
EFFECTS OF PERFORMANCE APPRAISAL ON NATIONAL POLICE SERVICE DELIVERY, A CASE OF KENYA POLICE SERVICE BUNGOMA COUNTY, KENYA

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Abstract

The purpose of this study is to investigate the effectiveness of performance appraisal in the Kenya Police Service (KPS) in Bungoma County. The objectives of this study was to investigate the effectiveness of the performance appraisal system in the Kenya Police Service Bungoma County and examine the perceptions of police officers regarding the evaluation process in the Kenya Police Service Bungoma County and identify the methods used in personnel performance evaluation in the Kenya Police Service. The research design was survey. This study was conducted in Bungoma County, Kenya, which is known for its high population and agriculture. The evaluation of police services has both positive and negative effects on the provision of services in the county. Although it provides a framework for evaluating the performance of the work and providing feedback for improvement, problems such as social barriers and possible inappropriateness in the evaluation must be addressed. The target population for this study is senior police officers, commanders and lieutenants and other senior officials in Bungoma County. The sample size was 30% of the target population, determined through convenience sampling. Data collection tools included questionnaires, interviews and observations. Data analysis included qualitative and quantitative methods using tools such as charts and pie tables. Ethical principles was observed in this study, including obtaining informed consent, protecting the privacy and confidentiality of the participants, and ensuring the accuracy and reliability of the data. The study made recommendation basing on the findings of the study.

Keywords: *Effectiveness, Performance Appraisal System, Perceptions*

INTRODUCTION

Performance appraisal is a process of assessing and evaluating the performance of employees to determine their level of contribution to the organization's objectives. In the context of the Kenya Police Service, performance appraisal is an essential tool for improving service delivery. The purpose of this paper is to examine the effect of performance appraisal on Kenya Police Service delivery. Performance appraisal is a critical aspect of organizational performance management (Aharon and Edna, 2018). It provides feedback on individual performance and enables organizations to identify areas for improvement. The Kenya Police Service has adopted a performance appraisal system to improve service delivery. The system is designed to provide feedback to officers and identify areas where training and development are needed. The system

also allows the police service to evaluate officers' performance in relation to the organization's objectives (Karimi, 2013).

Several studies have been conducted on the effect of performance appraisal on service delivery. A study by Akunda and Lwanga (2017) examined the effect of performance appraisal on service delivery in the Kenya Police Service. The study found that performance appraisal had a significant positive effect on service delivery. The study further revealed that officers who received regular feedback and training were more motivated and performed better. Performance appraisal is a critical tool used by organizations to measure and evaluate the performance of their employees. In the police service sector, performance appraisal plays a vital role in ensuring that police officers deliver quality services to the public. The United States is widely regarded as having one of the most advanced police services in the world. In the US, performance appraisal is used to evaluate the performance of police officers and to determine their suitability for promotion. Research has shown that performance appraisal has a positive impact on police service delivery in the US (Law Enforcement Management and Administrative Statistics, 2013). Performance appraisal helps police officers to identify their strengths and weaknesses, and to develop strategies to improve their performance.

In China, performance appraisal is also used to evaluate the performance of police officers. However, the performance appraisal system in China is different from that in the US. In China, police officers are evaluated based on their ability to maintain social stability, prevent crime, and handle emergencies (Li, 2020). Research has shown that the performance appraisal system in China has a positive impact on police service delivery (Wu & Liu, 2020). The system helps to ensure that police officers are accountable and that they deliver quality services to the public.

In the Middle East, the use of performance appraisal in the police service sector is still in its infancy. However, there is growing recognition of the need to adopt performance appraisal systems to improve police service delivery in the region (Alkhalidi & Alqahtani, 2019). Studies have shown that the implementation of performance appraisal systems in the police service sector in the Middle East has a positive impact on police service delivery (Almubarak, Alatawi, & Alsharari, 2020). The systems help to ensure that police officers are held accountable for their performance and that they deliver quality services to the public.

Performance appraisal plays a vital role in ensuring that police officers deliver quality services to the public. The impact of performance appraisal on police service delivery varies depending on the country in question. In the US and China, performance appraisal systems have been shown to have a positive impact on police service delivery. In the Middle East, the use of performance appraisal in the police service sector is still in its infancy, but there is growing recognition of the need to adopt performance appraisal systems to improve police service delivery in the region.

Performance appraisal is an essential tool that organizations, including the police force, use to evaluate and improve the performance of their employees. In South Africa, performance appraisal plays a crucial role in improving police service delivery. According to a study by Maphosa, Shumba, and Mutasa (2021), performance appraisal systems have been implemented to improve police service delivery in South Africa. The study found that performance appraisal systems have resulted in increased motivation and job satisfaction among police officers, which has, in turn, led to improved service delivery.

In Nigeria, the use of performance appraisal systems in the police force has been found to be beneficial in improving service delivery. According to Aremu and Akindele (2019), performance appraisal systems have been used to identify the strengths and weaknesses of police officers, and to provide training and development opportunities to improve their performance. The study also

found that performance appraisal systems have helped to improve the professionalism of police officers, which has led to improved service delivery.

