

**PERFORMANCE APPRAISAL SYSTEM AND EMPLOYEE
PERFORMANCE IN NAKURU COUNTY GOVERNMENT, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
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DECLARATION

This project is my own original work and has not been presented for award of any degree in any University. No part of this project should be reproduced without the permission of the author or Kenyatta University.

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This research project has been submitted for the course examination with my approval as the University supervisor.

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DEDICATION

To God be the Glory. I dedicate my project to dad for making me love education and encouraging to so far.

ACKNOWLEDGEMENTS

My appreciation goes to all members of my family for their support and motivation in moving on with the project. I also wish to thank my supervisor Dr. Abel Anyieni who guided me through the whole process of conducting this study and for encouragement to completion of the project. To all who supported me all through, much love and lots of blessings.

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OPERATIONAL DEFINITION OF TERMS

- Appraisal criteria:** Method used in objectively and accurately determining the current level of employee performance within a framework of predetermined and pre-agreed standards. It was measured in terms of stakeholder involvement, appraisal objectives, flexibility of the system and appraisal standards.
- Appraisal feedback:** Involves provision of timely information to employees about reactions regarding their performance of tasks and duties, often used as a basis for improvement. It was measured in terms of adequacy of feedback, frequency of feedback, fairness of feedback, performance dialogue and timely correction of mistakes.
- Appraisal frequency:** Regards the number of times that employee performance is reviewed in a given period. It is measured in terms of number of times appraisal, frequency of performance reports, frequent communication on performance and predictability
- Appraisal rewards:** Privileges given to employees in recognition of their service, effort, or achievement.
- Appraisal Reward System:** These are plans made by an entity to incentive workers performance and encourage them on individual and/or group levels. It was measured in terms of regular, continuous reward system, alignment with corporate objectives, varied and satisfactory rewards and basis of the organisational reward system.
- Employee Performance:** The extent to which the employees deliver on their duties and mandate in the organization from a dimension of punctuality and time management, customers' service,

achievement of daily targets, employee initiative and creativity and quality of work.

Performance appraisal system: An organizational technique that encompasses setting work standards, evaluating worker's actual performance in relation to the preset criteria and motivating them to eliminate performance insufficiencies or to continue to perform beyond average.

ABBREVIATION AND ACRONYMS

ANOVA:	Analysis of Variance
NACOSTI:	National Commission for Science and Technology
SPSS:	Statistical Package for Social Scientists
KU:	Kenyatta University
NACOSTI:	National Commission for Science, Technology and Innovation
SPSS:	Statistical Package for Social Sciences
FAO:	Food and Agriculture Organization
MTN:	Mobile Telecommunications Network
AWSB:	Athi Water Services Board

ABSTRACT

Performance management is used by top management to merge employee's performance and organization's objectives. Stakeholders are concerned that performance of employees in county governments and other state institutions has not been impressive. It is also unclear if the introduction of performance appraisals as performance management tools for public institution has yielded the desired results. The current study assessed the effect of performance appraisal on performance of employees in Nakuru County Government, Kenya. The study established the effect of appraisal criteria, appraisal feedback, appraisal rewards and appraisal frequency on employee performance in Nakuru County Government of Kenya. The study was anchored by Herzberg's Two-factor theory, Expectancy Theory, Maslow's Hierarchy of Needs theory and Equity Theory. Descriptive research design was applied; as such it is an intensive description and holistic analysis. The target population was 94 staffs of Nakuru County Government. The researcher used census study technique or approach involved all the 94 purposively identified study respondents to the study. The purposively selected respondents included all the county ministers, chief officers, sub county administrators, ward administrators and members of the county public service board. Primary and secondary data was considered. The researcher used questionnaires to collect primary data. The instruments were tested for validity using expert opinions while reliability was tested using the Chronbach's Alpha reliability test, the study used both descriptive and inferential statistics in the analysis. Data analysis applied both descriptive and inferential statistics. The Pearson Correlation Analysis and Regression Analysis helped determine the strength and direction or magnitude of effect of performance appraisal variables on staff performance. Tables, graphs, and figures displayed data. The study examined that appraisal criteria, appraisal frequency, appraisal reward system and appraisal feedback had a positive significant influence on employee performance in Nakuru County Government, Kenya. In regard to appraisal criteria, the study concluded that the appraisal criteria are the aspects the employee is actually being evaluated on, which are tied directly to the employees' job description. On appraisal frequency, the study concluded that by regularly reviewing and evaluating employee performance makes it easier to identify any skills gaps or areas where an employee may be struggling. On appraisal reward system, the study concluded that appraisal reward systems a great way to identify areas where an employee may need additional training or support. On appraisal feedback, the study concluded that staff members provide feedback on how their team leads are doing. Providing feedback helps motivate employees to do well. In regard to appraisal criteria, the study recommended that the County should set clear goals, periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives. On appraisal frequency, the study recommended that the frequency of appraisal feedback should be designed to be economical, less time-consuming to get maximum benefits and one that matches the needs of your organization. On appraisal reward system, the study recommended that the County should establish an assessment method, required competencies and job expectations need to be drafted for each employee and individual appraisals on employee performance should be conducted. On appraisal feedback, the study recommended that the County should appraisal feedback by involving the employee and making them feel like a valued part of the process.

CHAPTER ONE

INTRODUCTION

1.1 Study Background

An entity is created to execute specific work with the use of human resource so as to achieve its aim. According to Stone (2002), adoption of new knowledge and new technology an organization will be enable to maintain good standards and anticipated outputs. An entity can curb the rapid upcoming challenge by involving or updating the employees for them to adapt to different changes in these areas. There are adapting techniques which an organization applies which include; employing trainable workforce and reproofing of current workers (Guest, 2002).

According to work Akinbowale, Lourens, & Jinabhai(2013) performance appraisal aids in identifying and finding solutions to challenges experienced by employees. However, Anderson (2002) differs and establishes that it can negatively affect employee performance. Aguinis (2009) states that, performance appraisal have different impact on individuals, while others are motivated others are demotivated by it. Employees may view the process as time wasting as well as burdensome thus does not embrace it (Anderson, 2002).

Rudman (2002) states that, performance appraisal is technique used to evaluate a worker's performance according to job performance in relation to quality, quantity, cost and time. It is usually conducted by line manager or supervisor. Private and public sector apply performance appraisal in order to guide and manage profession progress. Mani (2002) contends that performance appraisal is a procedure that helps determine employee's current accomplishment and failures and strengths and appropriateness for promotion or training.

The Performance Appraisal system is now a common phenomenon in Pakistan. It is a major tool for most of the organizations to evaluate various aspects of their employees. Majority of the organization has implemented this process and is a regular feature for evaluation of their staff (Ikramullah, Shah, Khan, Hassan & Zaman, 2019). Anjum, Yasmeen and Khan (2019) observe that although employees of Bahauddin Zakariya University (BZU) Multan,

Pakistan are aware of the useful outcomes of performance appraisal but there are some hindering factors e.g. untrained raters, exclusion of multiple raters, absence of feedback in the way of successful implementation of performance appraisal system.

Performances appraisal in most Nigerian companies involved supervisors merely filling out confidential forms for the last two years. The national production board of Nigeria started promoting open appraisal systems through a series of seminars (Akinyele, 2020). According to Ojokuku (2021) the appraisal of individual performance is undeveloped in Nigerian organization and teamwork and original identity are promoted. Performance feedback is smooth and indirect. Most private organizations make more great investment in people and in the skills necessary to be effective with others. It is also used for linking training, development, performance planning, and a tool to encourage employees. Therefore, the performance application system should be the tool used to evaluate employees' performance and decision support system used for renewing employees' contract. This will ensure that the right employees are retained for the right job.

Most firms in Kenya now employ some performance appraisal system (GOK, 2020). The Performance Appraisal System (PAS) was introduced by the GOK to refocus the mind of the public from a culture of inward looking to a culture of businesslike environment, focused on the customer and results in addition to improving service delivery. According to the new PAS, Obong'o (2021) observes that the evaluation of staff performance is supposed to run concurrently with the duration of ministerial performance contracts and the Government Financial year. Targets should meet acceptable quality standards and benchmarks as determined in each category of service delivery; the system should be supported by training of staff, particularly those with managerial and supervisory responsibility; and the process should be regarded as interactive, for mutual agreement between supervisors and appraisers.

1.1.1 Employee Performance

Employee performance is the set of employee behavior, results, and outcomes that come after completing the job tasks using certain competencies and that are measured through different metrics (Hameed & Waheed, 2017). According to Brayfield and Crockett (2019) the most value adding possession available to any firm, business, or organization are its

workforce. The performance on part of the workforce is the driving force behind the survival of any business firm. Further, these authors are of the view that well performing employees contribute to the efficiency and success of the organization. Therefore, employee performance is crucial for the organizations and making strategies to improve organizational performance.

Human resources, as one of the organization's resources, play an essential part in the successful achievement of organizational goals. In the development of human resources, the performance of an employee in a firm is required to accomplish employee performance as well as the company's success (McAfee & Champagne, 2019). According to Maley, Dabic and Moeller (2021) employee performance is the result or level of success of an individual as a whole within a certain period in carrying out tasks in comparison to numerous possibilities, such as work standards, targets, or established criteria that have been mutually agreed upon. Therefore, goal achievement is one of the most essential aspects of employee performance.

According to Frederick and Stephen (2018), employee performance is measured against the performance standards established by the organization. When measuring performance, a variety of metrics can be used, including productivity, efficiency, effectiveness, quality, and profitability. According to Claus and Briscoe (2019) the most valuable asset accessible to any company, business, or organization is its employees. The performance of the workforce is the driving force behind the survival of any company firm. In addition, employees that perform well add to the organization's efficiency and prosperity. As a result, employee performance is critical for firms, and developing strategies to increase improve the performance of employees is essential. In this study employee performance was measured in terms of punctuality, number of customers served, achievement of target, employee initiative and quality of work.

