

**RELATIONSHIP BETWEEN PERFORMANCE APPRAISALS STRATEGY AND  
EMPLOYEES' PERFORMANCE IN WAJIR COUNTY GOVERNMENT**

**AGMADIGE ABDIKHEIR**

**BUS-3-1678-1/2021**

**A Research Thesis Submitted in the School of Business Partial Fulfillment of  
requirement for the Award of the Degree of Master of Business Administration  
(Human Resource), Kenya Methodist University**

**September 2023**

**DECLARATION**

This research thesis is my own original work and has not been presented for the award of any degree in any other university or institution of higher learning.

Agmadige Abdikheir

Sign.....

Date.....

Bus-3-1678-1/2021

This research thesis has been submitted for examination with our approval as the University supervisors.

Mr. Erick Njeru

Sign.....

Date.....

Kenya Methodist University

Dr. Euice Kirimi

Sign.....

Date.....

Kenya Methodist University

## **COPYRIGHT**

Copyright © Agmadige Abdikheir 2023

All rights reserved. No part of this thesis may be reproduced, stored in any retrieval system, or transmitted in any form or by any means, electronically, mechanically, photocopying, recording or otherwise, or translated in any language, without the prior written permission of the author or Kenya Methodist University

## **DEDICATION**

This research thesis is dedicated first, to the Almighty Allah who gave me the physical and mental strength to undertake and accomplish this study. Secondly, I devote this research thesis to my family members for the support they accorded me in the period of research. To them I owe this work

## **ACKNOWLEDGEMENTS**

I thank the Almighty Allah for giving me the strength and power to complete this research thesis. Also, my appreciation goes to all those who contributed either directly or indirectly to the successful completion of this research proposal. The completion of this research thesis has been achieved through the tireless efforts of my supervisors Dr. Euice Kirimi and Mr. Erick Njeru. I am also thankful to the staff members of Kenya Methodist University Library who helped me throughout the research period. I offer my kind thanks to all my family members who have been instrumental to me throughout my study year. May the Almighty Allah splendidly bless you all.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>COPYRIGHT</b> .....	<b>iii</b>
<b>DEDICATION</b> .....	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>ABSTRACT</b> .....	<b>x</b>
<b>LIST OF ACRONYMS</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the study .....	1
1.2 Statement of the Problem .....	7
1.3 Objectives of The Study .....	9
1.4 Research Hypotheses .....	10
1.5 Significance of the Study .....	10
1.6 Scope of the Study .....	12
1.7 Limitation of the study .....	12
1.8 Assumptions of the Study .....	13
1.9 Definition of Terms .....	13
<b>CHAPTER TWO</b> .....	<b>15</b>
<b>LITERATURE REVIEW</b> .....	<b>15</b>
2.1 Introduction .....	15
2.2 Theoretical framework .....	15
2.3 Empirical Literature Review .....	22
2.4 Conceptual Framework .....	52
2.5 Operationalization of the variables .....	54
2.6 Summary of the Research Gaps .....	54
<b>CHAPTER THREE</b> .....	<b>56</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>56</b>
3.1 Introduction .....	56
3.2 Research Design .....	56

3.3 Target Population .....	57
3.4 Sample Size and Sampling Procedure.....	58
3.5 Data Collection Methods.....	59
3.6 Pilot Study.....	59
3.7 Validity and Reliability of the Instruments .....	60
3.8 Data Analysis techniques and presentation .....	62
3.9 Ethical considerations .....	66
<b>CHAPTER FOUR.....</b>	<b>67</b>
<b>DATA ANALYSIS, PRESENTATION AND INTERPRETATION .....</b>	<b>67</b>
4.1 Introduction .....	67
4.2 Response Rate .....	67
4.3 Reliability and Validity of the Research instrument .....	67
4.4 Background Information .....	69
4.5 Descriptive Findings .....	71
4.6 Diagnostics test .....	81
Woodridge test for autocorrelation in panel data.....	83
4.6 Inferential Statistics.....	85
4.7 Regression Analysis .....	87
4.8 Hypotheses Testing .....	91
<b>CHAPTER FIVE .....</b>	<b>94</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>94</b>
5.1 Introduction .....	94
5.2 Summary of Findings.....	94
5.3 Conclusions .....	96
5.4 Recommendations .....	97
5.5 Suggestions for Further Research .....	99
<b>REFERENCES.....</b>	<b>100</b>
<b>APPENDICES .....</b>	<b>109</b>
Appendix 1: Research Questionnaire.....	109
Appendix II: University Letters of Authorization.....	113
Appendix III: Research Permit.....	114

## LIST OF TABLES

Table 4. 1: Response Rate.....	67
Table 4. 2: Reliability Analysis .....	68
Table 4. 3: Reliability Statistics of performance of employees in Wajir County .....	68
Table 4. 4: Distribution of Respondents by Gender .....	69
Table 4.5: Distribution of Respondents by Age .....	70
Table 4. 6: Distribution of Respondents by Highest Education Level .....	70
Table 4. 7: Distribution of Respondents by Length of Work .....	71
Table 4. 8: Performance Appraisal Training on Performance of Employees .....	72
Table 4. 9: Performance Appraisal Feedback on Performance of Employees .....	74
Table 4. 10: Objective Based Appraisal on Performance of Employees.....	75
Table 4. 11: Performance-Based Rewards on Performance of Employees .....	77
Table 4. 12: Employee’s Performance of Wajir County .....	79
Table 4. 13: Normality Test results .....	81
Table 4. 14: Test for Linearity test results .....	82
Table 4. 15: Autocorrelation Test Results .....	83
Table 4.16: Breusch-Pagan Test Results for Panel-level Heteroscedasticity .....	83
Table 4. 17: Bartlett’s Tests .....	84
Table 4. 18: Multicollinearity test results .....	85
Table 4. 19: Correlation analysis .....	86
Table 4.20: Model Summary .....	88
Table 4.21: Analysis of Variance (ANOVA) .....	88
Table 4. 22: Regression Coefficients.....	89



## LIST OF FIGURES

Figure 2. 1: The relationship between effort, performance and rewards (Victor, 2016 ...	17
Figure 2. 2: Theoretical Framework .....	22
Figure 2. 3: Conceptual Framework .....	53
Figure 2. 4: Operational Framework.....	54

## ABSTRACT

Many organizations face challenges in effectively managing their human resources (HR) due to the inconsistent implementation of performance appraisal methods. Although the primary aim of these systems is to enhance the effectiveness and efficiency of employee job performance, they often fail to achieve this objective. The purpose of this study was to determine the relationship between performance appraisals strategy and employee's performance of Wajir County. Specifically, the study will achieve the following objectives: to examine the relationship between performance appraisal training and employee performance in Wajir County Government, to investigate the relationship between performance appraisal feedback on employee performance in Wajir County Government; to assess the relationship between objective-based appraisal and employee performance in Wajir County Government and to determine the relationship between performance-based rewards and employee performance in Wajir County Government. The study was supported by four theories, expectancy theory, goal setting theory and procedural justice theory. This study employed a quantitative research design with the aim of systematically and numerically examining the association between performance appraisal strategy and employee performance in Wajir County Government. Using a stratified random selection technique, 110 respondents were chosen from 153 managers at various levels in the Wajir County Government as part of a descriptive research design. A questionnaire was utilized to collect the data, and content analysis, descriptive statistics, and inferential statistics were each employed for the qualitative and quantitative data analyses. The results showed that performance appraisal training, objective-based evaluations, performance-based awards, and performance assessment feedback were positively and significantly correlated with employee performance at the Wajir County Government. The study's findings indicated that enhancing the implementation of performance appraisal strategies can result in improved employee performance within the Wajir County Government. Based on the findings, the study therefore recommended that, for the county to invest in comprehensive training programs for both employees and supervisors involved in the performance appraisal process. It is recommended that Wajir County Government focus on improving the feedback mechanisms within their performance appraisal system. On enhance employee performance through objective-based appraisal, the county should consider establishing clear and measurable performance objectives for each employee Lastly, the study recommended that the county should consider revising its reward system to ensure that it is closely tied to employees' actual performance outcomes.

## **LIST OF ACRONYMS**

<b>HR</b>	Huma Resource
<b>KPIs</b>	Key Performance Indicators
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>NHS</b>	National Health Service
<b>PA</b>	Performance Appraisal
<b>SHRM</b>	Strategic human resource management
<b>U.S.</b>	United States of America
<b>UK</b>	United Kingdom
<b>USA</b>	United State of America
<b>WHO</b>	World Health Organization

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Performance appraisal is a vital tool used by organizations to evaluate the performance of their employees. It is an essential process that assists managers in identifying the strengths and weaknesses of their employees, as well as providing feedback on their performance. The purpose of performance appraisals is to improve the performance of employees and ultimately improve the organization's overall performance. In many organizations, performance appraisals are used to determine promotions, pay raises, and training opportunities. Brans and Verduyn (2019) argue that the traditional approach to performance appraisal focuses excessively on past performance while overlooking current and future performance. To tackle this issue, new-age startups are adopting continuous development-focused communication between managers and employees. However, despite this shift, performance appraisal remains a critical function of human resource management in the 21st century (Brans & Verduyn, 2019).

Calmeiro, Tenenbaum, and Eccles (2018) highlight the significance of performance appraisal in evaluating individual tasks necessary for achieving job objectives and addressing new challenges, emphasizing its role in enhancing organizational effectiveness and competitiveness. Organizations employ comprehensive performance appraisal strategies that assess various aspects of employee performance, such as job knowledge, technical skills, problem-solving, decision-making, communication, collaboration, overall job performance, attitude, motivation, and commitment to the organization (Audia & Tams, 2017). These

strategies serve as a means to measure employee performance, set goals, provide feedback, and acknowledge exceptional work, as noted by Dannels (2018). By utilizing performance appraisal strategies, organizations can monitor progress and ensure that employees meet expectations. They also enable managers to identify areas for improvement and create incentives to enhance employee performance.

In government public institutions, rewarding employees for achieving performance goals can incentivize them to strive for excellence, boost morale, and cultivate a positive work environment, according to Igbinovia and Křrupka (2019). Performance appraisal strategies assist organizations in identifying areas that require improvement and developing employee development plans. This fosters a culture of continuous improvement, where employees take ownership of their work and actively seek to enhance their performance.

Obeidat (2018) considers performance appraisal an essential tool for employee training and development as it helps identify areas that require training and initiates the training process. Similarly, Mwema and Gacunga (2017) believe that performance appraisal aids in identifying training needs among staff members, enabling organizations to provide suitable training that supports employees in achieving their performance objectives. According to Johnsen (2018), the primary aim of training is to assist organizations in accomplishing their goals. It is recommended that training programs align with the organization's objectives and strategies. While capacity building programs are considered crucial for enhancing employee commitment, Eliphas and colleagues (2017) found in their research that productivity is primarily influenced by recognition and feedback, whereas the impact of training and development may not be significant.

Globally, in the United Kingdom, performance appraisal strategies have been instrumental in enhancing employee performance by promoting a culture of continuous improvement and individual development. Organizations in the UK often utilize a 360-degree feedback approach, which involves input from peers, subordinates, and supervisors in addition to self-assessment (NHS Leadership Academy, 2016). This holistic approach provides a comprehensive view of an employee's strengths and weaknesses, aiding in targeted development plans. Moreover, the UK emphasizes the use of performance appraisals for identifying training needs and career progression, aligning individual aspirations with organizational goals (Armstrong & Baron, 2004). In Pakistan, it has have contributed to employee performance by establishing clear performance expectations and accountability. Many Pakistani organizations use Key Performance Indicators (KPIs) to measure and assess employee contributions (Malik et al., 2020). This approach ensures that employees understand their roles and responsibilities, fostering a sense of purpose and direction. However, challenges related to favoritism and lack of transparency have been reported, indicating the need for improved fairness in the appraisal process (Hussain & Haider, 2019).

In the United States, performance appraisal strategies have enhanced employee performance by emphasizing a meritocratic approach. Performance appraisals often link performance ratings to compensation and rewards (Milkovich & Boudreau, 2010). This incentivizes employees to excel in their roles. Additionally, the U.S. emphasizes a culture of continuous feedback and performance improvement, which helps employees understand their strengths and areas for development (SHRM, 2021). Nevertheless, concerns about bias and subjectivity in performance evaluations persist, prompting a shift towards more data-driven and objective assessments. China has witnessed performance appraisal strategies bolstering

employee performance through a focus on harmony and team collaboration. Many Chinese organizations utilize a peer-review system, fostering a sense of unity and mutual support (Luo, 2005). This approach aligns with the collectivist culture prevalent in China. However, challenges related to hierarchical structures and reluctance to provide critical feedback exist, hampering the effectiveness of performance appraisals (Warner, 2017).

Regionally, in Tanzania, performance appraisal strategies have contributed to improved employee performance by aligning individual goals with organizational objectives. Performance targets are often set collaboratively, promoting employee engagement (Haule, 2014). However, limited resources and training for effective appraisal processes pose challenges to their widespread implementation. Uganda has seen performance appraisal strategies enhance employee performance by emphasizing developmental feedback and skill-building. Organizations in Uganda increasingly provide training and support to help employees meet performance expectations (Okumu & Ahmed, 2020). Challenges include limited resources and a need for standardized appraisal systems.

Kagama and Irungu's (2018) study in Kenya sought to determine the impact of performance appraisal criteria on worker productivity. The results of the study showed that production was positively impacted by feedback and appraisal standards. The research, unlike the present study, merely examined the overall production of personnel without comparing it to the specified targets, therefore it did not provide a thorough analysis of productivity. Additionally, while Kagama and Irungu's study looked at feedback, rewards, and criteria, it did not consider the crucial element of training, which this current study does. Chebet's (2019) study highlights the need for county governments in Kenya to implement strategies that enhance employee productivity to achieve desired results, given the competitive nature

of the organizational environment. One issue is that lots of individuals abandoned their former positions to seek work in the county government when the national government was devolved into county governments. However, only 20% of county government jobs are contract positions, while the other 80% are long-term positions. By establishing performance objectives and criteria, offering feedback and acknowledgment, encouraging collaboration, and providing chances for training and growth, the performance appraisal system has enhanced performance in Kenya's county government offices. In order to keep its staff on the job and ensure high performance, the County government would need to follow the strategies suggested in this study.

### **1.1.1 The County Governments**

The Constitution of Kenya, 2010, which was adopted in August 2010, superseded the previous constitution that had been in existence since Kenya's independence from colonial authority in 1963. The adoption of this new constitution greatly advanced the improvements in the country's governance system that the Kenyan people had envisioned (The Constitution of Kenya, 2010). Article 6(1) of The Constitution of Kenya, 2010, established the concept of devolved units of government, or counties, which were divided into 47 counties in accordance with the First Schedule. Through the exchequer, the federal government provides cash to these counties so they can carry out specific activities and achieve various objectives stipulated in the Constitution. One of these objectives is to encourage social and economic development while providing services that are freely accessible throughout Kenya (The County Governments Act, 2012).

Devolved administrations, according to Muiruri Njoroge et al. (2017), offer a major economic gain by encouraging effective efficiency in the provision and use of public services



and resource allocation. The authors contend that because of their proximity to policy beneficiaries, sub-national governments are in a better position than central governments to allocate and manage resources more effectively. They are more dependable to local stakeholders, have access to local information, and are better able to recognize and communicate regional requirements (Muiruri Njoroge, Mwaura Macharia. 2017).