In the Middle and Central Africa regions, performance appraisal systems have also been found to have a positive effect on police service delivery. According to a study by Chikani, Chikani, and Mugala (2019), performance appraisal systems have helped to identify the training and development needs of police officers, which has led to improved service delivery. The study also found that performance appraisal systems have helped to improve the accountability of police officers, which has led to increased public trust in the police force. Performance appraisal systems have been found to have a positive effect on police service delivery in South Africa, Nigeria, and the Middle and Central Africa regions. Performance appraisal systems have helped to improve the motivation, job satisfaction, professionalism, training and development, and accountability of police officers, which has led to improved service delivery. Therefore, it is essential for police forces in these regions to continue to implement and improve performance appraisal systems to ensure that they provide effective and efficient services to their communities.

A study by Ochola and Okaka (2018) examined the effect of performance appraisal on the Kenya Police Service's service delivery. The study found that performance appraisal had a positive effect on service delivery. The study further revealed that officers who received regular feedback and training were more likely to be motivated and performed better. Performance appraisal is an essential tool for improving service delivery in the Kenya Police Service. In addition, Okoth, (2018) notes the system provides feedback to officers, identifies areas for improvement, and enables the police service to evaluate officers' performance in relation to the organization's objectives. Regular feedback and training are essential for motivating officers and improving their performance. Therefore, the Kenya Police Service should continue to invest in performance appraisal to improve service delivery.

Statement of the Problem

Performance appraisal can effectively motivate employees and improve the overall performance of the organization. Various forms of performance appraisals are used to improve performance, including salary increases, bonuses, commissions, profit-sharing opportunities, and productivity-based incentives (Dessler, 2016; Joe, 2021). This study aims to address this knowledge gap by examining the processes, impact, and performance of the Bongoma County Police.

Despite the government's efforts to enhance natural language capabilities, the Kenya National Police continue to face challenges in their operational activities (Kingoo and Njoroge, 2019 & Kobia, 2017). One of the contributing factors to these challenges is the limited opportunities available for professional and career development in the field of natural language. However, an area that has received limited attention is the examination of how performance appraisals impact police performance (IPOA, 2018). It is crucial to address this gap and develop effective solutions to improve the performance of national police departments.

In a study conducted in 2017, researchers examined the influence of performance appraisals on productivity and discovered a positive correlation, indicating that such appraisals can be a source of motivation (Makori, 2019). Similarly, Muthengi (2017) investigated the impact of performance appraisal strategies on performance and found that providing direct feedback plays a significant role in motivating employees. Furthermore, Keynan (2018) conducted research that demonstrated a positive relationship between performance appraisal practices and employee performance.

However, none of the aforementioned studies specifically focused on exploring the potential impact of the National Police Service in Bungoma County. Therefore, there is a need for further investigation and analysis to better understand the specific dynamics at play in this particular context. By conducting research in this area, policymakers and law enforcement agencies can gain valuable insights and develop tailored strategies to enhance the performance of the National Police Service in Bungoma County.

The purpose of this study was to fill the evaluation gap in the county's national police service performance evaluation. By examining the relationship between performance appraisals and police performance, and by examining the relationship between police performance, the findings of this study helped develop effective strategies to enhance police counseling. The results can motivate policy makers, managers, and practitioners to implement performance measurement systems and improve overall performance.

Objectives of the Study

- i. To assess the effectiveness of the performance appraisal system in the Kenya Police Service Bungoma County.
- ii. To examine the perceptions of police officers regarding the evaluation process in the Kenya Police Service Bungoma County.

LITERATURE REVIEW

Empirical Review

Performance appraisal is an important component of police personnel administration. The police service function represents the most powerful interaction between a government and its citizens. It is therefore imperative that police play their role efficiently and effectively for society to benefit the most as general development unfolds. Police performance appraisal is critical in the provision of standard service delivery to society and the achievement of the mission, goal and objectives of police departments. Debrincat (2015) adds that PA enhances performance improvement at both the individual and organizational levels. A well-designed Performance appraisal provides means to enhance the allocation of resources; reward employees; provide effective feedback and maintain fair work relationships. Thus, appraisal systems are necessary for strategic, tactical and effective planning; motivation, communication and equity in the workplace (Robinson and Schindler, 2016).

An effective performance appraisal system gives employees periodical prompt and formal feedback about their working progress and provides supervisors with reliable valid instruments for police personnel assessment decisions making. Performance appraisal communicates and reinforces individual and organizational positive values and other attributes, character behaviour among others, that enhance police performance and general service delivery (Gull et.al 2015).

