

Performance Appraisal on Employee Performance in Kenya Conference of Catholic Bishops.

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Abstract

The greatest asset in nearly all organizations is their human resource. These surpass in value and in importance than physical assets i.e., building, land, equipment and vehicles. To enable organizations, achieve competitive advantage over competitors globally, employees play a very critical role. The specific focus of the study is to determine the influence of evaluation, management by objectives, performance appraisal design and 360 degrees' appraisal method on employee performance at Kenya Conference of Catholic Bishops. The research variable in this study was underpinned on the Organizational Justice Theory, Goal Setting Theory and Expectancy Theory. The study was guided by a descriptive research design. This design is considered appropriate because the study focused on a survey of employees in one organization. The study targeted a population comprising of 100 employees working in various department at Kenya conference of catholic bishops. Stratified and systematic random sampling was used in this study, to select a sample size of 20 respondents. The primary data for the research was collected using a structured questionnaire. Validity of the questionnaire was assessed and confirmed using expert opinion from supervisors. A pilot study was carried out on ten randomly selected employees to support the test of reliability of the questionnaire. Reliability was tested through a test of internal consistency. In order to test reliability of the instruments, internal consistency techniques were employed using the Cronbach Alpha Coefficient of 0.7. Descriptive statistics was analyzed using mean, standard deviation and percentages. Similarly, inferential statistics was analyzed using bivariate correlation and multiple regression analysis so as to confirm the relationship between the research variables. The data was collected from one hundred and twenty-two employees who were selected through stratified sampling approach. The data was analyzed using both descriptive and inferential specifically the mean score, standard deviation, Pearson correlation, and chi square tests were used. The findings were presented using charts and tables. The findings of the study show that performance appraisal helps Kenya Conference of Catholic Bishops and individual employees meet set targets, however there is a lack of job satisfaction. The staff are not satisfied because the management does not use the performance appraisal to determine salary increments, rewards/penalties, promotions, fringe benefits, training needs and career growth opportunities. In conclusion the findings have indicated a positive and significant relationship between performance appraisals and Employee Performance.

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I. Introduction

There is little that an organization can do to manage employee performance unless there is an understanding of the reason for it. The history of performance appraisal can be traced to Taylor's pioneering time and motion studies. (Armstrong,2014). Performance appraisal has been discredited because too often it has been operated as top – down and largely bureaucratic system owned by Human Resource Department rather than the line manager.

Employee performance as defined by Ibeogu and Ozturen (2015) is a goal-oriented process to ensure that the employee, team and organizational objectives are met. In Corporate organization in India consider maximizing performance as critical priority and hence it is important to achieve that through the employees, according to Jalal and Putri (2015) places emphasis on the people if an organization needs to have sustainable competitive advantage. Improvement of the workforce value on a continuous basis is therefore important. Performance is a combination of both effectiveness and efficiency and for the case of employee performance, it is how well they perform on the job measured against accepted organizational standards. This means that every organization has general expectations from employees in relation to their performance (Ibeogu&Ozturen, 2015). In the United Kingdom, a number of Human Resource Management practices have impacted significantly on employee performance as well as job satisfaction in the public sector and the range of these practices include human capital management, knowledge management, organization development, resourcing (human resource

planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations and employee well-being (Armstrong 2010).

In china, Human Resource Management practices such as appraisal are among the factors that influence employee performance, job satisfaction and organizational commitment (Huang 2000). The institutions have viewed Human Resource Management practices as crucial assets that are geared towards creating and maintaining skillful and committed workforce for achieving organizational goals. Steijn (2004) found that Human Resource Management practices had positive influence on job satisfaction and employee performance in the Dutch public sector, whereas individual characteristics, such as age, gender, and education, had insignificant influence on the same.

