013) instead concludes that effective feedback is timely, specific, and behavioral in nature and presented by a credible source.

Tziner (2012) were able to prove that when performance feedback is precise and timely it may result in behavior change, even though job behaviors are generally difficult to modify. And if

during the interview is adequate time for a full discussion of the issues and counseling it will enhance perceived system fairness, system satisfaction, acceptance and supervisory support (Roberts, 2013). Furthermore, performance feedback alone generates improvements to appraisee's organizational commitment, and particularly to work satisfaction (Tziner & Kopelman, 2012). But performance feedback combined with goal-setting contributes the most strongly to appraisee's work satisfaction; possibly since goal-setting fosters feelings of participation in work related issues and meaningfulness at work.

Tziner and Kopelman (2012) also found that the process of goal-setting gives the appraisee a broader picture of the work unit and the organizations' objectives. Harris (2014) supports the findings about the positive effects of goal-setting. She recommends an evaluative interview for providing feedback which focuses on problem-solving and goal-setting and which has high employee involvement. Done this way it is more likely to be satisfying to employees than retrospective, subjective interviews.

Roberts (2013) analyzed why goal-setting is so effective and proposed that its effectiveness derives from its ability to focus employees' effort and attention on the critical task at hand, enhancing employee persistence and reducing the likelihood of being distracted. It thus focuses attention and effort on the future which can still be changed. The judgemental performance appraisal process emphasizes past behavior which cannot be altered anymore. Roberts (2013) also gives instructions how to set goals effectively so that employee performance and satisfaction are enhanced. According to these rules performance goals must be specific, moderately difficult and accepted. Beside this focus on the future, two more things need to be taken into account.

According to Wise (2013) it is very risky to give too complex feedback. The more complex the feedback, the more likely recipients will distort it by focusing on results that match their self-perceptions and ignore contradictory ones. Second, Roberts (2013) states that, to be maximally effective, there must be an ongoing formal and informal performance feedback. In summary, it can be concluded that giving feedback in an appropriate manner is a key factor in determining the employee's willingness to adapt behavior. First, it is important that the feedback is 24 given in a confidential atmosphere and that the appraiser is perceived as being in state to give useful feedback. Second, the feedback should be precise and detailed and if possible contain examples of the behavior at hand. Third, feedback giving should leave room for discussion of important

aspects, thus involving the appraisee in giving opportunity to state his opinion and referring to his problems. Fourth, goal-setting should be part of the feedback. Goals should be clear, as well as the way how to achieve these goals, relevant, specific and moderately difficult. Furthermore, both parties should accept the goals. Fifth, it might be useful to give beside the annual performance review regular informal performance feedback. If all these conditions are met, the acceptance of the feedback will be enhanced and behavior change will be more likely.

2.3.3 Employees Attitude and Employee's Performance

Studies on the impacts of performance appraisal on employees' attitudes emphasize the need for feedback (Shrivastav & Sapra, 2012) and rewards (Gichuhi, Abaja, & Ochieng, 2012). Shrivastav and Sapra (2012) in a study to investigate the impacts of performance appraisal on employees' attitudes revealed the relevance of performance appraisal to organizations but also emphasize the need to give feedback to employees due to the positive impact that will have on their performance. They assert that feedback after appraisal helps strengthen communication between supervisor and employees and also motivates the employee. The study also underscores the role performance appraisal plays in guiding employees to work towards attaining organizational goals and their own goals as well. Poorly undertaken performance appraisals, they warn, could have detrimental effects on the organization by causing employees to perform worse.

The study by Gichuhi, Abaja, and Ochieng (2012) in Kenya discovered that employees realize little benefit after a performance appraisal. It claimed that there was little reward as far as performance appraisal is concerned. The study asserted that there is no significant difference in rewards to employees on the basis of their performance. The study questioned why employees get no tangible benefits from appraisals and suggests that the purpose of appraisals be relooked at. This practice has the potential of reducing employees' job satisfaction and commitment levels since rewards are one of the factors that influence employees, job- related attitudes (Moorhead & Griffin, 2012).

In another study in Kenya which was to investigate the effectiveness of performance appraisal systems on employees, Omboi and Kamencu (2011) proved that performance appraisal systems

have positive impacts on the performance of employees in the Kenya Tea Development Agency. They identified employee training, management by objectives and performance based pay as the main factors that have an influence on the performance of employees as they were given high ratings by respondents. The study also suggested that competence, assessment and development also influence employee's performance but to a relatively moderate extent.

A recent study by Daoanis (2012) reveals that performance appraisal system strongly affects the commitment of employees in both positive and negative ways. She discovered that employees' loyalty is strongly affected, hence their initiative in doing their work. It follows that efficiency and effectiveness of the employees are strongly affected as they claimed that their motivation in doing their work are affected. On the positive side, responses by employees revealed that they would not mind working extra hours, on the negative side; however, employees will be unwilling to work for extra hours or beyond the hours for which they are paid because they feel they are not rewarded sufficiently. This study gives credence to the assertion by Lee and Bruvold (2013) that employees are willing and feel obliged to repay the organization through high performance levels if the organization shows a commitment in terms of rewards and the development of employees. Employees will thus feel motivated to work towards achieving organizational goals, even those which may be super ordinate, and will also cause an increase in their affective commitment (Latham, 2013).

Pettijohn, (2014) carried a research on sales persons and asserted that giving clear explanations on the criteria used in evaluating employees and giving employees the chance to partake in designing appraisals has a positive relationship with their commitment. However, if the employees' roles in the organization are not clearly defined, it will have a negative impact on commitment. And, since performance appraisal system is enhanced by employee participation and perceived clarity of goals, it may also be positively related to affective commitment, thus supporting the arguments about communicating super ordinate goals (Latham, 2013). Moreover, developmental performance appraisal is concerned with giving employees a sense of belongingness and that sense of being valued by their teams and the organization at large as this is vital in making employees more affectively committed to the organization (Levy & Williams, 2014)

2.3.4 Top Management Support Employee's Performance

Commitment or leadership has been one of the challenges that have been found to be critical for successful implementation of performance metrics. Top management involvement would help to promote the restructuring of the business organization and to accelerate the management of change and employee buy in (Martin, 2011).

According to the findings of Palethorpe, (2013), team leadership is a fundamental process, focusing around the satisfaction of critical needs of a team with the goal of enhancing team effectiveness. Clear performance by increasing resilience and productive time reduce the negative factors such as exhaustion and absenteeism. In the context of performance contracting, commitment is at two levels; top management and the level of employees. Top management commitment may be viewed from willingness to be loyal and focus all the energies to implementation process. Trakoli, (2011) argues that unless performance management system gain acceptance through encouraging people to collaborate because they want to not because they have to, performance management system may actually lead to suboptimal performance by making figures look appealing only on paper.

Javed (2015) conducted a study whose objective was to empirically investigate the impact of top management commitment on the success of quality staff appraisal. This study was limited to ARL Company in Islamabad. The sample of study consisted of executives and managers who were working under functional heads. The Correlation analysis explained a positive moderate relationship between top management commitment and success of quality management. That is, top management commitment is positively related to the success of quality management in an organization.

Wahid and Corner's (2013) study on service firms in Malaysia established that staff appraisal implementation is a critical factor on performance. The methods used in data collection were interviews with the relevant parties concerning the implementation of staff appraisal. This study established the three factors that were considered most critical in the implementation of staff appraisal, which were seen from the percentage of respondents who expressed their views during the interview. The most influential factors were top management support and involvement,

understanding of staff appraisal, and continuous improvement. Thematic method was used to analyze data that was based on interviews on respondents.

Magd (2008) study focused on the implementation of staff appraisal depends on how the standard was perceived by Egyptian firms themselves. The research design used was exploratory in nature, its aim being to collect data about management attitudes/perceptions towards staff appraisal through a structured mail survey. Mailed questionnaires were sent to 200 manufacturing firms throughout Egypt, yielding a response rate of 35 percent. The findings of the research indicated that Egyptian manufacturing organizations are aware of staff appraisal and it was considered relevant to their organizations. The main motivators for seeking staff appraisal were to improve the efficiency of the quality of products or services and to achieve a firm's performance. The vital benefits perceived from implementing staff appraisal were improved documentation and improvement in the efficiency of the quality system. However, the participants perceived lack of top management commitment and lack of qualified personnel to be major barriers in the effective implementation of staff appraisal.

Chin and Choi (2003) study focused on the impact of staff appraisal and the firm's performance established that the most important factor was the way the certification is perceived by top management, as this is classified as the most influential factor for implementing staff appraisal. If staff appraisal is perceived positively, top management will provide full support to it. After all, the top management acts as a driver in the implementation of quality management systems through the provision of the necessary resources, which are major factors in continuous improvement through the creation of values, goals and systems to satisfy customer expectations and improve the organization's performance. That study concluded that although top management commitment plays a vital role on quality performance, other studies should be done to establish whether staff appraisal is internally or externally motivated.

2.3.5 Employee Performance

According to Rudman (2013), performance appraisal is a critical factor in an organization in enhancing the performance of the employee. Further, there is a strong connection between how firms manage their employees and the organizational results they achieve. Boswell and Benson (2012); contend that the human nature is in constant need of recognition and when they are recognized, either positively or negatively; it spurs them to do more. It is contended that one of

the instruments through which managers motivate their employees is the use of an effective PAP (Performance Appraisal Policy).

Cook and Crossman, (2014), highlight that an employee whose performance is under review often become defensive. Whenever employee performance is rated as less than the best or less than the level at which employee personally perceives his/her contribution, the manager is viewed as being biased. Disagreement about the contribution and performance ratings can create a conflict ridden situation that festers for months (Mani, 2012). Nurse, (2015) states that negative feedback from Performance Appraisal Policy not only fail to motivate the typical employee, but can also cause employees to perform worse. Only those employees who have a high degree of self-esteem appear to be stimulated by criticism to improve their performance (Anderson, 2012).

Boswell and Benson (2010) state that it is important that the appraiser be well informed and credible, as employees are more likely to view the Performance Appraisal Policy as accurate and fair. Employees are likely to feel more satisfied with their performance appraisal results if they have the opportunity to talk freely and discuss their performance. Tyson & York (2014) state that when employees understand how their individual roles function within the framework of a team, they can more effectively contribute to the entire organization. Right decision on what performance appraisal technique to use is essential for the rest of the process.