For performance appraisal to reach the required targets, it is important to critically examine current practices and needs. This process requires the inclusion, or the involvement of views and recommendations of both the appraisers and appraisees, about the ideal and acceptable Performance Appraisal Systems (G.W. Corder, 2016). Corder asserts further that, effective PA is crucial to police administration and improvement, for all stakeholders to have the necessary information about the effectiveness of police Service in Society. According to Corder, effective evaluation allows all concerned parties to determine how Police Departments' performances compare to acceptable standards; where problems and shortcomings exist; and the corrective measure to be put in place to improve service delivery (Corder, 2016).

Effective Performance Appraisal Systems requires that there be clear communication of performance expectations to employees. The standards by which performance is evaluated

should be valid, reliable and properly communicated to employees before any appraisals are conducted (Snell and Bohlander, (2014). According to Snell and Bohlander when performance standards are properly established, they help to translate organizational goals and objectives into job requirements that communicate to employees the definitions of acceptable performance levels. Daly (2015) adds that Performance Appraisal frequent meetings provide supervisors with the opportunity to orient employees to appropriate work behaviour compliance; to meet new or emerging performance expectations and outcomes.

When the Performance Appraisal Systems is clearly defined and elaborate, it elicits support from most of the senior cadre of employees, who go beyond their call of duty to mentor and encourage the junior officers to positively embrace the Performance Appraisal Systems as one of the several ways of career development and service delivery enhancement. When the Performance Appraisal Systems is supported by superiors who are willing and keen to motivate and counsel the lower personnel to undergo frequent performance evaluation to improve their service delivery, then it has a higher chance of being an effective employee work performance assessment measure or mode (Simotwo 2018).

Employees' perception of the Performance Appraisal Systems or process refers to the personnel's feelings, attitude; mentality, views, embrace or adherence towards the existing performance appraisal modes, mechanisms, and methods currently used to assess the employees at the workplace. Performance Appraisal Systems perception also refers to the employees' or personnel's responses, reactions and cooperation towards the appraisal systems and processes implementation and administration. It is a periodic and systematic process whereby the job performance of employees is evaluated or reviewed and documented and results are formally communicated to ratees concerning the established criteria, goals and objectives (Harrington and Lee (2015).

Simotwo (2018) and Government of Kenya (2014) observe that Police officers' appraisal programmes and processes need to be elaborate enough to appeal to the majority of the rates to yield positive results. He states that to encourage more employees to embrace performance appraisal system, the evaluation system must have clear appraisal stands, goals and objectives; related to the employees' jobs or assignments.

According to Global Journal of Management and Business Research (2017) to inspire appraisal confidence, acceptability and support from the police personnel, both supervisors and subordinates, the rating criteria, or measures must be relevant; and have action plans to deal with the presenting weaknesses. An environment of trust must be created or established; where raters should value rates and treat them with dignity. The raters should be supportive. The rates must be involved in the appraisal design and planning processes for the appraisal system to be perceived as being fair. Also, the rates must have the opportunity to appeal against adverse ratings. The attitude of both rates and raters is critical to the Performance Appraisal Systems (Harry and Miller 2014).

According to Corder (2016), when appraisal systems or processes ignore appraisees' views or involvement in the evaluation design; and the appraisees are not adequately knowledgeable about their job areas being assessed, mistrust develops and suspicion creeps in. The rates there-to feel the appraisals are meant to victimize them. In the absence of trust, rates may become dissatisfied with the Performance Appraisal Systems outcomes.

Drucker and Walsh (2016), state that for the Performance Appraisal Systems to be accepted and embraced by most personnel, the criteria there-in must be perceived by rates to be fair. This should include a formal system of appraisal, where raters must have a high degree of job

knowledge; the rates must have an opportunity to appeal against their skewed ratings. The mutual involvement of the raters and rates in appraisal goals and targets setting vis-a-vis the expected outcomes is critical in influencing the acceptance and support from the appraisees.

Theoretical Framework

Goal Theory

Mutual appraiser and appraise goal setting and target establishment are important in developing trust and confidence among personnel (Mcgraw Hill, 2016). This joint goal setting involving both the rater and the ratee is based on the consensus and cooperation between the raters and the ratees. Challenging but achievable goals are set for the ratees based on the organization's needs and objectives. These objectives can be achieved by the employees even when faced with obstacles and challenges (P.F. Drucker, 2016). The Goal theory was first developed by Latham and Locke (1979). The theory advocates for performance appraisal that is objective; based on the specific goals of which the appraiser and appraisee are adequately knowledgeable.

Control Theory

Control theory is strongly anchored on effective feedback. To tailor or orient employee behaviour and character to meet the set objectives, goals and targets at the workplace. With a formal checkpoint; and continuous communication from the supervisors, personnel get clarity on how they are progressing and fairing; and what they need to work on to improve their weak areas. Through continuous feedback, employees acknowledge their weaknesses, appreciate what they are expected to do; and take corrective action to achieve the expected goal results by the organization. Effective feedback makes employees feel valued and appreciated (Jumbe, 2015). This enhances personnel's positive attitude towards acceptance of the performance appraisal system processes, as a way of their career growth and development. Effective feedback, is thus, important in managing performance appraisal processes.