And in South Africa, the need for the Human Resource Management policy, strategy and systems to underpin the business strategy as well as improve employee performance has never been greater (Lee & Wu, 2010). It has been a custom of all organizations in Tanzania to perform employees' performance evaluation. In the past, managers and higher echelon of the organization were the sole owners of the process. This process was called closed annual confidential report system which aimed at just evaluating the employees' performance without their participation in the process. This process was characterized by poor feedback and inferior identification of training needs making it impossible to promote performance and accountability of workers (Nigera, 2004).

According to Gupta (2006) and Nigera (2004), it is important that the employees know what is expected of them in terms of goals and objectives and how to evaluate themselves in order to increase both ownership of responsibilities, milestones reached and, problems and challenges they encounter in the course of executing their duties.

Statement of the Problem

At Kenya conference of catholic bishops secretariats, performance appraisal linked to employee performance is not effectively adopted thereby among the less practiced HR functions. This necessitated for the introduction of a performance appraisal tool to monitor employee performance in Kenya Conference of Catholic Bishops. Employee performance is manifested in the outcomes of a project or certain work. It is evident in prolonged projects which take more than the stipulated time of completion, poor workmanship, and poor performance as witnessed in the Key Performance Indicators (KPI) done by the Support Offices on a monthly and quarterly basis. Kariuki & Murimi, (2015).

It is reported that Kenya Conference of Catholic Bishops has a weakened system installed to assess and give feedback on employees' performance to inform and guide their future behavior. The appraisers lack exposure on the exercise especially in regard to linking it to other Human Resource functions. Basically, this has forced the process to look like a mere normal process in the institution where feedback is hardly considered in decision making. Performance appraisal should be an ongoing process where the feedback is well utilized in order to realize its benefits (Ngari & Ndirangu, 2014). While this is the case, other interrogations have called for a complete abolishment of performance appraisals system citing shortcomings in the process. Most managers felt that the process was not beneficial to the organization and didn't add any value to it. In as much as it is being adopted by most organizations locally, the assessment of its effectiveness has not been done which motivates this study.

Of the studies which have linked it to performance, few have focused on higher learning institutions thus presenting a contextual research gap. Kinyanjui and Juma (2014) interrogated the influence of implementing strategic plans on employee performance but the study was limited to strategic plan implementation; Cheboi (2011) interrogated the perception of management on the importance of performance appraisal system at Kabarak University thus presenting a contextual research gap since it focused on a different context other than this study. This study has focused on a public university while Cheboi (2011) focused on a private organization. There were also methodological gaps in other studies such as Matunge (2013) which focused on employee perception on the effectiveness of performance appraisal systems at the Teachers Service Commission which purely adopted a descriptive approach while this study also tested for relationships through inferential statistics of correlation and regression. The study by Odimo (2006) on the factors necessary for implementation of an effective performance appraisal in private higher learning institutions in Kenya presented a conceptual /empirical research gap since it did not link performance appraisal to employee performance as this study. Therefore, this study sought to fill-in these gaps by examining performance appraisal on employee performance in Kenya conference of catholic bishops' secretariats.

Objective of the Study

The general objective of this study was to examine performance appraisal on employee performance in Kenya conference of catholic bishop's secretariats. While the specific objectives of the study were:

- To establish the influence of Evaluation method on employee performance in Kenya conference of catholic bishop's secretariats.

- To determine the influence of management by objectives on employee performance in Kenya conference of catholic bishop's secretariats.
- To examine the influence of performance appraisal design on employee performance in Kenya conference of catholic bishop's secretariats.
- To assess the influence of 360 degrees' appraisal method on employee performance in Kenya conference of catholic bishop's secretariats.

II. Literature Review

Theoretical Review

Expectancy Theory

Expectancy Theory The expectation valence theory is another name for this theory. Vroom was the one who proposed it (1964). Its core principle is that people's performance expectations are influenced by the type of reward they want. According to Vroom, organizational behavior evaluation is critical since people's motivation is highly influenced by their expectations.