For motivating employees by providing them feedback on how they are doing, the management by objectives or work-standards approach seem to be a good choice. If they involve real participation, it is most likely to lead to an inner commitment to improved performance. Management by objectives method of performance appraisal may, on the one side, overcome some of the problems that arise when assuming that the employee traits needed for job success can be reliably identified and measured. Instead of assuming traits, management by objectives method focuses on actual outcomes. These methods of performance appraisal can give employees a satisfying sense of autonomy and achievement. However, they can also lead to unrealistic expectations about what can and cannot be reasonably accomplished.

It has been shown in numerous studies (Locke, 2013; York, 2015), that goal-setting is an important element in employee motivation. Goals can stimulate employee effort, focus attention, increase persistence, and encourage employees to find new and better ways to work. From a

Total quality management (TQM) perspective, traditional performance appraisal can possibly hurt quality and teamwork, because it can make employees compete against one another. Solution might be rating teams rather than individuals. People need to know how well they are doing at their jobs and where they could improve. It is important to keep in mind that appraisals do not equate to criticism. It may be necessary to explain the importance of completing tasks within timelines or changing the technique of doing a task. Unfortunately, many performance appraisals only frustrate the employee by adding more tasks to what appears to be an already overloaded agenda (Armstrong, 1999).

Recent trend introducing electronic monitoring systems should not be left unnoticed. Even though the whole system goes further than mere appraising performance; it deserves mention in this work. Despite its negative effects on employees, it is used more than ever before. Managers fail to realize that electronic monitoring is not able to replace the role of supervisor. It is likely to increase worker stress and decrease employee job satisfaction. Although this may lead to increased productivity, this is frequently accompanied by a decrease in quality and customer service.

2.4 Research Hypothesis

H_{01}: Appraisal techniques have no statistical significance on employee's performance at National Police Service

H_{02}: Performance feedback has no statistical significance on employee's performance at National Police Service

H_{03}: Employee's attitude has no statistical significance on employee's performance at National Police Service

H_{04}: Top management support has no statistical significance on employee's performance at National Police Service

2.5 Conceptual Framework

Conceptual framework is an identification of the variables to be measured by the research. It shows the interrelationship between the variables. The study therefore conceptualizes the relationship that exists either positively or negatively between performance appraisal and employee performance.

Independent Variables   **Dependent Variable**

```
┌─────────────────────────────────┐
│      Appraisal Techniques       │
│ -360-degree feedback appraisal  │
│ -Balance score card             │────┐
│ -Conducting investigations      │    │
│ -Self-appraisal                 │    │
└─────────────────────────────────┘    │
                                        │
┌─────────────────────────────────┐    │      ┌─────────────────────────────┐
│      Performance Feedback       │    │      │    Employee Performance     │
│ -Handling of feedback           │    │      │ -Crime reduction            │
│ -Timeliness of the feedback     │────┼─────▶│ -Thorough investigation     │
│ -Feedback user-friendliness     │    │      │ Reduction of complaints     │
└─────────────────────────────────┘    │      │ -Application of laid down   │
                                        │      │ standards                   │
┌─────────────────────────────────┐    │      │                             │
│       Employees Attitude        │    │      └─────────────────────────────┘
│ -Involvement in deciding on     │    │
│  techniques                     │────┘
│ -Fair standard of evaluation    │
│ -Career growth                  │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│     Top Management Support      │
│ -Training and awareness         │
│ -Organisation culture change    │────
│ -Financial support              │
└─────────────────────────────────┘
```

Figure 1.1: Conceptual Framework

The aim of the conceptual framework is to determine the relationship among the independent variables and the dependent variable. The dependent variable was police performance and the independent variables were appraisal techniques, appraisal feedback, employee attitude and top

management support. The basic purpose of the research was to evaluate the relationship independent variables and the dependent variables.

2.6 Operationalization of Variables

Type of variable	Variable	Indicators	Scales	Collection tool	Type of Analysis
Independent	Appraisal Techniques	-360-degree feedback appraisal -Balance score card -Conducting investigations -Self-appraisal	Ordinal	Questionnaire	Descriptive
	Performance Feedback	-Handling of feedback -Timeliness of the feedback -Feedback user-friendliness	Ordinal	Questionnaire	Descriptive
	Employees Attitude	-Involvement in deciding on techniques -Fair standard of evaluation -Career growth	Ordinal	Questionnaire	Descriptive
	Top Management Support	-Training and awareness -Organisation culture change -Financial support	Ordinal	Questionnaire	Descriptive
Dependent	Employee Performance	-Crime reduction -Thorough investigation Reduction of complaints -Application of laid down standards	Ratio/ordinal	Questionnaire	Descriptive

2.7 Chapter Summary

This chapter reviewed the literature concerning to the research questions. The main aim was to analyse effects of performance appraisal system on employee's performance, a case of National Police Service. Specifically, literature review covered the appraisal techniques, performance feedback, employee's attitude and top management support. The next chapter on the research methodology discussed the population of the current study and the data collection methods and instruments that were used for the study. It gave details of the research procedures and data presentation methods that were used.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the research methodology of the study. The aim of the study was to analyse analyze performance appraisal on employee's performance, a case of National Police Service. This chapter was categorized in to the following sections; introduction, research design, target population, sampling design, data collection instruments and procedures and finally data analysis and presentation

3.2 Research Design

The study employed a descriptive survey research design. Kothari (2004) describes descriptive survey research as facts finding enquiries adding that the major purpose of descriptive research is description of affairs as it exists at present. According to Orodho (2003) descriptive survey design is suitable because it is used to obtain information that describes existing phenomena by asking individuals about their perceptions, attitudes, behaviours or values. This design was used since it enabled the researcher collect data across the sampled population using the same instruments at the same time. The descriptive research design also enabled the researcher obtain information concerning performance appraisal system on employee's performance, a case of National Police Service.

3.3 Location of the Study

The study location was Nairobi Central Business District. The study focused on the four police stations located in CBD. These included Central police station, Kamukunji police station, Parliament police station and KICC police station. According to Kothari (2008), the ideal setting for any study is one where the researcher has interest in, one that is easily accessible and one that allows the researcher immediate rapport with the respondents.

3.4 Target Population

The term population refers to the total number of elements in the study. Target population is the universe on which the study intends to draw presentation sample from. For purpose of this study, the target population was the police staff in the police stations based in the Nairobi Central

Business District. The total population of the four police stations as per the Human Resource, Police Service Commission (2018) was 862 as shown in table 3.1.

Table 3.1: Target Population

Name of Police post	Population	Percentage (%)
Central Police Station	350	41
Kamukunji Police Station	300	35
Parliament Police Station	149	17
KICC Police Station	63	7
Total	**862**	100

Source :(Human Resource, Police Service Commission, 2018)

3.5 Sampling Procedures and Sample Size

From the above population of 862 respondents the study picked 20% of the entire population. Thus, the study sample was 172 respondents. According to Cooper and Schindler (2003) a representative sample is one which is at least 10% of the population thus the choice of 20% is considered as representative.

3.6 Sample Size

A sample population is a smaller number of cases drawn from the total population (Ingule & Gatumu, 2011). Sampling is important as it saves on expenses and time that could have been used in studying the entire population (Robson, 2012).

Table 3.2: Sample Size

Name of Police post	Population	Sample	Sample Size
Central Police Station	350	0.20	70
Kamukunji Police Station	300	0.20	60
Parliament Police Station	149	0.20	30
KICC Police Station	63	0.20	13
Total	**862**	**0.20**	**172**

Cooper and Schidler (2011) states that a sample size above 10% of the entire population is adequate for any academic research. Stratified random sampling technique was used since the population of interest was not homogeneous and could be subdivided into groups or strata to obtain a representative sample. Therefore, the study targeted 172 officers in 4 police stations in the Central Business District.

3.7 Research Instruments

Data collection encompasses any measurement procedures that involve asking questions to respondents. Schindler (2011) recommends the use of questionnaires in descriptive studies because self-administered typically cost less than personal interviews and sample accessibility is easy. In this study, a questionnaire was used. The questionnaire had three parts; background information, opinions based on the four variables, and lastly the dependent variable questions. The first part of the questionnaire was used to gather the respondents demographic information. This included gender, age, educational level among others. The second part of the questionnaire included items with performance appraisal and employee's performance aspects. A 5 point Likert-type response scale ranging from 5=strongly agree to 1=strongly disagree was used.

3.8 Validity and Reliability

3.8.1 Validity of the Research Instruments

Validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represented a specific domain or content of a particular concept. Kothari (2008) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. The expert was also requested to comment on the representativeness and suitability of questions and gave suggestions of corrections to be made to the structure of the questionnaire. This helped to improve the content validity of the data collected.

3.8.2 Reliability of the Research Findings

Reliability refers to the consistency of measurement and was assessed using the split half method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. In order to test for reliability, questionnaire responses from the pilot test were entered in SPSS (version 21) after which, the Cronbach's alpha was generated. Cronbach's alpha ranges between 0 - 1. Scores between 0 - 0.6 indicate that the instrument has a low reliability while scores of 0.7 and above indicate that the instrument has a high level of internal consistency and reliability.

3.9 Data Collection Methods and Procedures

After obtaining permission from KCA university, the researcher then visited the Police Headquarters to obtain permission to carry out the study. The researcher made a budget for the materials that would used during data collection and purchased materials before the actual data collection. The date and time for collecting data was carefully planned. The researcher then distributed the questionnaires to the officers at their respective stations. The researcher used drop and pick method to give the respondents adequate time to fully work on the instruments. The researcher engaged a research assistant who helped in collecting data from the respondents. On completion, the researcher collected the questionnaires from the participants.

Qualitative data was collected by use of the questionnaires open ended question. The data was used to gain an understanding of underlying reasons, opinions, and motivations. Qualitative Research was used to uncover trends in thought and opinions, and dive deeper into the problem.

Quantitative data was collected through the closed ended questions in the questionnaire. This data was used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. It was used to quantify attitudes, opinions, behaviors, and other defined variables and generalize results from a larger sample population.