Employee goal setting is a key responsibility for any manager. By setting measurable and attainable goals, a supervisor not only guides improvement in employee performance, but can also actively help strengthen the business and enhance its reputation as an employer of choice (Meyer, Morin & Brunelle, 2021). According to Monden and Hamada (2022) employee goal setting is usually a collaborative effort between a worker and their direct

manager or supervisor. Progress should be measured against benchmarks and a manager can offer guidance to help a worker identify the skills and professional development needed to advance them toward a goal.

Chan and Wyatt (2017) found personal initiative was linked to (objective) job performance only for individuals high in autonomous and low in controlled motivation and also found the relationship between proactive behavior and supervisor evaluations of job performance was moderated by employees' prosocial motivation and negative affectivity, leading to better evaluations with increasing proactive behavior when prosocial motivation was high and negative affectivity was low. Saad, Samah and Juhdi (2020) noted that personal initiative does not always lead to favorable consequences, especially when associated with low skills. Therefore, personal initiative is an important proactive behavior and a key factor in the continued development of modern organizations and employees.

1.1.2 Performance Appraisal System

Performance appraisal is an objective procedure used to measure task and result using the scale and index to obtain anticipated quantity and quality, according to Scott (2009). Measurement of a task is done by comparing the task and by its result according to the set standard. Performance is how workers in an entity do their allocated duties and it involves evaluating the job outcomes. Evaluation of performance from an entity and an employee's perspective is important (Hornqren, Faster and Datar, 2002).

Performance appraisals and reward payment are related where if the work done by employees is good, promotion and raise in pay are given and if the work is poor job cuts are received (Helm, Holladay, & Tortorella, 2007). Performance appraisal should be implemented in all organizations however not all that acknowledge workers efforts. Ishaq, Iqbal and Zaheer (2009) states that, appraisal outcomes in companies' aid either directly or indirectly, to distinguish a performing and non performing employee so as to reward them accordingly. Performance appraisal involves assessment of employee performance; some employees may be scared of the act of assessment. This could be caused by lack of proper repayment after the evaluation. Blau (1999) states that the effectiveness of an organization can reduce as a result of demotivated employee by impact of performance appraisal.

Appraisal system is successful if the employees understand they have an chance to provide significant contribution (Hunt, 2005). Employees' contribution to the process of appraisal enables employees to embrace it and they are motivated by the process. As noted by Ricardo and Wade (2001), the employees need to perceive fairness, if the appraisal system is to bear positive results to the firm. According to Anderson (2002), the system for appraising employees should be implemented as a tool for motivating employees to improve their performance rather than arouse their frustration and bitterness.

Performance appraisal can be measured by issuing different input forms to the employees so as to receive feedback from all classes of employees in an organization (Markle, 2000). (Rudman, 2002) contend that feedback gathered is analyzed in set procedure so as to determine the performance. Managers with lack of knowhow of performance appraisal should be provided with procedures by the entity (Ford, 2004). The main aim for the procedures is to outlay knowledge and skills to managers so as to come up with good performance appraisal policy. In this study, performance appraisal system was measured in terms of appraisal criteria, appraisal feedback, appraisal reward system and appraisal frequency.

Appraisal criteria refer to the method used in objectively and accurately determining the current level of employee performance within a framework of predetermined and pre-agreed standards (Taormina & Gao, 2009). Ford (2004) view pre-agreed standards of performance are set according to quantity, quality, time and cost. Ricardo and Wade (2001) view performance appraisal is faced by the challenge of biasness where it is based on the existing relationship of the superior with the employees rather on the set standards.

Feedback is a key condition in appraisal and seeks to offer pure, performance created response to workers. According to Stone (2002),if workers are given feedback it would lead to improved job performance as a result improved organization performance. Hence, feedback is vital and can impact the employee's future performance (Hunt, 2005). Feedback in appraisal should as well embrace the all important component of performance dialogue which involve performance discussions between the appraiser and the employee.

Performance appraisal reward systems are based on the assumption that employees' performance and motivation can be improved by establishing a clear link between efforts and reward through formalised and specified individual targets (Wagacha & Maende, 2017). According to Seddon, (2020) Performance appraisal reward can be linked to two main performance dimensions the extent to which planned objectives are achieved (results); how results are obtained in terms of output quality, competencies and professional development (organizational behaviour). Therefore, managers are first required to have the technical knowledge and competence necessary to implement and use the new systems.

Pichler, Beenen and Wood (2020) observe that given that feedback is a necessary condition for learning, feedback frequency should yield more favorable reactions as employees turn attention and effort towards their own learning and performance improvement. Feedback will provide valuable information that will enable employees to correct errors. Klein and Snell (2022) indicate that feedback provides cues that enable employees to assess their progress towards established goals, which can positively affect their well-being and result in more favorable performance appraisal reactions. Therefore, more frequent feedback should provide employees with information that is timely and relevant for their current work assignments. Consequently, employees will be less likely to be surprised by the appraisal results and their appraisal reactions should be more favourable.

1.1.3 County Government of Nakuru

Nakuru County is one of the 47 counties of the Republic of Kenya as provided for in the Constitution of Kenya 2010. The major economic activities include; agriculture, tourism and financial services. Nakuru is an agricultural rich County whose background was shaped by the early white settlement schemes. The County is divided into eleven administrative Sub-Counties namely; Nakuru East, Nakuru West, Naivasha, Molo, Njoro, Kuresoi North, Kuresoi South, Rongai, Bahati, Subukia and Gilgil. Since the onset of the County Government, the Nakuru County public service commission recruited approximately 467 employees in a bid to boost the County's human resource base to facilitate implementation of devolved functions as per the Fourth Schedule in the Constitution of Kenya, 2010. Amongst the officers recruited were, 10 County Chief Officers, 25 County Directors, Sub County Administration Officers and Ward administration officers. Further the public

service commission improved the terms of engagement for a number of employees from contract to permanent and pensionable. In addition to recruitment, public service commission also carried out induction trainings for the new recruits

1.2 Statement of the Problem

County Governments have been grappling with a condition of poor employee performance and a wave of labour unrests with employees demanding for better working conditions and benefits (Cheeseman, Lynch, & Willis, 2016). In Nakuru County, the top management at some point had to reshuffle the entire executive team over poor performance in their departments (Mkawale, 2015). Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment. There has been conflicting results from the same phenomenal, while there agree that there is high correlation between employee performance and employ appraisal there other studies which show negative relationship. Therefore this current study attempted to find out whether there is effect in performance appraisal and employee performance in an organization.

For this reason, many county governments have embraced the model of performance contracting for their employees marked with employee appraisal programmes in a bid to secure performance improvement. There are still controversies as to whether in deed regular performance appraisals would improve or limit the level of employee performance. Hope (2013) assertively recommends the appraisal model as a way of addressing the poor employee performance in the public sector in Kenya where county governments belong.

A study by Kagotho (2018) focused effects of performance appraisal on employee performance in the healthcare sector in Kenya: A case study of Getrudes children hospital in Nairobi and the study also established that performance appraisal goals are critically important the purpose of the effective performance appraisal lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment. Muriuki and Wanyoike (2021) focused on performance appraisal and employee performance and the study found that inadequacies in performance appraisals are related to organization structure context while others are associated with the processes.

However, the respondents were purposively selected thus presenting a methodological gap. Mbugua (2021) studied relationship between performance appraisal practices and employee performance among licensed selected clearing and forwarding firms in Mombasa County and a significant association amid practices of performance appraisal and performance of employees. However, the study presents a conceptual gap since it focused on Mombasa County. Therefore, the study sought to examine the effect of performance appraisal system on employee performance in Nakuru County Government, Kenya.

1.3 Study Objectives

1.3.1 General Objective

The effect of performance appraisal system on employee performance in Nakuru County Government, Kenya

1.3.2 Specific Objectives

- i. To determine the influence of appraisal criteria on employee performance in Nakuru County Government, Kenya.
- ii. To assess the impact of appraisal feedback on employee performance in Nakuru County Government, Kenya.
- iii. To establish the effect of appraisal reward system on employee performance in Nakuru County Government, Kenya.
- iv. To establish the effect of appraisal frequency on employee performance in Nakuru County Government, Kenya.

1.4 Research Questions

The following questions guided the study:

- i. What is the effect of appraisal criteria on employee performance in Nakuru County Government, Kenya?
- ii. What is the effect of appraisal feedback on employee performance in Nakuru County Government, Kenya?
- iii. What is the effect of appraisal reward system on employee performance in Nakuru County Government, Kenya?

- iv. What is the effect of appraisal frequency on employee performance in Nakuru County Government, Kenya?

1.5 Significance of the Study

The management and leadership of Nakuru County would greatly be equipped with knowledge on how to conduct employee appraisal in improving employee performance and that of an organization. Policy makers would identify if the appraisal of employee is fair and effective or there is need for improvement. Scholars would also benefit as the study would identify and fill existing gaps from previous studies. The study also acted as a base where future research can be anchored. The Salaries and Remuneration Commission (SRC), wanted to establish the right compensation for the employees working in the government entities, this study was able to provide some solutions to Salaries and Remuneration Commission in their pursuit of ensuring public officers are enumerated and motivated in tandem with their worth.

1.6 Scope of the Study

The study was based in Nakuru County Government. The choice of limiting the study to only one organization was due to various motives. The focus on Nakuru County was the fact that the area was highly cosmopolitan, thus providing a statistically heuristic base on which generalization can be based. Lastly the budget implication limited a wider scope. On content scope, the study had two classes of variables; the dependent and independent variables. Performance appraisal factors namely; appraisal criteria, appraisal feedback, appraisal reward system and appraisal frequency form the independent variables while employee performance is the dependent variable. The study assessed the effect of appraisal criteria, appraisal feedback, appraisal reward system and appraisal frequency on employee performance. A five (5) year span from 2013 to 2017 was covered with a justification that this was the period when the county government establishments had been in existence and executing their devolved functions.

