

## EMPLOYEE FAIRNESS PERCEPTION ON PERFORMANCE APPRAISALS IN THE CIVIL SERVICE IN KENYA

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### ABSTRACT

This study was aimed at investigating employee fairness perception of performance appraisal among the civil servants in Kenya. Performance management systems are used largely in managing human resources and they contribute to organizational strategy. The introduction and implementation of a performance management system carries profound implications for both employees and organizations. This therefore necessitates the need to establish how the employees perceive the toll and the entire process of the performance appraisal. The study focused on three fairness perceptions which included distributive, procedural and interactional fairness perceptions only. The target population of this study was the civil servants in Kenya. Cross-sectional study design and stratified random sampling procedure were adopted in selecting the study respondents. The study sampled 268 civil servants in the ministry of state for Immigration and Registration of Persons in Kenya as a case study. Questionnaires and interview schedule were used as research instruments. All analyses were done using SPSS. The results of the study revealed that performance appraisals of the selected organisation have shown their agreement on five point likert scales measuring respondent perceptions about procedural fairness, distributive fairness and interactional fairness regarding PAS. The overall score of items on each scale was above 3.0 which were classified into "Agree" response category of interpretive scale provided.

**Key Words:** *employee fairness perception, performance appraisals, civil service, Kenya*

### Introduction

This study was set to investigate employee fairness perception of performance appraisal among the civil service in Kenya. In this chapter, the researcher explains the background information, states the problem and outlines the study objectives and research questions. Also highlighted is the significance and justification of the study as well as the theoretical and conceptual framework.

### **Statement of the Problem**

The implementation of performance management systems takes time and effort, and participants must be convinced that the system is useful and fair (Cascio&Aguinis, 2005). Stakeholders' negative perceptions of the system may carry numerous adverse consequences. Although largely positive, a study by Houldsworth and Jirasinghe (2006) found that most managers still find the process to be time consuming, inconsistent, inflexible, poorly communicated, having an insufficient reward link as well as lacking a high level of management capability to do it well. In Kenya, the public service is in its critical quest to improve performance of its employees through occasional use of performance appraisals. According to Kenya Vision 2030, (2008) one of the goals of the document includes improved performance and quality service delivery, promotion of transformative leadership and improved service delivery that meets expectations of the citizens, among other clients. Thus, emphasis of performance management has been the central focus within the government ministries. This has resulted in to frequent use of employee performance appraisal as a critical tool to manage the individual performance at workplace. Nevertheless, with the supervisors playing a significant role in this process, objectivity of this tool is critical for meaningful assessment of individual performance and there is no clear set procedure to determine the objectivity and biasness in this process. This therefore necessitates the need to establish how the employees perceive the toll and the entire process of the performance appraisal. This study thus investigated employee fairness perceptions of performance appraisals in the civil service in Kenya.

### **General Objectives**

The overall objective of this study was to investigate employee fairness perception of performance appraisal among the civil service in Kenya.

### **Specific Objectives**

1. To find out the employees' distributive fairness perception of the performance appraisal in the ministry of Immigration and Registration of Persons.
2. To investigate the employees' procedural fairness perception of the performance appraisal in the ministry of Immigration and Registration of Persons.
3. To find out the employees' interactional fairness perception of the performance appraisal in the ministry of Immigration and Registration of Persons.