3.10 Proposed Data Analysis Techniques and Procedures

Before processing the responses, the completed questionnaires were checked for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. Data collected was both quantitative and qualitative in nature. Descriptive statistical tools helped the researcher to describe the data and determine the extent used. Analysis was done quantitatively and qualitatively by use of descriptive statistics. This included percentages, mean and standard deviation which were presented using tables, bar charts to give a clear picture of the research findings. The qualitative data was analysed using content analysis and findings presented in prose form.

To quantify the strength of the relationship between the variables the researcher conducted a multiple regression analysis so as to analyse the effects of performance appraisal on employee's performance, a case of National Police Service. The regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby: Y = Employee performance

X_1 = Appraisal techniques

X_2 = Performance feedback

X_3 = Employee's attitude

X_4 = Top management support

$\beta_1, \beta_2, \beta_3, \beta_4,$ = Coefficients of determination

ε = Error term

Linear regression analysis was used to estimate the coefficients of a linear equation and the Independent variables that best predict the value of the dependent variable. From this model, test of significance at 5% significant level was conducted on the various variables of this study using coefficient of determination (R2), correlation coefficient (R), F-test and ANOVA table in order to check the significant of the data analyzed.

3.11 Ethical Consideration

Consent was sought from the participants indicating the willingness to participate; the researcher also ensured anonymity when it came to answering the study questionnaire. The researcher ensured that the information sought was used for research purposes only. To conduct this study, the researcher also sought a permit from the National Commission for Science, Technology and Innovation.

The study also conducted diagnostic tests on the data collected in the study. This included the Multicollinearity Test, Normality Test and Test for Heteroscedasticity.

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents and the findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 Response Rate

The study sought to determine the response rate since it enables the researcher to know whether it enough and adequate for analysis and reporting of the findings. The study targeted 172 participants including; Central Police Station officers, Kamukunji Police Station officers, Parliament Police Station officers and KICC Police Station officers. A total of 104 respondents were accessed and completely filled the questionnaires as required of them making up to response rate of 60.4% which agrees with Mugenda and Mugenda (2012) assertion that a response rate of 50% is good and a response rate of above 70% is excellent for any academic report analysis and presentation.

4.3 Diagnostic Tests

This section analyses the diagnostic tests conducted for the data collected in the study. They include the Multicollinearity Test, Normality Test and Test for Heteroscedasticity.

4.3.1 Multicollinearity Test

The study sought to find out the collinearity among the independent variables using tolerance and variation inflation factor (VIF) statistics of the predictor constructs.

Table 4.1: Tolerance and VIF Measures

Collinearity Measures	Tolerance	VIF
Appraisal Techniques	0.785	1.227
Performance feedback	0.847	1.248
Employees attitude	0.811	1.322
Top management support	0.801	1.256

a. Dependent Variable: Employee performance

The study adopted the Menard (2002) threshold value who stated that variance inflation factor of 4.0 to represent high multicollinearity status. From Table 4.1 appraisal techniques had a VIF of 1.227, performance feedback had a VIF of 1.248, employee's attitude had a VIF 1.322 while top management support had a VIF of 1.256. The findings show that all the independent variables attained a high tolerance value, which is a clear indication that the beta values of the regression equation of the independent variable would be stable with low standard error terms. Tolerance is regarded as part of the denominator in calculating the confidence limits on the partial regression coefficient. According to the literature by Porter and Gujarat (2009), the VIF of independent variables that exceed 10 as a rule of thumb is regarded as collinear. Therefore, benchmarking on this rule of thumb implies that there was no collinearity among the independent constructs.

4.3.2 Normality Test

This test sought to find out the normal distribution for the employee performance which was tested for Gaussian distribution using numerical and graphical methods. According to Indiana (2011) many data analysis methods such as t-test, ANOVA and regression analysis relies on the assumption that data were sampled from a Gaussian distribution.

Table 4.2: Kolmogorov-Smirnov and Shapiro-Wilk tests for Employee performance

	Kolmogorov-Smirnov[a]		Shapiro-Wilk		
	Df	**Stats Sig**	**Dif**	**Sig**	**Statistics**
Employee performance	3	0.088	3	.200[*]	.956

a. Lillierfors Significance Correction

* Lower bound of true significance

The computed values of Kolmogorov-Smirnov and Shapiro-Wilk test indicate insignificant statistics with p-value of 0.200 which implies that employee performance is normally distributed. Nevertheless, on the overall, the distribution appears normally distributed. More so, on the basis of the calculated insignificant test statistics, normality of the dependent variable was maintained. According to the findings by Shelvin & Miles (2010), the significance test result for such data is regarded as fairly accurate.
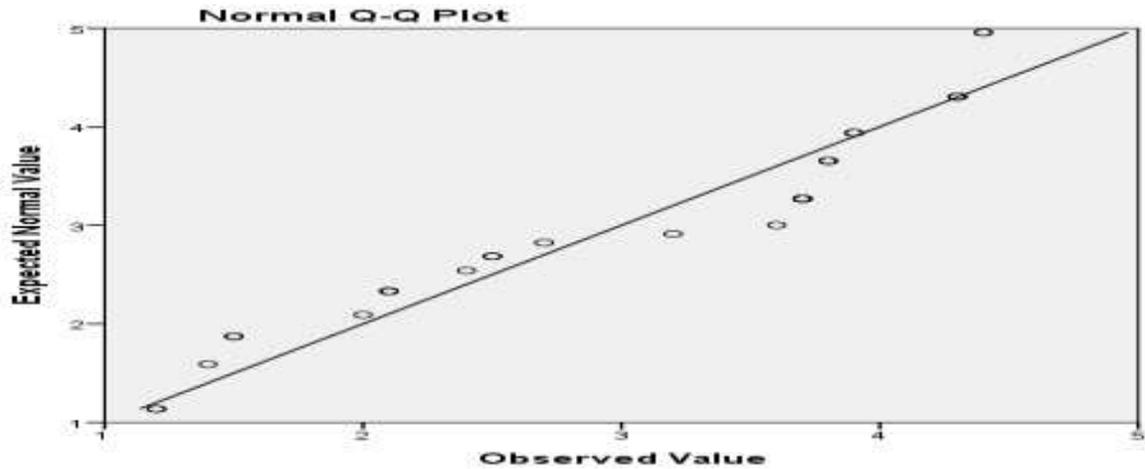
Figure 4.1 Normal Curve Plot

Further, the figure 4.1 shows the visualized distribution of random variables of difference between an empirical distribution and theoretical distribution of employee performance. At very low values of the variable, some minimal deviation from normality is regarded as normal.

4.3.3 Test for Heteroscedasticity

The research also aimed to test for the heteroscedasticity using the Breusch-Pagan/Cook-Weisberg test. The results are as follows;

Table 4.3: Breusch-Pagan/Cook-Weisberg test Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity
Ho: Constant variance
Variables: fitted values of employee performance
Chi^2 (1) $=$ 0.22
$Prob > chi^2 =$ 0.7134

From the findings, the chi-square value was small, indicating heteroscedasticity was not a problem (or at least that if it was a problem, it was not a multiplicative function of the predicted values). Also, it was revealed that the p value of 0.7134 was greater than 0.05 significant levels implying that there was no violation of homoscedasticity. One of the important assumptions of linear regression is that, there should be no heteroscedasticity of residuals (Shelvin & Miles, 2010). The results above indicated that the variance of the errors was constant across observations.

4.3.4 Diagnostic Tests Assumptions

The Diagnostic Tests are based on the following assumptions;

i. The data come from a multivariate normal distribution

ii. Observations are independent.

iii. All variables have equal variance among treatment levels

4.4 Respondents Background Information

This section illustrates on the background information of the participants from the obtained from the population targeted by the study. Background information of the participants enabled the researcher to have a clear picture of the environment and capabilities of the participants to discriminate between issues and deliver balanced responses. The study results on background information are aligned as per the study objectives questions in the subsequent.

4.4.1 Respondents Gender

The study sought to establish gender distributrion of the respondents and how gender influence ones response with regard to gender identifiers. Gender distribution of the respondents is as illustrated in Figure 4.2.
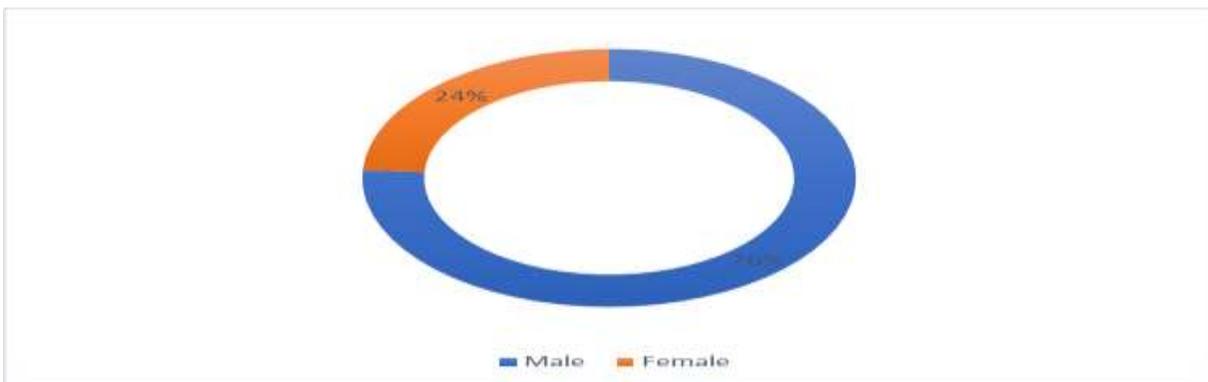
Figure 4.2 Respondents Gender Distribution

According to Figure 4.2, findings indicate that 79.76% of the respondents were male and 25, 24% of the respondents were female. Based on the findings male respondents were the majority participants in the investigation. This is indicative of gender disparities in terms of police recruitment.