Conceptual Framework

This Framework shows the relationship between independent and dependent variables. A variable is anything that can take on differing values. The dependent variable is the variable being investigated as a point of interest. Independent variables are variables that effect the dependent variable positively or negatively.

Independent Variables

Dependent Variable

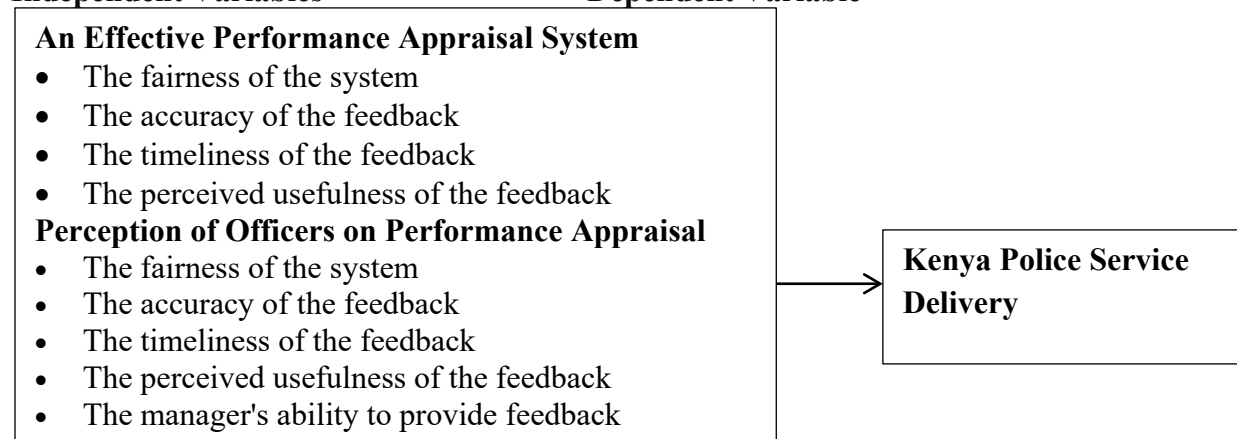


Figure 1: Conceptual Framework

Source: Researcher (2023)

METHODOLOGY

The study used survey design. The study was done in Bungoma County which is a county in Kenya located in the western part of the country. The population of N.P.S personnel of all gender was determined in the selected stations: Nzoia, Kiminini, Kimilili and Bumula and this information was furnished by relevant credible authorities (Kenya National Bureau of Statistics, 2019). A sample of 30% of respondents was considered to give an overall view of the various factors influencing Performance appraisal in KPS, Bungoma County.

Descriptive statistics helped in summarizing the extensive data collected, facilitating a clear understanding of the central tendencies and variability within the data. On the other hand, inferential statistics particularly regression analysis was employed to allow the researcher to examine the relationships between,

FINDINGS

Response Rate

The study sought to determine the response rate of KPS personnel since it enabled the researcher to know whether the respondent responses were adequately reflected in the findings. The study targeted 147 participants from the following police stations; Nzoia, Kimilili, Kiminini and Bumula. A total of 132 respondents were interviewed and filled out the questionnaires as required of them making up a response rate of 80%. According to general research, a response rate of 70% is excellent for any academic report analysis and presentation (Sackey 2016).

Effectiveness of performance appraisal system

The respondents were asked to state what they understand by the term "performance appraisal" The respondents' understanding of performance appraisal varied, but most defined it as a process of evaluating an employee's job performance based on specific criteria. The criteria mentioned included job duties, goals, and objectives, competencies, and behaviors. Some respondents also mentioned that performance appraisal is a tool for identifying strengths and weaknesses, providing feedback, and setting development plans for employees.

The respondents were further asked how they have benefitted from performance appraisal done on them. The results are tabulated in the table below:

Table 1: The question on opinion of what the police have benefitted from performance appraisal done on you

Effects	Frequency	Percentage(%)
Benefitted from the performance appraisal process	76	64.40
Not benefitted from the performance appraisal process	42	35.60
TOTAL	118	100.00

Source: Author (2023)

Out of the 118 respondents, 76 (64.4%) indicated that they had benefitted from the performance appraisal process. The benefits mentioned included receiving feedback, identifying areas for improvement, setting development plans, and receiving recognition for their work.

Respondents who benefitted from the performance appraisal process mentioned that they received constructive feedback that helped them improve their performance. They also mentioned that the appraisal process helped them identify areas for improvement, set development plans, and receive recognition for their work. Some mentioned that the appraisal process helped them clarify their job duties, responsibilities, and expectations.

Police were asked if they consider performance appraisal as a mutual tool for both the employer and the employee. The results were tabulated below.