### **Literature Review**

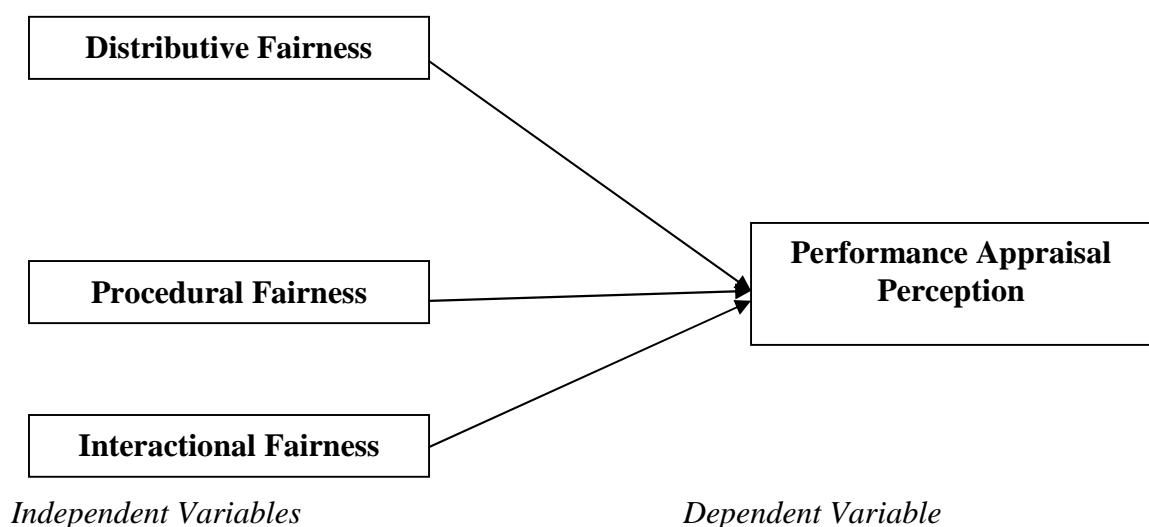
Various organizational justice literatures were reviewed. various scholars are of the view that employees level in an organization impacts fairness perceptions, and employees at higher level in an organization have high perceptions of distributive, procedural and interactional justice (see e.g. Aquino, Grover, Bradfield, &Allen 2009; Brass &Burkhardt, 2003; Finkelstien&Hambrick, 2000; Schminke et. al, 2002). Likewise, previous research in the field of performance appraisal also suggests that employees have different reactions towards the performance appraisal system due to their position and role in an organization (Herman, Dunham, &Hulin, 2005; Sawyer, 2008). Mount (2003) explained that in the context of performance appraisal system supervisory employees and non supervisor employees have

different knowledge and experience regarding the system. Therefore, both have different perceptions about the system.

Moreover, he argued that level of satisfaction from performance appraisal system also differs in both categories of employees. Similarly, a study conducted by Pooyan and Eberhardt (2009) also reported that supervisory employees who also played the role of appraiser were more satisfied with the system, as they have more knowledge and are more information about the system. In addition, employees who have high understanding of the system are more satisfied with their job and have high level of commitment (Levy & Williams, 2008). In the context of performance appraisal system, employees have high procedural justice, if they participate in appraisal system development, perceive that the standards are applied consistently for all employees and freely communicate in the appraisal interview (Greenberg, 2006).

Furthermore, Pooyan and Eberhardt (2009) found that individuals working at higher positions can participate more in the development/execution of various policies/procedure regarding performance appraisal system, therefore, they have more knowledge and understanding of the system. Thus, they have high informational justice perceptions due greater information and awareness about the system. Moreover, Levy and Williams (2008) also asserted that employees, who have greater level of understanding with the appraisal system, have high procedural justice perceptions. Consequently, employees at higher level in an organization have greater fairness perceptions, as they receive high salaries, power and respect (Schminke et. al 2002) and greater access to information. The taxonomy that is most often used to describe organizational justice is distributive and procedural justice (Cropanzano & Folger, 2001). Later, interactional justice has been introduced as a third type of justice (Bies & Moag, 2006). Although these dimensions are correlated, they are accepted as separate aspects of the justice construct. Based on these review, the following constructs and their relationships are illustrated in the following figure 2.1