4.4.2 Respondents Age

The study sought to determine age distribution of the respondents since age of the participants is an indispensable factor in the study because it determines one's experience and way of reacting to situations. It is thought that the older the more experienced and exposed. The age of the respondents is as presented in Figure 4.3.
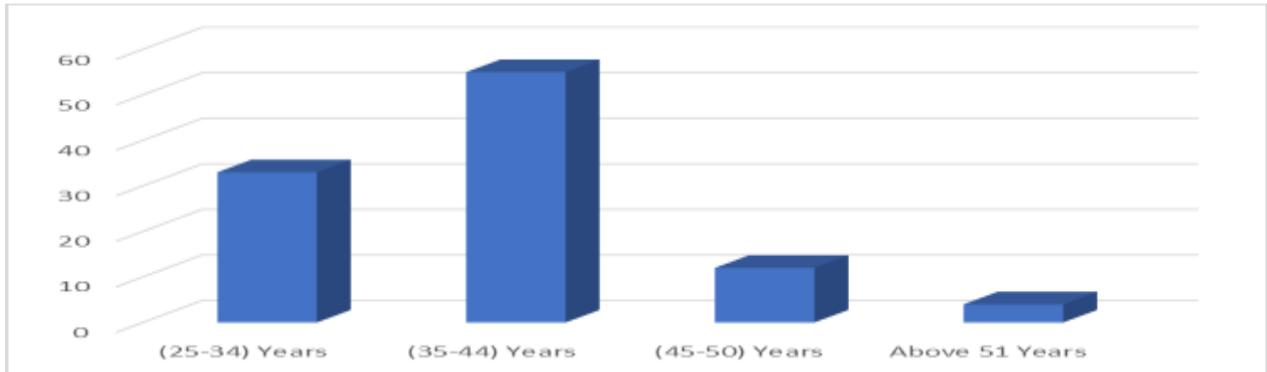
Figure 4.3 **Age Distribution of the Respondents**

Findings from Figure 4.3 reveals that 33 respondents ranged between the age of 25 to 34 years, 55 respondents ranged between the age of 35 to 44 years, 12 participants ranged between the age of 45 to 50 years and 4 participants in the study were above 51 years, hence this explicitly imply that all the respondents based on the age distribution were in position to respondent to the questions.

4.4.3 Respondents Education

The sought to establish the education background of the participants because education increases one's reasoning and response to situations. Education information of the respondents is as presented in Figure 4.4.
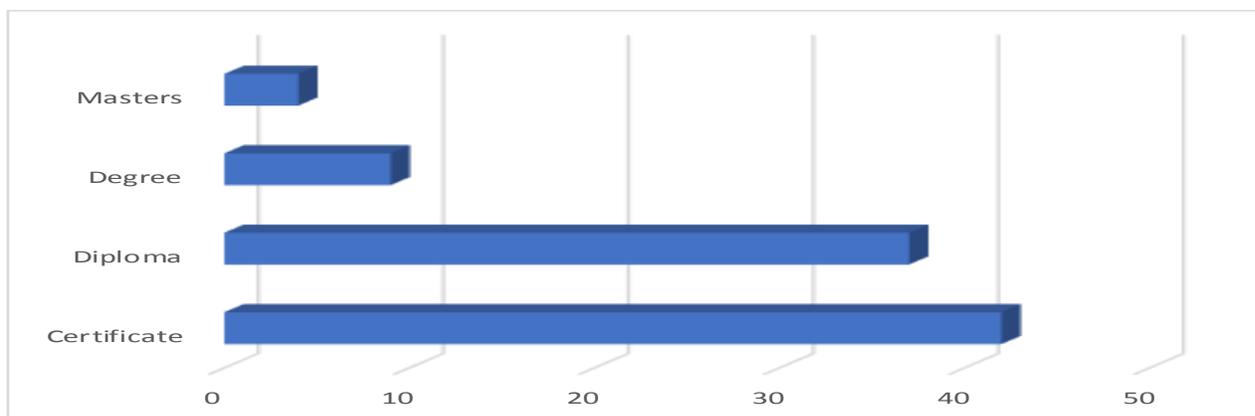
Figure 4.4 Education Background of the Respondents

Findings from Figure 4.4 indicate that 42 respondents had certificate, 37 respondents were diploma holders, 9 of the respondents were degree holders and 4 of the respondents Master's degree holder. Based on the findings all the respondents had requisite knowledge to give reasoned out responses to the study hence making the study findings dependable.

4.4.4 Length of Service

The investigation aimed at establishing the duration participants have been in police service. Period of service determines how well vast one is equipped with knowledge on the topic being investigated in the area of the respondent. Length of service of the respondents is as illustrated in Figure 4.5.
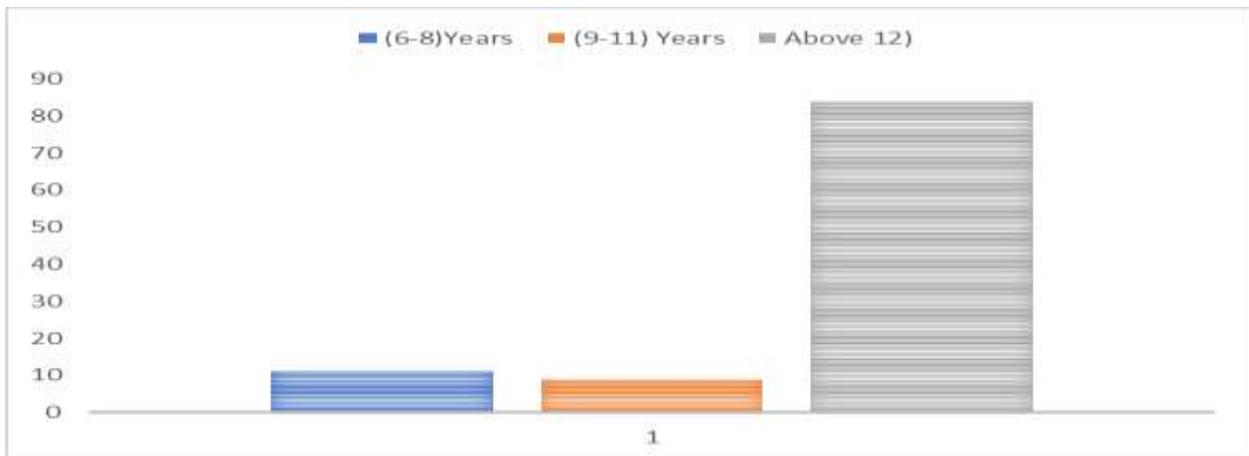
Figure 4.5 **Length of Service of the Respondents**

According to Figure 4.5, findings indicate that 11 respondents has been in police service between 6 to 8 years, 9 had offered police service between 9 to 11 years and 84 respondents had rendered police service for more than 12 years. Generally, this implies that all respondents had acquired requisite knowledge on police service system and that they could provide reliable and rational responses to the inquiry.

4.5 Effects of Appraisal Techniques on Employee's Performance

The first objective was to analyse the effects of appraisal techniques on employee performance at National Police Service.

4.5.1 Appraisal Technique Used

The study wanted to establish the appraisal technique used by the Police Service. The findings are presented in Table 4.4

Table 4.4: Performance Appraisal Techniques Used

Appraisal Techniques	Frequency	Percentage
Ranking Method	22	21
Essay Method	13	13
Management By Objective	65	63
Critical Incident Method	4	4
Total	**104**	**100**

As indicated in Table 4.4, majority of the respondents stated that the Police Service uses management by objectives techniques as shown by 63% response rate. Further 21% stated ranking methods,13% essay methods while 4% indicated critical incident methods. This shows that the police services use several appraisal techniques to measure the level of performance on its employees. The findings concurred with Bennett (2014) who found that standardized performance assessments allow organisation to aggregate, calculate and analyze results to show where performance is strong. These areas of strength then can serve as benchmarks and opportunities for sharing of best practices for other areas of the organization.

4.5.2 Employees Appraiser

The study also wanted to establish the appraisers whom the Police Service used in its endeavor to measure employee performance. The responses are given in the Figure 4.3.
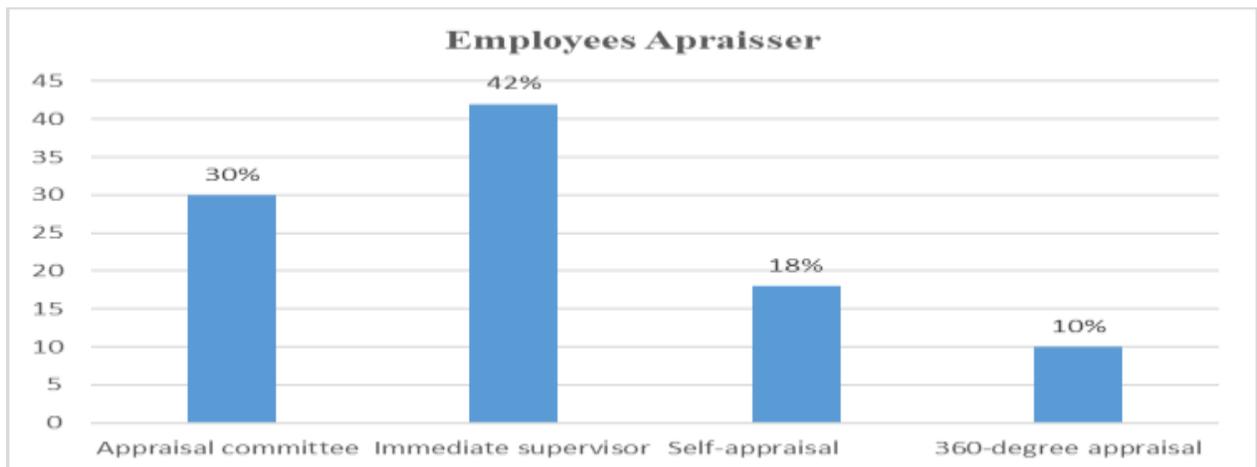
Figure 4.6 Employee Appraiser

From Figure 4.6, majority of the respondents indicated that the police Service used immediate supervisors as represented by a 42% response rate. Further, 30% indicated appraisal committee, 18% indicated self-appraisal while only 10% who indicated 360-degree appraisal. According to

the findings of Kelley & Michela (2012) in order for the individuals to make accurate and confident attributions, distinctiveness of the event, which facilitates its perceived importance, should be complemented by the consistency of its effects over time and modalities. Applying this logic to the performance appraisal system context, it can be inferred that for the employees to make sense of the expected behaviors and attitudes, the outcomes of such behaviors should be consistent across the time, practices, and employees.