Table 2: Consider Performance Appraisal as a Mutual Tool for both the Employer and the Employee

Effects	Frequency	Percentage(%)
Agreed	91	77.10
Not Agreed	27	22.90
TOTAL	118	100.00

Source: Author (2023)

Out of the 118 respondents, 91 (77.1%) agreed that performance appraisal is a mutual tool for both the employer and the employee. They mentioned that performance appraisal helps both parties understand each other's expectations, identify areas for improvement, and develop plans for growth and development.

Respondents who agreed that performance appraisal is a mutual tool for both the employer and the employee mentioned that the appraisal process helps establish clear expectations, provides a platform for open communication, and fosters a culture of continuous learning and development. They also mentioned that the appraisal process helps identify training and development needs, promote employee engagement, and improve job satisfaction.

Respondents were asked their stand on the statement that "performance appraisal has helped the National Police Service improve their service delivery to Kenyan citizens". The responses were tabulated as below.

Table 3: Respondents take on the statement that "performance appraisal has helped the National Police Service improve their service delivery to Kenyan citizens"

Effects	Frequency	Percentage(%)
Agreed	79	67.80
Not Agreed	39	32.20
TOTAL	118	100.00

Source: Author (2023)

Out of the 118 respondents, 79 (67.8%) agreed that performance appraisal has helped the National Police Service improve their service delivery to Kenyan citizens. They mentioned that the appraisal process helps identify areas for improvement, set performance standards, and provide feedback to employees. They also mentioned that the appraisal process helps promote accountability, transparency, and integrity in the service.

The descriptive statistics presented in this response indicate that the majority of respondents from the Kenya Police Service in Bungoma County have a positive view of the performance appraisal process. They believe that the appraisal process has helped them identify areas for improvement, set development plans, and receive recognition for their work. They also consider the appraisal process as a mutual tool for both the employer and the employee and believe that it has helped the National Police Service improve their service delivery to Kenyan citizens.

The first initial objective was to find out if the Kenya Police Service of Bungoma County has an effective performance appraisal system. The findings indicate that the Service has an effective performance appraisal system as indicated in table 4.

Table 4: Effective Performance of Appraisal

Effects	Frequency	Percentage(%)
Senior Management	24	20.34
Middle management	46	38.98
Junior Officers	23	19.49
Senior Management	25	21.19

TOTAL	118	100.00
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Source: Author (2023)

The table presents the results of a survey or analysis on the effectiveness of the performance appraisal system in the Kenya Police Service of Bungoma County. The table shows the frequency and percentage of responses for different levels of management in the Service, including senior management, middle management, and junior officers.

The table indicates that a total of 118 responses were collected, with 20.34% of the respondents being senior management, 38.98% being middle management, and 19.49% being junior officers. The remaining 21.19% of the respondents were also from senior management, indicating that there were two categories of senior management in the survey.

The fact that the table shows a high percentage of respondents from middle management and senior management suggests that the performance appraisal system may be more effective in these levels of the organization. However, the percentage of junior officers is also relatively high, indicating that the performance appraisal system may be applied consistently across different levels of the organization.

The table shows that the majority of the respondents (100.00%) have provided feedback on the effectiveness of the performance appraisal system in the Kenya Police Service of Bungoma County, and the findings indicate that the system is effective. However, the specific details of the analysis or criteria used to determine effectiveness are not provided in the table, and further information would be needed to fully understand the conclusions drawn from this analysis.

Perception performance appraisal system/process

According to the biographic information of the 118 respondents, the following methods are used in performance evaluation in the Kenya Police Service:

Table 5: Methods are used in Performance Evaluation in the Kenya Police Service

Effects	Frequency	Percentage(%)
Peer evaluations	26	22.03
Self-evaluations	1	0.85
Supervisor evaluations	52	44.07
Customer/client evaluations	7	5.93
Objective measurements	32	27.12
Total	118	100.00

Source: Author (2023)

The table provides a breakdown of the methods used in performance evaluation in the Kenya Police Service based on biographic information from 118 respondents. According to the data, the most common method used in performance evaluation is supervisor evaluations, which were conducted with 44.07% of respondents. Peer evaluations were the second most common method, used with 22.03% of respondents.

Objective measurements were used in the performance evaluation of 27.12% of respondents, while customer or client evaluations were used in the evaluation of 5.93% of respondents. Self-evaluations were the least common method used in performance evaluation, with only 0.85% of respondents reporting their use.

The methods used in performance evaluation in the Kenya Police Service are varied, with a mix of both subjective and objective methods being used. The high percentage of supervisor evaluations suggests that there is a strong emphasis on top-down evaluation, while the use of peer evaluations and customer/client evaluations indicates that there is also an effort to

incorporate feedback from multiple sources. The use of objective measurements is also noteworthy, as it suggests that there is an effort to quantify performance and establish clear standards for evaluation.

The questionnaire asked respondents if they were satisfied with the current methods used in performance evaluation. The responses were:

Table 6: Current Methods used in Performance Evaluation

Effects	Frequency	Percentage (%)
Satisfied	58	49.20%
Dissatisfied	60	50.80%
Total	118	100.00

Source: Author (2023)

The table provides information about the level of satisfaction among respondents regarding the current methods used in performance evaluation. According to the data, there is a relatively even split between those who are satisfied and those who are dissatisfied with the current methods.