**Conceptual Framework**



**Figure 1: Conceptual Framework**

### Performance Appraisal System

Performance appraisal is one of the widely researched topics in the field of industrial/organizational psychology (Fletcher, 2001; Holbrook, 2009). So there is no scarceness in the availability of performance appraisal literature. It has been defined in many ways by organizational researchers, for example, Griffin and Ebert (2002, p. 216) described performance appraisal as the “formal evaluation of an employee's job performance in order to determine the degree to which the employee is performing effectively”. It is a formal process of employee monitoring (Cardy & Dobbins, 2004; Murphy & Cleveland, 2005) and usually involves “evaluating performance based on the judgments and opinions of subordinates, peers, supervisors, other managers and even workers themselves” (Jackson & Schuler, 2003), whereas, a performance appraisal system (performance appraisal system) deals with all processes and procedures governing the performance appraisal in an organization (Jawahar, 2007). The history of performance appraisal process can be traced back to thousands of years. According to Coens and Jenkins (2000), the exact beginning of performance appraisal is unknown, but it is in practice since the third century when emperors of Wei Dynasty (221-265AD) appraised the performance of the official family members.

Wren (2004) asserted that performance appraisal started in the industry in early 1800s when

### Procedural and Interactional Justice

Procedural justice refers to the fairness of procedures by which performance is evaluated. Even when the outcome of the appraisal is fair, procedures used to arrive at those outcomes may be unfair. The importance of procedural justice is explained by two theories. According to control theory by Thibaut and Walker (2005), individuals have a desire to control what happens to them. Fair procedures are valuable because they allow individuals control over outcomes. Secondly, the group-value model of Lind and Tyler (2008) argues that individuals have a desire to be valuable members of their groups and fair procedures are desirable because they indicate that individuals are valued. Interactional justice has been defined as the fairness of interpersonal treatment received during the execution of a procedure (Bies & Moag, 2006) and emphasizes the importance of truthfulness, respect, and justification as fairness criteria of interpersonal communication.

Researchers have recently differentiated procedural from interactional justice by examining the source of the justice perception (supervisor or organization). Moorman (2001) differentiated procedural and interactional justice by assuming that supervisor's behaviors can affect only interactional justice and not procedural justice. Masterson, Lewis, Goldman, and Taylor (2000) argued that procedural justice is the fairness of the organization and interactional justice is the fairness of the supervisor. This definition equates the source (supervisor versus organization) and type (procedural versus interaction) of justice, which may be problematic for performance appraisals. In performance appraisals, raters enact procedures.

### Distributive Justice

Distributive justice has its origins in equity theory (Adams, 2005), which argues that individuals compare their input-output ratios with those of others in order to determine the level of fairness. When individuals perceive inequity, they modify their effort, or change their perceptions of inputs or outcomes. In performance appraisals, individuals compare their efforts with the rating they received and the fairness of the rating constitutes distributive

justice perceptions. Even though distributive justice is based on equity theory, it is not clear whether studies of distributive justice capture all forms of inequity. Equity theory allows for unfavorable inequity in which individuals receive less than they deserve and favorable inequity in which they get more than they deserve.

Operationalizations of the distributive justice do not distinguish between different types of inequity. In two of the frequently used measures of distributive justice, individuals are asked to indicate their agreement with statements such as “my pay level is fair” and “I am fairly rewarded considering my responsibilities” (Moorman, 2001; Niehoff & Moorman, 2003). It is likely that individuals disagree with these statements only when they experience unfavorable inequity. Supporting this argument, outcome level has been found to be positively related to distributive justice perceptions (Conlon, 2003). This indicates a possible failure of distributive justice measures to capture favorable inequity. It is even possible that distributive justice captures outcome satisfaction rather than justice.

### **Fairness**

The labeling of an organization as “fair” can be made on the basis of perception and reality. Fairness is ideally seen and felt throughout all levels of the organization (thereby confirming it is real rather than just perceived) and can take many forms in the workplace; application of policies, procedures and the presence of unions to help level the playing field. Equity, and in essence - fairness, is a key driver of employee engagement. Other factors that impact perceptions of fairness include; proximity (how close an employee is to the situation and their level of involvement), expectations and entitlement (Beugré, 2008). Demographic factors also impact perceptions of fairness; level of education, occupational status, occupational tenure and gender – where men are more likely to perceive fairness as equity, whereas women are more likely to perceive fairness as equality (Beugré, 2008).