4.5.3 Overall Assessment of Performance Appraisal

On the overall rating of performance appraisal, the respondent's responses were presented in Figure 4.7.
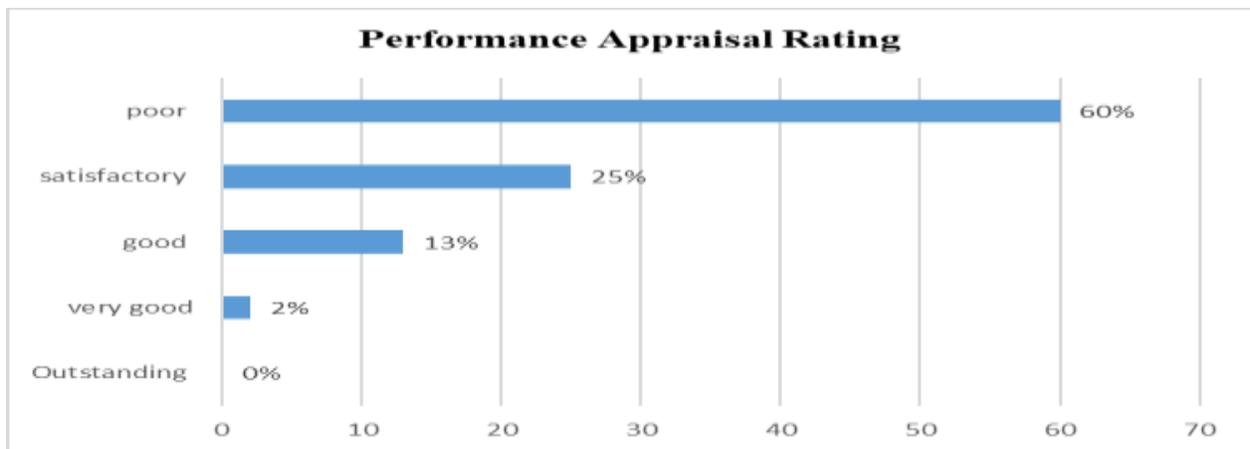
Figure 4.7 Overall Assessment of Performance Appraisal

As indicated on Figure 4.7, majority of the respondents rated the performance appraisal as poor as indicated by a 60% response rate. Further, 25% of the respondents indicated that the appraisal was satisfactory,13% rated it good, 2% rated it very good while no one rated it outstanding. This can be attributed to poor training of the appraisers and failer to involve employees during the development stage. This concurred with Goff and Longenecker, (2014) who found that major aspect of developing an effective performance system was training for those individuals involved as raters, thus training should begin with those levels of management that will be involved in administering the programme and providing training for lower levels of supervision.

4.5.4 Statements on Appraisal Techniques

The respondents were requested to rate the extent to which they agreed with the following statements by using a scale 5- strongly agrees, 4- agree, 3- Neutral 2- Disagree, 1 – strongly disagree.

Table 4.5: Statements on Appraisal Techniques

Statement	Mean	Standard Deviation
My performance rating technique is based on how well am doing	3.21	0.98
I am satisfied and motivated with the way appraisal system	2.94	0.65
There are set standards for my job	3.55	0.57
Employee performance is easy to measure.	3.48	0.76
The most recent ratings I received are based on many activities I am responsible for at work.	3.55	0.55
My performance is above average ratings.	3.65	0.45
I clearly understand the purpose of performance appraisal process	3.43	0.65
Performance appraisal identifies performance problems to improve employee productivity and motivation.	3.02	0.54
Performance appraisal process encourages cooperation	3.43	0.76
The performance appraisal system has helped improve my job performance	3.08	0.81
I am satisfied with the way the performance appraisal system is used to set my performance goals for each rating period	2.34	0.50

From Table 4.5, majority of the respondents agreed that their performance was above average ratings as represented with a mean of 3.65. They further agreed that the most recent ratings they received was based on many activities they were responsible for at work as shown by a mean of 3.55. The respondents were neutral on the following statements; that thy clearly understood the purpose of performance appraisal process as shown by a mean of 3.43., performance appraisal process encourages cooperation as shown by a mean of 3.43 and their performance rating technique is based on how well one is doing with a mean of 3.21. The performance appraisal system has helped improve my job performance with a mean of 3.08, performance appraisal identifies performance problems to improve employee productivity and motivation with a mean of 3.02I. The respondents disagreed that they were satisfied with the way the performance appraisal system was used to set my performance goals for each rating period as represented by a mean of 2.34.

The findings are in line with those of Roberts (2013) who proposes genuine employee participation in several aspects of the appraisal process because it has the potential to mitigate many of the dysfunctions of traditional performance appraisal systems as well as to engender a more human and ethical human resource management decision-making process. Participation leads to development of reliable, valid, fair and useful performance standards as well as in designing the rating format and measurement scales. Dobbins, (2013), reported that appraisal fairness was found to have strong positive correlations with the level of two-way communication.

4.6 Effects of Performance Feedback on Employee's Performance

The second objective was to analyse the effects of performance feedback on employee's performance at the Police Service.

4.6.1 Statements on Performance Feedback

Respondents were requested to in indicate the extent to which they agreed with the following statements on feedback by using a scale 5- strongly agrees, 4- agree, 3- Neutral 2- Disagree, 1 – strongly disagree.

Table 4.6: Statements on Performance Feedback

Statement	Mean	Standard deviation
My last feedback interview (appraisal) increased my understanding of the job.	3.33	0.45
My last feedback interview (appraisal) gave me a good idea of how well I'm doing in my job.	3.25	0.33
My last feedback interview (appraisal) with my supervisor made our relationship worse.	3.68	0.27
My last feedback interview (appraisal) would have been improved if subordinate ratings were included	3.85	0.66
I felt satisfied with the feedback interview (appraisal)	3.14	0.76
I felt the feedback interview (appraisal) was unfair	3.96	0.34

From the Table 4.6 above, majority of the respondents agreed that they felt the feedback interview (appraisal) was unfair as shown by a mean of 3.96. Further, their last feedback interview (appraisal) would have been improved if subordinate ratings were included as shown by a mean of 3.85. They also agreed that that their last feedback interview (appraisal) with their

supervisor made their relationship worse as shown by a mean of 3.68.The respondents were neutral on the statement that their last feedback interview (appraisal) increased their understanding of the job as shown by a mean of 3.33.They were also neutral that their last feedback interview (appraisal) gave them a good idea of how well they were doing in their job and that they felt satisfied with the feedback interview (appraisal) as shown by a mean of 3.14. The findings are in agreement with those of Shoenfelt (2013) who stated that managers should continue to communicate and assess progress towards goals regularly. Coaching should be a day to-day activity. The appraisals should be merely a formalized summary of an on-going process. Periodic feedback in relation to objectives helps keep the behavior on track, provides a better understanding of the reasons behind a given level performance and ensures the employees knows how well/poorly they are performing.

Moreover, as a result of the failure of the supervisors to show the results of the ratings, employees are not in the position to know and improve their weaknesses and/or capitalize on their strengths. Therefore, the organization should work hard to design a system whereby employees can have access to their results and make it transparent so the employees will be able to know their weaknesses and strengths. Transparency of the evaluation result is usually accompanied by appropriate documentation of the performance of employees which demands supervisors much time but provides them objectivity and minimizes the problem of behavior bias. All these are detrimental to an effective performance evaluation process.

4.6.2 Statements on Managerial Feedback

Respondents were requested to in indicate the extent to which they agreed with the following statements on managerial feedback by using a scale 5- strongly agrees, 4- agree, 3- Neutral 2- Disagree, 1 – strongly disagree.

Table 4.7: Statements on Managerial Feedback

Statement	Mean	Standard deviation
My manager gives me fair feedback	2.97	0.65
My manager discusses regularly my job performance with me.	3.16	0.61
I enjoy discussing about my performance with people outside it	3.67	0.54
My organization seems more engaged in providing positive feedback for good performers than criticizing the poor ones.	3.33	0.75
The feedback I receive agrees with what I have actually achieved.	3.12	0.23
My manager communicates with me frequently about my performance.	3.55	0.59
The feedback I receive on how I do my job is highly relevant.	3.72	0.65
I am satisfied with the way my organization provides me with feedback	2.98	0.43
I always get adequate feedback on my performance.	3.14	0.32
Current performance feedback in my organization is fair and unbiased.	2.98	0.23

According to the respondent's views in this research, majority agreed that the feedback they received on how they did their job was highly relevant as shown by a mean of 3.72. The also agreed that they enjoyed discussing about their performance with people outside the organisation aa shown by a mean of 3.67. The respondents were neutral that their organization seems more engaged in providing positive feedback for good performers than criticizing the poor ones as shown by a mean of 3.33. They were further neutral that they always got adequate feedback on their performance as shown by a mean of 3.14. I am satisfied with the way my organization provides me with feedback by a mean of 2.98, current performance feedback in my organization is fair and unbiased by a mean of 2.98 and that my manager gives me fair feedback by a mean of 2.97.

The findings are in line with those of Tziner (2012) proved that when performance feedback is precise and timely it may result in behaviour change, even though job behaviours are generally difficult to modify. These findings were also in line with Lee and Shin, (2015) who found that employees regardless of national culture have a strong desire to seek feedback regarding their performance, to know how well they are doing against set standards and whether they are meeting organizational expectations and work requirements. Tznier, (2012) suggest that

organizations generally use performance appraisal in administrative decisions such as promotions, salary allocations, and assignments and as a tool for employee development processes such as offering feedback, critiquing performance, and setting goals for improvement.

4.7 Effect of Employee's Attitude On Employee's Performance

The third objective of this study was to analyse the effect of employee's attitude on employee's performance.