1.7 Limitations of the Study

It was anticipated that the researcher may encounter a non-response situation. The targeted respondents comprise of the management level executives of the counties who would feel

uncomfortable revealing the company information. The motivations behind this were the sensitivity of data requested. As a mitigation strategy an introduction letter was also sought from KU.

The study further anticipated limitations with regard to the process of data collection. This condition was due because of the respondents' nature of work. Securing time to engage the respondents in responding to the questionnaires was expected to be hectic. The respondents were accorded some reasonable duration to satisfactorily respond to the questionnaire. The drop and pick approach served this end.

1.8 Study Organization

The project is planned into 5 main chapters, with the first section presenting a background introduction, problem statement, objectives, questions, significance, scope and limitations. Chapter two summarises essential literature covering a review of theories that anchor the study and previous studies on the subject. The third section explains the methodology used. Basically, it explains the practical way by which data was collected analysed and interpreted. Fourth chapter cover research findings and discussions and chapter five highlights the summary of findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section outlines an evaluation of crucial theoretical and empirical bearings. The theoretical explains key relevant theories. In addition, the empirical review elucidates past studies and their shortcomings or weaknesses, if any.

2.2 Theoretical Review

Various theories were used to elaborate more on performance appraisal. The theories in the study include the expectancy theory, two-factor theory, equity theory and Maslow's hierarchy of needs theory.

2.2.1 Herzberg's Two-factor theory

Herzberg (1966) established it. It establishes that an employee can be satisfied by job features or enticements whereas a different and detached job features will dissatisfy the same person. Therefore, no relationship exist between satisfaction and dissatisfaction they are self-determining occurrences. Hence, the theory implies that in an organization the features of job satisfaction and dissatisfaction must be identified but not improving the job attitudes and productivity (Stello, 2011). The theory was useful in the study of Nakuru County Government workers due to the variation in their experience, health status, rank, marital status, and age. However, the theory has drawbacks as it cannot be applicable to all workers. The model was useful in assessment of how various aspects of performance appraisal; appraisal criteria, appraisal feedback, appraisal frequency and appraisal reward systems impact on employee performance.

2.2.2 Expectancy Theory

It was established by Vroom (1964) and it concentrates on outcome rather than needs. The theory explains that individuals are highly motivated to work towards a specific outcome in a given task in perception of reward based on the outcome. Individual's belief that anticipated compensation is as a result of a specific outcome. Hence, a person have specific objectives and goals so as to attain a particular outcome. The individuals will choose the behaviors that are likely to propel them to achieving the desired outcome and forego the ones that will not be fruitful towards the particular desired outcome. Desired reward is a key motivation factor that leads employees to work hard in an entity(Latham, 2012). Skills and training improves an entity performance hence if employees lack then they are demotivated in putting extra effort in a given task. Rewarding workers according to their performance is difficult and is determined by management. An entity may not be consistent in the reward performance process hence workers perceive it as demotivating and unfair.. An organization should ensure that the appraisal techniques and the guidelines set

motivates the employee to perform better as the reward is just and equitable. The framework will aid estimation of the effect of appraisal criteria, appraisal feedback, and appraisal frequency and appraisal reward systems on employee performance.

2.2.3 Maslow's Hierarchy of Needs theory

Maslow (1943) established the model and later improved it to Maslow (1948). The theoretical orientation provides important information about human motivation in an organization. The fundamental foundation of this theory is that individuals are motivated to fulfill the following needs: self-actualization needs, esteem needs, social need, safety and security needs, and physiological needs.

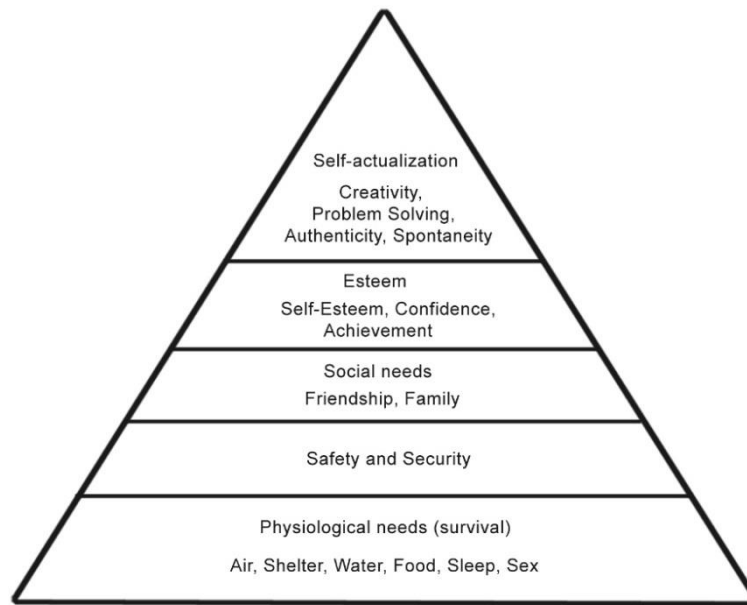


Figure 2.1: Maslow Framework

Source: *Maslow (1943)*

People have a tendency to satisfy needs from the bottom to the top (Ajila, 1997). This is to say that an individual usually satisfy a lower need before moving to the next need. According to Huitt (2004) establishes that individuals are highly motivated needs that have been unsatisfied. The theory will be helpful in establishing the effect of the appraisal reward system and it affects performance of employees in the study.

2.2.4 Equity Theory

Adams and Freedman (1976) established the framework. The theory concerns with determination of if resources have been distributed fairly to both relational parties in a

given setting. With reference to an organization, the theory further establish that employees always equate the relation of the job outcomes after a job and the effort of job inputs. Employees further relate other employees' input and output ratio in the same entity and profession to theirs. According to Griffin & Moorhead (2011) organizations have system are in place to ensure resources are equally distributed. Accordingly, where employees recognize the job output to be equal to job input they are highly motivated towards working in order to achieve the organization goals. Contrary, if the workers perceive the ratio as unfair then the verse versa happens they are highly demotivated (Steers, Mowday, & Shapiro, 2004).

Equity theory demonstrates that employees may alter their ratio (both input and output) in case they perceive any unfairness in the entity. According to Ramlall (2004), employees may either act in a way that influence the inputs and outcomes of others. Employees affected greatly and they opt to resign.

2.3 Empirical Literature Review

Studies on performance appraisal system and employee performance are summarised. The review aims to identify various gaps which exist and include the methodological, conceptual, contextual and empirical gaps. Therefore, the review explained and filled those identified gaps.

2.3.1 Appraisal Feedback and Employee Performance

Sajuyigbe (2017) examined performance appraisal and performance of employees at MTN, a Nigerian Telecommunication firm. Two hundred and sixty (260) respondents selected through simple random method from a target population of one thousand three hundred (1,300) employees of MTN, Nigeria participated in the study. It was established that while appraisal feedback enhances employee performance. Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment. There has been conflicting results from the same phenomenal, while there agree that there is high correlation between employee performance and employ appraisal there other studies which show negative relationship.

Therefore this current study will attempt to find out whether there is effect in performance appraisal and employee performance in an organization. Generally, study results indicated that appraisal of employees performance significantly influences the performance of employees. Knowledge gaps exists in that the study examined a narrow framework of performance appraisal variables; just feedback. However, the study presents a contextual gap as it focused on a Nigerian Telecommunication firm.

In Nakuru County, Kibe (2014) examined Kenyan teachers' performance appraisal and commitment. The study targeted 2000 public boarding secondary schools distributed in Nakuru County's eleven constituencies. The finding was that performance appraisal feedback influences the commitment of teachers. Generally, it was disclosed that performance appraisal was positively related to the commitment of teachers. Hence, there is need to review more objective measures of employee performance or expanding the framework of indicators of that performance to fill the methodological gaps that exist.

At Athi Water Service Board, Ndirangu and Mbugua (2016) examined appraisal system and employees' performance. The research was concerned with the analysis of appraisal criteria, appraisal feedback and appraisal rewards on performance of employees at AWSB. Study results indicated that appraisal feedback enhanced performance of staffs in an organization. As such, a recommendation was made that managers should device innovative ways to provide appraisal feedback like inviting external companies to do the appraisal. However, the study used secondary data.

Odhiambo (2015) analysed performance management practices and employee productivity at Schindler Limited. On performance appraisal feedback, the study results indicated that this improved the level of employee productivity. As such, good feedback leads an entity to achieve its goals. The study established was key to successful empowerment and productivity. Knowledge gaps arise as only a few performance appraisal variables are considered for assessment..

Gichuhi, Abaja, and Ochieng (2013) analysed performance appraisal and its influence on employee productivity at supermarkets in Nakuru Town, Kenya. Appraisal feedback was one of the variables analysed. The multiple regression models was employed as the key

analysis procedure. Study results indicated that performance appraisal feedback has a statistically and significantly affect employee productivity. Knowledge gaps come out in that performance appraisal reward systems as facets of the appraisal system were omitted and need to be included in current analysis.

2.3.2 Appraisal Reward System and Employee Performance

In water service boards in Kenya, Ndirangu and Mbugua (2016) studied appraisal system and employees 'performance and established that appraisal feedback enhanced performance of staffs in an organization. As such, a recommendation was made that managers device acceptable appraisal criteria strategies, innovative ways to give appraisal feedback like inviting external organization to undertake appraisal and use of attractive rewarding system for workers with the highest rating from the process. Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment. There has been conflicting results from the same phenomenal, while there agree that there is high correlation between employee performance and employ appraisal there other studies which show negative relationship. Therefore this current study attempted to find out whether there is effect in performance appraisal and employee performance in an organization.

Odhiambo (2015) undertook a study on performance management practices and productivity of employees at Schindler Limited. Using a descriptive study approach, the study established that rewards systems enhances employee productivity. To that regard, the study results demonstrated that work motivation results from good employee performance being formally recognized by the manager. Gaps emerge in that very few studies have comprehensively considered performance appraisal variables for assessment.