Employees who perceive unfairness in the workplace may experience feelings of under-appreciation, lack of respect and recognition. Furthermore, the presence of hierarchical divisions and cliques increases the potential for perceptions of unfairness, breaks connections between employees and prevents groups from working together (Axelrod, 2000). There is little doubt that perceptions of unfairness (regardless of whether or not they are warranted) will lead to lower levels of employee engagement. Employees who do not see things as fair in the workplace are more likely to withdraw and display negative behaviors. However, it is not clear as to what extent employee engagement can influence perceptions of fairness, nor how the reality of fairness affects employee engagement. However, fairness is considered to be one of the necessary conditions present leading to trust (Beugre, 2008), which is essential for employee engagement.

### **Critique of the Literature**

The sum of the research indicates that performance appraisal is a complicated activity involving a number of complex individual level, process and organizational factors. The complexity of the process has contributed to the past predominance of research examining isolated factors in controlled settings. Recent research has included more field studies and relied on surveys and self-report measures with some review of actual performance appraisal documentation to investigate the phenomena of organizational context and attitudinal influences on raters, ratees and the results of performance appraisal. A principal consideration in evaluation of any performance appraisal system must be employee satisfaction. Employee

satisfaction is linked to employee perception of fairness of the organization's system. Perceptions of fairness of performance appraisal can be considered using the concepts of organizational justice. Organizational justice theory provides several ways to apply the concept. Organizational justice theory will provide the organizing structure for this study to evaluate the satisfaction with and perceptions of fairness of an existing performance appraisal system in a large, public employment system. There is a lot of research interventions that have been captured in the literature above that confirms. Employees have different reactions towards the performance appraisal system due to their position and role in an organization (Sawyer 2008).

There is however little evidence to link those reactions to the actual fairness perception of the employees on the performance appraisal processes. The perception criteria are of importance to the whole appraisal system. Limited research has focused on the integration of the different models and justice constructs into a more cohesive model (Thurston, 2001) based on Greenberg's hypothesized four-factor model. For researchers and practitioners this more cohesive and integrated model may serve to increase the understanding of the complexity of performance appraisal and its management.

## **Research Methodology**

### **Research Design**

Coopers & Schindler (2006) defines research design as the blue print for the collection measurement and the analysis of data. A cross-sectional descriptive research design was used in this study to establish the fairness perception situation of the performance appraisal system in the ministry of immigration. Cross-sectional studies are carried out at one time point or over a short period Bland M. (2001). This design was chosen because data was collected once. According to LokeshKoul (2004), descriptive research is designed to obtain pertinent and precise information status of the phenomena. It describes data and characteristics about the population or phenomenon being studied Shields, Patricia and Tajalli (2006). Descriptive designs are used in preliminary and exploratory studies to allow the researcher to gather information, summarize, present and interpret for the purpose of classification Creswell (2003). Mugenda and Mugenda (2003) argued that descriptive research design method is appropriate for studies that have specific issues where the problem has been clearly defined. It determines and reports the way things are or answers questions concerning the subjects in the study. Kothari (2004) describes descriptive research as including surveys and fact-finding enquiries adding that the major purpose of descriptive research is description of the state of affairs as it exists at present. The study considered this design since it facilitates gathering of reliable data describing the true characteristics of the study variables.

### **Population**

The target population for a survey is the entire set of units for which the survey data are to be used to make inferences. Thus, the target population defines those units for which the findings of the survey are meant to generalize Dornyei (2007). The target population of this study was the civil servants in Kenya. A case of employees from the ministry of state for Immigration and Registration of Persons was used which comprises of 884 employees.

### Sample size and Sampling Procedure

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. In practice, the sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power Kish, (2005). This study used a sample of 268 civil servants as calculated below. This study adopted stratified random sampling procedure to select the study respondents whereby the strata were composed of departments of the organisation. Sampling is concerned with the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population Groves, (2010). Sampling is appropriate when it is not feasible to involve the entire population under study (Cooper and Schindler, 2004). For this study departments in the organization were treated as strata to ensure that the data captured represents views of respondents across all the departments. The organization is composed of six departments which include; Administration, Immigration, National Registration, Civil Registration, Refugee Affairs and Population Registration Services. The researcher randomly selected equal number of respondents from each stratum. In this regard, from the various departments in the ministry, a sample was randomly selected to represent the ministry. The following formula was used to determine the sample size. When using this formula the study involves statistical assumptions that the selection of individuals is random and unbiased. The decision to include an individual in the study cannot depend on whether or not that individual has the characteristic or outcome being studied (Pagano & Gauvreau, 2000).