To Vroom (1964), when people perceive and accept a certain goal as true, they tend to be motivated and therefore focus their efforts towards achieving it through their actions. In other words, according to Vroom's, people's motivation towards doing anything stems from the value individuals put on the goal and the possibility of achieving it. As a result, this theory aids managers in comprehending the relationship between motivation, performance, and reward. Simply put, motivation is founded on the anticipation of a positive outcome. As a result, people will be driven to work if their rewards are clearly related to their performance.

This theory therefore provides a framework within which to understand the interrelationships that abound between incentive pay, reward system and performance. This method of motivation has been and continues to be widely used. As a result, the theory backs up the study's corrective action and employee performance variables.

Goal Setting Theory

Locke in 1960s the proponent of the theory, argued that human actions are motivated by a goal. The theory argues that reward is the center reason why people would be motivated to act (Edwin Locke, 1960). An efficient goal, according to the theory must have the characteristics of proximity, difficulty, specificity and feedback. A good goal must have a short turnaround time and be moderately difficult so as to make success more possible (Fried & Slowik, 2004).

A good goal is also supposed to be clear and specific and that individuals must be able to understand their expectations from the goal. The goal should also be identified with a particular performance appraisal system in order to ensure its optimum functioning. Locke praises goal setting and argues that apart from the fact that it has been found to inspire people, it has also been used to create a challenge which enables people to overcome even the most daring of tasks. Studies have proved in the past that efforts are mostly directed towards the most difficult tasks (Fried & Slowik, 2004).

In relevance to the study, the theory supports MBO variable. It argues that those that set difficult but clear goals are more likely to achieve them compared to those who set general and easy goals. The theory also demonstrates that goal setting can be a requisite to enable them complete their work quickly and effectively. It also leads to an improvement in performance since it can lead to an increase in motivation and effort.

Expectancy Theory

The theory, proposed by Vroom in 1964, posits the importance of mental choices touching on choices, expectations and rewards. It presents a connection between the people's wants, behavior expected of them and the organizational goals. The theory separates effort from outcomes and provides a perception about behavior in that it is a result of deliberate move among alternatives to maximize pleasure and minimize pain.

The theory presents concepts such as expectancy to mean that when the effort increases, results will also increase, instrumentality to mean that a valued outcome is as a result of better performance and valence to mean that there is a value which has been placed on an outcome. The theory posits that people will always adjust the way they behave in regard to the expected satisfaction of achieving a certain goal (Vroom, 1964).

Management by Objectives Theory (MBO)

Drucker (1954) proposed the theory to challenge the previous argument by the Human Relations School of thought that effectiveness was considered natural and was more important than efficiency. The theory was therefore developed to make performance appraisal put more emphasis on understanding of the goals and objectives. In this approach, both the employees and management set targets together, revise them and discuss before they set about implementing them

The approach then emphasizes a comparison of an individual employee’s actual performance against their set targets. It is believed that involving employees in setting up of goals plays a crucial role in enabling them to accomplish it thus meeting the expectations. In this theory therefore, performance appraisals demand that both the employees and managers work together in coming up with objectives and targets in a partnership that involves sharing of responsibilities and expectations in equal measure (Drucker, 1954).

The study therefore measures appraisal as understanding of the organization’s objectives, setting and agreeing on organizational targets, performance reviews from time to time and then providing feedback and rewarding. The bottom line behind MBO is to create a situation where the employees understand what is expected of them in terms of goals alongside its contribution to the overall organizational performance. The theory therefore hinges on management by objectives (MBO) variable of this study.

