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Assessing the Influence of Appraisal Techniques on Job Satisfaction among Police Service in Migori County, Kenya

Maureen Akinyi Orao^{1*} & Dr. Simon Nyakwara, PhD¹

¹ Mount Kenya University, P. O. Box 4441-40200, Kisii, Kenya.

* Correspondence ORCID ID: <https://orcid.org/0000-0002-6885-9458>; email: akinyimaureen06@gmail.com

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Performance appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities. A good appraisal system is so fundamental to the management of people in any organization. Data analysis began by identifying common themes from the respondents' descriptions of their experiences. Frequency counts of the responses will then be obtained to generate information about the respondents and to illustrate the general trend of findings on the various variables that are under investigation. Qualitative data was analysed thematically along the objectives and presented in narrative forms whereas quantitative data was analysed descriptively using frequencies, percentages, mean and standard deviation and inferentially using ANOVA and coefficient correlation with the help of Statistical Packages for Social Science (SPSS Version 23). During the design of a 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 Police Service, the system should be void of biasness and the process and procedures for the systems should be rateable.

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INTRODUCTION

Performance appraisal is a review and discussion of 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 Police Service must understand it, must feel it is 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 the staff is 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 the industry, cadre of Police Service, 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.

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 a 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 of police service. The drop-in crime rates must, however, be considered relevant to other factors such as changing the behaviour 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 the reduction of crime rates, other indicators such as reduction of complaints against police and application of laid down standards are used.

The Government of Kenya has invested in a number of Commissions all geared toward 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 Kenya's Police performance. Among the recommendations included frequent police performance appraisals with special reference to Migori County.

LITERATURE REVIEW

Appraisal of employee performance is among the most controversial management practices. Although many organizations have implemented formal procedures for evaluating their Police Service, the level of dissatisfaction with this process among both managers and Police Service has remained high (Murphy & Cleveland, 1995; Padgett, 1988). Nevertheless, one recent survey of six hundred police agencies indicated that supervisors in community policing agencies reported significantly higher levels of perceived appraisal accuracy, usefulness, and overall satisfaction than supervisors in other police agencies (Lilley, 2002). Performance researchers have suggested that satisfaction with the appraisal process is important because it may affect future performance and job satisfaction (Daily & Kirk, 1992; Deming, 1986). Furthermore, there is evidence that perceptions of ineffective performance appraisal may be associated with job turnover (Daily & Kirk, 1992). Thus, increases in the perception of appraisal accuracy and usefulness may lead to improvements in policing and retention of quality personnel. T

the purpose of this analysis was to further examine overall performance appraisal satisfaction in an effort to explain why respondents from agencies with a high level of community policing implementation reported greater satisfaction with the appraisal process than their more-traditional counterparts. At present, it is unclear whether agencies that are more oriented toward community policing are somehow inherently different, resulting in increased satisfaction. Alternatively, higher satisfaction in these agencies may be related to procedural differences. Previous analyses of these

data, for example, suggested that agencies with a high level of community policing implementation might be more likely to have updated or revised their evaluation formats within the past five years (Lilley, 2002). Performance literature suggests that the use of appraisal for officer development, broadening of evaluation criteria and improved rater training, as well as differences in an organizational context and measurement approach, may be associated with satisfaction with the performance appraisal process (Arvey & Murphy, 1998; Cawley, Keeping, & Levy, 1998; Murphy, 1990).

Consequently, this analysis examined whether differences in the organizational context, appraisal purpose, rater training, or use of anchored measures in the evaluation format explained higher satisfaction by respondents from agencies with a high level of community policing implementation. The current work improved upon prior research in that it allowed a comparison of both evaluation processes and measures across agencies from all regions of the United States. Most prior research regarding police officer and employee performance appraisal had focused on rating instrument content (often excluding differences in the process) (Bradley & Pursley, 1987; Falkenberg, Gaines, & Cordner, 1991; Landy & Farr, 1980), and was limited to case studies or regional samples (Breci & Erickson, 1998; Hughes, 1990; Oettmeier & Wycoff, 1994). Review of the literature General factors affecting the appraisal process Most performance appraisal research efforts prior to the 1980s concentrated on improving the rating instrument, under the assumption that the design of the written evaluation form was the central determinant of evaluation accuracy (Landy & Farr, 1980).

