

Analysis of Performance Appraisal Systems on Employee Job Productivity in Public Universities

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Abstract

Effective performance appraisal systems lead to motivated and strategic management of staff and implementation of the organization's strategic plan. The Universities appraisal system is meant to enhance the performance of employees by integrating an individual's goal with those of the organization. It entails objective setting, self-appraisal and feedback on performance and performance evaluation itself. Despite the Universities Management having an appraisal system, performance in public universities in the country remains relatively poor. The purpose of the study therefore, was to analyze performance appraisal systems on employee job productivity in public universities. The main objectives of the study were to determine the effect of self-assessment on the performance of employees in Public Universities, examine the effect of performance appraisal training on employee productivity in Public Universities, evaluate the extent to which the level of fairness affects the performance appraisal systems in Public Universities and establish the effect of communication on performance appraisal in public universities. The research study was carried out in four universities namely Masinde Muliro University of Science and Technology, Maseno University, Moi University and Jaramogi Oginga Odinga University of Science and Technology. Data collection instruments used was mainly questionnaire. Both content and construct reliability was carried out through engagement of experts in preparing the questionnaire. Piloting was done Laikipia University College, though the results were not used in the study. To ensure that the instrument is reliable, a Cronbach's Alpha of Coefficient of 0.876, was attained, which is far way above the recommended 0.7 in social sciences. The study employed descriptive survey research design. The target population will consist of 11,296 employees and 4 Registrars in charge of Administration. Purposive sampling will be used to select the four universities and four registrars. Data analysis was done using the statistical Package for Social Science (Version 20). Both descriptive and inferential statistics were used in data analysis. The results were presented in form of tables, charts and cross tabulations. From the findings, self-assessment, training on performance appraisal, level of fairness and communication had significant positive effect on employee job performance. It was concluded that an effective self-assessment results to improved employee job productivity; a further increase in performance appraisal training translates to increase in employee job productivity; an increase in level of fairness in performance appraisal improves employee job

productivity and improving the efficiency of communication and feedback mechanisms would result to improved employee job productivity. The following therefore were the study recommendations: public universities should proactively engage in putting in place mechanisms to enhance employee self-assessment among its employee and provision of training to the appraisers and appraisees should be boosted in order to effectively carry out PA to improve employee job productivity. The universities should ensure the performance appraisal system is fair, free of biases, political interference, or irrelevance by ensuring that outcome fairness, procedural fairness and interpersonal fairness are upheld during the exercise. Lastly, communication and feedback should be enhanced since they improve the effectiveness and help in decision making within the organization. The findings will contribute to the pool of knowledge in the field of Human Resource Management and will form the basis of reference by interested parties in future. The management of public universities will use the findings of this study to guide them in performance management. Furthermore, the findings will be a source of reference for academicians who intend to carry out studies in relation to the subject of performance appraisal systems.