4.7.1 Performance appraisal identifying Training Needs

The study wanted to establish whether performance appraisal identified training needs. The findings are presented as follows;
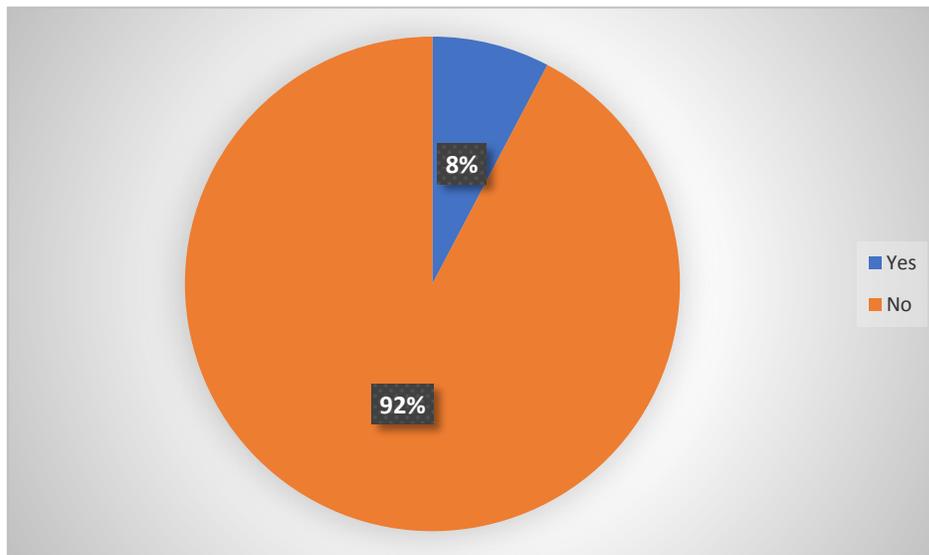
Figure 4.8 Performance appraisal identifying Training Needs

From the Figure 4.8 majority of the respondents indicated that performance appraisal at the police service did not identify training needs as shown by 92% response rate. This shows that there is a huge gap in the performance appraisal adopted by Police Service. As indicated by Tziner, Murphy and Cleveland (2011) attitudes and beliefs towards the organization and about the appraisal system affect how ratings are done and how feedback is handled. The attitudes and the beliefs have an influence on the accuracy and usefulness of the ratings.

4.7.2 Statements on Employees Attitude

Respondents were requested to in indicate the extent to which they agreed with the following statements on employee's attitude by using a scale 5- strongly agrees, 4- agree, 3- Neutral 2- Disagree, 1 – strongly disagree.

Table 4.8: Statements on Employees Attitude

Statement	Mean	Standard deviation
My last performance appraisal was accurate	3.04	0.76
My last performance appraisal accurately reflected my performance for the entire rating period	3.23	0.45
My last performance appraisal accurately described my strengths and weaknesses	3.32	0.35
My last performance appraisal rating accurately measured my true performance	2.98	0.65
My attitude towards the job has improved significantly based on the appraisal method used	3.43	0.43
My supervisor attitude towards the job helps me understand and internalize what is expected of me	3.54	0.65

As shown in Table 4.8, majority of the respondents agreed that their supervisor's attitude towards the job helped them understand and internalize what is expected of them as shown by a mean 3.54.The respondents were neutral on the following statements; My attitude towards the job has improved significantly based on the appraisal method used as shown by a mean 3.43.The respondents disagreed that their last performance appraisal accurately described their strengths and weaknesses as shown by a mean of 3.32. They further disagreed with the following statements: My last performance appraisal accurately reflected my performance for the entire rating period as shown by a mean of 3.23; my last performance appraisal was accurate as shown by a mean of 3.04 and that my last performance appraisal rating accurately measured my true performance as shown by a mean of 2.98.

The findings are in agreement with those of Greenberg (2013) who identified the ability of a supervisor to make an accurate evaluation of a subordinate's performance as an important influence on fairness perceptions. Tziner and Kopelman (2012) state that extensive training is

necessary for errors in appraisal process. In addition, several aspects were apparent; Raters have necessary skills in performance assessment; Raters need more training in conducting performance appraisal interviews. According to Roberts (2013), the effectiveness of performance appraisal systems is contingent on the attitudes of rater and rates. This study also supports the fact that appraiser's attitude will impact on employee's attitude too and acceptance of performance appraisal systems.

4.8 Effects of Top Management Support on Employee's Performance

The fourth objective was to analyse the effects of top management support on employee's performance at the Police Service.

4.8.1 Statements on Top Management Support

Respondents were requested to in indicate the extent to which they agreed with the following statements on top management support by using a scale 5- strongly agrees, 4- agree, 3- Neutral 2- Disagree, 1 – strongly disagree.

Table 4.9: Statements on Top Management Support

Statement	Mean	Standard Deviation
Top management support in appraisal makes me work harder than expected	3.55	0.76
Top management support appraisal makes me work at my normal pace	3.67	0.54
If don't agree with performance appraisal score, there is appeal process which is supported by top management	2.08	0.66
Performance appraisal is used as a decision making tool by top management for the increasing my performance.	3.76	0.32
I often perform better than what can be expected without appraisal.	3.98	0.63
Top management support in appraisal is valuable to my performance in my organization	3.77	0.66
Am satisfied with the current performance appraisal system in the organization	2.76	0.23
The organization tries to make my job as interesting as possible.	2.54	0.75
Top management support strongly considers my goals and values.	2.99	0.87

As shown in Table 4.9 above, majority of the respondents agreed to a greater extent that they often perform better than what it can be expected without appraisal as shown by a mean of 3.98. The respondents further agreed with the following statements: Top management support in

appraisal is valuable to my performance in my organization as shown by a mean of 3.77; performance appraisal is used as a decision making tool by top management for the increasing my performance has shown by a mean of 3.76; top management support appraisal makes me work at my normal pace as shown by a mean of 3.67 and top management support in appraisal makes me work harder than expected as shown by a mean of 3.55.

Respondents were further neutral on the following statements: Top management support strongly considers my goals and values as shown by a mean of 2.99; Iam satisfied with the current performance appraisal system in the organization as shown by a mean of 2.76 and the organization tries to make my job as interesting as possible as shown by a mean of 2.54.The respondents disagreed with the statement that; If don't agree with performance appraisal score, there is appeal process which is supported by top management as shown by a mean of 2.08.The findings are in line with those of Solomon and Podgursky (2013) who advocate managers becoming recipients of school wide performance-based rewards, to ensure they remain objective in their evaluation.

4.9 Employees Performance

The dependent variable in this study was employee performance.

Table 4.10: Statements on Employee's Performance

Statement	Mean	Standard Deviation
The level of employee performance in the service is high as compared to the beginning.	3.76	0.13
The current level of employee performance is high.	3.56	0.54
The current level of the decision making process in the service is highly formal.	3.48	0.65
The quality of the services in the police service is high.	3.54	0.76
The ability of the employees to be innovative is high	2.88	0.63

The respondents agreed that level of employee performance in the service is high as compared to the beginning as shown by a mean of 3.76. Further, the current level of employee performance is high as shown by a mean of 3.56. The respondents were neutral on the following statements; The current level of the decision making process in the service is highly formal as shown by a mean

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of 3.48. The respondents disagreed that ability of the employees to be innovative was high as shown by a mean of 2.88. According to Oberg (2013) performance appraisal helps to provide backup data for management decisions concerning merit increases, transfers and dismissals. It also helps to improve organization development by identifying people with promotion potential and pinpointing development needs that should lead directly to increased productivity. An effective performance appraisal helps keep people's attention focused on the work results they are trying to achieve.

4.10 Inferential Statistics

This section presents the inferential statics results. This includes correlation and regression analysis.

4.10.1 Correlation Analysis

A correlation is a single number that describes the degree of relationship between two variables. In this study correlation will be used to assess a possible two-way linear association between two continuous variables of the study. Correlation is measured by a statistic called the correlation coefficient, which represents the strength of the putative linear association between the variables in question.

Table 4.11: Correlations Coefficient Table

		Employee performance	Appraisal techniques	Performance feedback	Employees attitude	Top management support
Employee performance	Correlation Coefficient	1.000	.653	.633	.602	.648
	Sig. (1-tailed)	.	.476	.439	.335	.958
	N	104	104	104	104	104
Appraisal techniques	Correlation Coefficient	.653	1.000	.142	.037	001
	Sig. (1-tailed)	.000	.	.000	.003	.002
	N	104	104	104	104	104
Performance feedback	Correlation Coefficient	.633	.142	1.000	.046	.008
	Sig. (1-tailed)	.002	.001	.	.000	.000
	N	104	104	104	104	104
Employees attitude	Correlation Coefficient	.602	.037	.046	1.000	.124
	Sig. (1-tailed)	.002	.000	.001	.	.002
	N	104	104	104	104	104
Top management support	Correlation Coefficient	.648	001	.008	.124	1.000
	Sig. (1-tailed)	.000	.001	.003	.000	.
	N	104	104	104	104	104

On the correlation of the study variable, a Pearson moment correlation was conducted. From the finding in the table above, the study found that there was strong positive correlation coefficient between employee's performance and appraisal techniques as shown by correlation factor of 0.653, this relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. The study found strong positive correlation between employee's performance and performance feedback, as shown by correlation coefficient of 0.633, the significant value was 0.002 which is less than 0.05. The also study found strong positive correlation between employee's performance and employee's attitude as shown by correlation coefficient of 0.602, this too was also found to be significant at 0.002.

Finally, the study found strong positive correlation between employee's performance and top management support as shown by correlation coefficient of 0.648 at 0.000 levels of confidence. The above findings affirm those of Kiiru (2014) who revealed that performance appraisal promote employee's performance.

4.10.2 Regression Model
Model Summary

This model summary shows the R squared, the adjusted R squared and the standard error of estimate. R-squared is a statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determinations for multiple regressions.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901[a]	.811	.798	.88195

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the above table the value of adjusted R squared was 0.798 an indication that there was variation of 79.8% on employee performance due to appraisal techniques, performance feedback, employee's attitude and top management support at 95% confidence level. R is the correlation coefficient which

shows the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.901.

ANOVA

In this ANOVA analysis, the dependent variable is effective fundraising. There are significant relationships between the dependent variable (employee performance) and independent variables such as appraisal techniques, performance feedback, employee's attitude and top management support.