At Food and Agriculture Organization (FAO), Maina (2015) examined how employee performance is impacted by performance management. The results indicated that reward systems were rarely used in the organisation to motivate employees. The study recommended the adoption of a viable employee reward system to boost morale, commitment and productivity. Empirically, knowledge gaps arise in that the performance appraisal variables need to be expanded.

Muchiri (2016) analysed rewards and performance of employees in the context of the hospitality industry. The study considered employee performance in Nairobi Serena Hotel. Results demonstrated a significant positive link between intrinsic rewards and extrinsic rewards and performance of staff. There should be more review on the framework of the performance appraisal to fill the gaps which are empirical and theoretical in nature.

2.3.3 Appraisal Criteria and Employee Performance

Mallaiah (2009) examined performance management and employee performance at university libraries of Karnataka State. The study was mainly anchored on the primary data. A total of 218 professionals and semi-professionals working in various university libraries in Karnataka were targeted with 188 respondents returning the filled-in questionnaires. The study established that performance appraisal criteria played a key role in determining the success of appraisal program and employee performance. Contextual gaps were identified therefore more study should be done on local setup.

Gichuhi, Abaja, and Ochieng (2013) analysed performance appraisal and its influence on employee productivity at supermarkets in Nakuru Town, Kenya. Appraisal criteria was one of the variables analysed. Findings disclosed that appraisal criteria positively affect employee productivity. Knowledge gaps come out in that performance appraisal reward systems as facets of the appraisal system were omitted and need to be included in current analysis.

Ndirangu and Mbugua (2016) studied employees 'performance and appraisal system. The study was concerned with the analysis of appraisal criteria, appraisal feedback and appraisal rewards on performance of employees at AWSB. Study results indicated that performance appraisal criteria was key in influencing employee performance. Empirically, there is need to consider expanding the framework of performance appraisal. Kephas (2016) examined appraisal and employee productivity. The population was constituted by 256 employees at the ministry. Results indicated that appraisal criteria, positively impacts on employee productivity. Knowledge gaps are presented in the narrow approach to variables assessed.

2.3.4 Appraisal Frequency and Employee Performance

Gichuhi, Abaja, and Ochieng (2013) analysed performance appraisal and how it influences employee productivity at supermarkets in Nakuru Town, Kenya. Appraisal frequency was a variable of interest in the analysis. Specifically, the research sought to establish its effect on employee productivity in these supermarkets. Study results indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment.

Obisi (2011) assessed employee appraisal and how it influences organizational and individual growth as facets of performance. The study underpins the importance of conducting performance appraisals much more frequently in order to build successful organisations and maintain stable organisational growth. Hecht, Hobson, and Wang (2016) examined reporting and appraisal frequency and performance of the workforce. A desktop research approach was deployed and reviewed relevant literature on the subjects of interest. The results indicated that performance appraisal frequency yields employee performance enhancing effects.

In Nakuru County, Kibe (2014) examined Kenyan teachers' performance appraisal and commitment at public schools. This study reviewed the purpose and process of appraisal, performance appraisal feedback, commitment of teachers, employee preparedness, benefits of continuous performance appraisal, challenges that face performance appraisal tools and appraisal tools. "The study targeted 2000 public boarding secondary schools distributed in Nakuru County's eleven constituencies." The study collected data through two sets of questionnaires developed; one for appraisees and the other for appraisers. The study results indicated that performance appraisal was conducted frequently and on average half yearly for teachers in public schools in Nakuru County. It was further established that the appraisals frequency influences the commitment of teachers. On methods utilised, gaps emerge as indicators of performance need review and expansion. Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment. There has been

conflicting results from the same phenomenal, while there agree that there is high correlation between employee performance and employ appraisal there other studies which show negative relationship. Therefore this current study will attempt to find out whether there is effect in performance appraisal and employee performance in an organization.

2.4 Summary of literature review and Research Gaps

Table 2.1: Summary of Literature Reviewed and Research Gaps

Author	Study focus	Findings	Gap	Focus of current study
Sajuyigbe (2017)	Performance appraisal and performance of employees at MTN	Frequency of appraisals has a statistically significant effect on employee productivity	The study examined a narrow framework of performance appraisal variables; just feedback	The study examined a wider framework of performance appraisal variables; just feedback
Kibe (2014)	Kenyan teachers' performance appraisal and commitment	Performance appraisal feedback influences the commitment of teachers	There is need to review more objective measures of employee performance or expanding the framework of indicators of that performance to fill the methodological gaps that exist	A review of more objective measures of employee performance or expanding the framework of indicators of that performance to fill the methodological gaps that exist
Ndirangu and Mbugua (2016)	Appraisal system and employees' performance	Appraisal feedback enhanced performance of staffs in an organization	The study used secondary data.	The study used primary data
Gichuhi, Abaja, and Ochieng (2013)	Performance appraisal and its influence on employee productivity at supermarkets in Nakuru Town, Kenya	Performance appraisal feedback has a statistically and significantly affect employee productivity	Performance appraisal reward systems as facets of the appraisal system were omitted and need to be included in current analysis	Performance appraisal reward systems as facets of the appraisal system were included and need to be included in current analysis
Ndirangu and Mbugua (2016)	Appraisal system and employees 'performance	Appraisal feedback enhanced performance of	The respondents were purposively selected	The respondents were sampled through stratified sampling method

		staffs in an organization		
Odhiambo (2015)	Performance management practices and productivity of employees at Schindler Limited	Work motivation results from good employee performance being formally recognized by the manager.	Gaps emerge in that very few studies have comprehensively considered performance appraisal variables for assessment	More studies have comprehensively considered performance appraisal variables for assessment
Muchiri (2016)	Rewards and performance of employees	A significant positive link between intrinsic rewards and extrinsic rewards and performance of staff	There should be more review on the framework of the performance appraisal to fill the gaps which are empirical and theoretical in nature	There was more review on the framework of the performance appraisal to fill the gaps which are empirical and theoretical in nature
Mallaiiah (2009)	Performance management and employee performance at university libraries of Karnataka State	Performance appraisal criteria played a key role in determining the success of appraisal program and employee performance	Contextual gaps were identified therefore more study should be done on local setup	Study carried out on Nakuru County
Ndirangu and Mbugua (2016)	Employees 'performance and appraisal system	Appraisal criteria, positively impacts on employee productivity	Knowledge gaps are presented in the narrow approach to variables assessed	Knowledge gaps are presented in the wider approach to variables assessed
Gichuhi, Abaja, and Ochieng (2013)	Performance appraisal and how it influences employee productivity at supermarkets in Nakuru Town, Kenya	Frequency of appraisals has a statistically significant effect on employee productivity.	Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment.	Empirically, gaps are addressed in that some variables under performance appraisal such as reward systems were omitted in the assessment.

2.5 Conceptual framework

It entails the dependent variable and independent variables. The independent variables are the facets of performance appraisal. These are appraisal criteria, appraisal feedback, appraisal frequency and appraisal reward systems. The dependent variable is employee performance indicated by employees' punctuality, number of customers served and achievement of targets, employee initiative and quality of work.

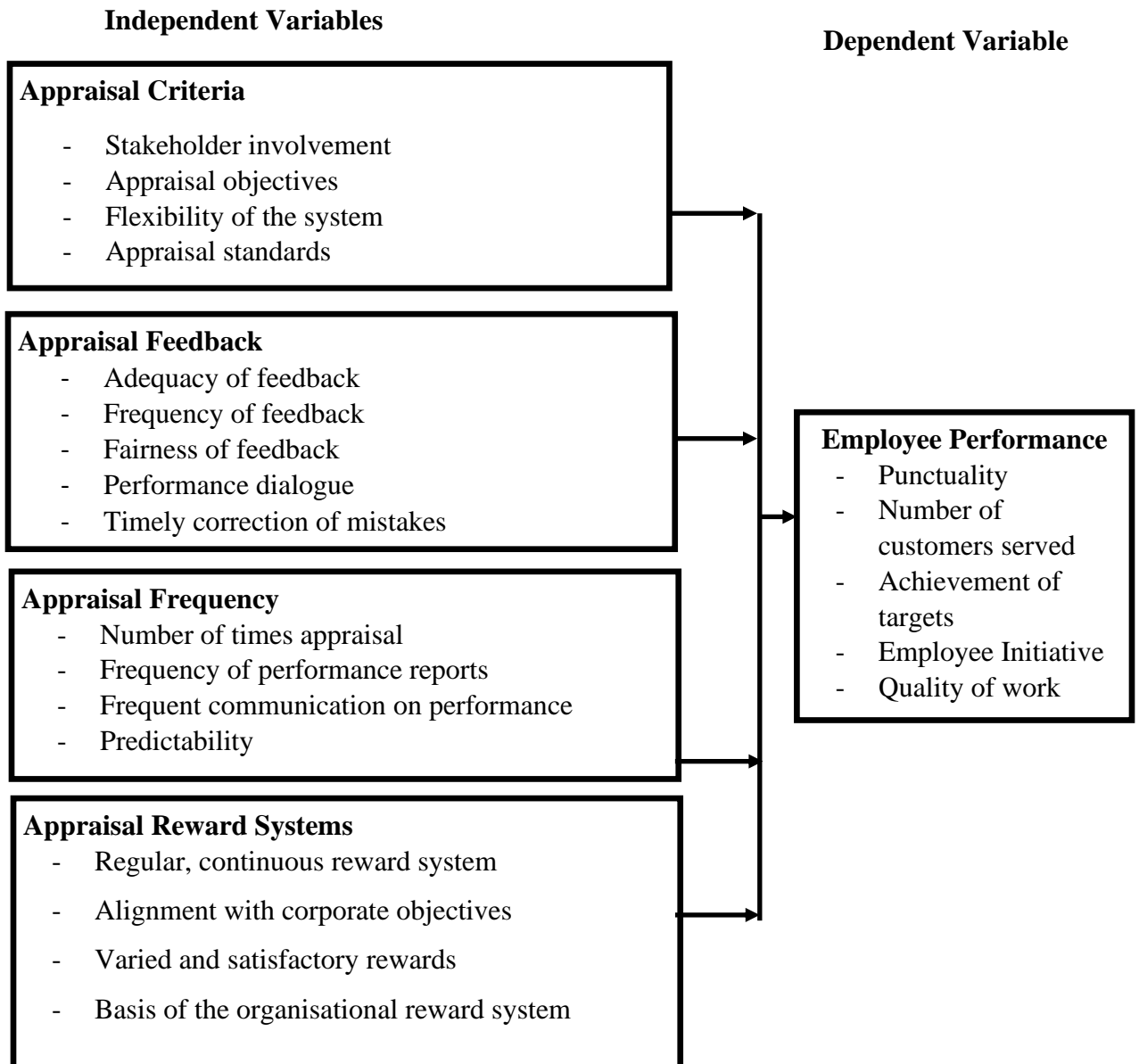


Figure 2.1 : Conceptual Framework

Source: Researcher (2017)