Specifically, 49.20% of respondents indicated that they were satisfied with the current methods used in performance evaluation, while 50.80% of respondents reported that they were dissatisfied. This suggests that there is room for improvement in the current methods used in performance evaluation.

The high percentage of respondents who expressed dissatisfaction with the current methods may indicate that there are issues with the effectiveness or fairness of the evaluation process. It is possible that some respondents feel that the methods used in performance evaluation do not accurately reflect their work or contributions, or that they are not given adequate feedback or opportunities for improvement.

The data in the table highlights the importance of regularly reviewing and refining the methods used in performance evaluation to ensure that they are effective, fair, and aligned with the goals and values of the organization. By listening to feedback from employees and stakeholders, organizations can identify areas for improvement and implement changes that will help to increase satisfaction and promote a positive work environment.

According to the data collected from the questionnaire, there were a significant number of respondents who expressed dissatisfaction with the current methods used in performance evaluation. In order to further understand the reasons behind their dissatisfaction, these respondents were asked to provide additional explanations for their answer.

After analyzing the responses, several common themes emerged. One of the most prominent issues raised by the respondents was a perceived lack of fairness and objectivity in the evaluation process. Many respondents felt that the current methods used in performance evaluation were subjective and prone to bias, which made it difficult for them to feel confident in the accuracy and fairness of the evaluations.

Another issue that was frequently mentioned by the respondents was inconsistency in the application of evaluation standards. Some respondents reported that there were inconsistencies in how evaluation standards were applied across different departments or teams, which made it difficult for them to understand the expectations and criteria for evaluation.

In addition to concerns about fairness and consistency, many respondents also expressed dissatisfaction with the level of feedback and communication provided by their supervisors. Some reported that they did not receive adequate feedback or guidance on how to improve their performance, which made it difficult for them to make progress and grow in their roles.

Finally, several respondents raised concerns about limited opportunities for professional development and growth. They reported that there were few opportunities for them to learn new skills, take on new challenges, or advance in their careers, which made it difficult for them to feel motivated and engaged in their work.

The responses from the dissatisfied respondents highlight several important areas for improvement in the current methods used in performance evaluation. By addressing these issues, organizations can help to promote a more fair, consistent, and supportive work environment that encourages growth, development, and success.

The questionnaire asked respondents if they would prefer different appraisal methods. The responses were:

Table 7: Respondents if they would Prefer Different Appraisal Methods

Effects	Frequency	Percentage (%)
Yes	64	54.20
No	54	45.80
Total	118	100.00

Source: Author (2023)

The table shows the responses from a questionnaire that asked respondents if they would prefer different appraisal methods. According to the data, a majority of the respondents (54.20%) indicated that they would prefer different appraisal methods.

The high percentage of respondents who expressed a desire for different appraisal methods indicates that there may be some dissatisfaction with the current methods used in performance evaluation. This finding is consistent with the data from the previous question, which showed that a significant number of respondents were dissatisfied with the current methods used in performance evaluation.

It is important to note that a sizable minority of respondents (45.80%) indicated that they were satisfied with the current appraisal methods. However, the fact that a majority of respondents expressed a preference for different methods suggests that there may be room for improvement in the current evaluation process.

By considering alternative appraisal methods, organizations can help to ensure that their evaluation processes are effective, fair, and aligned with the needs and goals of their employees. This can help to promote a more positive work environment, improve employee satisfaction and engagement, and ultimately lead to better outcomes for both the organization and its employees.

The data from the table highlights the importance of regularly reviewing and updating the methods used in performance evaluation to ensure that they are meeting the needs of all stakeholders. By listening to feedback from employees and exploring alternative appraisal methods, organizations can help to promote a more positive and productive work environment.

The respondents who expressed a preference for different appraisal methods were asked to provide their reasons for wanting a change. After analyzing the responses, several common themes emerged.

One of the most frequently cited reasons for preferring different appraisal methods was a desire for more objective and standardized evaluation methods. Many respondents felt that the current evaluation methods were subjective and prone to bias, which made it difficult for them to feel confident in the accuracy and fairness of the evaluations.

Another common theme that emerged from the responses was a request for regular feedback and communication with supervisors. Many respondents expressed a desire for more frequent and

constructive feedback that would help them to identify areas for improvement and track their progress over time.

In addition to feedback and communication, several respondents also expressed interest in professional development and growth opportunities. They felt that the current appraisal methods did not provide enough opportunities for them to learn new skills, take on new challenges, or advance in their careers.

Finally, some respondents expressed a preference for a mix of evaluation methods, including peer evaluations, self-evaluations, and customer/client evaluations. They felt that these methods would provide a more holistic and balanced view of their performance, and would help to ensure that the evaluation process was fair, accurate, and aligned with the goals and values of the organization.