According to section 47 of the County Governments Act 2012, performance evaluations are meant to help county governments create and carry out initiatives and plans as a performance management tool. The objective is to make county governments more capable of operating effectively (The Constitution of Kenya, 2010). The performance of public agencies is assessed based on certain criteria, including Finance and Stewardship, Service Delivery, Non-financial and Dynamic/Qualitative criteria, to maintain consistency and uniformity in the public service sector. These criteria's strategic goals are taken from the County's Integrated Development Plan. The current study was required because there hasn't been enough thorough research on how much these performance reviews have affected staff productivity.

### **1.1.2 Employee Performance**

DeNisi and Murphy (2017) define workers' performance as the job-related tasks that employees are expected to perform and how well they execute these tasks. Gitonga and Keiyoro (2017) state that an array of factors, whether directly or indirectly associated with employees' work, can impact their performance. Such factors encompass the natural inclination of employees towards work, working environment, and perks offered. The impact of these factors on employees' performance is contingent on their preferences and

requirements, as well as their present employment status. These factors can also affect employee retention in a given job.

Ismail and Razak (2017) identified numerous factors that affect worker performance; however, their study concentrates exclusively on staff motivation due to its significant impact on organizational performance. According to Igbinoia and Křupka (2019), motivated employees synchronize their objectives with those of the organization and channel their endeavors towards achieving them. Slocum (2007) stresses that performance must be aimed at organizational goals that are pertinent to workers' job or role. Kuria and Nzuve (2018) assert that the efficient and effective accomplishment of organizational goals is the ultimate measure of performance, which must align closely with the overall objectives of the organization.

Wajir County Government, established in 2013 in Kenya, is responsible for providing a range of services, including health care, education, infrastructure development, and agriculture, to its citizens. The effectiveness of the county government is significantly impacted by the performance of its workforce. To evaluate employee performance, Wajir County Government has implemented performance appraisals. However, there is a lack of research on how the performance appraisal strategy affects employee performance within the county government. Therefore, this study aims to bridge this gap by examining the connection between performance appraisals strategy and employee performance within Wajir County Government.

## **1.2 Statement of the Problem**

The motive behind performance appraisal is to inspire changes in employee attitudes, behavior, and ultimately their performance. According to Lin and Kellough (2019), the

effectiveness of performance appraisal is reliant on the existence of clear performance standards, targets, continuous measurement, and monitoring of progress. Any deviations from the set standards should be addressed, while good performance should be rewarded with added responsibilities, promotions, or higher pay, as noted by Gachunga and Mwema (2018). Wajir County Government has been grappling with poor employee performance, characterized by absenteeism, lateness, corruption, theft of County property, numerous complaints, low quality work output, and high turnover of professional staff (Jehow et al., 2018). While County government employees are highly qualified and experienced, as evidenced by their resumes, the major challenge in the service is employee demotivation, as identified by Keynan (2018). Consequently, the current situation is likely to undermine employee performance in County Governments unless it is addressed. The far-reaching consequences of this situation are that citizens will constantly complain about the poor service delivery, and Counties may struggle to attract the most skilled workers to their staff due to unappealing terms of employment. Moreover, the citizens may not benefit from the advantages of devolution in Kenya. Ultimately, poor employee performance could undermine both County and national development (Keynan, 2018). Therefore, when devising a performance assessment strategy, it is crucial to concentrate on improving the employees' skills. HR departments must guarantee that managers prioritize giving staff the chance to learn and progress personally. This, in turn, boosts employee motivation and engagement, resulting in a lower turnover rate.

Various studies have been done on similar research for instance, a study done by Mohapatra and Sharma (2019) conducted a study to examine how performance appraisal affected employee performance in the Indian banking sector. Similarly, Niu, Jiang, and Zhang (2019)

examined the connection between performance appraisal and employee performance in Chinese construction companies using a survey method and data from 300 employees. In another study, Essandoh and Agyapong (2019) investigated the relationship between performance appraisal and employee performance in Ghanaian telecommunication companies. Mahmood and Qaiser (2019) examined the impact of performance appraisal on employee performance in Pakistani universities. Even though some studies have been done on performance appraisals strategy and employee's performance, no study has been done on performance appraisal strategies and employee performance in Wajir County, which this study aimed to investigate.

### **1.3 Objectives of The Study**

#### **1.3.1 General Objective**

The general objective of the study was to determine the relationship between performance appraisals strategy and employee's performance of Wajir County.

#### **1.3.2 specific objectives**

The specific objectives were:

- i. To examine the relationship between performance appraisal training and employee performance in Wajir County Government.
- ii. To investigate the relationship between performance appraisal feedback on employee performance in Wajir County Government.
- iii. To assess the relationship between objective-based appraisal and employee performance in Wajir County Government.
- iv. To determine the relationship between performance-based rewards and employee performance in Wajir County Government.

## **1.4 Research Hypotheses**

The following null hypotheses will guide the study:

- i. **H01:** There is no significant relationship between performance appraisal training and performance of employees in Wajir County.
- ii. **H02:** There is no significant relationship between performance appraisal feedback and performance of employees in Wajir County.
- iii. **H03:** There is no significant relationship between objective based appraisal and performance of employees in Wajir County.
- iv. **H04:** There is no significant relationship between performance-based rewards and performance of employees in Wajir County.

## **1.5 Significance of the Study**

### **1.5.1 Wajir County Government**

The county government will gain valuable insights into the effectiveness of its current performance appraisal strategies. This information will enable decision-makers to make informed choices regarding the design and implementation of these strategies, ensuring that they align with organizational goals and enhance employee performance. Improved performance appraisal practices can contribute to better governance within the county. By identifying areas for improvement and implementing evidence-based changes, the county government can strengthen its accountability, transparency, and service delivery to the community. The study findings can help identify factors that impact employee motivation and job satisfaction. By addressing these factors, the county government can enhance the well-being of its workforce, leading to increased employee morale and productivity.

### **1.5.2 Researchers and Academicians**

The study will contribute valuable empirical data to the field of performance management and human resources. Researchers can use this data to validate existing theories or develop new ones related to performance appraisal strategies and their impact on employee performance. The study may uncover areas that require further investigation, providing future research opportunities for academicians and scholars. This could lead to a deeper understanding of performance appraisal in the context of public organizations in Kenya. The study's insights into effective performance appraisal strategies can serve as a reference for best practices in the field. Researchers and academicians can incorporate these findings into their teaching and curriculum, ensuring that students are exposed to practical and up-to-date knowledge.

### **1.5.3 The Government of Kenya**

The study's recommendations for improving performance appraisal strategies within Wajir County Government can serve as a model for other counties and public organizations in Kenya. The national government can use these insights to formulate or revise policies related to performance management and governance. Through addressing the issues and gaps identified in the study, the Government of Kenya can contribute to the enhancement of public service delivery across the country. Improved performance appraisal practices can lead to better-performing public institutions at all levels, ultimately benefiting the citizens of Kenya. The study can provide benchmarking data that allows the government to compare performance appraisal practices and employee performance across different counties. This can inform policies aimed at achieving consistency and excellence in public administration.

## **1.6 Scope of the Study**

This study primarily focuses on employees employed by the Wajir County Government. The target population encompasses a diverse array of individuals across various departments, including, but not limited to, administrative staff, healthcare professionals, educators, and other county government employees. The geographical scope of this study is confined to Wajir County, situated in the northeastern region of Kenya. The research was executed within the county's boundaries, and its findings are specifically applicable to the practices and experiences of employees within this administrative region. Regarding the study's timeframe, data collection and analysis spanned a period of three months starting from July 2022. The study may draw from theories such as the expectancy theory, social exchange theory, and goal-setting theory to understand the dynamics between appraisal strategies and employee performance. This timeframe encompasses data collection, subsequent analysis, and the development of recommendations. It is crucial to emphasize that this study offers a snapshot of the relationship between performance appraisal strategies and employee performance at a particular moment in time.

## **1.7 Limitation of the study**

The researcher expected to face time constraints during the study due to its limited duration, which hindered the ability to conduct comprehensive research. Nevertheless, the researcher intended to overcome this challenge by conducting the study in all department branches to obtain generalizable findings. The researcher also anticipated that some respondents were apprehensive about providing information, as they feared that the information were used against them or their county. To address this issue, the researcher planned to bring an

introductory letter from NACOSTI and Kenya Methodist University and reassured respondents that their information were confidential and solely used for academic purposes.

### **1.8 Assumptions of the Study**

The researcher held the belief that the participants of the study were enthusiastic and dedicated in completing the questionnaires within the given timeframe. Moreover, it was assumed by the researcher that adequate resources were available to ensure the timely completion of the study and facilitate communication with the study's subjects.

### **1.9 Definition of Terms**

**Performance Appraisal:** It refers to the systematic process of assessing and evaluating an employee's job performance, typically using a numerical rating scale ranging from 1 (poor) to 5 (excellent), based on predefined criteria such as job knowledge, quality of work, communication skills, and teamwork.

**Employee Performance:** It refers to the quantifiable and observable outcomes of an employee's work within an organization, measured by key performance indicators (KPIs) like sales revenue, customer satisfaction scores, productivity ratios, and error rates.

**Performance Reward:** It refers to the financial or non-financial incentives provided to employees based on their performance appraisal outcomes.

**Performance Feedback:** It refers to the ongoing communication process between supervisors and employees, including constructive criticism, praise, and recommendations for improvement.



**Training:** It refers to the structured programs and activities aimed at enhancing an employee's skills, knowledge, and competencies to improve job performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section discusses literature that is pertinent and related to the study topic. It emphasizes conceptual framework, historical literature reviews, and theoretical analysis.

#### **2.2 Theoretical framework**

A theoretical framework is a collection of concepts, theories, ideas, and assumptions that form a system of understanding a particular phenomenon or topic. It provides a basis for understanding and analyzing the relationship between variables and serves as a foundation for developing hypotheses and designing research studies. The theories are expectancy theory, goal setting theory and procedural justice theory. The presented study conducted a review of theories that were pertinent to the variables of the study and aided in its conceptualization.

##### **2.2.1 Expectancy Theory of Motivation**

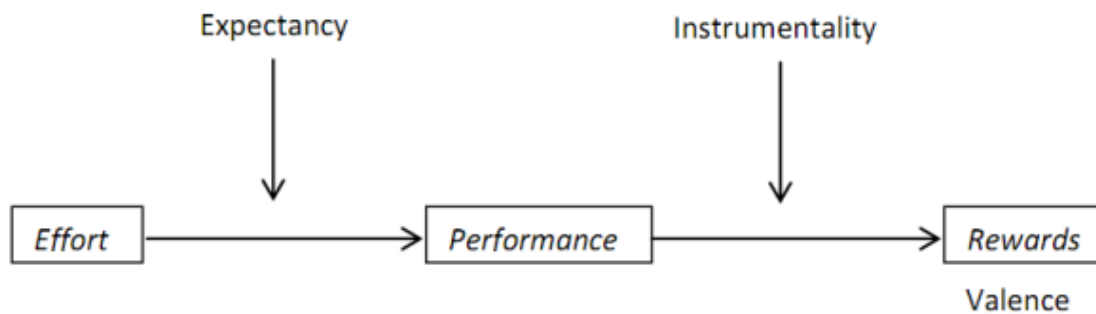
In 1964, Victor Vroom introduced the expectation theory, a motivation theory. It suggests that a person's motivation is influenced by their anticipation that a particular action will result in a favorable outcome. According to this theory, a person's drive to complete a task is determined by both their expectation that the task will lead to the desired outcome and their confidence in their ability to accomplish it. The theory comprises three components: expectancy, instrumentality, and valence.

Applying the Expectancy Theory of Motivation to Wajir County, it is proposed that performance appraisal training can improve employee performance. This is achieved by reinforcing employees' belief that their efforts will lead to positive outcomes. The training provides a clear understanding of performance standards and the rewards associated with meeting them, thereby motivating employees to excel. By enhancing employees' comprehension of their performance expectations, appraisal training has the potential to increase their motivation and consequently enhance overall performance in Wajir County.

The expectancy theory of motivation suggests that individuals' drive is influenced by their anticipation of success, which is influenced by their perception of task difficulty, expected rewards, and their own capabilities. Performance appraisal training is considered a valuable factor in enhancing employees' anticipation of success. This training provides employees with essential tools and information to evaluate their performance, establish personal objectives and goals, and monitor their progress. Consequently, it boosts employees' self-efficacy and expectation of achieving success. Moreover, performance appraisal training offers valuable feedback on employees' performance, helping them better understand the expectations and standards of their role. This improved understanding of potential rewards further elevates employees' motivation to attain those rewards. As a result, performance appraisal training positively impacts employees' anticipation of success, thereby motivating them to excel in their performance.

While the Expectancy Theory remains a influential framework for understanding motivation, it has faced criticism for oversimplifying the complex nature of human motivation. Some argue that it may not fully account for factors such as intrinsic motivation and the emotional aspects of work. Additionally, individuals' motivations can vary greatly, making it

challenging to apply a one-size-fits-all approach. Therefore, the theory should be considered as a valuable framework but may require supplementation with other motivational theories to provide a more comprehensive understanding of employee motivation in diverse contexts (Kiatkawsin & Han, 2017).



**Figure 2. 1: The Relationship between effort, performance and rewards (Victor, 2016**

Employees who have a positive attitude about their jobs are more motivated to work hard, which raises the bar for achieving outstanding performance and earning rewards. According to Kiatkawsin and Han (2017), the performance appraisal method of choice should include components that assess effort, results, and incentives. Because it makes a relationship between the expectations and results of Wajir County government employees, the Expectancy Theory is crucial to this study.

The Expectancy Theory of Motivation supports the notion that performance appraisal training can enhance the performance of employees in Wajir County. Through this training, employees can acquire new skills and techniques to improve their performance. Moreover, they can understand how their improved performance can lead to favorable outcomes and how the rewards for their achievements will be determined. By addressing these crucial aspects, performance appraisal training can boost employees' motivation to enhance their performance, ultimately leading to improved organizational outcomes.

### **2.2.2 Social Cognitive Theory**

Social Cognitive Theory (SCT), developed by Albert Bandura, is a psychological framework that emphasizes the importance of observational learning, self-regulation, and self-efficacy in predicting and understanding human behavior. SCT integrates cognitive, behavioral, and social learning theories and recognizes individuals as active agents shaped by their environment.

SCT provides support for the effectiveness of performance appraisal feedback in improving employee performance by explaining how employees learn and enhance their abilities. According to SCT, performance appraisal feedback is seen as a form of observational learning, where employees observe and learn from the feedback they receive. They then utilize this feedback to regulate their own behavior, setting goals and devising strategies to achieve them. Ultimately, SCT suggests that as employees gain confidence in their capacity to meet the expectations outlined in performance appraisals, their performance can be elevated.

According to SCT, individuals learn through observational learning or modeling by observing and imitating others. According to SCT, people mimic activities more frequently when they are rewarded than when they are punished. As a result, in the context of performance evaluation, feedback can be utilized to influence a person's behavior by delivering both positive and negative reinforcement for desired conduct. Moreover, performance appraisal feedback can assist employees in setting goals and tracking progress towards achieving them. This type of feedback can provide employees with direction and motivation, thus enhancing their overall performance. Additionally, performance appraisal feedback can help employees learn from their mistakes and develop better strategies for

success. Constructive criticism from supervisors can help employees identify areas for improvement and modify their behavior accordingly.