The employee performance in the county is based on employee scores with regard to punctuality and time management, customers' service, achievement of daily targets, employee initiative and creativity and quality of work. The appraisal criteria dwell on stakeholder involvement, appraisal objectives, flexibility of the system and appraisal standards. On appraisal feedback, the study assessed the adequacy of feedback, frequency of feedback, fairness of feedback, performance dialogue and timing of correction of mistakes. Appraisal frequency concerned itself with the number of times appraisal, frequency of performance reports, frequency of communication on performance and predictability of the system. Finally, the assessment of appraisal reward system concerned itself with the nature of the reward system and its continuity. Also assessed was the appraisal rewards alignment with corporate objectives, variety of rewards and the basis of the organizational reward system

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the methods to be applied in undertaking the actual research. It deals with the following items; the research design, target population, sampling design and sample size. It further reviews the data collection instruments, validity, reliability instruments, data collection procedure, data analysis procedure and ethical considerations.

3.2 Research Design

Descriptive research design was adopted to explain the effect of performance appraisal on employee performance in Nakuru County Government of Kenya. Descriptive research design explains relationship that exists among certain variables (Mugenda & Mugenda 2003). Kothari (2011) adds that the research design concerns itself with the happenings surrounding specific variables. Descriptive research design was ideal approach in this study because it cannot be manipulated as the state of affairs already exist.

3.3 Target Population

The population included all the 94 respondents comprising of the 9 ministers and 9 chief officers in charge of the nine ministries in the county, 11 sub county administrators in charge of the eleven sub counties in Nakuru County, 55 wards administrators in charge of the fifty five wards in the county and 10 members of the county public service board in Nakuru County of Kenya.

Table 3.1: Target Respondents

	Total number in the county government.	Targeted number	Proportion of population
Ministers	9	9	100%
Chief Officers	9	9	100%
County Public Service Board Members	10	10	100%
Sub county Administrators	11	11	100%
Ward Administrators	55	55	100%
TOTAL RESPONDENTS	94	94	100%

Source: Researcher (2016)

3.4 Sample Design and Sample Size

Bryman and Bell (2015) contends that the sample is in essence subsection of the population. Sampling sought to get representatives to participate in study. One of the potential challenges of studying the whole population was thereby overcome through sampling. The study challenge could arise due to scarcity of research related resources.

A census approach of all the 94 purposively identified respondents was effected. Census contains all elements or individuals in target population. The respondents included county ministers, chief officers, sub county administrators, ward administrators and members of the county public service board. Judgemental selection is used the class of respondents has required information sought on performance appraisal and employee performance issues. According Oso & Onen (2005) purposive sampling users apply their own understanding to choose the sample .

Census study approach was adopted by the study on all the 94 potential respondents. Kothari (2011) recommends that where there is low cost, a census study should be used as it yields unbiased results as well as minimal errors in sampling. The 94 targeted respondents met and even surpasses the recommended threshold size of 30.

3.5 Data Collection Instruments

There was utilisation of primary and secondary data. Questionnaires were preferred as choice instruments for assembling primary data. Performance reports in the county government and other county information handbooks constituted secondary sources. Further, validity and reliability was estimated. The questionnaire was structured into 6 sections whereby Section A collected data on respondents general data, Section B collected data on appraisal feedback, Section C collected data on appraisal reward system, Section D collected data on appraisal criteria, Section E collected data on appraisal frequenc and Section F collected data on employee performance. The questions followed a likert scale whereby the respondents were required to rate questions as per their level of agreement.

3.6 Pilot Study

Pilot study is a small test to assist the researcher in checking for the quality of the questionnaires and identify any weaknesses before going for the final data collection process (Orodho, 2005). Questionnaires were piloted to 9 respondents at Nairobi City County. The questionnaires were piloted to measure the validity and reliability of the questionnaire items.

3.6.1 Validity of Research Instrument

Validity tests are classified into three types: content, criteria, and construct validity. Content validity was used in this study since it examines the extent to which the sample of items represents the content that the test was designed to measure. Simultaneously, the validity of the instruments was scrutinized by the University supervisor. Criterion validity was assessed to determine how well one measure predicts an outcome for another, and construct validity was assessed to determine the appropriateness of inferences made based on observations or measurements, specifically whether a test measures the intended construct. Content validity was also evaluated by use of expert opinion method was pursued. Expert opinion was pursued from the supervisor and other lecturers. Recommendations by the experts were taken to account and adjustments made to their approval. This gave an assurance on the instrument's usefulness in attainment of the object in view of useful, corrigible data.

3.6.2 Reliability of Research Instrument

Basically, reliability is the extent which the research instrument produces the same result when administered on recurring basis. Reliability thus ensured the significance and accuracy of data collected (Kothari, 2011). The Cronbach's Alpha Reliability check is preferred. A coefficient of more than 0.7 which implied that the data was consistent (Gliem & Gliem, 2003). The results are presented in Table 3.2.

Table 3.2: Reliability Test Results

Variable	Alpha Value	Remarks
Appraisal criteria	0.715	Reliable
Appraisal frequency	0.827	Reliable
Appraisal reward system	0.694	Reliable
Appraisal feedback	0.768	Reliable
Employee performance	0.799	Reliable
Aggregate score	0.761	Reliable

Source: Pilot Study (2023)

The results in Table 3.2 indicates the 0.7 threshold was met by all the variables while the overall reliability was 0.761 which was evidence that the questionnaires were reliable as recommended by Mugenda and Mugenda (2003).

3.6 Data Collection Procedure

The questionnaire were administered through drop and pick method. Using this method, the instruments was administered to the respondent in person and be picked later on. Furthermore, the method ensured that the researcher sufficiently explains the importance of the study. Secondary data from the county performance reports and handbooks were gathered by the researcher also.

3.7 Analysis and Presentation of Data

The genesis of this process was to edit, code, and tabulate data according to research questions. Before embarking on the core analysis, data gathered was screened. The central analysis was done through descriptive and inferential statistics. Qualitative data was subjected to thematic content analysis. The model adopted was as provided.

$$Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where,

Y_{ij} = Employee Performance

X_1 = Appraisal Criteria, X_2 = Appraisal Feedback, X_3 = Appraisal Reward System and X_4 = Appraisal Frequency. β_0 = constant (Y-intercept). $\beta_1, \beta_2, \beta_3, \beta_4$, are coefficients (regression gradients) while finally ϵ denotes the error term.” Presentation of findings was adopted figures and tables.

3.8 Ethical Considerations

Research ethics are observed to ensure the discretion, privacy and privileges of others (Kothari, 2011). To give a sense of protection and confidence to respondents, authorisations was obtained from KU and NACOSTI. Further permits may be obtained from other government departments such as education ministry and that of interior and coordination of state projects led by the county commissioners at the county level. The authorisations would therefore be given by the county education officer and county commissioner respectively.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents analysis of data collected from the field. The response rate is given first followed background information of the respondents, descriptive statistics and inferential statistics that involved correlation analysis and regression analysis. These are presented as follows.

4.2 Response Rate

The response rate was analyzed on the basis of the proportion of the questionnaires that were administered to a sample of 94 respondents. Table 4.1 presents the results of the response rate.

Table 4.1: Response Rate

Category	Frequency	Percentage
Those who responded	91	96.8%
Those who did not respond	3	3.2%
Total	94	100

Source: Research Data (2023)

Table 4.1 shows that the respondents who responded to questionnaires administered to te accounted for 96.8%. On the other hand, the respondents who did not return their questionnaires accounted for 3.2%. As per the recommendation by Mugenda and Mugenda (2003) who show that a response rate of 70% and above is very good for data analysis. The response rate (96.8%) attained was considered sufficient for generalisation of the targeted population.

4.3 Respondents' General Data

The respondents' general data was evaluated in terms of their departments, gender, position in management and current education achieved. The findings are summarized as follows:

4.3.1 Department

The study sought to establish the department the respondents were working with and the findings are presented in Figure 4.1.

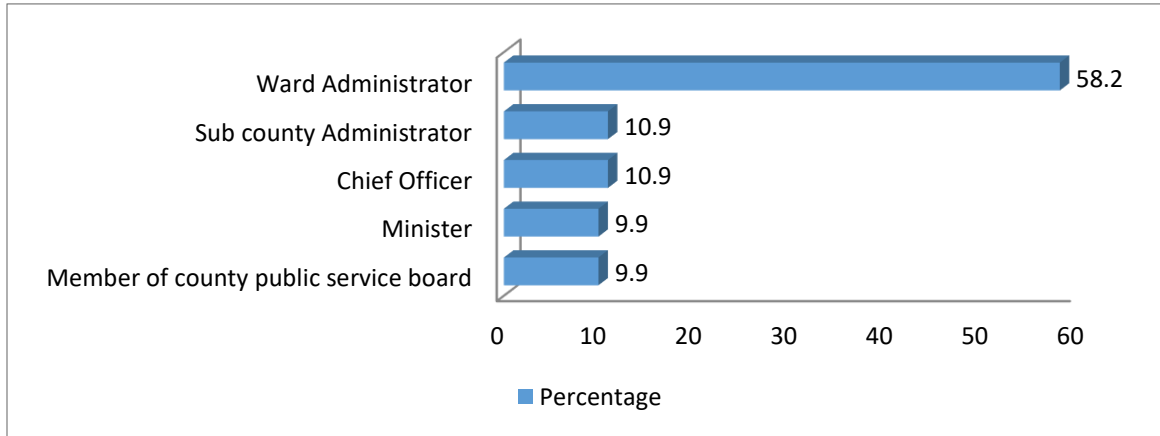


Figure 4.1: Respondents' Department

Source: Research Data (2023)

The results in Figure 4.1 show that 58.2% of the respondents were ward administrators, 10.9% sub county administrators and chief officers respectively and 9.9% Ministers and member of County public service board respectively. The findings shows the study had considered fair representation of all the respondents.