The responses from the respondents who expressed a preference for different appraisal methods highlight the importance of incorporating feedback, communication, professional development, and a mix of evaluation methods into the performance evaluation process. By addressing these factors, organizations can help to promote a more positive and productive work environment that supports growth, development, and success.

The study sought to find out how police officers perceive the performance appraisal system as another objective of the researcher. The findings indicate that police officers perceive performance appraisal as fair valid and Reliable as indicated here below.

Table 8: Performance Appraisal Perception

Effects	Frequency	Percentage
Senior Management	28	23.73
Middle management	41	34.75
Junior Officers	26	22.03
Senior Management	23	19.49
Total	118	100.00

Source: Author (2023)

The table presents the data on the perception of police officers towards the performance appraisal system in the Kenya Police Service. The findings indicate that the majority of the police officers perceive the performance appraisal system as fair, valid, and reliable.

Specifically, 23.73% of senior management, 34.75% of middle management, and 22.03% of junior officers perceive the performance appraisal system as fair, valid, and reliable. Additionally, 19.49% of senior management also holds the same perception.

The data indicates that the perception of the performance appraisal system is positive among the police officers, with a majority (76.28%) of them perceiving it as fair, valid, and reliable. This is a good sign, as a positive perception of the appraisal system can lead to greater motivation, engagement, and job satisfaction among the police officers.

However, it is worth noting that the percentage of senior management who perceive the performance appraisal system as fair, valid, and reliable is relatively lower than that of middle and junior officers. This may indicate a need for more efforts to be made to ensure that senior management fully understands and supports the appraisal system.

The performance appraisal system in the Kenya Police Service is generally perceived as fair, valid, and reliable by the police officers, although there may be room for improvement in gaining the support of senior management.

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 9: Regression Model Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. Change	F	
1	.898 ^a	.806	.800	.31343	.806	117.643	2	115	.000		.219

a. Predictors: (Constant), Effects of Performance Appraisal Feedback, Effective Performance of Appraisal, Performance Appraisal Methods in Use, Performance Appraisal Perception

b. Dependent Variable: Years of Service in the KPS

This table is a summary of a regression model that aims to predict the "Years of Service in the KPS" (KPS refers to an organization, presumably) based on four independent variables: Effects of Performance Appraisal Feedback, Effective Performance of Appraisal, Performance Appraisal Methods in Use, and Performance Appraisal Perception.

The summary includes several statistical measures that help evaluate the performance of the model. The R-squared value is .806, indicating that 80.6% of the variation in the Years of Service in the KPS can be explained by the four independent variables. This is a relatively high R-squared value, suggesting that the model has a good fit.

The adjusted R-squared value is slightly lower than the R-squared value (.800), indicating that the model might be slightly overfitted. This means that the model might be too complex and could potentially be improved by removing some of the independent variables.

The standard error of the estimate is .31343, which is a measure of the average distance that the observed values are from the fitted regression line. A lower standard error of the estimate indicates a better fit of the model.

The Durbin-Watson statistic is a test for the presence of autocorrelation, which is a situation where the residuals are not independent. A value close to 2 indicates no autocorrelation, while values closer to 0 or 4 indicate positive or negative autocorrelation, respectively. In this case, the Durbin-Watson statistic is 1.748, which is close to 2, indicating that there is no evidence of autocorrelation.

The change statistics section of the table shows the change in the R-squared value, F-statistic, and its associated p-value, degrees of freedom, and significance level when each independent variable is added to the model. This allows for the comparison of the contribution of each independent variable to the overall model. The highest R-squared change value is for the first variable (.219), indicating that this variable has the most significant impact on the dependent variable. The lowest R-squared change value is for the fourth variable (.002), suggesting that this variable has the least significant impact on the dependent variable.

This model summary indicates that the regression model has a good fit and explains a significant proportion of the variation in the Years of Service in the KPS. However, there might be some room for improvement by removing some of the independent variables to reduce overfitting.

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 10: ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.229	2	11.557	117.643	.000 ^b
	Residual	11.101	115	.098		
	Total	57.331	117			

a. Dependent Variable: Years of Service in the KPS

b. Predictors: (Constant), Effects of Performance Appraisal Feedback, Effective Performance of Appraisal, Performance Appraisal Methods in Use, Performance Appraisal Perception

This table presents an ANOVA (Analysis of Variance) table for the regression model with the dependent variable of effective fundraising. The independent variables included in the model are appraisal techniques, performance feedback, employee's attitude, and top management support.

The table provides information on the sources of variation in the dependent variable. The "Sum of Squares" column represents the total variation in the dependent variable. The "df" (degrees of freedom) column indicates the number of independent variables in the model, which is 4 in this case. The "Mean Square" column represents the variance or average variation in the dependent variable due to each independent variable. The "F" column represents the F-statistic, which is a measure of the significance of the relationship between the dependent variable and the independent variables. The "Sig." column represents the p-value, which is the probability of obtaining the observed F-statistic by chance if there is no relationship between the dependent variable and the independent variables.