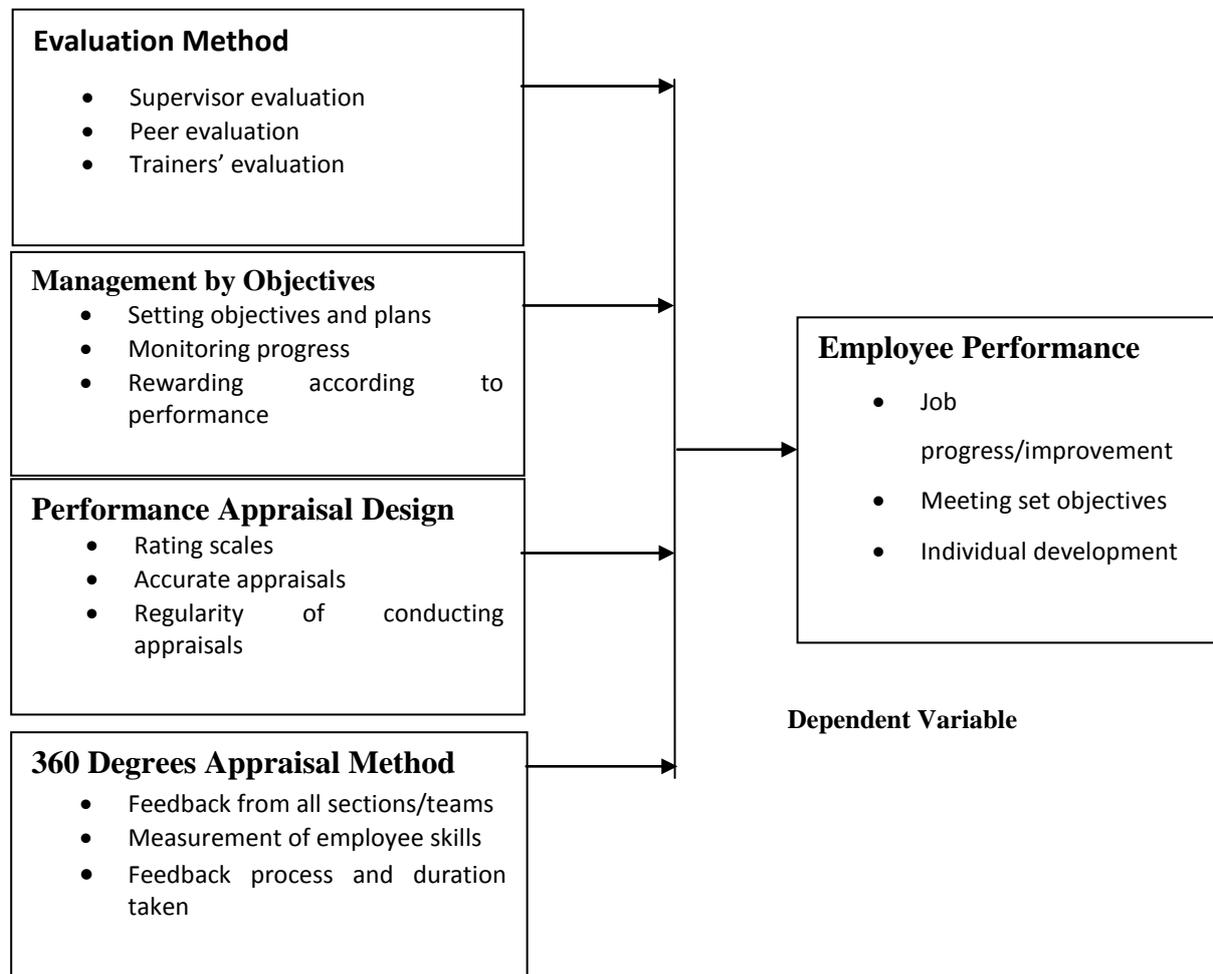


Figure 1: Conceptual Framework

Empirical Review

There are several studies carried out related to performance appraisal and employee performance; Vance (2013) conducted a survey linking evaluation to employee performance and indicated that through evaluation, the employees are able to know areas of improvement. Through evaluations, employees are given direct response on their performance by their supervisors and thus it can inform their decisions to stay with the company or not. The evaluation process also identifies areas where an employee needs to improve. It can also provide opportunities for recognition, positive reinforcement, and performance improvement of the employees. Employee job satisfaction and decisions to stay with the company are associated with him or her meaningful feedback about performance especially from their direct supervisors. There are many different models and procedures of the employee performance evaluation that companies have in the form of standard documents.