In the Wajir County Government, performance appraisal feedback is a crucial tool for enhancing employee performance. Feedback can be used to help employees set goals, measure progress, and reinforce positive behavior. Additionally, feedback can aid employees in learning from their mistakes and improving their overall performance. Thus, SCT supports the use of performance appraisal feedback as a means of improving employee performance in the Wajir County Government.

### **2.2.3 Goal Setting Theory**

Edwin Locke and Gary Latham introduced goal-setting theory in 1968. According to this theory, goals are a driving force for performance as they provide direction and focus, enabling individuals to determine what they need to do to succeed. The theory also suggests that setting specific and challenging goals leads to higher performance compared to when no goals are set or when goals are too easy.

In the context of Wajir County, goal-setting theory can be used to support the impact of objective-based appraisal on employee performance. By setting challenging and specific goals, employees can concentrate their efforts and become motivated to achieve excellence. Objectives provide employees with a clear understanding of what is expected of them, and when combined with specific goals, they can assist employees in staying on track and tracking their progress in achieving those goals.

The theory of goal-setting, introduced by Locke and Latham, posits that goals provide direction and focus, allowing individuals to know what they need to do to be successful.

When specific, challenging goals are set, performance is increased. This theory can be applied in Wajir County to motivate employees to reach their performance targets and ensure that goals are realistic and attainable. Managers can use goal-setting to set achievable targets and hold employees accountable for their performance, fostering a sense of ownership and responsibility. The theory also emphasizes the importance of feedback, agreeing on objectives, and using strategies to achieve goals. Clear, measurable goals enable employees to discover what needs to be achieved and focus their efforts. By setting goals that are measured against actual performance, the positive relationship between measurable goals and performance is reinforced. Therefore, the goal-setting theory is relevant to the study since it highlights the importance of setting specific, measurable goals and providing feedback during employee appraisals to improve their performance.

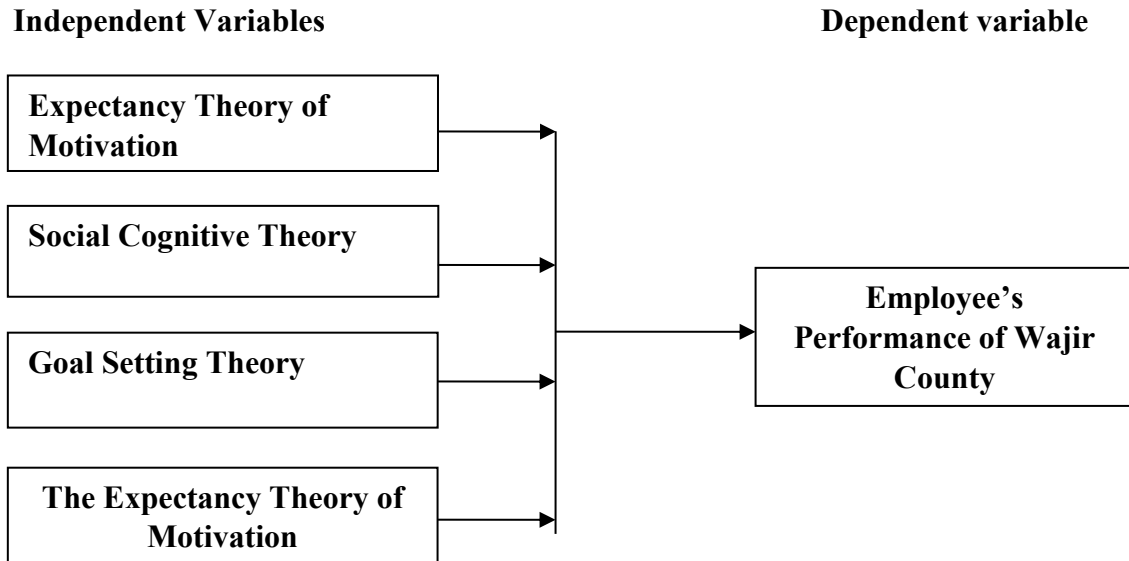
#### **2.2.4 The Expectancy Theory of Motivation**

The expectancy theory of motivation, which was initially introduced by Victor Vroom in 1964, posits that an individual's behavior is driven by their anticipation of success. In other words, a person's motivation to perform a task is influenced by their perceived capability to attain the desired outcome, the expectation of being rewarded, and the value they attach to the reward. This theory supports the notion that performance-based rewards can impact employee performance by providing incentives to work hard and achieve desired outcomes. These rewards could include bonuses, salary increases, or other tangible incentives like gift cards or vouchers. When employees receive these rewards, they are motivated to maintain their high level of performance with the belief that their hard work will lead to positive outcomes, such as promotion or higher salary. This reinforcement encourages them to strive for excellence continually. Additionally, the theory asserts that employees perform better

when their performance is associated with tangible rewards that hold value for them, as it motivates them to work harder and achieve their goals.

The expectancy theory of motivation postulates that an employee's motivation to perform is influenced by their perception of their ability to succeed in a task and the rewards they expect to receive for their success. When employees believe they can attain a desired outcome and perceive the associated rewards as worthwhile, they are more likely to be motivated to work hard and achieve it. By implementing performance-based reward systems, organizations can support this theory and encourage employees to perform at their best. Such rewards act as a tangible incentive for employees to work hard and achieve their goals, and they can also provide a sense of satisfaction and accomplishment. In addition, performance-based rewards serve as a form of positive reinforcement, encouraging and reinforcing desired behaviors while discouraging undesired behaviors. The possibility of gaining recognition, status, or financial rewards for excellent performance can motivate employees to work harder and achieve better results.





*Figure 2. 2: Theoretical Framework*  
*Source: Author (2023)*

### **2.3 Empirical Literature Review**

In this section, a literature review is presented, which summarizes previous studies conducted by various scholars that are relevant to the objectives of this study. The first part of the review focuses on performance appraisal methods, while the second part examines the impact of performance appraisal strategies on employee performance within the Wajir County Government.

#### **2.3.1 Performance Appraisal Training and Performance of Employees**

Performance appraisal training is a type of training that aims to improve the performance of employees by providing them with the necessary knowledge and skills to conduct effective performance appraisals. In the study conducted by Smith (2020), the focus was on evaluating the impact of performance appraisal training on employee performance in Wajir County Government. Through a mixed-methods approach involving surveys and interviews with county employees, the study aimed to uncover the influence of training programs. The

findings revealed that performance appraisal training played a pivotal role in improving employees' comprehension of performance expectations and goal-setting. However, it highlighted a concerning gap concerning the sustainability of training effects over time. This local study provides essential insights into the specific context of Wajir County Government.

Patel (2019) regional study embarked on exploring the correlation between performance appraisal training and employee performance across various East African governments. Employing cross-sectional surveys, the study investigated training practices, performance outcomes, and feedback mechanisms within governmental organizations. Notably, the research uncovered a positive relationship between performance appraisal training and employee performance. Nevertheless, it unveiled a gap in standardized training practices across the region, emphasizing the necessity for further research to understand regional variations. This regional study offers valuable insights into the broader East African context.

In 2018, Johnson (2018) conducted an international study that delved into the impact of performance appraisal training within diverse U.S. government agencies. The research adopted a longitudinal approach, tracking employees' performance pre- and post-training interventions. By utilizing performance metrics and employee feedback, the study revealed a significant improvement in employee performance following performance appraisal training. However, it also pointed out a crucial gap – the need to comprehend the long-term impact of training on career advancement and employee retention. This study provides vital insights into the U.S. government context.

Wang's 2019 international study set out to investigate the role of performance appraisal training in enhancing employee performance within the unique cultural context of China. The research employed qualitative methods, including interviews and focus groups, to assess

the perceived impact of training. Notably, the study emphasized the positive influence of training on employee motivation and alignment with organizational goals. Yet, it highlighted a significant gap – the lack of cross-cultural research, underscoring the necessity for comparative studies on training effectiveness. This international study contributes to our understanding of training within a culturally distinct context.

In 2017, Smith explored the effectiveness of performance appraisal training in enhancing employee performance in the UK public sector. Through the analysis of training programs across diverse organizational sizes and sectors, the study found that training interventions improved employees' feedback skills and fostered a culture of continuous improvement. However, it disclosed a notable gap – the challenge of comprehending the scalability of training programs across varied organizational contexts. This international study provides essential insights into the UK public sector's context.

Ali's 2020 international study delved into the impact of performance appraisal training on employee performance, particularly focusing on enhancing communication between employees and supervisors in Pakistani government organizations. The research relied on surveys and performance assessments to measure training effects and employee performance outcomes. Notably, the study underscored the role of training in enhancing communication and motivation. Nonetheless, it identified a significant gap – the need to establish standardized methods for measuring training effectiveness and its correlation with performance improvements. This international study offers insights into the Pakistani context, emphasizing the importance of communication-enhancing training.

Performance appraisal training can help employees understand how their performance is evaluated. According to the study by Chiang and Jang (2017), employees who receive

performance appraisal training are more likely to understand how their performance is evaluated and what their performance expectations are. This understanding can lead to better performance, as employees are aware of the specific goals and objectives they need to achieve to meet the expectations of their supervisors.

The performance appraisal training can help employees understand how to set effective performance goals. According to the study by Park et al. (2019), performance appraisal training can help employees set realistic and specific performance goals that align with the goals of the organization. By setting clear and specific goals, employees are more likely to achieve their objectives, leading to improved performance.

The performance appraisal training can help employees understand how to provide and receive feedback. According to the study by Quinones et al. (2018), performance appraisal training can help employees develop the necessary skills to provide and receive feedback effectively. By providing and receiving feedback, employees can learn from their mistakes and improve their performance.

Furthermore, performance appraisal training can improve the relationship between employees and their supervisors. According to the study by Li and Liang (2017), performance appraisal training can help supervisors develop the necessary skills to conduct performance appraisals effectively. This can lead to better communication between employees and their supervisors, resulting in a better understanding of performance expectations and improved performance.

The performance appraisal training can lead to improved job satisfaction and motivation. According to the study by Liu et al. (2019), employees who receive performance appraisal

training are more likely to feel valued and appreciated by their supervisors, which can lead to improved job satisfaction and motivation. This can, in turn, lead to better performance, as motivated employees are more likely to put forth effort to achieve their goals.

An official record of a supervisor's evaluation of an employee's work performance is a performance appraisal. This training session is designed to help managers have effective conversations during performance evaluations (Cooke et al., 2019). Role-playing, group discussions, and simulations are used to help managers practice the new abilities until they feel comfortable. Training has been utilized by organizations to promote the adoption of novel management practices, such as performance appraisals (PA), which involve a structured assessment of an employee's work performance to assess their potential for professional advancement and personal development (GoK, 2018). In order to create training tools that are effective, senior managers must design the process, train staff members to utilize the tools, and instruct supervisors on how to give feedback and set performance targets (Noe, 2017). This needs to be done while following legal requirements, allocating resources and instructions, and overseeing the entire procedure. Organizations may verify that employees have the necessary skills and knowledge to execute job responsibilities and deliver high-quality goods and services by providing them with comprehensive PA training (Pradhan & Jena, 2017). Establishing a continuous communication mechanism between employees and management is one of the performance appraisal training activities intended to support an effective PA process. It improves employee performance on both a personal and corporate level (Singh et al., 2020).

identify and acknowledge individual training requirements. Employees should be encouraged to pursue career growth as part of performance appraisal training in order to take

on more challenging responsibilities (Teodosiu et al., 2018). It seems that this essential approach to employee development is ignored or overlooked much too frequently. Development efforts frequently concentrate more emphasis on the organization's future manpower demands than on employees' needs for professional development (Sujith, 2019). The improvement of staff members' attitudes, experiences, knowledge, skills, and talents in order to boost their effectiveness is a joint effort between employees and the organization, as stated by Mone and London (2018). Although the evidence for this association is conflicting, Hekman and Yang (2017) stated that performance evaluation and feedback may be related to performance improvement. The motivation to raise employee performance is clearly correlated with performance evaluation (Nazir & Islam, 2017).

Numerous factors, such as the person's personality, values, attitudes, and abilities, have an impact on how they perceive and are motivated, which in turn affects how well they do individually. The supervisor has a responsibility to intervene at the performance review if an employee is struggling to fulfill his or her goals. Performance evaluation, according to Cascio (2019), is a procedure that fosters employee growth by enhancing job performance and assisting workers in realizing and making the most of their full potential in achieving the goals of the organization.

According to Nazir and Islam (2017), the most significant immediate advantages of training and development are, among other things, gains in employee competency and clarity in job responsibilities and obligations. Organizations may want to emphasize the developmental component of the performance review process so that staff members are aware of it and believe that it is primarily intended to help them advance their careers (Perry et al. 2017). Among other benefits, training helps a person produce effectively more quickly, get ready

for an advancement, boost their self-esteem, and feel more secure and independent financially (Pradhan & Jena, 2017).

Finding areas of a worker's skills or competencies that need improvement as well as chances for growth and development is a major goal of any appraisal process and the accompanying performance development plan (Yu & Ma, 2019). Setting performance goals stimulates effort, focuses attention, increases tenacity, and promotes new methods of working, all of which help to motivate employees. Due to a lack of funding or accessibility to training, performance reviews may not be a useful instrument for fostering staff development (Robert, 2019).

Successful management and employee motivation depend on an effective appraisal process. While it is essential that all managers receive this training, it is also a good idea to provide training to staff members. Appraisal is a two-way process, thus this training program makes sure that employees are aware of their responsibilities and how to maximize the process (Nazir & Islam, 2017).

Performance evaluation is a challenging aspect of human resource management, according to Ahmed and Nganga (2019). The process is often disliked by all parties involved, including supervisors, staff members, and HR administrators, who see it as a bureaucratic exercise or a negative impact on the employee-supervisor relationship (Intarakamhang & Kijthonthum, 2018). Performance appraisals are a common procedure used by firms to evaluate their personnel, as noted by Yu and Ma (2019). The process involves a methodical evaluation of a program or policy's effectiveness, efficiency, impact, and sustainability, striving for maximum objectivity (Johnsen, 2018). In recent years, there has been a trend towards formalizing the evaluation process and greater documentation (Saridakis et al., 2017).

Cesário and Chambel (2017) suggest that performance appraisal is an effective tool for improving employee performance by setting clear expectations and goals, identifying areas for improvement, gathering feedback, encouraging continuous learning, and fostering a sense of ownership. Performance appraisals are critical for monitoring, measuring, and improving employee performance in government public institutions (Clark & Watson, 2019). They provide valuable feedback, enabling employees to identify areas for growth and develop action plans, and offer managers an opportunity to acknowledge outstanding performance and reward employees for their accomplishments.