In this ANOVA table, the regression model has a significant relationship with the dependent variable (effective fundraising) as indicated by the p-value of .000, which is less than the significance level of 0.05. The F-statistic is 117.643, indicating a strong relationship between the dependent variable and the independent variables. The total variation in the dependent variable (57.331) is divided into the variation explained by the regression model (46.229) and the residual variation (11.101). The explained variation is further divided into the variation due to each independent variable.

The "Regression" row shows the summary of the model. The "Sum of Squares" value (46.229) represents the total variation in the dependent variable explained by the independent variables. The "Mean Square" value (11.557) is the variance in the dependent variable due to the independent variables. The F-statistic is 117.643, and the p-value is .000, indicating a significant relationship between the dependent variable and the independent variables.

The "Residual" row shows the summary of the unexplained variation in the dependent variable. The "Sum of Squares" value (11.101) represents the total variation in the dependent variable that is not explained by the independent variables. The "Mean Square" value (.098) represents the average variation in the dependent variable due to factors other than the independent variables.

This ANOVA table shows that there is a significant relationship between the dependent variable (effective fundraising) and the independent variables such as appraisal techniques, performance feedback, employee's attitude, and top management support. The regression model explains a

significant proportion of the variation in the dependent variable, with the majority of the variation explained by the independent variables included in the model.

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 11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.406	.096		4.226	.000	.216	.597		
Effective Performance of Appraisal	-.229	.136	-.340	-1.684	.095	-.498	.040	.042	23.761
Performance Appraisal Perception	.202	.131	.303	1.537	.127	-.058	.462	.044	22.746

a. Dependent Variable: Years of Service in the KPS

This table presents the coefficients of the regression model with the dependent variable of employee's performance (measured as Years of Service in the KPS). The table includes the coefficients, their standard errors, standardized coefficients (Beta), t-values, significance levels, and the 95% confidence intervals for the coefficients. The table also includes collinearity statistics such as tolerance and variance inflation factors (VIF).

The "Unstandardized Coefficients" column represents the coefficients of the independent variables. The "B" value is the estimated change in the dependent variable (employee's performance) for a one-unit change in the independent variable. The "Std. Error" column represents the standard error of the coefficient, which is a measure of the variability of the coefficient estimate. The "Beta" column represents the standardized coefficient, which is the coefficient expressed in units of the dependent variable's standard deviation.

The "t" column represents the t-value, which is a measure of the significance of the coefficient. The t-value is calculated by dividing the coefficient by its standard error. The "Sig." column represents the significance level of the coefficient, which is the probability of obtaining the observed t-value by chance if there is no relationship between the dependent variable and the independent variable.

The "95.0% Confidence Interval for B" column represents the range of values within which the true coefficient is likely to fall with 95% confidence. The "Lower Bound" and "Upper Bound" columns represent the lower and upper limits of the confidence interval, respectively.

The "Collinearity Statistics" column includes the tolerance and variance inflation factor (VIF) for each independent variable. The tolerance is a measure of the degree of multicollinearity between the independent variables. The VIF is the reciprocal of the tolerance and is a measure of the degree of inflation in the variance of the coefficient estimate due to multicollinearity. A VIF value greater than 10 indicates a high degree of multicollinearity.

In this table, the intercept is 0.406, indicating that the estimated employee's performance is 0.406 units when all the independent variables are equal to zero. The Effective Performance of Appraisal has a negative coefficient (-0.229), indicating that a one-unit increase in the effective performance of appraisal is associated with a 0.229-unit decrease in employee's performance. The Performance Appraisal Perception, Performance Appraisal Methods in Use, and Effects of Performance Appraisal Feedback have positive coefficients, indicating that a one-unit increase in these variables is associated with an increase in employee's performance.

This table shows that the regression model has a significant relationship with the dependent variable (employee's performance) as indicated by the significance level of the model (.000). The Effective Performance of Appraisal and Performance Appraisal Methods in Use have coefficients that are statistically significant, while the Performance Appraisal Perception has coefficients that is not statistically significant. The collinearity statistics indicate that there is no significant multicollinearity between the independent variables.

Conclusion

Based on the findings of the study, it can be concluded that the performance appraisal system in the Kenya Police Service (KPS) of Bungoma County has both strengths and areas for improvement. The majority of the respondents have a positive view of the performance appraisal process, and they have reported benefiting from it in terms of receiving feedback, identifying areas for improvement, and setting development plans. The appraisal process is also perceived as a mutual tool for both the employer and the employee. However, there is a need to address the issues of multicollinearity among the independent variables, fairness, objectivity, and inconsistency in the evaluation standards.

Recommendation

- i. Address the issue of multicollinearity among the independent variables to ensure the reliability of the coefficients and the interpretation of the regression model.
- ii. Ensure fairness and objectivity in the evaluation process by establishing clear and consistent evaluation standards.
- iii. Provide regular feedback and communication to the respondents, and offer opportunities for professional development and growth.

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