4.3.2 Gender

The study sought to establish how gender of the respondents was represented. The findings are presented in Table 4.2.

Table 4.2: Respondents' Gender

Category	Frequency	Percentage
Male	51	56.1
Female	40	43.9
Total	91	100

Source: Research Data (2023)

According to Table 4.2, the majority of respondents (56.1%) were male, while 43.9% female. This finding proves that positions in the Nakuru County government are fairly distributed among male and female gender.

4.3.3 Position in Management

The study sought to establish how the position in management of the respondents was represented. The findings are presented in Table 4.3.

Table 4.3: Position in Management

Position	Frequency	Percentage
Members of county public service board	9	9.9
Ministers	8	8.8
Chief officers	10	10.9
Sub-county Administrators	11	12.1
Ward Administrators	53	58.2
Total	91	100

Source: Research Data (2023)

The results in Table 4.3 indicate that the Members of county public service board comprised on 9.9% in the study, ministers 8.8%, chief officers (10.9%), Sub-county administrators (12.1%) and ward administrators (58.2%).

4.3.4 Education Achievement

The study sought to establish how the education achievement of the respondents was represented. The findings are presented in Figure 4.2.

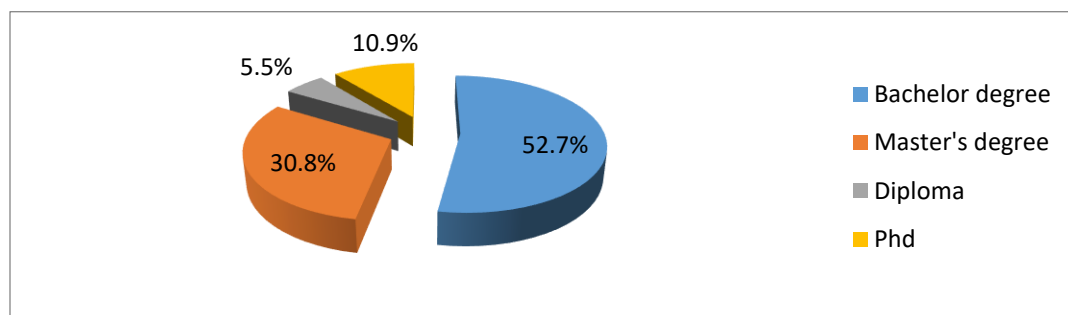


Figure 4.2: Respondents' Academic Achievement

Source: Research Data (2023)

The results in Figure 4.2 show that the respondents who had achieved a Bachelor’s degree level of education formed majority in the study as represented by 52.7%. 30.8% accounted for respondents who has achieved a Master’s level of education, 10.9% PhD level of education and 5.5% Diploma level of education. This implied that senior positions in Nakuru County government are occupied with employees with high level of academic status. Academic qualification was an important factor in developing an individual’s skill set, which would make the employee more productive at work.

4.4 Results of Descriptive Statistics

Results of descriptive data were presented in terms of Mean (M) and Standard Deviation (SD). The results are presented as per the study specific variables as follows.

4.4.1 Appraisal Criteria

The study sought to determine the influence of appraisal criteria on employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal criteria are presented in Table 4.3.

Table 4.3: Appraisal Criteria

Statement	M	M
The performance appraisal model of the county government is anchored on clear, unambiguous objectives.	4.04	0.96
Employee performance appraisal is based on standard and pre-agreed performance measurement framework.	4.09	0.91
The performance appraisal model used ensures management and employee endorsement of the system.	4.27	0.73
The performance appraisal system is flexible enough to adapt to changes as they happen.	4.11	0.89
The performance appraisal model ensures periodic system checks to systematically assess and improve the validity of the system.	4.42	0.58
Aggregate Score	4.19	0.81

Source: Research Data (2023)

The results in Table 4.3 show that the respondents agreed that appraisal criteria influences employee performance in Nakuru County Government, Kenya as shown by the aggregate score of 4.19 and standard deviation of 0.81. These findings concur with the findings of a study by Mallaiah (2009) which examined performance management on employee

performance at university libraries of Karnataka State. The study established that performance appraisal criteria played a key role in determining the success of appraisal program and employee performance.

The respondents agreed on the statement that; the performance appraisal model ensures periodic system checks to systematically assess and improve the validity of the system (M=4.42, SD=0.58). This was followed by the statements that; the performance appraisal model used ensures management and employee endorsement of the system (M=4.27, SD=0.73), the performance appraisal system is flexible enough to adapt to changes as they happen (M=4.11, SD=0.89), employee performance appraisal is based on standard and pre-agreed performance measurement framework (M=4.09, SD=0.91) and that the performance appraisal model of the county government is anchored on clear, unambiguous objectives (M=4.04, SD=0.96). These findings concur with Gichuhi, Abaja, and Ochieng (2013) study which analysed performance appraisal and its influence on employee productivity at supermarkets in Nakuru Town, Kenya. Findings disclosed that appraisal criteria positively affect employee productivity.

4.4.2 Appraisal Feedback

The study sought to assess the impact of appraisal feedback on employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal feedback are presented in Table 4.4.

Table 4.4: Appraisal Feedback

Statement	M	SD
The performance appraisal feedback system embraces performance dialogue as a key component.	4.42	0.58
The organisation provides adequacy feedback on all aspects of employee performance	4.49	0.51
The organisation provides performance feedback frequently to employees	3.69	1.31
The feedback given regarding employee performance fair and just	3.31	1.69
The organisation ensures timely correction of mistakes as a result of discussions with employees	4.24	0.76
Aggregate Score	4.03	0.97

Source: Research Data (2023)

The results in Table 4.4 show that the respondents agreed that appraisal feedback influences employee performance in Nakuru County Government, Kenya as shown by the aggregate score of 4.03 and standard deviation of 0.97. These findings are in line with Sajuyigbe (2017) study which examined performance appraisal on performance of employees at MTN, a Nigerian Telecommunication firm. It was established that while appraisal feedback enhances employee performance. Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity.

The respondents agreed on the statements that; the organisation provides adequacy feedback on all aspects of employee performance (M=4.49, SD=0.51), The performance appraisal feedback system embraces performance dialogue as a key component (M=4.42, SD=0.58), the organisation ensures timely correction of mistakes as a result of discussions with employees (M=4.24, SD=0.76) and that the organisation provides performance feedback frequently to employees (M=3.69, SD=1.31). This finding corresponds with Kibe (2014) study which examined Kenyan teachers’ performance appraisal and commitment. The finding was that performance appraisal feedback influences the commitment of teachers. Generally, it was disclosed that performance appraisal was positively related to the commitment of teachers.

4.4.3 Appraisal Reward System

The study sought to establish the effect of appraisal reward system on employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal reward system are presented in Table 4.5.

Table 4.5: Appraisal Reward System

Statement	M	M
The rewards given for good performance are varied and satisfactory.	3.75	1.25
The appraisal reward system supports behaviour that aligns to achievement of corporate goals	3.98	1.02
The reward system are tied to employee purpose and passion and not anxiety, pressure or fear	4.52	0.48
The reward system ensures regular recognition of good performance	4.67	0.33

Aggregate Score	4.27	0.73
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Source: Research Data (2023)

The results in Table 4.5 show that the respondents agreed that appraisal reward system influences employee performance in Nakuru County Government, Kenya as shown by the aggregate score of 4.27 and standard deviation of 0.73. This finding agree with Ndirangu and Mbugua (2016) who studied appraisal system and employees ‘performance and established that appraisal feedback enhanced performance of staffs in an organization and found that frequency of appraisals has a statistically significant effect on employee productivity.

The respondents strongly agreed on the statements that; the reward system ensures regular recognition of good performance (M=4.75, SD=0.25) and that the reward system are tied to employee purpose and passion and not anxiety, pressure or fear (M=4.67, SD=0.33). This finding is in line with Odhiambo (2015) who undertook a study on performance management practices and productivity of employees at Schindler Limited. The study results demonstrated that work motivation results from good employee performance being formally recognized by the manager.

The respondents agreed on the statements that; the appraisal reward system supports behaviour that aligns to achievement of corporate goals (M=3.98, SD=1.02) and that the rewards given for good performance are varied and satisfactory (M=3.75, SD=1.25). This finding concur with the finding of Maina (2015) who examined how employee performance is impacted by performance management. The results indicated that reward systems were rarely used in the organisation to motivate employees.

4.4.4 Appraisal Frequency

The study sought to establish the effect of appraisal frequency on employee performance in Nakuru County Government, Kenya. The respondents were asked to indicate the number of times the county government performed the performance appraisal for evaluating its employees’ performance. The results are presented in Figure 4.3.