Performance appraisal is a systematic assessment of an employee's performance by their superiors or those familiar with their work, according to Brans and Verduyn (2019). Na, Dancy, and Park (2019) consider it a crucial tool for improving employee performance and an essential function of human resource and overall management. The process plays a critical role in employee development, including promotions, performance reviews, compensation adjustments, disciplinary action, staff feedback, and identifying training needs, to achieve organizational objectives (Johnsen, 2018). Performance standards lay the groundwork for evaluating how well workers perform and contribute to desired organizational objectives, including necessary outputs anticipated from staff (Nielsen et al., 2017). Pradhan and Jena (2017) suggest that performance standards must be linked to objectives, relevant to the responsibilities offered, exact and measurable, within the authority of employees, and understood and acknowledged by participants.

### **2.3.2 Performance appraisal feedback and performance of employee**

Performance appraisal feedback is a process where managers provide feedback to their employees about their performance on specific tasks and goals. The purpose of performance



appraisal feedback is to motivate employees, improve their performance, and help them grow professionally.

Ahmed's 2021 study aimed to understand how performance appraisal feedback influences employee performance within Wajir County Government. Employing a mixed-methods approach, including surveys, focus group discussions, and performance assessments, the research revealed that performance appraisal feedback significantly improved employee performance. However, it highlighted a gap in the consistency of feedback practices across departments, emphasizing the need for standardized feedback mechanisms. This local study underscores the significance of effective feedback practices in the specific context of Wajir County Government.

Ngugi's 2020 regional study explored how performance appraisal feedback influences employee performance across various East African governmental organizations. Using cross-sectional surveys and in-depth interviews, the research identified a positive relationship between performance appraisal feedback and employee performance. However, it uncovered a significant gap in the utilization of feedback for performance improvement, highlighting the need for targeted interventions. This regional study provides valuable insights into the broader East African context, offering comparative perspectives on feedback practices.

Johnson's 2019 international study delved into the utilization of performance appraisal feedback for improving employee performance within diverse U.S. federal agencies. Employing a qualitative approach, including interviews and feedback process reviews, the research revealed that effective feedback mechanisms led to substantial improvements in employee performance. However, it emphasized a gap in the consistency of feedback

practices across agencies, underscoring the need for standardized guidelines. This international study offers insights into the U.S. federal government context, emphasizing the importance of feedback in employee performance enhancement.

Li's 2020 international study explored the role of performance appraisal feedback in enhancing employee performance within Chinese state-owned enterprises. Employing a quantitative survey approach, the research highlighted the positive impact of feedback on employee motivation and performance improvement. However, it identified a gap in feedback delivery, emphasizing the need for training programs to enhance feedback skills among supervisors. This international study provides insights into the unique context of Chinese state-owned enterprises, emphasizing the significance of effective feedback mechanisms.

Clarke's 2018 international study assessed the effectiveness of performance appraisal feedback in improving employee performance within the UK public sector. The research involved a comprehensive review of feedback practices across diverse organizations, revealing that feedback played a vital role in fostering a culture of continuous improvement and aligning employee performance with organizational goals. However, it identified a gap in feedback personalization, suggesting a need to tailor feedback to individual employee needs. This international study provides essential insights into the UK public sector, showcasing the positive effects of performance appraisal feedback.

Khan's 2020 international research aimed to investigate the effects of performance appraisal feedback on employee performance, focusing on enhancing communication between employees and supervisors in Pakistani government organizations. Using surveys and performance assessments, the study underscored the role of feedback in enhancing

communication and motivation among employees. However, it identified a significant gap in measuring feedback effectiveness and its correlation with performance improvements, calling for standardized evaluation metrics. This international study offers insights into the Pakistani context, emphasizing the importance of communication-enhancing feedback.

Juma's 2019 international study explored the relationship between performance appraisal feedback and employee performance, with a specific focus on clarifying job responsibilities within Tanzanian government departments. Adopting a case study approach, the research indicated that feedback improved employees' understanding of job roles. However, it noted a gap in assessing the sustainability of feedback effects amid changing organizational dynamics, emphasizing the need for ongoing feedback mechanisms. This international study provides insights into the Tanzanian context, highlighting the significance of role clarification through feedback.

According to Ahmed and Nganga (2019), one of the most significant benefits of performance appraisal feedback is that it helps employees understand their strengths and weaknesses. Feedback enables employees to identify areas for improvement and develop their skills, while also focusing on leveraging their strengths to enhance their performance. In addition, research indicates that feedback can increase employee engagement, motivation, job satisfaction, and commitment to the organization (Heaphy & Dutton, 2008).

Effective performance appraisal feedback can also improve communication between managers and employees by clarifying expectations, setting goals, and providing guidance for improvement. This constructive dialogue can enhance performance and increase accountability when both employees and managers participate in setting goals, determining competencies, discussing career growth, and motivating people (Kim et al., 2019). However,

not all businesses provide input to their employees, and some managers may intentionally withhold feedback due to their other management responsibilities, lack of formal evaluation procedures, or failure to use existing procedures (Kagama & Irungu, 2018; DeNisi & Murphy, 2017).

Sharing performance appraisal ratings with staff can have unintended consequences. Negative feedback may not only fail to encourage the typical employee to perform better but also make their performance worse. Only employees with high self-esteem seem to be motivated by criticism to improve (Barba-Sánchez & Atienza-Sahuquillo, 2017). Nonetheless, the primary objective of performance reviews is to provide feedback to employees on their work to address any weaknesses and enhance their growth opportunities (Kremer et al., 2019).

One of the most crucial elements of the appraisal process is direct contact between the supervisor and the individual (Jehow et al., 2018). Feedback is the manager's disclosure to the employee of past performance and results (Locke & Latham, 2019). It takes a rater with particular knowledge to evaluate performance, be able to spot any performance disparities among the employees, and provide comments on performance (Moon, 2019). The first source of an appraisal is the supervisor's ability to understand what is expected of the employee and how to conduct the performance appraisal process (Timmermann et al., 2017).

Competent managers often neglect to implement feedback, even in the absence of a formal system and despite numerous demands, resulting in competent workers going unnoticed and even poor performance not receiving enough feedback (Kiatkawsin & Han, 2017). Giving bad news can also be difficult for many bosses, which can cause serious issues during times of crisis. Additionally, many firms lack a structured feedback system, leading to erratic and

unreliable feedback (De Kraker-Pauw et al., 2019). However, providing feedback to employees is essential for encouraging behavioral change and increasing performance effectiveness (Moon, 2019). Therefore, the effectiveness of the performance appraisal system relies heavily on how employees receive feedback on their work performance (Leenknecht & Prins, 2018). It is important to establish the conditions of feedback to ensure that the appraisee can accept, hear, and own conflicting information, as feedback may challenge a person's essential beliefs (Vayro et al., 2022). Creating the right circumstances for accepting feedback information is crucial for facilitating change.

Jin and colleagues (2022) provide additional information regarding the ideal conditions for giving feedback. They suggest that in order to avoid denial, emotional outbursts, and disengagement, feedback should be given in a private conversation between a qualified and credible giver and the person receiving the feedback. This allows for the discussion of any differences in evaluations and helps to reduce any discrepancies. This is especially important since performance appraisals can often be demotivating for both employees and their managers, as noted by Agywa and colleagues (2022), who propose that informal and frequent communication between supervisors and employees is preferable to formal performance review methods.

Moon (2019) also recommends a less formal approach to feedback, suggesting regular meetings between supervisors and subordinates to include feedback in their daily interactions. These meetings can take the form of weekly "achievement reports" that address positive and negative issues, as well as biannual "achievement assessments" that aim to provide a more accurate picture of any problems. Moon emphasizes the importance of timely, precise, behavioral feedback delivered by a trustworthy source.

The direct communication between the supervisor and the employee during the appraisal process is among its most important components. This entails giving feedback on prior performance and results, which, as Bennett (2019) emphasizes, can improve efficiency and help decision-making inside the business. Ideally, employees would receive constructive feedback on their performance and areas for improvement, which would be used to develop a growth plan. However, for feedback to be effective, the recipient must accept the procedure and trust the source of the feedback to be reliable, objective, and suitably motivated, as noted by Leenknecht and Prins (2018).

An essential metric for assessing the fairness and accuracy of the performance review process is how satisfied employees are with it and the comments they receive. Employee satisfaction increases the likelihood that they will keep good ties with their bosses and coworkers after the performance evaluation. Nevertheless, Teodosiu and colleagues (2018) noted how feedback that is viewed as unfair can result in bad behavioral changes like absenteeism, a lack of cooperation, an inability to concentrate on tasks, unhealthy competitiveness, and even staff departure.

Feedback is a crucial element in achieving successful goals and maintaining commitment, as it assists employees in reaching their performance objectives, as stated by Redmond (2015). Without feedback, it is difficult for individuals to determine their progress or decline, and it becomes challenging to assess the level of effort required to pursue the goal effectively, as highlighted by Bennett (2019). According to Leenknecht and Prins (2018), feedback is particularly useful for detecting flaws in current goals and setting more ambitious targets, which can then be implemented.

Feedback can be offered laterally, upwardly, or downwardly, according to Kiatkawsin and Han (2017). It entails talking about behaviors or work-related performance that has been noticed throughout the performance time. Feedback is a common component of performance management; it informs employees about their performance, enables them to gauge how well they have been performing, and assesses how effective their behavior has been. Through feedback, it is intended to improve this understanding so that the right course of action can be adopted. Positive or corrective actions can be taken, as mentioned by Armstrong (2009), when feedback shows that performance matches expectations or that something went wrong.

Despite the frequent progress updates that many performance management systems provide, annual formal feedback is nevertheless common in many workplaces, claim Kiatkawsin and Han (2017). The success of performance management is, nevertheless, substantially correlated with regular manager input, according to Locke and Latham (2019). According to control theory, reliable self-regulated behavior depends on frequent, intimate feedback loops.

Both what has been accomplished and how it was done must be considered when evaluating performance. The focus should be on both evaluation and development, and the best approach to improve performance is by tackling real-world problems and having real-world experiences at work while being directed by and getting feedback from management. People should assess their accomplishments in relation to their previously set goals, according to Audia and Tams. (2017). The purpose of feedback varies based on its characteristics as well as contextual and individual-level aspects, according to studies on workplace feedback, even though it is a crucial step in the process of defining goals. Bennett (2017). Receiving feedback after achieving a goal, claim Daniel and Ibrahim (2019), can improve an individual's productivity as well as their capacity for creativity and innovation at work.

Employee performance within a company can be significantly impacted by performance appraisal feedback. Giving employees feedback on their performance on the job, which can include both positive and constructive criticism, is referred to as a performance appraisal. Supervisors, peers, and even self-evaluation may provide this feedback. Feedback from performance reviews has been demonstrated in research to improve employee performance in a number of ways. Employees can identify areas where they need to improve and focus on honing their skills by first having a clear awareness of their strengths and shortcomings. (Ahmed & Nganga, 2019). Employees that get feedback on their strengths should also concentrate on maximizing those strengths to improve their performance even more.

Feedback from performance reviews can also boost employee motivation and engagement. Employees are more likely to feel valued and recognized for their contributions when they receive feedback on their performance, which can increase their commitment to the company and job happiness. (Heaphy & Dutton, 2008). Feedback from performance reviews can also help managers and staff communicate better. Managers can define expectations, establish objectives, and offer suggestions for improvement when they provide feedback on performance. This might result in managers and staff having more honest and fruitful conversations, which would ultimately improve performance. It is important to keep in mind, though, that the usefulness of performance appraisal feedback depends on the caliber of the feedback given, how frequently it is given, and how it is given. For instance, feedback that is imprecise, unkind, or not provided in a timely and constructive manner may have a detrimental effect on the productivity and motivation of employees.

### **2.3.3 Objective Based Appraisal and performance of employees**



The objective-based appraisal (OBA) approach of performance evaluation focuses on setting clear, quantifiable goals for staff members and then evaluating how well they achieved those goals. Through a number of methods, this strategy has proven to improve employee performance. OBA encourages employees to exert more effort by establishing clear expectations and challenging goals. Employees with specific and difficult goals are more likely to put in extra effort and perform at greater levels, according to research by Locke and Latham (2002). Second, OBA provides managers with a systematic way to evaluate employee performance, which can help identify areas for improvement and provide feedback for employees to develop their skills.

Ahmed's 2020 local study aimed to understand how objective-based appraisal systems influence employee performance within Wajir County Government. Employing mixed methods, including surveys and interviews, the research revealed that objective-based appraisal significantly improved employee performance by providing clarity on performance expectations. However, it identified a gap in aligning individual objectives with broader organizational goals, emphasizing the need for improved integration.

Njoroge's 2019 regional study explored how objective-based appraisal systems impact employee performance across various East African public institutions. Utilizing surveys and performance assessments, the research identified a positive relationship between objective-based appraisal and employee performance. However, it highlighted a gap in the consistency of objective setting and the monitoring of progress across the region, emphasizing the need for standardized practices.

Johnson's 2018 international study delved into the utilization of objective-based appraisal systems for improving employee performance within diverse U.S. federal agencies.

Employing a mixed-methods approach, including surveys and performance metrics analysis, the research revealed that effective objective-based appraisal systems led to substantial improvements in employee performance. However, it emphasized a gap in the calibration of objectives across agencies, highlighting the need for standardized guidelines.

Li's 2020 international study sought to explore the role of objective-based appraisal in enhancing employee performance within Chinese governmental organizations. Utilizing qualitative methods, including interviews and focus groups, the research highlighted the positive impact of objective-based appraisal on employee motivation and performance improvement. However, it identified a gap in aligning individual objectives with broader organizational objectives, emphasizing the need for improved integration.

Clarke's 2017 international study assessed the effectiveness of objective-based appraisal systems in improving employee performance within the UK public sector. The research involved a comprehensive review of appraisal systems across diverse public sector organizations, revealing that objective-based appraisal fostered a culture of goal-oriented performance and continuous improvement. However, it identified a gap in providing employees with opportunities for self-assessment and goal-setting, suggesting a need for more employee involvement.

Khan's 2019 international research aimed to investigate the effects of objective-based appraisal on employee performance, focusing on enhancing communication between employees and supervisors in Pakistani government organizations. Employing surveys and performance assessments, the study underscored the role of objective-based appraisal in enhancing communication and motivation among employees. However, it identified a

significant gap in providing employees with timely feedback on their progress toward objectives, calling for more structured communication channels.

Juma's 2021 international study explored the relationship between objective-based appraisal and employee performance, with a specific focus on clarifying job responsibilities within Tanzanian government departments. Adopting a case study approach, the research indicated that objective-based appraisal improved employees' understanding of job roles. However, it noted a gap in the calibration of objectives with changing organizational dynamics, emphasizing the need for dynamic and flexible appraisal systems.

Third, OBA can help to align employee goals with organizational goals, which can improve overall organizational performance. When employees have clear objectives that are aligned with the organization's goals, they are more likely to work towards achieving those goals and contribute to the success of the organization (Drucker, 1995). Innovating personal improvement strategies to address employees' and workers' deficiencies and issues on the workplace, as well as providing training opportunities to enhance their capabilities (Kiatkawsin & Han, 2017). With Peter Drucker's ardent support, objectives-based evaluation rose to prominence in the 1950s. Goal-focused management focuses on results, assessing worker performance by gauging the degree to which established corporate goals are achieved (Igbinovia & Kupka, 2019). The goals are typically determined in collaboration between leaders and subordinates. Employees are then anticipated to evaluate their own performance and ascertain the abilities required to meet the objectives (Nagin & Telep, 2017). The distinctive feature of this method is that the worker tracks their own development rather than waiting for an external review to pinpoint areas of strength or weakness. According to

Drucker, integrating all teams in the goal-setting process fosters more cooperation, dedication, and agreement with the organization's goals (Locke & Latham, 2019).