#### Equation 1: Sample size

$$n = \frac{Z^2 pqN}{e^2 (N - 1) + Z^2 pq} \dots\dots\dots \text{Equation 1}$$

$$n = \frac{1.96^2 * 0.5 * 0.5 * 884}{0.05^2 (884 - 1) + 1.96^2 * 0.5 * 0.5} = 267.99 \cong 268$$

P=0.5, q=0.5,  $Z_{0.025}=1.96$  , e=0.05 Where e= Expected error n = sample size

N= entire Population

Z= level of significance

p = Probability that individual has the characteristic or outcome being studied

q = Probability that individual does not have the characteristic or outcome being studied.

### Data Collection Instrument and procedure

The study used questionnaires and interview schedule as research instruments. A questionnaire is a set of questions designed to generate the data necessary to accomplish the objectives of the research project (McDaniel and Gates, 2001, Withey and Ashford, 2001). Cooper and Schindler (2003) recommends the use of questionnaire in descriptive studies because self administered surveys cost less than personal interviews and researcher can contact participants who might otherwise be inaccessible.

This study used a questionnaire containing both open and close-ended questions so as to be able to capture more information. The close-ended question will be on 5-point likert scale. Likert scale is the most widely used approach to scaling responses in survey research, (Wuensh and Karl, 2005). The likert scale was appropriate to the study as it minimized the variability of response while pre-specifying a set of response alternatives to increase response rate (Jarvenpaa et. al. (2002), Suh and Han (2002), Kim and Ahn (2006), Loh, Yap and Park (2009). The open ended questions were used to enable the respondent voice their opinion or suggestions (cooper and Schindler, 2002).

A similar research instruments was adopted by Kipchilat, (2010) on public procurement regulations; Kihuyu, (2009) on adherence to government standard. A face to face interview was conducted with the departmental heads because they provide in-depth data which is not possible to get using a questionnaire, they guide against confusing the questions since the interviewer can clarify and explain the questions and the interviewer can convince the respondents about the importance of the research thus, respondents can give honest and more information (Muathe, 2007). This kind of interview has been used by Kipchilat, (2010) on public procurement regulations; Kihuyu, (2009) on adherence to government standard.

Primary data was collected using well structured questionnaires which the researcher personally administered. According to Dempsey (2003) they are effective data collection instruments that allow respondents to give much of their opinions pertaining the researched problem. Kothari (2006) states that the information obtained from questionnaires are free from bias and researchers influence and thus accurate and valid data was gathered. A validation of the instruments before actual survey work was done by the project supervisor. The researcher guided the respondents in filling in the questionnaire. Self-administered questionnaires offer the researcher with potential to reach a large number of potential respondents in a variety of locations (Cooper and Schindler, 2004). This also helped in finding the target population. Personal interview may make the respondent be willing to talk longer face to face than when the researcher uses any other method. Meeting them in person will help them tolerate the many questions (Trochim and William, 2002).

Secondary data was collected through the review of all the theoretical and empirical sources of literatures which include scholarly and academic journals, books, internet and databases having relevant information.

#### **Pilot Test**

Pilot test is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses within the interview design and allows him or her to make necessary revisions prior to the implementation of the study (Kvale, 2007). According to Saharan (2008), pilot test is necessary for testing the reliability of the instruments and the validity of the study. A pilot study was carried out on 15 civil servants from MIRP to test the reliability and validity of the questionnaire. Mugenda and Mugenda (2003) posited that 1-10% of the target population is subjected to pilot study.