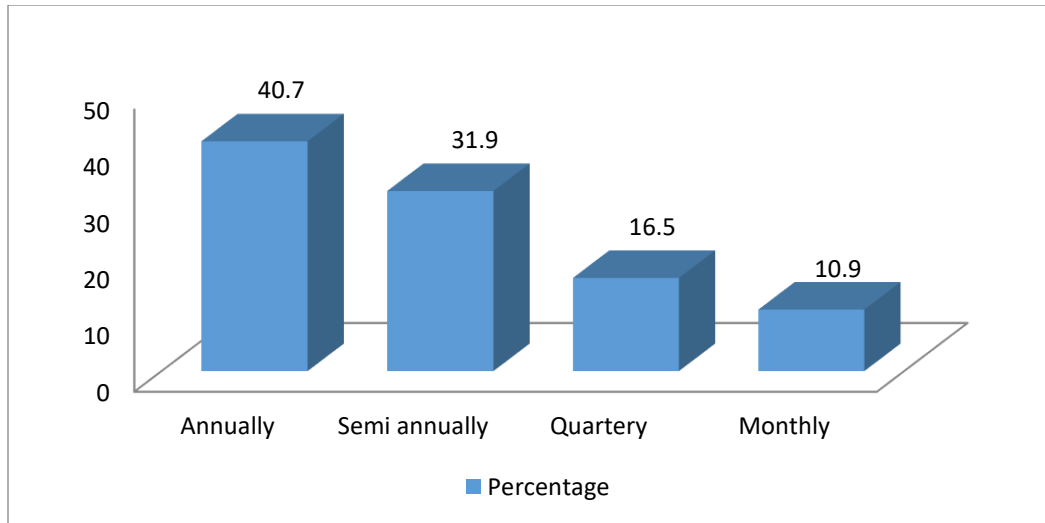


Figure 4.3: Appraisal Frequency
Source: Research Data (2023)

The results in Figure 4.3 indicate that appraisal in County government of Nakuru is mostly carried out annually as indicated by most (40.7%) of the respondents, 31.9% semi-annually, 16.5% quarterly and 10.9% monthly.

The descriptive results on appraisal reward system are presented in Table 4.6.

Table 4.6: Appraisal Frequency

Statement	M	M
The number of times appraisal is conducting is adequate to ensure prudence of performance reviews.	4.53	0.47
The timing of performance appraisal sessions is predictable to employees to avoid ambush	3.80	1.20
The employees are required to provide frequent performance reports in preparation for appraisals	4.59	0.41
There is constant or frequent communication with employees on performance	3.61	1.39
Aggregate Score	4.13	0.87

Source: Research Data (2023)

The results in Table 4.6 show that the respondents agreed that appraisal frequency influences employee performance in Nakuru County Government, Kenya as shown by the aggregate score of 4.13 and standard deviation of 0.87. The finding concur with Gichuhi, Abaja, and Ochieng (2013) study which analysed performance appraisal and how it influences employee productivity at supermarkets in Nakuru Town, Kenya. The study

results indicated that frequency of appraisals has a statistically significant effect on employee productivity.

The respondents strongly agreed on the statements that; the employees are required to provide frequent performance reports in preparation for appraisals (M=4.59, SD=0.41) and that the number of times appraisal is conducting is adequate to ensure prudence of performance reviews (M=4.53, SD=0.47). The results concur Obisi (2011) study which assessed employee appraisal and how it influences organizational and individual growth as facets of performance. The study underpins the importance of conducting performance appraisals much more frequently in order to build successful organisations and maintain stable organisational growth.

The respondents agreed on the statement that; the timing of performance appraisal sessions is predictable to employees to avoid ambush (M=3.80, SD=1.20) and that there is constant or frequent communication with employees on performance (M=3.61, SD=1.39). The results concur with Hecht, Hobson, and Wang (2016) study which examined reporting and appraisal frequency and performance of the workforce. The results indicated that performance appraisal frequency yields employee performance enhancing effects.

4.4.5 Employee Performance

The study sought to establish the employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal reward system are presented in Table 4.7.

Table 4.7: Employee Performance

Statement	M	M
Quality of work	3.91	1.09
Punctuality and Time Management	4.09	0.91
Customer Service and achievement of daily targets	3.99	1.01
Creativity and Initiative	4.36	0.64
Stakeholder relations	4.00	1.00

Source: Research Data (2023)

The results in Table 4.7 shows that the respondents agreed on creativity and initiative (4.36, SD=0.64), punctuality and time management (M=4.09, SD=0.91), stakeholder relations

(M=4.00, SD=0.64), customer Service and achievement of daily targets (M=3.99, SD=1.01) and quality of work (M=3.91, SD=1.09). Ishaq, Iqbal and Zaheer (2009) states that, appraisal outcomes in companies' aid either directly or indirectly, to distinguish a performing and non performing employee so as to reward them accordingly. Performance appraisal involves assessment of employee performance; some employees may be scared of the act of assessment. This could be caused by lack of proper repayment after the evaluation. Blau (1999) states that the effectiveness of an organization can reduce as a result of demotivated employee by impact of performance appraisal.

4.5 Results of Inferential Statistics

Inferential statistics was carried out that involved correlation analysis and regression analysis. The findings are described as follows.

4.5.1 Correlation Analysis

Correlation analysis was done to quantify the association between the independent and dependent variables.

Correlation analysis was done to determine the relationship between the independent variables and dependent variable. In this regard, a Pearson moment correlation was conducted on the appraisal criteria, appraisal feedback, appraisal reward system and appraisal frequency on employee performance assuming a 5% significance level. The findings are presented in Table 4.8.

Table 4.8: Correlation Analysis

		Appraisal criteria	Appraisal feedback	Appraisal reward system	Appraisal frequency	Employee performance
Appraisal criteria	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	91	91			
Appraisal feedback	Pearson Correlation	.159	1			
	Sig. (2-tailed)	.392		.000		
	N	91	91	91		
Appraisal reward system	Pearson Correlation	-.004	.593**	1		
	Sig. (2-tailed)	.983	.000			
	N	91	91	91		
Appraisal frequency	Pearson Correlation	.171	.551**	.506**	1	
	Sig. (2-tailed)	.357	.001	.004		
	N	91	91	91	91	
Employee performance	Pearson Correlation	.804*	.716**	.834	.770	1
	Sig. (2-tailed)	.001	.000	.000	.000	
	N	91	91	91	91	91

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2023)

The results as presented in Table 4.8 show that the Pearson r value of appraisal criteria on employee performance was at 0.804 with a significance value of 0.001 which is less than 0.05. This shows that appraisal criteria had a strong influence on employee performance in Nakuru County Government, Kenya. The findings agree with Ndirangu and Mbugua (2016) who studied employees 'performance and appraisal system. Study results indicated that a performance appraisal criterion was key in influencing employee performance.

The Pearson r value of appraisal feedback on employee performance was at 0.716 with a significance value of 0.000 which is less than 0.05. This shows that appraisal feedback had a strong influence on employee performance in Nakuru County Government, Kenya. This is in line with Odhiambo (2015) study which analysed performance management practices

and employee productivity at Schindler Limited. The study established was key to successful empowerment and productivity.

The Pearson r value of appraisal reward system on employee performance was at 0.834 with a significance value of 0.001 which is less than 0.05. This shows that appraisal reward system had a very strong influence on employee performance in Nakuru County Government, Kenya. This finding concu Muchiri (2016) study which analysed rewards and performance of employees in the context of the hospitality industry. The results demonstrated a significant positive link between intrinsic rewards and extrinsic rewards and performance of staff.

The Pearson r value of appraisal frequency on employee performance was at 0.770 with a significance value of 0.000 which is less than 0.05. This shows that appraisal frequency had a strong influence on employee performance in Nakuru County Government, Kenya. The results concur with Gichuhi, Abaja, and Ochieng (2013) study which analysed performance appraisal and how it influences employee productivity at supermarkets in Nakuru Town, Kenya. The study results indicated that frequency of appraisals has a statistically significant effect on employee productivity.

4.5.2 Regression Analysis

The results of the joint regression analysis are displayed in Tables 4.9, 4.10 and 4.11 respectively.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.745	.738	1.004

Source: Research Data (2023)

The results in Table 4.10 show that the value of R square was 0.745(74.5%) which indicated that the data was closer to the fitted regression line. Therefore, the model accounted for all variations in response data around its mean. The adjusted R-square value was at 0.738(73.8%) indicating the extent to which appraisal criteria, appraisal feedback, appraisal reward system and appraisal frequency had influence employee performance in

Nakuru County Government, Kenya. Therefore, it can be concluded that the remaining 0.262(26.2%) could account for other variables not studied.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.132	4	50.283	429.769	.001
	Residual	10.048	86	.117		
	Total	211.180	90			

Source: Research Data (2023)

The results as presented in Table 4.10 show that the significance value was at 0.001 which was below the assumed level of significance value at 0.05. The results further indicate that the statistical F value was at 429.769 which was greater than the statistical mean square value at 50.283. The fulfilment of these conditions justify that the model was significant in determining the influence of performance appraisal on employee performance in Nakuru County Government, Kenya.

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.709	.207		3.425	.000
	Appraisal criteria	.694	.170	4.061	4.082	.000
	Appraisal feedback	.767	.226	1.674	3.394	.001
	Appraisal reward system	.801	.310	3.006	2.584	.000
	Appraisal frequency	.749	.119	1.615	6.294	.000

Source: Research Data (2023)

The results as demonstrated in Table 4.11, holding appraisal criteria, appraisal feedback, appraisal reward system and appraisal frequency to a constant the employee performance in Nakuru County Government, Kenya would be at 0.709. In addition, the study revealed that a unit increase in appraisal criteria would lead to an increase in employee performance in Nakuru County Government, Kenya by a factor of 0.694. A unit increase in appraisal

feedback would lead to an increase in employee performance in Nakuru County Government, Kenya by a factor of 0.767. A unit increase in appraisal reward system would lead to an increase in employee performance in Nakuru County Government, Kenya by a factor of 0.801 and a unit increase in appraisal frequency would lead to an increase in employee performance in Nakuru County Government, Kenya by a factor of 0.749.

The final regression analysis equation was as presented below;

$$Y = 0.709 + 0.694X_1 + 0.767X_2 + 0.801X_3 + 0.749X_4$$

Where Y= Employee performance
 X₁ = Appraisal criteria
 X₂ = Appraisal feedback
 X₃ = Appraisal reward system
 X₄ = Appraisal frequency

The study examined that appraisal criteria had a positive significant influence on employee performance in Nakuru County Government, Kenya as indicated by beta value ($\beta = 4.061$; $P < 0.05$). These findings concur with the findings of a study by Mallaiah (2009) which examined performance management on employee performance at university libraries of Karnataka State. The study established that performance appraisal criteria played a key role in determining the success of appraisal program and employee performance.