MBO aims to establish a system for managing information that allows for the comparison of actual performance to predetermined goals (Keynan, 2018). Chopra (2019) proposed guiding principles for implementing the management by objectives approach, which involves a process that combines top management, specific goals, and a capable management team. Jean outlined five steps in implementing this evaluation method (Kerzner, 2017). The first step is for the organization's management to establish or modify the company's overall objectives. The second step involves communicating these objectives to the staff (Kirchmer, 2017). The third step is to encourage employee participation by prompting them to set goals that align with the organization's goals. The fourth step is to monitor the progress of the process. The goals must be measurable and have a set timeline to track progress. Finally, the progress is evaluated, and constructive feedback is provided based on the level of accomplishment (Kiatkawsin & Han, 2017).

Peter Drucker, who never held a management position, emphasized that a manager's primary duty is to try to maximize economic returns from the currently available resources. (Al Mamun & Hasan, 2017). Giving workers more responsibility for their performance encourages commitment and gives management time to focus on new ideas and innovation for the company's growth. (Calmeiro et al., 2018). He also believed that a manager's primary duty was to set goals. By employing such an approach, managers were able to avoid the activity trap, which occurs when people become preoccupied with their current tasks and lose sight of their original goals. (Campbell & Lambright, 2017).

The management by objectives approach received a boost when Hewlett-Packard made it a key component of their strategic management approach. Managers at all levels were required by county policy to create goals and incorporate them into the county's overall strategic plan. Written policies describing the steps required to accomplish the specified goals were part of the planning process (Cesário & Chambel, 2017). One of the two county founders, Bill Packard, hailed management by objectives as one of the most effective management techniques used by the organization and complimented it for being the antithesis of management by control (Diamantidis & Chatzoglou, 2018). The process of management by objectives allows the workforce to work towards achieving clearly defined and widely accepted overarching objectives in a flexible manner that is optimal for their areas of responsibility. This strategy incorporates both executives and deputies, strengthening everyone's commitment to accomplishing the goals in contrast to the old planning process that was entirely the responsibility of top management. (Gitonga & Keiyoro, 2017).

The team is needed to monitor numerous performance indicators as part of the organization's management plan to make sure that the business operations are in line with its aims and objectives. (Intarakamhang & Kijthonthum, 2018). The main goal of management by objectives is to give the organization's executives the flexibility to alter the business' activities in order to keep them in accordance with the established objectives.

A key benefit of the management by objectives process is the ability to foresee and plan for goal achievement. New goals are set annually, and their progress is regularly monitored. (Hekman & Yang, 2017). According to Johnsen (2018), the planning process encourages a proactive and systematic approach to goal achievement by enabling the business to foresee any roadblocks that can prevent goal completion. To enable for evaluation and adjustment

in response to shifting external conditions, goals should be measurable. (Kagama & Irungu, 2018). This strategy helps the business use resources more effectively and raise employee morale by including even subordinates in the planning process. (Kagama & Irungu, 2018). Objective-Based Appraisal is a performance appraisal system that can enhance employee performance by providing clear expectations, a systematic evaluation process, and alignment with organizational goals.

### **2.3.4 Performance-based rewards and performance of employees**

Performance-based appraisal is a type of performance appraisal system that evaluates employee performance based on specific job-related outcomes or results achieved. This approach has been found to enhance employee performance in several ways. The performance-based appraisal creates a more objective and fair evaluation process by focusing on measurable outcomes rather than subjective evaluations of behavior or traits (Bretz & Milkovich, 1993). This can help to reduce bias in the evaluation process and provide more accurate feedback to employees.

Ahmed's 2020 local study aimed to assess the influence of performance-based rewards on employee performance within Wajir County Government. The research employed surveys, interviews, and performance assessments, revealing that performance-based rewards significantly enhanced employee motivation and performance. However, it identified a gap in the design of reward systems to align with specific job roles, emphasizing the need for customization.

Njoroge's 2019 regional study explored the correlation between performance-based rewards and employee performance across various East African public organizations. Utilizing cross-

sectional surveys and performance metrics analysis, the research indicated a positive relationship between rewards and performance. However, it highlighted a gap in the consistency of reward practices across the region, emphasizing the need for standardized reward structures.

Johnson's 2018 international study delved into the utilization of performance-based rewards for improving employee performance within diverse U.S. federal agencies. Employing mixed methods, including surveys and performance metrics analysis, the research highlighted the effectiveness of performance-based rewards in enhancing employee motivation and performance. However, it identified a gap in the calibration of rewards to individual and team achievements, suggesting the need for more precise reward criteria.

Li's 2020 international study sought to investigate the role of performance-based rewards in enhancing employee performance within Chinese state-owned enterprises. Using a quantitative survey approach, the research emphasized the positive impact of rewards on employee motivation and performance improvement. However, it identified a gap in the transparency of reward allocation, calling for more equitable and clearly defined reward systems.

Clarke's 2017 international study assessed the effectiveness of performance-based rewards in improving employee performance within the UK public sector. The research involved a comprehensive review of reward practices across diverse public sector organizations, revealing that performance-based rewards fostered a culture of goal-oriented performance and continuous improvement. However, it identified a gap in communication regarding reward criteria and their linkage to organizational goals, suggesting the need for enhanced communication.

Khan's 2019 international research aimed to investigate the effects of performance-based rewards on employee performance, focusing on enhancing communication between employees and supervisors in Pakistani government organizations. Employing surveys and performance assessments, the study underscored the role of rewards in enhancing communication and motivation among employees. However, it identified a significant gap in measuring reward effectiveness and its correlation with performance improvements, calling for standardized evaluation metrics.

Juma's 2021 international study explored the relationship between performance-based rewards and employee performance, with a specific focus on clarifying job responsibilities within Tanzanian government departments. Adopting a case study approach, the research indicated that performance-based rewards improved employees' understanding of job roles. However, it noted a gap in assessing the sustainability of reward effects amid changing organizational dynamics, emphasizing the need for dynamic and adaptable reward systems.

The performance-based appraisal can increase employee motivation by providing them with clear expectations and goals to work towards. Employees are more likely to be motivated when they have a clear understanding of what is expected of them and how their performance will be evaluated (Locke & Latham, 2002). The, performance-based appraisal can help to align employee goals with organizational goals, which can improve overall organizational performance. When employees are evaluated based on job-related outcomes that are aligned with organizational goals, they are more likely to work towards achieving those goals and contribute to the success of the organization (Drucker, 1995). Performance-based rewards, which is also known as pay-for-performance or merit pay, is a type of compensation system that is directly linked to the performance of individual employees or groups. This system is



believed to be an effective tool in motivating employees to increase their performance levels and achieve organizational objectives. In this response, we will examine how performance-based rewards improve the performance of employees based on relevant research. One of the primary ways in which performance-based rewards enhance employee performance is by increasing their motivation levels. Studies have shown that individuals are more motivated to perform better when they are aware that their efforts will be rewarded (Cerasoli, Nicklin, & Ford, 2014). Additionally, performance-based rewards can be used to reinforce desired behaviors and help employees understand what is expected of them, leading to higher levels of engagement, job satisfaction, and organizational commitment, all of which are positively linked with performance (Cerasoli et al., 2014; Kreps, 2018).

Performance-based rewards, also known as merit pay or pay-for-performance, can enhance employee performance by promoting goal-setting and feedback. According to the goal-setting theory, setting specific and challenging goals leads to higher levels of performance (Locke & Latham, 2019). Performance-based rewards can be used to reinforce the significance of goal-setting and encourage employees to set and accomplish challenging goals. Additionally, these rewards can be used to provide feedback to employees on their performance, which helps them comprehend their strengths and weaknesses, and the areas that need improvement (Kreps, 2018).

Performance-based rewards are also seen as an effective tool for attracting and retaining high-performing employees. According to research, employees are more likely to remain with an organization when they feel that their contributions are being recognized and rewarded (Davila et al., 2009). By implementing performance-based rewards, organizations can signal that they value and reward performance, which can help to attract high-performing

employees (Kreps, 2018). However, it is important to note that performance-based rewards can also have negative consequences if not properly implemented. For instance, they can lead to increased competition and reduced cooperation among employees (Cerasoli et al., 2014). Furthermore, if the criteria for performance-based rewards are unclear or unfair, they can result in perceptions of inequity and reduced motivation (Kreps, 2018).

Reward systems are utilized to recognize and compensate employees for their contributions to an organization (Ismail & Razak, 2017). In addition to financial incentives, non-financial incentives such as opportunities for career advancement, challenging work assignments, and recognition are also part of the reward system (Kim & Bak, 2017). The incentive system is often driven by the business strategy, and the reward strategy is created based on it. The reward system is used in performance management to encourage performance improvement by offering various incentives such as recognition and training (Mishra, 2017).

Reward management aims to develop and implement fair and equitable compensation strategies and policies that reflect the value employees bring to an organization (Na, Dancy, & Park, 2019). A company's compensation structure is directly linked to individual employee success, and reward management seeks to ensure that employees receive appropriate financial and non-financial recognition for their contributions and the overall value they bring to the company (Noe, 2017). Performance-based rewards, such as bonuses and other monetary compensation, are often used to motivate and retain high-performing employees. Other non-monetary benefits, such as retirement plans, sick leave, insurance coverage, and vacation time, are also considered part of employee perks. However, it is important to evaluate the effectiveness of the incentive system to ensure it is fair and equitable (Nazir & Islam, 2017).

Wöhlke, Schmitt, and van Hoof (2020) suggest that financial incentives have the potential to enhance employee productivity. With increasing global competition, organizations recognize the importance of aligning their human resources strategies with corporate strategies to maximize employee benefits. The success of this approach determines an organization's ability to attract and retain top talent and individuals with critical skills. Researchers have identified several managerial tactics that can motivate individuals differently, including non-financial incentives such as recognition, empowerment, career growth, and performance management processes (Wöhlke et al., 2020). Generally, employees tend to perform more productively when they feel connected to and appreciated by their employers.

In conclusion, performance-based rewards can enhance the performance of employees by increasing motivation, promoting goal-setting and feedback, and attracting and retaining high-performing employees. However, they must be implemented properly to avoid negative consequences. Organizations should ensure that the criteria for performance-based rewards are clear, fair, and aligned with organizational goals and values.

### **2.3.5 Employees Performance**

Employee performance is the ability of an employee to satisfy predetermined objectives and goals as well as the quality and quantity of their work output. It is frequently assessed through performance reviews, which examine a worker's abilities, knowledge, and general job performance. Employees' accomplishments and areas where they need to grow are often recognized and rewarded through the assessment process. The significance of employee performance in firms has been studied extensively. For instance, Chen et al. (2017) discovered a favorable relationship between strong employee performance and organizational success since it can result in greater productivity, quality, and customer

satisfaction. On the other hand, underperforming employees can have a detrimental effect on a company, leading to decreased productivity, lower job quality, and even probable business failure.

Employee performance has an impact on individual outcomes including work satisfaction, career progression, and salary in addition to organizational outcomes. For instance, a study by Akhtar et al. (2018) indicated that job satisfaction was adversely correlated with low employee performance whereas job satisfaction was favorably correlated with excellent employee performance. Performance appraisal strategies can also enhance communication between managers and employees. As noted by Keynan (2018), structured feedback sessions enable managers to provide constructive criticism and guidance to employees, enabling them to reach their goals. This can lead to improved employee performance and better collaboration between employees and managers.

It is impossible to exaggerate the significance of employee performance in firms. Organizations that place a high priority on employee performance are more likely to have motivated and engaged staff members who contribute to the success of the company by offering chances for training and development, outlining clear objectives, and giving constructive criticism. To discuss employee performance in a county, it is important to consider various factors that influence employee performance, such as the organizational culture, management practices, and employee engagement. County governments are responsible for providing services to their citizens, and employee performance plays a critical role in delivering quality services efficiently.

Abednego et al.'s (2020) research looked at the effect of organizational culture on worker performance in a Kenyan county's local government. According to the study, a healthy

organizational culture improves worker performance by boosting motivation, job satisfaction, and loyalty to the company. In order to boost employee performance, the report advises county governments to support an organizational culture that values collaboration, candid communication, and employee empowerment.

Muriithi and Nyabwanga (2020) looked at the effect of management methods on worker performance in Kenyan county governments in another study. According to the study, good management practices including open communication, performance evaluations, and employee growth opportunities have a beneficial impact on employee performance. The report suggests that county governments spend money on managers' training and development programs in order to help them become better leaders and advance efficient management techniques that boost employee performance.

Employee engagement is another important factor that affects employee performance. Engaged employees are more productive, committed, and satisfied with their jobs, resulting in improved organizational outcomes. A study by Mugo et al. (2019) examined the relationship between employee engagement and performance in county governments in Kenya. The study found a positive correlation between employee engagement and performance, suggesting that county governments should invest in employee engagement initiatives to improve employee performance.

The job-related tasks that employees are required to complete and how well they do so make up a worker's performance. All perspectives that directly or indirectly affect and relate to the job of employees are included in this (Riyanto, Sutrisno, & Ali, 2017). According to Wöhlke et al. (2020), performance evaluation is a crucial element in an organization's effort to improve an employee's performance. The outcomes that organizations achieve are also

closely related to how businesses manage their workforces. According to Singh et al. (2020), people are constantly in need of affirmation, and when that affirmation is received favorably or unfavorably, it motivates them to take further action. The use of an effective PAP is argued to be one of the tools managers utilize to encourage their staff (Performance Appraisal Policy).

A worker whose performance is being reviewed frequently exhibits defensive behavior, according to Yu and Ma (2019). The management is accused of prejudice each time an employee's performance is deemed to be below average or below the point at which they personally value their contribution. Disagreements about the contribution and performance assessments may lead to conflict-ridden situations, which can last for months (Pradhan & Jena, 2017). Negative performance appraisal policy feedback, according to Noe (2017), has the ability to not only fail to motivate the average employee but also cause them to perform worse. According to Kremer et al. (2019), only employees who have high levels of self-esteem appear to be motivated by criticism to improve their performance.

According to Kim and Bak's (2017) investigation, employees are more likely to view the performance appraisal policy as accurate and fair, hence it is essential that the appraiser is competent and credible. Employees are more likely to be happy with the outcomes of their performance reviews if they are given the ability to talk freely and discuss their work. According to Wasseem and Nawab (2019)<sup>4</sup>, employees can more successfully contribute to the entire organization's performance. This is due to the fact that they are aware of how their specific tasks fit within the framework of a team. Making the appropriate decision regarding the performance appraisal technique will affect the rest of the procedure.