A study by Khuong and Tien (2013) indicated two critical roles of evaluation as either for administrative decisions such as promotions and rewarding of employees or for making planning decisions regarding the growth of employees which can involve coaching and career development. It was revealed that

some of the steps in evaluation as measurement of the current performance, collection and analysis of data, interpreting the results of analysis and giving feedback for improvement.

A study by Wagacha and Maende (2017) interrogated the impact of performance appraisal systems among commercial banks operating in Nairobi County. It was established that those conducting the appraisal on the employees were from higher positions and that the employees had a positive attitude towards it. In the long run, it improved their satisfaction and organizational output.

A study conducted by Hoffmann-Burdzinska and Flak (2016) documented that several steps come into play starting with establishment of clear goals and objectives, then allowing the employees to implement and take part in its planning and thereafter taking corrective actions where there has been a deviation from the set goals and objectives.

The study indicated that MBO had a positive significant effect on employee performance. Another study was conducted by Mulolli, Islami and Skenderi (2015) which indicated that involvement of the employees in formulation of the goals and objectives which directly affects the survival of the organization. Its effect on employee performance was positive and significant. Fulk, Bell and Bodie (2011) similarly emphasized on the importance of collective decision making as well as employee involvement.

A study conducted by Kim (2015) through the 2005 Merit Principles Survey indicated that the most critical factor for the success of an appraisal system is how the employees views its fairness. Intrinsic motivation of employees was determined more specifically by the perceived fairness of the system and not the system itself. The findings supported the previous interrogation by Fletcher (2010).

Mwangi (2013) interrogated the specific performance appraisal systems which had been adopted by firms in the banking sector in Kenya. The study through a survey, established that the frequency of appraisal in this sector was quarterly and its link to productivity was quite insignificant.

In Ireland, Farrell (2013) focused on consumer service companies to determine whether the performance appraisal methods they had put in place were effective. It was determined that the employees were comfortable with the methods adopted and were happy to participate in the process. However, the success rate of the investigated methods on improving employee performance was still demanding.

Munguti and Kanyanjua (2017) conducted a case study at Savannah Cement Ltd to determine how 360 degrees method of appraisal impacted on the productivity of employees. Considering all the employees in the company, the study adopted a descriptive approach and established that the method has brought about improved quality, job knowledge and accuracy of work as well as team work.

Sigei (2013) similarly interrogated the extent of adoption of 360 degrees method with a bias towards the banking sector in Kenyan context. Through a survey, it was revealed that the method has been adopted and feedback is given by immediate supervisors. However, the use of consultants to pursue the method has not been affected.

III. Methodology

The study was employed a descriptive research design which described the state of affairs as they exist and involved measurement and analysis of data. The researcher selected, the questionnaires methods that was collected. The questionnaires methods deem fit for the study as it offered the merits it is free from the bias of the interviewers as answers are in respondent's own words, the respondents had adequate time to give well thought out answers and large samples were use of thus the resulting dependable and reliable information (Kothari 2004). The data collection instrument was a questionnaire. The data collected through the questionnaire was edited to eliminate common mistakes and cleaned to ensure consistency (Luck & Rubin, 2018). The researcher also physically checked for completeness and quality responses, accuracy, uniformity and consistency with facts. The processed data was then entered into the Statistical Package for Social Sciences (SPSS) for analysis and the results tabulated. Microsoft excel was used to complement SPSS especially in production of figures and tables for data presentation. Descriptive statistics such as frequencies, percentages, means and standard deviations was used to summarise the data for further analysis (Malhotra, 2015). The summarized data was subjected to inferential analysis which constituted correlation and multiple regression analysis. Correlation was used to determine the relationship between the dependent and independent variables. Regression analysis is valuable for quantifying the effect of various simultaneous influences upon a single dependent variable (Faraway, 2012).