#### **Data Analysis**

On receipt of the completed questionnaires, the collected data was checked for errors in responses, omissions, exaggerations and biases. The data was then integrated into experience and perception indexes on performance appraisal and then checked for eventually emerging correlations suggesting cause-consequence relations. All analyses was done using SPSS. For



easy management and longevity of the data, it was captured in Ms-Excel 2007 windows. All data was entered and verified after effective coding. Data was then scrutinized in relation to the objective of the study, otherwise with a potential abundance data; vast numbers of irrelevance summaries would be produced. Analysis was descriptive in nature. Descriptive statistics was aimed at identifying the pattern of the data and consistency of the responses in each of the hypothesized factors influencing the indicators (i.e. perception on performance appraisal). To investigate employee fairness perception on performance appraisals in the civil service in Kenya, likert scale questions was used. The respondents were asked to state how they agreed with the statements with options ranging from 1-strongly disagree through 3-neutral to 5-strongly agree. Respondents' answers were averaged for every statement to obtain an average score and the standard deviation. An average score close to 5 indicated a strong agreement with statement while one close to 1 indicated strong disagreement with the statement. Results were also disintegrated by the gender of the respondents and years of service to provide a more comparative description. Results were then presented in tables and graphs with emphasis on graph presentation.

### **Research Findings and Discussion**

To investigate employee fairness perception on performance appraisals in the civil service in Kenya, statements on like scale were used. The respondents were asked to state how they agreed with the statements with options ranging from 1-strongly disagree through 3- neutral to 5-strongly agree. Respondents' answers were averaged for every statement whereby an average score close to 5 indicated a strong agreement with statement while one close to 1 indicated strong disagreement with the statement. In all the cases the average scores were converted to percentages to provide a clearer interpretation of the findings. Results also have been disintegrated by the gender of the respondents and year of service. To investigate respondents' perception on MIRP's mission and purpose, five survey items were used. Generally, the respondents ranked highly the statements with an average score of 82%. Respondents unanimously agreed that their job is important in accomplishing the mission of the organization and that their departmental goals are clearly linked to those of MIRP with scores of 88% and 86% respectively. However, the respondents ranked lowly the statement on MIRP following its vision, mission and goals with least score of 70%.

### **Interaction Fairness**

To evaluate the respondent's perception of their interaction with MIRP management, eleven survey items were used. On average interaction fairness was highly ranked with a general average of 84%. Respondents unanimously agreed that MIRP management recognizes and makes use of their abilities and skills-92%, we treated with respect by people we work with-90%, management is sensitive to employee problems-89% and MIRP is flexible and open to change-89%. However, the respondents lowly ranked the statements on I take part in setting targets for my work and I have trust and confidence in the overall job being done by the management at MIRP with scores of 71% and 72% respectively.

### **Distributive Fairness**

To assess distributive fairness in the organization two different sets of statements were used with one set involving performance management and the other integrity issues. Three statements were used to assess performance management with the respondents generally

ranking the statements lowly with an average score of 67%. The statement on appraisals are regular and focused on personal development was the highest ranked with a score of 69% while the other two on MIRP's appraisal system fairly evaluates staff performance and promotion is based on performance scoring low both at 66%. Across the gender male respondents were observed to rank the statements higher than their female counterparts. Respondents with over ten years of service were reported to rank the statements lowly than those with fewer years of service.

### **Compensation and benefits**

To assess how satisfied the respondents were with their compensation and benefits from the organization, ten survey items were used. Generally low levels of satisfaction with benefits and compensation were reported with an average score of 58%. The highest ranked statements were on I am satisfied with the House allowance allocation and I am paid fairly for the work I do with scores of 66% and 65% respectively. The statements on I am satisfied with the Pension Scheme and I am satisfied with the Medical Scheme were the least ranked with scores of 46% and 50% respectively. However, a large number (37%) of the respondents reported to be actively looking for another job outside MIRP.

