

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 appraises 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.

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