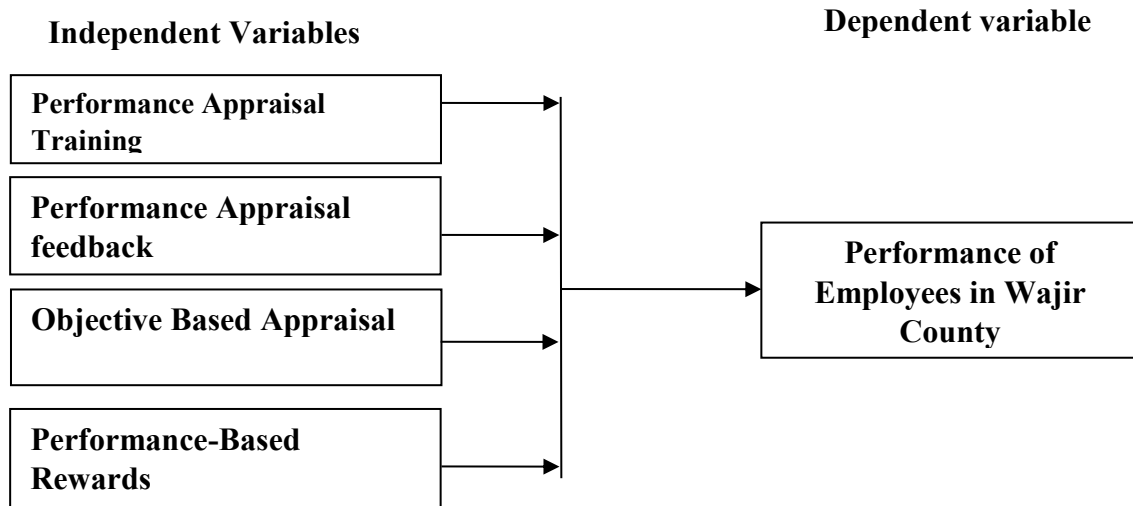
The work-standards approach or management by objectives seem to be viable solutions for motivating employees by providing them with feedback on how they are doing. If meaningful interaction is incorporated, they are more likely to produce an internal commitment to better performance. On the bright side, employing the management by objectives technique of performance evaluation may be able to circumvent some of the problems that arise when assuming that it is possible to precisely define and measure the human resources requirements for successful work. The management by objectives method gives real results more weight than assumed attributes. These performance evaluation strategies may give employees a satisfying sense of autonomy and accomplishment. However, they may also lead to unreasonable expectations about what can and cannot be accomplished in a fair length of time (Wassem & Nawab, 2019).

In conclusion, county governments depend on employee performance to provide citizens with high-quality services. Employee engagement, managerial style, and organizational culture are important determinants of performance. To improve employee performance, county governments can foster a positive organizational culture, make investments in efficient management techniques, and conduct employee engagement programs.

## **2.4 Conceptual Framework**

A Conceptual Framework in a research study is a visual representation of the key concepts and ideas identified in the research, and their relationships to one another. It is used to provide a structure for the study and ensure that all relevant ideas and concepts are taken into account. The framework also serves to guide the direction of the research and define the scope and objectives of the study. It is often a visual representation, such as a diagram, and can be used to identify gaps in the research and help the researcher to formulate questions and

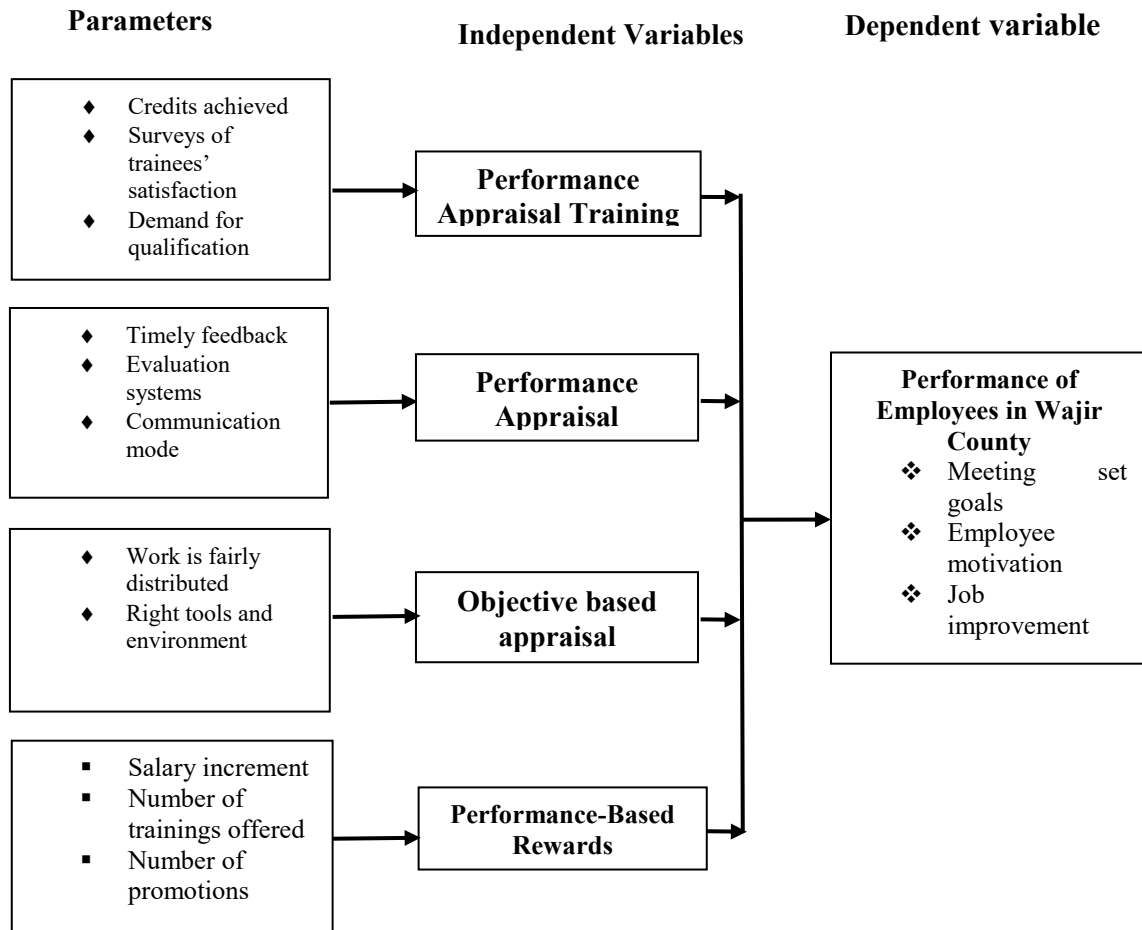
hypotheses. In this study, the independent variables are performance appraisal training, objective based appraisal, performance-based rewards and performance appraisal feedback while the dependent variable is Performance of Employees in Wajir County. These variables are related as shown in Figure 2.1.



*Figure 2. 3: Conceptual Framework*  
*Source: Author (2023)*



## 2.5 Operationalization of the variables



**Figure 2. 4: Operational Framework**  
*Source: Author (2023)*

## 2.6 Summary of the Research Gaps

Mohapatra and Sharma (2019) conducted in the Indian banking sector established a significant positive relationship between performance appraisal and employee performance, it did not delve into the specific mechanisms or factors within performance appraisal that influenced employee performance. Identifying these specific elements could provide a deeper understanding of how performance appraisal can be optimized to enhance employee performance in the banking sector. Niu, Jiang, and Zhang (2019) research in Chinese construction companies yielded results demonstrating a positive connection between

performance appraisal and employee performance. However, their study did not investigate potential moderating factors or contextual variables that might influence the strength of this relationship. Identifying such factors could help tailor performance appraisal practices for different construction contexts, optimizing their impact on employee performance. Tarigan, Budiarto, and Fauziah (2020) analysis in Indonesian hospitals highlighted the positive impact of performance appraisal on employee performance. Nonetheless, their study did not explore the long-term effects of performance appraisal on sustained employee performance. Investigating the durability of these effects could provide insights into the optimal frequency and timing of performance appraisals for lasting performance improvements. Essandoh and Agyapong (2019) study in Ghanaian telecommunication companies established a significant positive relationship between performance appraisal and employee performance. However, their research did not investigate potential differences in this relationship among various employee groups (e.g., management vs. non-management). Exploring such distinctions could inform more targeted performance appraisal strategies for different employee segments within the telecommunication industry. Mahmood and Qaiser (2019) investigation in Pakistani universities unveiled the positive impact of performance appraisal on employee performance among academic staff members. However, their study did not explore potential barriers or challenges in implementing effective performance appraisal systems in the academic context. Identifying and addressing these barriers could help Wajir County to optimize the impact of performance appraisal on employee performance in the long run.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The author gives an overview of the numerous information-gathering approaches in this chapter, along with the methodologies utilized to perform the study, analyze the data, and present the information that was gathered. The discussion of the research design, the target population, the sample design, and the methods utilized for data collecting and analysis throughout the research process comprise the chapter's main focus.

#### **3.2 Research Design**

The research design serves as the blueprint for organizing and structuring a research study, providing guidance for data collection and analysis. It encompasses the chosen research methodology and techniques, such as surveys, interviews, focus groups, experiments, or the examination of secondary data. Its role is pivotal in ensuring the accuracy and validity of responses to the research question, as well as the relevance of the collected data in addressing the research objective. Additionally, it plays a vital role in upholding the efficiency, effectiveness, reliability, and validity of the research outcomes (Dannels, 2018). In this particular study, a descriptive research design was employed. This design relies on quantitative data to investigate the relationship between performance appraisal strategies and employee performance within Wajir County Government. The choice of this approach allows for the collection of data that can be systematically analyzed, interpreted, and compared, thereby yielding meaningful insights and addressing the research question effectively. Furthermore, it provides the opportunity to generalize the findings to a broader population of employees within Wajir County Government.

### 3.3 Target Population

According to Hong et al. (2019), the target population refers to the specific group of individuals that a researcher aims to draw conclusions about following a study. This population is of particular interest in the research and is typically defined by specific characteristics such as age, gender, or income. It is essential to have a well-defined and relatively narrow target population to facilitate meaningful data analysis and the ability to generalize the results to the larger population. In a similar vein, Bloomfield and Fisher (2019) define the study population as a subset of individuals who share a particular characteristic and are selected from the larger general population for research purposes. In this study, the target population consisted of 153 senior, middle-level, and lower-level managers employed at Wajir County Government, including County Executive, County Chief Officers, Directors, Administrators, and County Officers. Senior managers formulated strategic appraisal policies, middle-level managers oversaw their implementation, and lower-level managers actively provided feedback and evaluated performance. This collective wisdom across managerial tiers was crucial in understanding appraisal's multifaceted nature and its alignment with departmental objectives. These individuals were situated across various departments within the organization, as indicated in Table 3.1.

**Table 3. 1: Target Population**

<b>Sub-County</b>	<b>Population</b>	<b>Percentage</b>
Top Level Managers	32	20.9
Middle Level Managers	43	28.1
Lower Level Managers	78	51.0
<b>Total</b>	<b>153</b>	<b>100.0</b>

*Source: Wajir County Government Report (2023)*

### 3.4 Sample Size and Sampling Procedure

#### 3.4.1 Sample Size

Sample size refers to the number of participants or observations included in a research study. It is determined based on the amount of data required to obtain an accurate representation of the target population. While a larger sample size typically yields more reliable results, it also increases the costs associated with the research. Striking a balance between having a sufficient number of data points for statistical significance and avoiding excessive expenses is crucial (Taherdoost, 2017). Taherdoost (2017) underscores the importance of sample size considering economic factors. A study that is too small may yield insignificant outcomes and waste resources, while an excessively large study consumes more resources than necessary. To achieve an appropriate sample size relative to the research objectives, with a 95% confidence level and a margin of error of 5%, the researcher employed Yamane's formula, expressed as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$n$  = sample size to be determined,  $N$  = the target population, and  $e$  = Margin of error,  $e = 0.05$  based on the research condition.

$$n = \frac{153}{1 + 153(0.05)^2}$$

$$n = 110$$

A sample size of 110 respondents were adequate size relative to the goals of the study.

#### 3.4.2 Sampling Procedure

The sampling procedure refers to the method employed by researchers to select a sample of elements from a larger population for use in a research study. These procedures are designed

to ensure that the sample is representative of the population being studied. Typically, sampling procedures involve the selection of a subset of elements from the population, followed by the use of statistical methods to analyze the sample and draw conclusions about the entire population. Common sampling procedures include random, systematic, stratified, or cluster sampling (Chow et al., 2017). In this study, a stratified random sampling technique was employed. From a total of 153 managers at Wajir County government, a sample of 110 respondents was selected to participate in the study. The choice of stratified random sampling was appropriate for this study because of heterogeneity of the managerial population at Wajir County Government.

### **3.5 Data Collection Methods**

Nguyen (2019) explains that data collection methods in research studies encompass various approaches such as surveys, interviews, questionnaires, observations, focus groups, field trials, and experiments. The collection of data was carried out through the use of structured questionnaires. Questionnaires are particularly useful for collecting quantitative data, which can be analyzed statistically. Closed-ended questions with predefined response options allow for numerical analysis, making it easier to identify patterns, trends, and relationships in the data. The questionnaires were divided into two sections ‘Section 'A' and section 'B'. Section A" sought to get data on attributes of the respondent. Section "B" focused on the items establishing the performance appraisals strategy and employee's performance.

### **3.6 Pilot Study**

According to Saunders et al. (2009), a pilot study is a preliminary investigation conducted on a small scale to assess the feasibility of a larger research project. It serves to test the research project's design, methods, data collection tools, and data analysis techniques. In

light of this, the instrument used in this study was pretested on a sample of 10% (11) of the managers. This aligns with the suggestion of Ahmad and Ahmad (2018), who propose that a minimum of 11 managers is sufficient for pre-testing. Therefore, including 10% of the total 110 respondents was deemed appropriate for the purpose of pre-testing. The 10% use in pilot test were excluded in the research study.

### **3.7 Validity and Reliability of the Instruments**

#### **3.7.1 Validity of the Instruments**

The validity of study instruments pertains to how well they measure the intended research elements. In this investigation, the study assessed the validity of the items designed to gauge the variable of interest, considering face, content, and construct validities. Evaluating the validity and reliability of the instruments used in data collection is an essential step in statistical science, as advocated by Kimberlin and Winterstein (2008). Furthermore, Knapp and Mueller (2010) emphasize that validity determines the extent to which a research instrument accurately measures its intended dimensions. Among the various types of validities mentioned above, face validity, a subjective measure, assesses the appropriateness of the constructs under study. Therefore, this study adopted Saunders et al.'s (2009) models, which were developed from diverse viewpoints and incorporated insights from previous scholars who designed and formulated the research items. Another critical aspect of validity relied upon in this research was construct validity. This approach involves meticulously aligning the questionnaire to precisely measure the latent constructs as initially conceived. To achieve this, Kimberlin and Winterstein's (2008) recommendations guided the study instrument through a rigorous review process, including thorough checks to ensure content relevance and adherence to the conceptual aspects of the study constructs. This assessment

of construct validity was further reinforced by examining the test scores obtained from validating and interpreting item specifics based on the collected data. Consequently, this investigation utilized the research hypotheses and operationalization of variables outlined in the proposed conceptual framework. This approach facilitated the assessment of both content and construct validity, ensuring the robustness and accuracy of the research instruments.