### **Summary of the findings**

The results of the present study revealed that performance appraisals of the selected organization have shown their agreement on five point likert scales measuring respondent perceptions about procedural fairness, distributive fairness and interactional fairness regarding PAS. The overall score of items on each scale was above 3.0 which were classified into "Agree" response category of interpretive scale given above. Therefore, the result revealed that appraisees perceived the PAS fair as determined by three factors of justice i.e. procedural, distributive and interactional fairness. Moreover, the results showed that appraisees agree with most of the items of procedural fairness and interpersonal fairness scales. So appraisees perceived both the outcome decisions (i.e. appraisal ratings) and treatment of supervisor fair. This might be due to getting high ratings from appraiser, as in the PAS of the civil service, this issue is highlighted in the booklet "A Guide to Performance Evaluation" (PPARC, 2004) that most of the appraiser gives inflated ratings and are very generous in this regard. Holbrook (2009) argued that when appraisees receive favorable outcomes i.e. high appraisal ratings, then they perceive distributive fairness and procedural fairness in PAS. In work settings appraisers give high ratings try to maintain good interpersonal relationship with appraisees. This is because, PAS is considered as a major source of conflict between appraisers and appraisees (Greenberg, 2001) and it creates tension between both parties (Jenks, 2001). Therefore, for avoiding conflicts and maintaining better interpersonal relations, appraisers rate subordinates performance leniently and assigns ratings generously.

Furthermore, sometimes raters also assign high rating not only to avoid various conflicts, but also on personal likes/dislikes or due to political pressure (Longenecker, Gioria, & Sims, 2007; McCarthy, 2005). So appraisees' fair perceptions for all the items of procedural and interpersonal fairness regarding PAS in the civil service might be due to unrealistic and high appraisal ratings assigned by appraisers. However, in practice the PAS is suffering from various problems, for example, same appraisal rating format is used to appraise performance of all the civil servants working on different jobs in different departments. While there is

difference in appraisal form i.e. PER for different Basic Pay Scales (BPS), which means that appraisal forms only differ for grade of an officer, but not for job nature. Research suggests that appraisal form should be designed according to job nature of appraisee (see e.g. Lee, 2005). This is the main discrepancy in the PAS, which should be addressed.

### **Conclusions**

Current study has provided useful insights into appraisees' fairness perceptions of PAS in the civil service. The three factors of justice determined that appraisees perceive the system fair i.e. procedurally, distributively, and interactionally fair. However, the system has few discrepancies embedded in it, for example, issues of performance target settings, lack of appraisal review meeting and regular performance feedback. Moreover, assigning high ratings to appraisees' either to maintain good interpersonal relationship or due to other reasons is also a serious problem associated with the PAS. Though the study was conducted in the MIRP, but still it highlights few issues related with PAS in the civil service, as the same PAS is in practice for civil servants working throughout the country. The high ups in the civil service should revisit the whole system and make changes in the system based on scientific investigation. This will help to develop efficacious PAS in the civil service of Kenya.

### **Recommendations**

The elementary conditions of the PAS that the study recommends are the high performance and human orientation, the future orientation, the small power distance with adequate treatment, with the unbiased, objective rating and with the possibility to opine, and the frequent and precise feedback. The deficiency of the concrete method can be remedied relatively easily, while the change of the raters, of the characteristics and attitudes of the raters and of the organizational conditions is a much more difficult process. Although it is a time-consuming and difficult process it is worth influencing the organizational culture, that significantly determines the operation of the. PAS, and the trust between supervisors and subordinates, the precise and concrete determination of the performance appraisal goals and of the results expected from the rating, the raters' and ratees' participation and adequate informing, the relationship between the performance and the organizational decisions, the raters' and ratees' adequate preparation, the continuous monitoring of the PAS can improve the inner conditions of the operation of the performance appraisal system within the organization.

### **Further Research**

As there is very limited research on PAS of the civil service, we recommend that future researchers should investigate this topic more deeply. Future research should study the relationship among three factors in Kenyan context, moreover, impacts of perceived fairness on various individual and organizational outcomes. Similarly, future efforts should investigate the influence of various demographic variables on appraisees' fairness perceptions of PAS. In addition, the rating format which is used in the civil service should be checked, whether it is psychometrically sound.

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