The study revealed that appraisal feedback had a positive significant influence on influence on employee performance in Nakuru County Government, Kenya as indicated by beta values ($\beta = 1.674$; $P < 0.05$). This finding corresponds with Kibe (2014) study which examined Kenyan teachers' performance appraisal and commitment. The finding was that performance appraisal feedback influences the commitment of teachers.

The study found that appraisal reward system had a positive significant influence on influence on employee performance in Nakuru County Government, Kenya as indicated by beta values ($\beta = 3.006$; $P < 0.05$). This finding agree with Ndirangu and Mbugua (2016) who studied appraisal system and employees 'performance and established that appraisal

feedback enhanced performance of staffs in an organization and found that frequency of appraisals has a statistically significant effect on employee productivity.

The study established that appraisal frequency had a positive significant influence on influence on employee performance in Nakuru County Government, Kenya as indicated by beta values ($\beta= 1.615$; $P<0.05$). The finding concur with Gichuhi, Abaja, and Ochieng (2013) study which analysed performance appraisal and how it influences employee productivity at supermarkets in Nakuru Town, Kenya. The study results indicated that frequency of appraisals has a statistically significant effect on employee productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions, recommendations and suggestions for further studies.

5.2 Summary of Findings

The study generally focused on the effect of performance appraisal on employee performance in Nakuru County Government, Kenya. Performance appraisal was evaluated in terms of appraisal criteria, appraisal frequency, appraisal reward system and appraisal feedback. The study collected data using questionnaires. The collected data was analysed using descriptive analysis and inferential statistics. The following is the presentation of study results.

The first research objective sought to determine the influence of appraisal criteria on employee performance in Nakuru County Government, Kenya. The study examined that appraisal criteria had a positive significant influence on employee performance in Nakuru County Government, Kenya. The performance appraisal model ensures periodic system checks to systematically assess and improve the validity of the system, the performance appraisal model used ensures management and employee endorsement of the system, the performance appraisal system is flexible enough to adapt to changes as they happen and that employee performance appraisal is based on standard and pre-agreed performance measurement framework.

The second research objective sought to assess the impact of appraisal feedback on employee performance in Nakuru County Government, Kenya. The study found that appraisal feedback had a positive significant influence on employee performance in Nakuru County Government, Kenya. The organisation provides adequacy feedback on all aspects of employee performance, the performance appraisal feedback system embraces performance dialogue as a key component, the organisation ensures timely correction of mistakes as a result of discussions with employees and that the organisation provides performance feedback frequently to employees.

The third research objective sought to establish the effect of appraisal reward system on employee performance in Nakuru County Government, Kenya. The study revealed that appraisal reward system had a positive significant influence on employee performance in Nakuru County Government, Kenya. The reward system ensures regular recognition of good performance, the reward system are tied to employee purpose and passion and not anxiety, pressure or fear, the appraisal reward system supports behaviour that aligns to achievement of corporate goals and that the rewards given for good performance are varied and satisfactory.

The fourth research objective sought to establish the effect of appraisal frequency on employee performance in Nakuru County Government, Kenya. The study revealed that appraisal frequency had a positive significant influence on employee performance in Nakuru County Government, Kenya. The employees are required to provide frequent performance reports in preparation for appraisals and that the number of times appraisal is conducting is adequate to ensure prudence of performance reviews, the timing of performance appraisal sessions is predictable to employees to avoid ambush and that there is constant or frequent communication with employees on performance.

5.3 Conclusions

In regard to appraisal criteria, the study concluded that the appraisal criteria are the aspects the employee is actually being evaluated on, which are tied directly to the employees' job description. Development of specific criteria can save an organization in legal costs. Appraisal criteria are the comprehensive assessment of an employee's job performance against predetermined criteria. The process aims to identify employee strengths and weaknesses and provide feedback and support for improvement. Appraisal criteria also help employers identify areas where employees may need additional training or support.

On appraisal frequency, the study concluded that by regularly reviewing and evaluating employee performance makes it easier to identify any skills gaps or areas where an employee may be struggling. This can be particularly important in a fast-paced or rapidly changing work environment, where new skills may be required regularly. Evaluating employee performance regularly can help an organization meet its goals and objectives.

By identifying and addressing any areas of weakness or inefficiency, an organization can improve overall productivity and efficiency, leading to increased profitability and success.

On appraisal reward system, the study concluded that appraisal reward systems a great way to identify areas where an employee may need additional training or support. Identifying development needs and offering training and support to employees helps ensure the organization's success. Appraisal reward system provides an opportunity to assess progress towards set goals. This helps employees focus on top priorities and improve their performance. Appraisal reward system provide a record of an employee's job performance. This can be useful for making objective decisions about promotions, pay raises, and other employment-related matters.

On appraisal feedback, the study concluded that staff members provide feedback on how their team leads are doing. Providing feedback helps motivate employees to do well. Employees can work harder when their manager shares positive feedback. Because performance appraisals are often used to determine how to give bonuses, they can help give employees an incentive and reward for their hard work. Employers can evaluate how well an employee reached their goals and provide feedback for what sorts of goals to set for the next period. Creating a system with continuous goal-setting helps to ensure employees are improving and contributing to the overall mission of the organization.

5.4 Recommendations for Policy and Practice

In regard to appraisal criteria, the study recommended that the County should set clear goals, periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives. The County should choose the right performance appraisal criteria which is more critical than ever since it reflects what the County believe on employees and how much it cares about employee morale. Getting an insight into what the future holds for both the organisation and the individual is essential to hit targets and get the organisation as a whole to work.

On appraisal frequency, the study recommended that the frequency of appraisal feedback should be designed to be economical, less time-consuming to get maximum benefits and one that matches the needs of your organization. By getting a better, clearer insight into these elements, the organisation can build a tailored program to address issues, ongoing

concerns but equally, develop a training plan that can allow for the person to grow within the role and the business.

On appraisal reward system, the study recommended that the County should establish an assessment method, required competencies and job expectations need to be drafted for each employee and individual appraisals on employee performance should be conducted. A one on one interview should be scheduled between the manager and employee to discuss the review, future goals should be discussed between employee and manager and appraisal information should be utilized by human resources for appropriate organizational purposes, such as reporting, promotions, bonuses or succession planning.

On appraisal feedback, the study recommended that the County should appraisal feedback by involving the employee and making them feel like a valued part of the process. The appraiser should focus on measurable outcomes, such as each individual project, instead of broad, baseless generalizations. The arrears for improvement should be offered in a constructive and neutral format by referring to specific events in the employee's day-to-day tasks.

5.5 Suggestions for Further Studies

The study suggests that other studies should be carried out that focus on other Performance appraisal methods apart from the ones studied in order to address the gap of 26.2% identified from the regression results. In addition, the study suggests that other studies can be done that focus on other Counties in Kenya apart from Nakuru County.

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APPENDICES

Appendix I: Letter of Transmittal

GRACE NJERI NGANGA

EMAIL: gracenjeri.nganga@gmail.com

20TH JAN 2020

Dear Participant,

RE: DATA FOR ACADEMIC RESEARCH ON PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE.

“I am pursuing an MBA (Human Resource Management) at KU. As part of the course, I am expected to carry out an academic study and hopefully provide solutions to a societal challenge or problem. I am therefore studying **performance appraisal and employee performance in Nakuru County Government, Kenya**. Kindly provide the information needed to fulfil this end.”

Thanks in advance.

Yours,

GRACE NJERI NGANGA,

0725923733

PART II: APPRAISAL FEEDBACK

6. Please specify, the level to which performance appraisal feedback in the County Government and its departments?

		1	2	3	4	5
a.	The performance appraisal feedback system embraces performance dialogue as a key component.					
b.	The organisation provides adequacy feedback on all aspects of employee performance					
c.	The organisation provides performance feedback frequently to employees					
d.	The feedback given regarding employee performance fair and just					
e.	The organisation ensures timely correction of mistakes as a result of discussions with employees					

PART III: APPRAISAL REWARD SYSTEM

7. To what level do you share with the following statements regarding the performance appraisal reward system applied in the County Government?

		1	2	3	4	5
a.	The rewards given for good performance are varied and satisfactory.					
b.	The appraisal reward system supports behaviour that aligns to achievement of corporate goals					
c.	The reward system are tied to employee purpose and passion and not anxiety, pressure or fear					
d.	The reward system ensures regular recognition of good performance					

PART IV: APPRAISAL FREQUENCY

8. How many times does the county government perform performance appraisal for evaluating its employees’ performance.

- Annually () Monthly ()
 Semi Annually () More than one time in a month ()
 Quarterly ()

9. Please outline, in your view the extent to which the following propositions hold concerning the performance appraisal frequency in the organisation?

		1	2	3	4	5
a.	The number of times appraisal is conducting is adequate to ensure prudence of performance reviews.					
b.	The timing of performance appraisal sessions is predictable to employees to avoid ambush					
c.	The employees are required to provide frequent performance reports in preparation for appraisals					
d.	There is constant or frequent communication with employees on performance					

SECTION C: EMPLOYEE PERFORMANCE

Please indicate statistics concerning the employee performance in Nakuru County Government of Kenya.

10. How your performance was rated using the following Key Performance indicators as used in the appraisal tools. 1- Excellent, 2- Very Good, 3- Good, 4- Average, 5-Below Average, 6 Poor.

	1	2	3	4	5	6
Quality of work						
Punctuality and Time Management						
Customer Service and achievement of daily targets						
Creativity and Initiative						
Stakeholder relations						

11. Briefly outline ways that employee performance status of the county can be improved?

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12. Kindly fill in any information that could be useful in the study and has not been outlined about performance appraisal and employee performance in the space provided below.

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Thank you.