Table 4.13: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.404	4	0.101	6.3125	.018[b]
Residual	1.632	102	0.016		
Total	2.036	103			

Table 4.13 summarizes the observed means for each dependent variable across experimental condition and the associated F ratios and *p* values obtained from the one-way ANOVAs conducted for the primary analyses. From the findings, the p-value was 0.018 which is less than 0.05 and hence the model is good in predicting how the four independent variables (appraisal techniques, performance feedback, employee's attitude and top management support) influence employee performance. Further, the F-calculated (6.312) was more than the F-critical (2.53). This shows that the model was fit in predicting the influence of the independent variables on the dependent variable. When t calculated is greater than t critical, the null hypothesis is rejected.

Table of Coefficients

The following tables gives the coefficients which helps in establishing the regression line. The table gives the coefficients of each variable and the extent to which it influences the dependent variable and which in this case is employee's performance. The table also includes the significance level of each variable in the study.

Table 4.14: Table of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.161	0.129	0.99	9.00	.000
Appraisal techniques	1.482	.064	1.21	23.16	.039
Performance feedback	0.942	.050	0.65	18.84	.004
Employee's attitude	1.218	.040	1.05	30.45	.041
Top management support	2.106	.059	1.54	35.69	.016

The established regression equation was; Employee performance = 1.161 +1.482 appraisal techniques (X_1) + 0.942 performance feedback (X_2) + 1.218 employee's attitude (X_3) +2.106 top management support (X_4). The beta shows the magnitude or the strength of each dependent variable. This shows the extent to which the dependent variable will change when the independent variable is increased by one unit in each case.

From the above regression model, holding appraisal techniques, performance feedback, employee's attitude and top management support, employee performance would be 1.161. Its established that a unit increase in appraisal techniques would cause an increase in employee performance by a factor of 1.482. A unit increase in performance feedback would cause an increase in employee performance by a factor of 0.942. A unit increase in employee's attitude would cause an increase in employee performance by a factor of 1.218 and a unit increase in top management support would cause an increase in employee performance by a factor of 2.106.

This clearly shows that there is a positive relationship between appraisal techniques, performance feedback, employee's attitude and top management support and employee performance. The study further revealed that the P-value were less than 5% in all the variables, which shows that all the independent variables were statistically significant and thus in position to make conclusion for the study.

CHAPTER FIVE

SUMMARY, DISCUSSIONS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions and recommendations for practice and further research on the problem. The main objective of the study was to was to analyze effects of performance appraisal system on employee's performance of national police service Kenya.

5.2 Summary of the Key Findings

This section presents the study summary of the key findings. The study responses are as presented below.

5.2.1 Effects of Appraisal Techniques on Employee's Performance

The first objective was to analyse the effects of appraisal techniques on employee performance at National Police Service. The study revealed that the Police Service uses management by objectives techniques appraisal techniques to measure the level of performance on its employees. Further, this is done by immediate supervisors and was rated poor This can be attributed to poor training of the appraisers and failer to involve employees during the development stage. The study further revealed that the recent ratings received by employees was based on many activities they were responsible for at work.

5.2.2 Effects of Performance Feedback on Employee's Performance

The second objective was to determine the effects of performance feedback on employee's performance at National Police Service. The study established that majority of the respondents agreed that they felt the feedback interview (appraisal) was unfair as shown by a mean Further, their last feedback interview (appraisal) would have been improved if subordinate ratings were included. They also agreed that that their last feedback interview (appraisal) with their supervisor made their relationship worse Moreover, as a result of the failure of the supervisors to show the results of the ratings, employees are not in the position to know and improve their weaknesses and/or capitalize on their strengths.

Majority agreed that the feedback they received on how they did their job was highly relevant Therefore, the organization should work hard to design a system whereby employees can have access to their results and make it transparent so the employees will be able to know their weaknesses and strengths. Transparency of the evaluation result is usually accompanied by appropriate documentation of the performance of employees which demands supervisors much time but provides them objectivity and minimizes the problem of behavior bias. All these are detrimental to an effective performance evaluation process.

5.2.3 Effect of Employee's Attitude on Employee's Performance

The third objective was to establish the effect of employee's attitude on employee's performance at National Police Service. Respondents indicated that performance appraisal at the police service did not identify training needs. Respondents agreed that their supervisor's attitude towards the job helped them understand and internalize what is expected of them. The respondents were neutral on the following statements; My attitude towards the job has improved significantly based on the appraisal method used. Respondents dis agreed that the last performance appraisal accurately reflected their performance and that their last performance appraisal rating accurately measured their true performance.

5.2.4 Effects of Top Management Support on Employee's Performance

The four objective was to analyse the effects of top management support on employee's performance at National Police Service.The study established that employees at Police Service often perform better than what it can be expected without appraisal. It was further established that top management support in appraisal is valuable to employee's performance. It was also revealed that performance appraisal is used as a decision making tool by top management for the increasing employees performance. Finally, top management support in appraisal makes employees work harder than expected.

5.3 Discussions

5.3.1 Effects of Appraisal Techniques on Employee's Performance

This study revealed that that the police services use several appraisal techniques to measure the level of performance on its employees. The findings concurred with Bennett (2014) who found that standardized performance assessments allow organisation to aggregate, calculate and

analyze results to show where performance is strong. These areas of strength then can serve as benchmarks and opportunities for sharing of best practices for other areas of the organization. Further, the rating of the appraisal technique was rated poor. This can be attributed to poor training of the appraisers and failer to involve employees during the development stage.

This concurred with Goff and Longenecker, (2014) who found that major aspect of developing an effective performance system was training for those individuals involved as raters, thus training should begin with those levels of management that will be involved in administering the programme and providing training for lower levels of supervision. The findings are in line with those of Roberts (2013) who proposes genuine employee participation in several aspects of the appraisal process because it has the potential to mitigate many of the dysfunctions of traditional performance appraisal systems as well as to engender a more human and ethical human resource management decision-making process. Participation leads to development of reliable, valid, fair and useful performance standards as well as in designing the rating format and measurement scales.

5.3.2 Effects of Performance Feedback on Employee's Performance
This study established that most of the employees felt the feedback appraisal was unfair that that their last feedback interview (appraisal) with their supervisor made their relationship worse The findings are in agreement with those of Shoenfelt (2013) who stated that managers should continue to communicate and assess progress towards goals regularly. Coaching should be a day to-day activity. The appraisals should be merely a formalized summary of an on-going process. Periodic feedback in relation to objectives helps keep the behavior on track, provides a better understanding of the reasons behind a given level performance and ensures the employees knows how well/poorly they are performing.

Moreover, as a result of the failure of the supervisors to show the results of the ratings, employees are not in the position to know and improve their weaknesses and/or capitalize on their strengths. Therefore, the organization should work hard to design a system whereby employees can have access to their results and make it transparent so the employees will be able to know their weaknesses and strengths. The findings are in line with those of Tziner (2012) proved that when performance feedback is precise and timely it may result in behaviour change,

even though job behaviours are generally difficult to modify. Tznier, (2012) suggest that organizations generally use performance appraisal in administrative decisions such as promotions, salary allocations, and assignments and as a tool for employee development processes such as offering feedback, critiquing performance, and setting goals for improvement.

5.3.3 Effect of Employee's Attitude On Employee's Performance

This study established that performance appraisal at the police service did not identify training needs. This shows that there is a huge gap in the performance appraisal adopted by Police Service. This is in line with Tziner, Murphy and Cleveland (2011) who stated that attitudes and beliefs towards the organization and about the appraisal system affect how ratings are done and how feedback is handled. The attitudes and the beliefs have an influence on the accuracy and usefulness of the ratings.

The respondents disagreed that their last performance appraisal accurately described their strengths and weaknesses. They further disagreed that their last performance appraisal accurately reflected their performance for the entire rating period. The findings are in agreement with those of Greenberg (2013) who identified the ability of a supervisor to make an accurate evaluation of a subordinate's performance as an important influence on fairness perceptions. In addition, several aspects were apparent; Raters have necessary skills in performance assessment; Raters need more training in conducting performance appraisal interviews. According to Roberts (2013), the effectiveness of performance appraisal systems is contingent on the attitudes of rater and rates. This study also supports the fact that appraiser's attitude will impact on employee's attitude too and acceptance of performance appraisal systems.

5.3.4 Effects of Top Management Support on Employee's Performance

This study established that top management support in appraisal is valuable to an organisation is used as a decision making tool by top management. Top management support in appraisal makes employees work harder than expected. The findings are in line with those of Solomon and Podgursky (2013) who advocate managers becoming recipients of school wide performance-based rewards, to ensure they remain objective in their evaluation.

On the regression analysis, the established regression equation was; Employee performance = 1.161 +1.482 appraisal techniques (X_1) + 0.942 performance feedback (X_2) + 1.218 employee's attitude (X_3) +2.106 top management support (X_4). From the above regression model, holding appraisal techniques, performance feedback, employee's attitude and top management support, employee performance would be 1.161. Its established that a unit increase in appraisal techniques would cause an increase in employee performance by a factor of 1.482. A unit increase in performance feedback would cause an increase in employee performance by a factor of 0.942. A unit increase in employee's attitude would cause an increase in employee performance by a factor of 1.218 and a unit increase in top management support would cause an increase in employee performance by a factor of 2.106.

This clearly shows that there is a positive relationship between appraisal techniques, performance feedback, employee's attitude and top management support and employee performance. The study further revealed that the P-value were less than 5% in all the variables, which shows that all the independent variables were statistically significant and thus in position to make conclusion for the study.

5.4 Conclusion

This study concludes that Performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse employees. Although most employees are aware of the type of performance appraisal techniques used in the Police service. Further such appraisal techniques are not based on any serious formal purpose for which they were designed. Conclusively, appraisal techniques used in the police Service are not effective and that they exist just as a matter of formalities, the Police Service cannot measure employees' performance hence making it difficult to achieve the intended Human Resource Management objectives.

From the findings the study concluded that offering feedback to the employee as to how well they were progressing toward the goals and achievement of targets could help in comparing the employee against the standard of expected results and therefore should be advocated for. This should be accomplished by allowing appraisees and appraisees to communicate freely, base scores on individual supervisor and allow appraisees communicate the problem area.

Performance appraisal would enhance the administrative decisions such as promotions, salary allocations and employee's development processes such as offering feedback, critiquing performance, and setting goals for improvement.