IV. Finding and Discussion

Data analysis, modelling of the variables, discussion of the results as well as research findings as envisaged. The research sample composed of 20 respondents, out of which 19 questionnaires were received back, with one (1) being either not filled or not returned at all.

Correlation Analysis

The results of correlation analysis are as shown in Table. The findings indicated that there was strong positive and significant relationship between Evaluation methods on employee performance in Kenya conference of catholic bishop’s secretariats. With a Pearson correlation coefficient $r=0.684$, $p\text{-value} < 0.05$ which was significant at 0.05 level of significance. This implies that improved Evaluation methods on performance results in increase of employee performance in Kenya conference of catholic bishop’s secretariats. There was strong positive and significant relationship between management by objectives and performance of KCCB. With a Pearson correlation coefficient $r=0.485$, $p\text{-value} < 0.01$ which was significant at 0.01 level of significance. This implies that increased management by objectives results in increase of employee performance in Kenya conference of catholic bishop’s secretariats.

There was strong positive and significant relationship between 360 degrees’ appraisal method and employee performance in Kenya conference of catholic bishop’s secretariats. With a Pearson correlation coefficient $r=0.891$, $p\text{-value} < 0.05$ which was significant at 0.05 level of significance. This indicates that improved 360 degrees’ appraisal method results in improved employee performance in Kenya conference of catholic bishop’s secretariats. There was strong positive and significant relationship between performance appraisal design and employee performance in Kenya conference of catholic bishop’s secretariats. With a Pearson correlation coefficient $r=0.569$, $p\text{-value} < 0.05$ which was significant at 0.05 level of significance. This implies that improved performance appraisal design results to improved employee performance in Kenya conference of catholic bishop’s secretariats.

Correlation Matrix

		PKCCB	EMP	PAM	360AM	MO
PKCCB	Pearson Correlation	1				
	Sig. (2-tailed)	0				
EMP	Pearson Correlation	.684*	1			
	Sig. (2-tailed)	0.036				
PAM	Pearson Correlation	.485**	0.023	1		
	Sig. (2-tailed)	0	0.805			
360AM	Pearson Correlation	.891**	.516**	0.143	1	
	Sig. (2-tailed)	0	0	0.123		
MO	Pearson Correlation	.569*	.297**	.197*	.189*	1
	Sig. (2-tailed)	0.009	0.001	0.033	0.041	

** . Correlation is significant at the 0.01 level (2-tailed).

Evaluation method Practice is EMP; Performance Appraisal Method is EPP; 360 degrees’ appraisal method is 360AP; Employee Management by objectives is MO and KCCB Performance is PKCCB.

Regression Analysis
Multiple Linear Regression for all variables
ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.	R-Squared
1	Regression	26.481	5	5.296	1.947	.004	0.379
	Residual	158.217	14	2.72			
	Total	184.698	19				

1. Dependent Variable: PKCCB
2. Predictors: (Constant), EMP, MO, PAM, 360AP

The ANOVA test is used to determine whether the model is important in predicting the performance of KCCB units. At 0.05 level of significance the ANOVA test indicated that in this model the independent variables namely; Evaluation method Practice, performance appraisal design, 360 degrees’ appraisal method and Management by objectives were predictors of performance of KCCB as indicated by significance value=0.005 which is less than 0.05 level of significance ($p=0.001<0.05$).