### **3.7.2 Reliability of the Instruments**

In this study, we assessed the internal consistency of the items by employing Cronbach's alpha coefficient. The established threshold for the Cronbach alpha coefficient, which has consistently served as a benchmark in previous research, was set at 0.7. This threshold is used to gauge the extent to which an instrument generates consistent and uniform scores, as described by Crano and Brewer (2002). It serves as an indicator of the instrument's reliability, signifying the stability of information in statistical terms within a research tool. The variables conceptualized in the research's theoretical framework underwent a reliability test. Adjustments were made to the pilot study's scores where discrepancies were identified, ensuring compliance with the expected Cronbach alpha threshold of 0.7 or higher. The pilot study, based on the primary data collected, demonstrated that the instrument met the threshold criteria, achieving an overall Cronbach alpha score of 0.821.



**Table 3. 2: Reliability Analysis**

<b>Study Variables</b>	<b>Cronbach's Alpha</b>
Performance appraisal training	0.827
Performance appraisal feedback	0.782
Objective based appraisal	0.768
Performance-based rewards	0.817

*Source: Field Data (2023)*

As depicted in Table 3.3, the alpha coefficients for each construct yielded a test reliability measure, resulting in an overall internal consistency score of 0.7985. This score exceeded the established threshold of 0.70, which was set as a benchmark for this study during the main survey. Specifically, the reliability scores for the main survey were as follows: Performance appraisal training 0.827, performance appraisal feedback 0.772, objective-based appraisal 0.762, and performance-based rewards 0.817. The results of the reliability test, as determined by the alpha coefficients, indicated the reliability of the items within the research instrument pertaining to the variable of interest in this study. These findings align with the criteria for a dependable research tool, as outlined by Field (2009).

### **3.8 Data Analysis techniques and presentation**

Descriptive techniques such as Frequency Distribution, Percentages and Cross Tabulations was used to analyze the data collected. Furthermore, inferential methods, including the Pearson Correlation Coefficient, Independent Sample T-test, and ANOVA, were employed to evaluate the connection between performance appraisal tactics and employee performance. The regression model that was utilized followed this structure;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

$Y$  = the dependent variable (performance of employees in Wajir County)

$\alpha$  = is a constant; explaining the level of employee's performance given and it is the  $Y$  value when all the predictor values ( $X_1$   $X_2$   $X_3$   $X_4$ ) are zero.

$\beta_1, \beta_2, \beta_3$  = Are constant regression coefficients representing the condition of the independent variables to the dependent variables.

$X_1$  = performance appraisal training;  $X_2$  = performance appraisal feedback;  $X_3$  = objective based appraisal,  $X_4$  performance-based rewards and  $\varepsilon$  = (Extraneous) error term

### 3.9 Diagnostic Tests

In line with the guidance provided by Malhotra and Dash in 2011, the researcher conducted a series of diagnostic assessments before embarking on the regression analysis. This approach is consistent with the methodology followed by scholars such as Njagi in 2016. When dealing with datasets that necessitate iterative regression analyses, it becomes imperative to execute diagnostic assessments to ascertain the reliability of the findings. To ensure the credibility of the outcomes derived from the multiple linear regression analysis, various preliminary tests were administered, encompassing evaluations for normality, linearity, autocorrelation, homoscedasticity, and multicollinearity.

#### Test of Normality

Through the application of a normality test, it becomes possible to determine whether the data adhere to a normal distribution, which is essential for making valid generalizations. Given the relatively small sample size of 110, the researcher opted for the Shapiro-Wilk test as a means to validate the normality assumption. Non-normality can arise from factors like

skewness, kurtosis, or a combination of both, and the Shapiro-Wilk test has the capacity to detect such deviations. The statistical range of this test varies between 0 and 1, with values exceeding 0.05 signifying that the data typically conform to a normal distribution, as stipulated by Razali and Wah in 2011. In this particular study, a significance level of 5% was adopted, where data with P-values greater than or equal to 0.05 were presumed to exhibit normalcy, while those with P-values less than 0.05 were considered to deviate from normality.

### **Test of Linearity**

This analysis aims to assess the presence of a linear association between the variables of interest, which are the independent variables, and the outcome variable, which is the dependent variable. Essentially, this implies that with each incremental unit increase in the explanatory variable, there is a consistent increment in the outcome variable. The correlation between these two variables was computed using the Pearson product-moment method. Typically, correlation coefficients fall within the range of -1 to 1, and they can be either positive, denoting a direct relationship, or negative, suggesting an inverse relationship. In positive correlations, an increase in one variable corresponds to an increase in the other (as noted by Clarke et al. in 2016). The magnitude of the correlation coefficient indicates the strength of the linear association.

When the p-value is less than the predetermined significance level (set at 0.05), it suggests the presence of a statistically significant linear relationship between the two variables, leading to the rejection of the null hypothesis because the correlation coefficient significantly differs from zero. Conversely, if the p-value exceeds the significance level (0.05), the null

hypothesis is not rejected, as articulated by Ahmad and Ahmad in 2018. Notably, if the explanatory variable exhibits a strong positive association, as indicated by a correlation coefficient with a p-value below 0.01, it signifies a likely strong linear relationship between the two variables.

### **Autocorrelation**

For the purpose of conducting regression analysis, it is typically assumed that autocorrelation is absent. Autocorrelation can manifest as either a positive or negative value. When standard errors are small, the estimates of predictors tend to appear more precise than they truly are, as noted by Wang in 2013. If serial correlation is detected, it signifies that the null hypothesis is incorrect and must be rejected. Autocorrelation issues can result in less effective coefficients, leading to inaccurate predictions. In cases where autocorrelation in panel data resembles cross-dependence, the Pesaran test was utilized to investigate this phenomenon. If statistical significance is established, addressing autocorrelation (cross-sectional dependency) becomes feasible. When cross-sectional data dependencies were identified, they were remedied by introducing a lag for the dependent variable.

### **Test of Homoscedasticity**

The aim of this test is to assess whether the variability in the dependent and independent variables is consistent. It serves as a method to determine if the assumed uniform variance in a dependent variable remains valid across a broad spectrum of independent variable values, as indicated by Ahmad and Ahmad in 2018. In this study, the presence of homoscedasticity was examined using the Breusch-Pagan test, which is a chi-squared test designed to assess whether the variance of errors in a regression model is contingent upon the values of the independent variables. The test statistic follows a chi-squared distribution

with  $k$  degrees of freedom. When the  $p$ -value associated with the test statistic is sufficiently low to reject the null hypothesis (e.g.,  $p < 0.05$ ), it implies the assumption of homoscedasticity holds true, in accordance with the findings of Hair et al. in 1998.

### **Test of Multicollinearity**

To establish the linear association among independent variables, an assessment for multicollinearity is carried out. It's important to note that as the correlation between independent variables intensifies, the reliability of regression coefficients in a multiple regression analysis diminishes, as highlighted by Kothari in 2004. To detect multicollinearity, we utilized a measure called the Variance Inflation Factor (VIF), which is essentially the reciprocal of tolerance. When the VIF exceeds 10, it indicates the presence of significant multicollinearity problems. Tolerance statistics falling below 0.1 signify a severe issue, while those below 0.2 suggest a potential concern.

### **3.9 Ethical considerations**

The researcher obtained approval from the National Commission for Science Technology and Innovation (NACOSTI) prior to collecting data. The researcher took measures to avoid any actions that might harm the participants. All the data collected was thoroughly analyzed by the researcher, and the results were reported accurately to ensure that they reflected the observations or reports provided by the respondents.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

In this chapter, the data collected for the study is analyzed and the findings are presented based on each objective. The results are discussed and compared to other relevant studies. Based on the findings, conclusions are drawn, and recommendations are provided.

#### 4.2 Response Rate

The study aimed to conduct a survey among the management staff of Wajir County Government, targeting the collection of completed questionnaires from 110 staff members. A total of 82 questionnaires were received, resulting in a response rate of 74.5%. This response rate is considered satisfactory, as suggested by Creswell (2014), who deems a response rate exceeding 50% acceptable for a survey.

**Table 4. 1: Response Rate**

	<b>Number of Informants</b>	<b>Percent</b>
Response Number	82	74.5
Non- Response Number	28	25.5
<b>Total</b>	<b>110</b>	<b>100</b>

*Source: Research Data 2023*

#### 4.3 Reliability and Validity of the Research instrument

##### 4.3.1 Reliability Analysis

A preliminary study was carried out to evaluate the reliability of the questionnaires. Following Hair's (2016) suggestion, a minimum Alpha value of 0.7 was used as a threshold. The results of this assessment are presented in Table 4.2.

**Table 4. 2: Reliability Analysis**

<b>Study Variables</b>	<b>Cronbach's Alpha</b>
Performance appraisal training	0.827
Performance appraisal feedback	0.782
Objective based appraisal	0.768
Performance-based rewards	0.817

*Source: Field Data (2023)*

Cronbach's alpha is a statistical measure that assesses the internal consistency of a group of items, indicating how closely they are interrelated. The Cronbach Alpha scores for the different factors were as follows: Performance appraisal training 0.827, performance appraisal feedback 0.772, objective-based appraisal 0.762, and performance-based rewards 0.817. These findings align with Zikmund's (2017) assertion that a reliable research instrument does not require modifications when all the factors demonstrate reliability. Additionally, Solymosi and Bowers (2018) suggest that a range of 0.7 is generally acceptable for reliable groupings based on Cronbach's alpha.

**Table 4. 3: Reliability Statistics of performance of employees in Wajir County**

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>N of Items</b>
0.723	0.744	4

#### **4.3.2 Validity of the Research Instrument**

Validity demonstrates that a research instrument carries significance (Mugenda & Mugenda, 2013). As per Celsi et al. (2011), validity confirms that a research tool effectively measures the intended variables. In this study, content validity was established by incorporating the improvement recommendations made by the managers into the questionnaire, thus shaping their viewpoint.

#### 4.4 Background Information

It was considered crucial to investigate the correlation between the variables of the study, and therefore, it was necessary to initially gather background information from the respondents. This section of the report presents an overview of the general characteristics of the respondents, including their gender, years of service, and educational attainment.

##### 4.4.1 Gender of the Respondent

Table 4.4 displays the gender information that the researcher collected from the respondents.

**Table 4. 4: Distribution of Respondents by Gender**

	<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	<b>Male</b>	50	61	61
	<b>Female</b>	32	39	39
	<b>Total</b>	82	100	100

*Researched data 2023*

The study involved participation from both genders, with 50 (61.0%) of the respondents being male and 32 (39.0%) being female. This indicates that while a greater proportion of the respondents were male, there was also representation of the female gender among the management staff of Wajir County government. As Kothari (2004) suggests, a gender representation ratio of at least 1:2 is considered sufficiently representative in a study.



#### 4.4.2 Age Distribution

Table 4.5 presents the results of the age category information that was collected from the respondents.

**Table 4.5: Distribution of Respondents by Age**

	<b>Age Bracket</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	31 –35 Years	5	6.1	6.1
	36 –40 Years	59	72	72
	Above 40 Years	18	22	22
	<b>Total</b>	<b>82</b>	<b>100</b>	<b>100</b>

*Researched Data 2023*

According to Table 4.5, the majority of participants, 59 (72.0%), fell within the age range of 36 to 40 years. Additionally, 18 (22.0%) participants were over 40 years old, and 5 (6.1%) were between the ages of 31 and 35. These findings indicate that the largest group of managers at Wajir County belongs to an older generation.

#### 4.4.3 Highest Education Level Attained

Table 4.6 presents the data obtained from the respondents regarding their highest level of educational attainment, as requested by the researcher.

**Table 4. 6: Distribution of Respondents by Highest Education Level**

	<b>Academic Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Diploma	17	20.7	20.7
	Degree	45	54.9	54.9
	Post Graduate	19	23.2	23.2
	Other Certification	1	1.2	1.2
	<b>Total</b>	<b>82</b>	<b>100</b>	<b>100</b>

*Source: Field Data 2023*

According to the results, the majority of respondents, 45 (54.9%), had completed undergraduate studies, while 19 (23.2%) had achieved postgraduate qualifications, 17 (20.7%) had diplomas, and 1 (1.2%) had other certifications. This could be attributed to the fact that the management level requires specific skills, knowledge, and competencies.

#### 4.4.4 Number of Years of work at the County

The researcher requested information from the survey participants concerning their length of service, and Table 4.7 provides a summary of the responses provided by the participants.

**Table 4. 7: Distribution of Respondents by Length of Work**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	2-4 years	4	4.9	4.9
	5-7 Years	37	45.1	45.1
	8-10 Years	41	50	50
	<b>Total</b>	<b>82</b>	<b>100</b>	<b>100</b>

*Source: Field Data 2023*

The data gathered from the respondents revealed that 41 (50.0%) of them had a work experience of 8 – 10 years, while 37 (45.1%) had worked for more than 10 years. Additionally, 4 (4.9%) respondents had a work experience of 2-4 years. These findings indicate that the majority of the respondents had substantial experience in their managerial roles, which allowed them to offer valuable insights and information critical to the study.

#### 4.5 Descriptive Findings

Descriptive findings refer to the results obtained from analyzing data that describe the characteristics of the sample or population being studied. Descriptive statistics are employed to summarize and present the data in a meaningful way, using measures such as the mean, median, mode (measures of central tendency), as well as the range and standard deviation (measures of variability). These findings provide a detailed and unbiased account of the participants or variables in the study, but they do not establish a cause-and-effect relationship or explain the connection between them. To improve understanding and interpretation, descriptive findings are often presented using tables, charts, and graphs. The primary objective of this study was to evaluate the correlation between employee performance and

the strategy used for performance appraisal in Wajir County. The study focused on four independent variables: performance appraisal training, objective-based appraisal, performance-based rewards, and performance appraisal feedback. The dependent variable was employee performance in Wajir County.

#### 4.5.1 Performance Appraisal Training on Performance of Employees

The objective of the study was to investigate how performance appraisal training affects employee performance in Wajir County, and the findings are presented in Table 4.8.

**Table 4. 8: Performance Appraisal Training on Performance of Employees**

<b>Opinion</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Providing personnel training leads to a significant improvement in employee performance.	0	0	4(4.9%)	20(24.4%)	58(70.7%)
Training helps improve communication with the management.	0	0	4(4.9%)	18(22.0%)	60(73.2%)
Employees who get relevant certifications are eligible for increased pay and other benefits in accordance with company policy.	1(1.2%)	0	6(7.3%)	21(25.6%)	54(65.9%)
Training on performance appraisals has enhanced employee motivation on fulfilling goals	1(1.2%)	0	1(1.2%)	21(25.6%)	59(72.0%)
Training improves dissemination of policies from management	2(2.4%)	0	11(13.4%)	23(28.0%)	46(56.1%)
Training programs are effective for individual and organizational development	1(1.2%)	1(1.2%)	3(3.7%)	22(26.8%)	55(67.1%)

**Source: Researcher 2023**

The findings from Table 4.8 reveal that a significant majority of the respondents (95.1%) agreed that personnel training has a notable positive impact on improving employee

performance, with only 4.9% remaining impartial. Additionally, 95.2% of the participants agreed that training contributes to better communication with management, while only 4.9% held a neutral stance. Furthermore, 91.5% of the respondents agreed that employees who acquire relevant certifications should receive increased pay and other benefits in accordance with the county government policy. Only 7.3% remained neutral, and a mere 1.2% strongly disagreed with this viewpoint. The study also unveiled that 97.6% of the respondents agreed that performance appraisal training positively influences employee motivation in achieving their goals, with only 1.2% expressing neutrality. When it comes to the dissemination of policies from management, a majority of the respondents (84.1%) agreed that training improves this aspect, while 13.4% were neutral, and only 2.4% strongly disagreed. Lastly, the majority of respondents (93.9%) agreed with the statement that training programs are effective for individual and organizational development. Conversely, 3.7% of respondents were neutral on the matter, and 2.4% disagreed with the statement.