The study also concluded that employee appraisals must be done in order to identify employee's rewards, provide an opportunity to set individual development plan, encourage the individual work planning, develop employees professional and career, accountability check, recognize and compensate, reference the disciplinary procedure as well as to determine salary increment and promotion exercise. This should be done without favour and by individual fully trained. Further, the employees should be involved in the development of appraisal tools.

From the findings, the study concluded that top management at police service should adopt appraisal practices that will aid in providing opportunities to 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 the managers to make informed decisions about promotions and assignments based on applicable facts and improve employee's synergies.

5.5 Recommendations

This study therefore makes the following recommendations;

The appraisal systems should be based on the following important purpose: They should be the tool used to evaluate employees' performance and a decision support system used for renewing the employees' contract. This will ensure that the right employees are retained for the right jobs. The system should be able to guide the Police Service in identifying employees training needs, their execution and evaluation on whether they achieve their intended objectives. The systems should be used to evaluate the employees which are ready for promotion and other motivational rewards. The system should also be used to evaluate the employees who should be coached and prepare them for deployment, transfers or new assignments.

The researcher recommends the Kenya police service should adopt modern service delivery techniques in order to attain an effective and efficient service. The top management should make necessary efforts to ensure they boost the morale of their staff and especially those who are

working in the hardship areas prone to terrorist attacks. Incentives should be offered to encourage supervisors to make special efforts to help poor performers improve. If performance meets desired performance standards, performance must be rewarded. This step in the performance management process is often overlooked when focusing on organization-wide performance improvement or on a major subsystem

There is the need to provide an employee with less than flattering feedback. The skill and sensitivity used to handle these often difficult sessions is critical. Management must strive to help employees improve on their performance at all times. Appraisers should not confront employees directly with criticism. Rather, they should aim to let the evidence of poor performance emerge naturally during the course of the appraisal interview. Feedback to performance appraisal results should be improved to help employees know their shortcoming and correct it immediately, which would result in employee motivation to improve performance. In doing so, supervisors should pin point the problem behaviours and make sure the employee is aware of it and to understand the consequences of the problem.

The study recommends that management in organizations should adopt performance appraisal process that does not only emphasize on academic qualifications in place of ability to achieving targets set, that address shortcomings such as lack of materials and equipment necessary to carry out duties allocated to employees effectively. This would help management in developing performance appraisal that address performance of the employees depending on different levels of job description and measure what it is intended to be measured.

During the design of performance appraisal system, the management should consider all factors of an effective system so as to achieve the goals upon which they designed. The major factors should include among others: Frequency of the appraisal, organizational objectives, training of the appraisers, accurate record keeping system, employee's performance measurement, self-appraisal approach, employee's performance review, employee's strengths and weakness, the system as an employee's motivator, the system should be able to provide feedback to employees, the system should be void of biasness and the process and procedures for the systems should be ratable

5.6 Suggestions for Further Research

There is need to carry out a study that will include all other government bodies. This will assist in understanding whether all other government bodies face the same 3situation on the Employee performance appraisal system. Carrying out a comparative study with the private sector in Kenya will also be important.

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APPENDICES

Appendix i: Questionnaire for Police Officers

Instructions

Please tick in the boxes provided after each question. Write your answer in space provided. If the space provided is insufficient use the back of the respective page.

SECTION A

1. Gender Male   [ ]   Female   [ ]

2. Indicate where you fall among the following age brackets (years)

Below 25	[ ]
Between 25-34	[ ]
Between 35-44	[ ]
Between 45-50	[ ]
Above 51	[ ]

3. How long have you worked in the police service?

2 years and below	[ ]
3-5 years	[ ]
6-8 years	[ ]
9-11 years	[ ]
12 years and above	[ ]

4. Highest Level of Education

a) Certificate	[ ]
b). diploma	[ ]
c). 1stDegree	[ ]
d). Masters	[ ]

e) Any other (specify) --

SECTION B

EFFECTS OF APPRAISAL TECHNIQUES ON EMPLOYEE'S PERFORMANCE AT NATIONAL POLICE SERVICE

5.What performance appraisal techniques are being used?

Ranking method   [ ]   Essay method   [ ]

Management by objective [ ]   Critical incident method [ ]

Others…………………………………………………………………………....

6. Who appraises you?

Appraisal committee **[ ]**   Immediate supervisor **[ ]**

Self-appraisal   **[ ]**   360 degree appraisal **[ ]**

7. How do you rate the overall assessment of performance appraisal

Outstanding [ ]   very good [ ]   good [ ]   satisfactory [ ]   poor [ ]

8. Please indicate the extent to which you agree with the following statements by using a scale 1- strongly agrees, 2- agree, 3- Neutral 4- Disagree, 5 – strongly disagree.

Statement	1	2	3	4	5
My performance rating technique is based on how well am doing					
I am satisfied and motivated with the way appraisal system is used to evaluate my performance					
There are set standards for my job					
Employee performance is easy to measure.					
The most recent ratings I received are based on many activities I am responsible for at work.					
My performance is above average ratings.					
I clearly understand the purpose of performance appraisal process					
Performance appraisal identifies performance problems to improve employee productivity and motivation.					
Performance appraisal process encourages cooperation					
The performance appraisal system has helped improve my job performance					
I am satisfied with the way the performance appraisal system is used to set my performance goals for each rating period					

EFFECTS OF PERFORMANCE FEEDBACK ON EMPLOYEE'S PERFORMANCE AT NATIONAL POLICE SERVICE

9. Please indicate the extent to which you agree with the following statements on feedback by using a scale 1- strongly agrees, 2- agree, 3- Neutral 4- Disagree, 5 – strongly disagree.

Statement	1	2	3	4	5
My last feedback interview (appraisal) increased my understanding of the job.					
My last feedback interview (appraisal) gave me a good idea of how well I'm doing in my job.					
My last feedback interview (appraisal) with my supervisor made our relationship worse.					
My last feedback interview (appraisal) would have been improved if subordinate ratings were included					
I felt satisfied with the feedback interview (appraisal)					
I felt the feedback interview (appraisal) was unfair					

10. Please indicate the extent to which you agree with the following statements on managerial feedback by using a scale 1- strongly agrees, 2- agree, 3- Neutral 4- Disagree, 5 – strongly disagree.

Statement	1	2	3	4	5
My manager gives me fair feedback					
My manager discusses regularly my job performance with me.					
I enjoy discussing about my performance with people outside it					
My organization seems more engaged in providing positive feedback for good performers than criticizing the poor ones.					
The feedback I receive agrees with what I have actually achieved.					
My manager communicates with me frequently about my performance.					
The feedback I receive on how I do my job is highly relevant.					
I am satisfied with the way my organization provides me with feedback					
I always get adequate feedback on my performance.					
Current performance feedback in my organization is fair and unbiased.					

EFFECT OF EMPLOYEE'S ATTITUDE ON EMPLOYEE'S PERFORMANCE AT NATIONAL POLICE SERVICE

11. Does performance appraisal identify training needs?

        Yes   **[ ]**   No   **[ ]**

13. What kind of remedial measures are taken after appraisal?

………………………………………………………………………………………………

………………………………………………………………………………………………

16. Please indicate the extent to which you agree with the following statements using a scale 1- strongly agrees, 2- agree, 3- Neutral 4- Disagree, 5 – strongly disagree.

Statement	1	2	3	4	5
My last performance appraisal was accurate					
My last performance appraisal accurately reflected my performance for the entire rating period					
My last performance appraisal accurately described my strengths and weaknesses					
My last performance appraisal rating accurately measured my true performance					
My attitude towards the job has improved significantly based on the appraisal method used					
My supervisor attitude towards the job helps me understand and internalize what is expected of me					

EFFECTS OF TOP MANAGEMENT SUPPORT ON EMPLOYEE'S PERFORMANCE AT NATIONAL POLICE SERVICE

17. Please indicate the extent to which you agree with the following statements on top management support using a scale 1- strongly agrees, 2- agree, 3- Neutral 4- Disagree, 5 – strongly disagree.

Statement	1	2	3	4	5
Top management support in appraisal makes me work harder than expected					
Top management support appraisal makes me work at my normal pace					
If don't agree with performance appraisal score, there is appeal process which is supported by top management					
Performance appraisal is used as a decision making tool by top management for the increasing my performance.					
I often perform better than what can be expected without appraisal.					

Top management support in appraisal is valuable to my performance in my organization					
Am satisfied with the current performance appraisal system in the organization					
The organization tries to make my job as interesting as possible.					
Top management support strongly considers my goals and values.					

EMPLOYEES PERFORMANCE

18. Please indicate the extent to which you agree with the following statements on employee's performance using a scale 1- strongly agrees, 2- agree, 3- Neutral 4- Disagree, 5 – strongly disagree.

Statement	1	2	3	4	5
The level of employee performance in the service is high as compared to the beginning.					
The current level of employee performance is high.					
The current level of the decision making process in the service is highly formal.					
The quality of the services in the police service is high.					
The ability of the employees to be innovative is high					

Appendix ii: Budget

Activity	Description	Unit cost	Number of units	Amount
Proposal writing				
Stationary	Fullscaps (2reams)	200	2	400
Printing papers	10 reams	400	10	4000
Internet services	6000 mins@ 3shilling	3	6000	18,000
3G Safaricom and Yu Modem		2	4000	8,000
Subscribing to international journal site	Emerald			6,000
Library fee for two months	Macmillan library	4,000	2	8,000
Flash disk		1200	2	2400
pencils and writing pens		30	6	180
Proposal photocopy:52 pages@4 shilling per page	23 copies@ 208	208	23	4784
Data collection				
Field supervisor	8 days 5000@day	5000	8	20,000
Principal researcher travel to around area		14,000	2	28,000
Data presentation and binding				
Project binding	Spiral bound copies	600	8	4800
Project binding	Hard cover binding	3000	5	5,000
Miscellaneous	10% of the total			21,448
Total				**131,012**

Appendix iii: Work Plan

Activity	May 2018	June 2018	July 2018	August 2018	September 2018	October 2018
Problem Formulation	███					
Proposal Writing	███	███				
Proposal Defense			███	███	███	███
Data Collection				███	███	███
Data Analysis and Report Writing				███	███	███
Final project Submission				███	███	███