A number of recent studies, however, refuted that assumption, indicating that organizational context, appraisal purpose, and rater motivation could be more influential than instrument format in determining evaluation outcomes (Kozlowski, Chao, & Morrison, 1998; Longenecker, Gioia, &

Sims, 1987; Murphy & Cleveland, 1995). Although there is some disagreement among performance researchers concerning the most beneficial use of rating information and how to deal with potential rater bias (Landy, Zedeck, & Cleveland, 1983; Longenecker et al., 1987; Motowidlo & Van Scotter, 1994; Murphy, 1990), a general consensus has emerged that models of the performance appraisal process should include organizational contextual factors and other elements external to performance measures (DeNisi, 1996; Kozlowski et al., 1998; Murphy & Cleveland, 1995). One recent study found that supervisors sometimes use complex rating schemes to adapt to pressures that occur when the rating score determines promotion potential or salary increases (Kozlowski et al., 1998). Results from another study indicated that 70 percent of management executives distorted ratings of the Police Service in response to a variety of political influences, such as directives from administrators or to hide a problem in the department (Longenecker et al., 1987). Consequently, some researchers have suggested that efforts should be made to minimize the influence of organizational factors on the rating process (Kozlowski et al., 1998; Motowidlo & Van Scotter, 1994; Murphy & Cleveland, 1995).

RESEARCH METHODOLOGY

The study adopted the concurrent triangulation design which facilitates the attainment of differing yet corresponding data on the research problem so as to understand it best. For this study, the target population consisted of 1525 respondents comprised of 1 CPC, 10 SPC, 50 OCS, and 1464 Police officers in Migori County. The sample size for this study included 206 respondents comprised of 1 CPC, 10 SPC, and 50 OCS who were sampled purposively while 145 police officers were sampled through random sampling. The tools which were used to gather information about the specific set themes of research objectives included a questionnaire for Police Officers and interview schedules for CPC, SPC, and OCS.

Data analysis commenced with identifying common themes and the procedure started with the collection and analysis of quantitative data. This will be followed by the subsequent collection and analysis of qualitative data. The second, qualitative phase of the study was designed so that it follows the results of the first quantitative phase. The relevant information was broken into phrases or sentences, which reflect a single, specific thought. The responses to the close-ended items will be assigned codes and labels. Frequency counts of the responses were obtained to generate information about the respondents and to illustrate the general trend of findings on the various variables that are under investigation. Qualitative data was analysed thematically along the study objectives and presented in narrative forms whereas quantitative data will be analysed descriptively using frequencies, percentages, mean and standard deviation and inferentially using ANOVA and Coefficient Correlation with the help of Statistical Packages for Social Science (SPSS Version 23).

RESEARCH FINDINGS AND DISCUSSIONS

Response Rate

The study sought to determine the response rate since it enables the researcher to know whether it is enough and adequate for the 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 filled out the questionnaires as required of them making up a 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.

Effects of Appraisal Techniques on Employee's Performance

This study revealed that the police services use several appraisal techniques to measure the level of performance of its Police Service. The findings concurred with Bennett (2014) who found that standardized performance assessments allow the organisation to aggregate, calculate and analyse results to show where performance is strong. These areas of strength then can serve as benchmarks and opportunities for sharing 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 failed to involve Police Service during the development stage.

This concurred with Goff and Longenecker, (2014) who found that a 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 the development of reliable, valid, fair, and useful performance standards as well as in designing the rating format and measurement scales.

CONCLUSION

This study concludes that the Performance appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse Police Service. Although most Police services 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 they exist just as a matter of formalities, the Police Service cannot measure Police Service 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 appraisers to communicate freely, base scores on individual supervisors, and allow appraisees to communicate the problem area. Performance appraisal would enhance administrative decisions such as promotions, salary allocations, and employee development processes such as offering feedback, critiquing performance, and setting goals for improvement.

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 Police Service's performance and a decision support system used for renewing the Police Service's contract. This will ensure that the right Police Service is retained for the right jobs. The system should be able to guide the Police Service in identifying Police Service training needs, their execution, and evaluation on whether they achieve their intended objectives. The systems should be used to evaluate the Police Service which is ready for promotion and other motivational rewards. The system should also be used to evaluate the Police Service 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 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 a major subsystem