Model coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3.239	0.886		3.657	0
Evaluation method Practice	0.279	0.124	0.248	2.258	0.026
Performance Appraisal Design	0.911	0.36	0.463	2.534	0.013
360 degrees’ appraisal method	0.826	0.365	0.433	2.265	0.025
Management by objectives	0.199	0.133	0.14	1.494	0.038

From the findings in table above; at 5% level of significance, Evaluation method Practice is a significant predictor of performance of KCCB where ($p=0.026<0.05$). Performance Appraisal Design was a significant predictor of performance of KCCB where ($p=0.013<0.05$). 360 degrees’ appraisal method was a significant predictor of performance of KCCB where ($p=0.025<0.05$). Management by objectives was a significant predictor of performance of KCCB where ($p=0.038<0.05$). The regression Table 4.14 the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 3.239 + 0.279X_1 + 0.911X_2 + 0.826X_3 + 0.199X_4 + \epsilon$$

From the equation above when Evaluation method is increased by one unit performance of KCCB will increase by 0.279, a unit increase in 360 degrees’ appraisal method will result to 0.911 increase in performance of KCCB, a unit increase in 360 degrees’ appraisal method Practice will result to 0.826 increase in performance of KCCB and a unit increase in Management by objectives will result to 0.199 increase in performance of KCCB.

V. Conclusion

Performance appraisal is important for every organization to succeed especially the Kenya conference of catholic bishop’s secretariats. The management trust is important for the KCCB as all the stakeholders in the industry look up to the management to undertake their business decisions with utmost trust to guide all the staff towards the attainment of the organizational goals, steer the rest of the staff towards the achievement of collective goals and resolving all conflicts without being biased or favoritism.

Performance appraisal is important to the KCCB because of the impact leaders may have on the conduct of the employees and ultimately on organizational performance. Performance appraisal however involves transparency by the management which enables the employees of the KCCB to make proper business

decisions out of information sharing by the management. The management behavior influences the KCCB employees' ultimate behaviour as they tend to follow the leadership and therefore managers ought to set a good example for employees. Unless leaders act as ethical role models, ethical behaviors will not be accepted by cynical employees. The study found out that the leadership of the KCCB have emphasized trustworthiness, encouragement of the employees to uphold the same moral values that they practice and doing what is right to societal and organizational cultural beliefs and values.

Organizations strive to be successful and productive in the competitive global market. One of the major factors or motivators of productivity and performance is leadership integrity which is essential for Kenya conference of catholic bishop's secretariats as this encourages honest communication between the management and its employees. Integrity in the KCCB was achieved through strong moral principles; moral uprightness in financial transactions, organizations leaders always encourage open and honest communication. The study also found out that the KCCB leadership was declaring interest whenever faced with conflict. Employees are pivotal assets without whom the intended goals of any organization may not be achieved. Thus in order to achieve its objectives, efficient leadership is needed to help employees in discovering and polishing their contributions to the success of the organization. Performance appraisal of the management was found to have resulted in increased manager-employee relationship thus preventing corruption and predictability, reducing dishonesty and communication breakdowns, and employee attitude towards the organization.

VI. Recommendation

Performance appraisal has an influence on employee performance. Hence, a primary contribution of this study is that efforts in promoting performance appraisal practices in the Kenya conference of catholic bishop's secretariats must start and be perceptible at the top of the organization. Another important contribution of this study is that employee may not play the so commonly thought important roles in behaving ethically in their work places, for this reason, ethical leaders endowed with the mind of behaving ethically may be needed in a greater extent to make a difference in employee performance. Indeed, an important aspect of the organization's poor performance that must be obviated hinges on the promotion of the practices of performance appraisal.

The study recommends that the KCCB leadership that has ethical norms and values can lead to persuade their employees and the supporters. Therefore, it is necessary for the organizational trend makers to give importance to the corporate ethical values by spreading out this information to the employees. The Kenya conference of catholic bishop's secretariats should also select the employees and employers who have ethical personal traits to build more ethical and fair environment in company. These components enhance the trust among employees; they are more committed with their job, hence employee performance increases and improves.

Areas for Further Studies

The study was undertaken on perceived effect of performance appraisal on employee performance among Kenya conference of catholic bishop's secretariats in Kenya. Similar study ought to be done in other sectors and comparison be made on the effect of performance appraisal on employee performance among other organisations in Kenya.

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