#### 4.5.2 Performance Appraisal Feedback on Performance of Employees

The objective of the study was to examine how performance appraisal feedback affects the performance of employees in Wajir County, and the outcomes are presented in Table 4.9.

**Table 4. 9: Performance Appraisal Feedback on Performance of Employees**

<b>Opinion</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
During the performance assessment, there is a discussion between me and my supervisor.	0	1(1.2%)	8(9.8%)	14(17.1%)	59(72.0%)
The county provides performance appraisal feedback annually	0	0	11(13.4%)	10(12.2%)	61(74.4%)
The performance evaluation systems provide effective feedback	0	0	2(2.4%)	19(23.3)	61(74.4%)
The county performance feedback is communicated through written communication mode	0	1(1.2%)	2(2.4%)	17(20.7%)	62(75.6%)
The performance feedback employees receive is highly appreciated	0	1(1.2%)	9(11.0%)	17(20.7%)	55(67.1%)

*Source: Researcher 2023*

Based on the findings presented in Table 4.9, it was determined that a majority of the respondents (89.1%) agreed that there is effective communication between their supervisor and themselves during the performance evaluation process. Only 9.8% of the respondents expressed neutrality, while a mere 1.2% disagreed with this statement. The study also revealed that the majority of the participants (86.6%) agreed that the county provides performance appraisal feedback on an annual basis, whereas only 13.4% disagreed. Additionally, the results indicated that nearly all of the respondents (97.7%) agreed that the performance evaluation systems offer effective feedback, with only 2.4% maintaining a

neutral stance. Furthermore, the study unveiled that the majority of the respondents (96.3%) agreed that the county's performance feedback is communicated through written means. In contrast, 2.4% expressed neutrality, and only 1.2% disagreed with this perspective. Finally, a significant majority of the respondents (87.8%) agreed with the statement that the performance feedback received by employees is highly valued. Conversely, 11.0% remained neutral, while only 1.2% strongly disagreed with this viewpoint.

#### 4.5.3 Objective Based Appraisal on Performance of Employees

The purpose of the study was to evaluate how objective-based appraisal affects employee performance in Wajir County. The results are presented in Table 4.10.

**Table 4. 10: Objective Based Appraisal on Performance of Employees**

<b>Opinion</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
There is a system in place to incentivize desired behavior.	0	1(1.2%)	8(9.8%)	24(29.3%)	49(59.8%)
Pay raises and promotions are the results of a performance review based on quantifiable goals.	0	1(1.2%)	1(1.2%)	24(29.3%)	56(68.3%)
The performance manager provides honest and detailed feedback on past efforts.	0	1(1.2%)	1(1.2%)	27(32.9%)	53(64.6%)
Every so often, we take a look at our goals and see if they still make sense in light of the new circumstances we're facing.	1(1.2%)	0	2(2.4%)	22(26.8%)	57(69.5%)
It is possible to accomplish goals because one has access to the appropriate resources and a conducive setting.	1(1.2%)	0	4(4.9%)	18(22.0%)	59(72.0%)

**Source: Researcher 2023**

Based on the findings presented in Table 4.10, the majority of the study respondents (89.1%) agreed that there is a well-established system in place to incentivize desired behavior. A small percentage (9.8%) remained neutral on this opinion, while only 1.2% disagreed with the statement. Additionally, a significant proportion of respondents (82.7%) agreed that pay raises and promotions are outcomes of performance reviews based on measurable goals. Only 1.2% expressed neutrality, and another 1.2% strongly disagreed with this opinion. Moreover, a large majority of the study participants (97.5%) agreed that the performance manager provides honest and detailed feedback on their past efforts. A small percentage (1.2%) held a neutral view on this statement, while only 1.2% strongly disagreed. Furthermore, most of the respondents (96.3%) agreed that periodically reviewing their goals in light of new circumstances is necessary. Only 2.4% were neutral on this matter, and a mere 1.2% strongly disagreed with the opinion statement. Lastly, a significant majority of respondents (94.0%) agreed with the viewpoint that accomplishing goals is feasible when one has access to appropriate resources and a supportive environment. 4.9% expressed neutrality on this opinion, while only 1.2% strongly disagreed.

#### 4.5.4 Performance-Based Rewards on Performance of Employees

The research aimed to analyze the impact of performance-based rewards on the performance of employees in Wajir County. The outcomes of the study are displayed in Table 4.11.

**Table 4. 11: Performance-Based Rewards on Performance of Employees**

<b>Opinion</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
In my county, we have a system in place for determining how to best incentivize top performers and for determining when and how	0	0	4(4.9%)	24(29.3%)	54(65.9%)
County government compensation policy attracts and retains employees	0	0	6(7.3%)	23(28.0%)	53(64.6%)
The incentives provided serve as a source of motivation for me to exert greater effort and improve my output	2(2.4%)	1(1.2%)	4(4.9%)	17(20.7%)	58(70.7%)
The performance is linked to employee reward and compensation	3(3.7%)	0	2(2.4%)	21(25.6%)	56(68.3%)
Promotion, a certificate of achievement, increased authority, and financial bonuses are just few of the ways employees are recognized and rewarded in my county.	1(1.2%)	0.00%	2(2.4%)	18(22.0%)	61(74.4%)
The county government provide employees with opportunity for career advancement	1(1.2%)	1(1.2%)	4(4.9%)	19(23.3%)	57(69.5%)

**Source: Researcher 2023**

Based on the study findings presented in Table 4.11, the majority of the study respondents (95.1%) agreed that in their county, there is an established system for determining how to



effectively incentivize top performers and determine when and how to do so. A small proportion (4.9%) remained neutral on this matter. Additionally, a significant majority of the respondents (92.6%) agreed that the compensation policy implemented by the county government helps attract and retain employees. Only 7.3% of the respondents expressed neutrality towards this statement. Moreover, a majority of the respondents (91.4%) agreed that the rewards offered by the county government motivate them to work hard and enhance their productivity. 4.9% of the participants were neutral on this opinion, while only 2.4% disagreed with it. Furthermore, most of the respondents (93.9%) agreed that employee reward and compensation are linked to performance. 3.7% disagreed with this viewpoint, while only 2.4% remained neutral. Additionally, a significant majority of the respondents (96.4%) agreed that recognition and rewards for employees in the county include promotions, certificates of achievement, increased authority, and financial bonuses, among other methods. 2.4% expressed neutrality on this opinion, while only 1.2% strongly disagreed with it. Lastly, most of the respondents (92.8%) agreed with the opinion that the county government provides employees with opportunities for career advancement. 4.9% were neutral to this statement, while 1.2% strongly disagreed with it.

#### 4.5.5 Employee's Performance of Wajir County

The objective of the study was to investigate the performance of employees in Wajir County.

The outcomes of the study are presented in table 4.12.

**Table 4. 12: Employee's Performance of Wajir County**

<b>Opinion</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Working within the framework of the performance evaluation system has allowed me to flourish in my position.	0	0	9(11.0%)	18(22.0%)	55(67.1%)
Workers are happy and committed because of the appraisal approach utilized to evaluate their work.	0	0	0	17(20.7%)	65(79.3%)
Employees are more willing to acknowledge that there are certain expectations for my work thanks to performance reviews.	0	0	2(2.4%)	15(18.3%)	65(79.3%)
Employees usually improve their productivity and attention to detail after each evaluation.	0	0	9(11.0%)	12(14.6%)	61(74.4%)
Improved productivity at work can be attributed in part to the P.A. system's emphasis on continuous feedback and coaching.	1(1.2%)	1(1.2%)	11(13.4%)	12(14.6%)	57(69.5%)
The performance appraisal process is well-received by staff members, and they appreciate the feedback they receive on their progress toward achieving their goals.	2(2.4%)	1(1.2%)	12(14.6%)	16(19.5%)	51(62.2%)

**Source: Researcher 2023**

Based on the findings presented in Table 4.12, it was discovered that a significant majority of the respondents (89.1%) agreed that working within the framework of the performance evaluation system has enabled them to excel in their roles. Only 11.1% of the respondents held a neutral stance regarding this opinion. Furthermore, all of the respondents (100%) agreed with the statement that the appraisal approach used to evaluate their work makes them content and dedicated employees. Additionally, most of the respondents (97.6%) agreed with the opinion that performance reviews create a clearer understanding of work expectations for employees, while only 2.4% expressed neutrality on this statement.

Moreover, a majority of the respondents (89.0%) agreed that employees tend to improve their productivity and attention to detail after each evaluation, while only 11.0% were neutral on this opinion. Furthermore, 83.9% of the respondents agreed that the emphasis on continuous feedback and coaching in the performance appraisal system contributes to improved productivity at work. 13.4% of the respondents expressed neutrality on this matter, while only 2.4% strongly disagreed with the opinion.

Finally, a significant majority of the respondents (81.7%) agreed that the performance appraisal process is well-received by staff members, and they appreciate the feedback provided on their progress toward achieving their goals. On the other hand, 14.6% remained neutral on this statement, while 3.6% strongly disagreed with it.

## 4.6 Diagnostics test

Testing for normality, linearity, autocorrelation, homoscedasticity, and multicollinearity are the foundations for OLS. Here, we put these presumptions to the test so that OLS can be used.

### 4.6.1 Normality Test

Table 4.9 presents the outcomes of the skewness and kurtosis tests used to assess the normal distribution of Employee Performance in Wajir County Government. These normality tests were conducted following the methodology outlined by Tsagris and Pandis in 2021. In this test, the null hypothesis assumes that the data follows a normal distribution. The results of the normality tests are summarized in Table 4.13 below:

**Table 4. 13: Normality Test results**

<b>Variable</b>	<b>Skewness</b>	<b>Kurtosis</b>	<b>Prob&gt;z</b>
Employee Performance in Wajir County Government	1.3025	0.6321	.146
Performance Appraisal Training	1.1671	0.7413	.735
Performance Appraisal Feedback	2.0271	0.5152	.947
Objective Based Appraisal	1.2073	0.5476	.084
Performance-Based Rewards	2.0631	0.8234	.588

*Source: Researcher (2023)*

Table 4.13 provides a comprehensive overview of the results obtained from our testing procedures. As indicated in the table 4.13, the Shapiro-Wilk test conducted for Employee Performance in Wajir County Government produced results indicative of normal distribution (with p-values exceeding 0.05 for individual variables). Consequently, this study concludes that the data pertaining to the independent variables exhibited a pattern of normal distribution.

#### 4.6.2 Test for Linearity

In order to examine the presence of linear relationships among the variables, we employed Pearson's correlation coefficient. The null hypothesis for this test posited the absence of a linear connection. The test statistics, along with the significance of linear associations between the variables, are presented in Table 4.14.

**Table 4. 14: Test for Linearity test results**

<b>Variable</b>	<b>Correlation Coefficient</b>	<b>Prob&gt;z</b>
Performance Appraisal Training	0.373	0.003
Performance Appraisal Feedback	0.791	0.001
Objective Based Appraisal	0.844	0.001
Performance-Based Rewards	0.164	0.002

*Source: Researcher (2023)*

The p-values associated with the correlation coefficients, as presented in Table 4.14, demonstrate statistical significance, meaning they are below the 0.05 threshold. Consequently, at a significance level of 5%, the calculated test statistic surpasses the tabulated test statistic. Consequently, at this 5% significance level, we cannot uphold the null hypothesis suggesting that all correlation coefficients are equal to zero. Each independent variable exhibits a positive correlation coefficient, signifying the possibility of moving in the same direction as employee performance. Therefore, it implies that effective employee performance is likely to be associated with high regression coefficients.

#### 4.6.3 Autocorrelation

Autocorrelation was employed to assess the count of standard correlation errors within the dataset. The Wooldridge test was applied to establish the presence of a serial relationship. The outcomes of the hypothesis tests related to this assessment are displayed in Table 4.15.

**Table 4. 15: Autocorrelation Test Results**

<b>Wooldridge test for autocorrelation in panel data</b>
H <sub>0</sub> : no first-order autocorrelation
F( 1, 82) =0.437
Prob > F = 0.5341

*Source: Researcher (2023)*

The null hypothesis was not upheld. The outcome of the F-test was 0.437, with a corresponding p-value of 0.5341, which exceeds the 0.05 significance threshold. Consequently, it indicates the absence of a serial association.

#### **4.6.4 Test of Homoscedasticity**

The examination for heteroscedasticity at the panel level was conducted through the Breusch-Pagan/Cook-Welsberg test. Initially, we estimated the specified empirical models for fixed effects while employing robust-standard errors. Subsequently, we assessed the null hypothesis, which assumes constant error variance (homoscedasticity), using the Pagan/Cook-Welsberg method, following the approach outlined by Yang, Tu, and Chen in 2019. The results of this analysis are displayed in Table 4.16.

**Table 4.16: Breusch-Pagan Test Results for Panel-level Heteroscedasticity**

<b>Fixed effects</b>	<b>Chi<sup>2</sup></b>	<b>Prob&gt; Chi<sup>2</sup></b>
Panel model 1 (NI)	8.38	0.0031

*H<sub>0</sub>: Constant error variance (homoscedasticity)*

In the context of the regression model, the test outcomes mentioned earlier yielded chi-square distribution values, along with corresponding p-values, that reached statistical significance at both the 5% and 10% levels. Consequently, this led to the rejection of the null hypothesis, which posited constant variance. As per the findings, heteroscedasticity at the panel level was confirmed, aligning with the observations made by Yang and Mathew in 2018.

#### 4.6.5 Bartlett's Test of Internal consistency

Bartlett's Test of Sphericity was utilized to evaluate the questions incorporated in the structured questionnaire, aiming to assess the internal consistency across various domains. This test operates on the assumption of no internal consistency, representing its null hypothesis (i.e., inter-correlation). When the null hypothesis is not upheld, it suggests the necessity for factor analysis to identify the principal components that measure the intended domain. Conversely, if the null hypothesis is rejected, it indicates that the items exhibit consistency among themselves, and their combinations can be employed to evaluate the variable of interest. The statistical outcomes derived from this test are presented in Table 4.17.

**Table 4. 17: Bartlett's Tests**

<b>Variable</b>	<b>Chi<sup>2</sup></b>	<b>P value</b>
Performance Appraisal Training	686.2	0.001
Performance Appraisal Feedback	101.8	0.000
Objective Based Appraisal	219.1	0.000
Performance-Based Rewards	138.4	0.001
Employee Performance in Wajir County Government	931.5	0.000

*Source: Researcher (2023)*

Table 4.17 in the study shows the results of Bartlett's Test of Sphericity for different areas. Notably, all the p-values for these areas are less than 0.05. This means that, at a 5% significance level, the calculated Chi statistics are higher than the expected Chi statistics. As a result, we can't support the idea that there's no connection among the questions in the various parts of the structured questionnaire. It suggests that the items in each part of the structured questionnaire are consistent with each other. Therefore, we may be able to use simple averages of Likert items from each section of the structured questionnaire as combined measurements for each specific variable, without the need for factor analysis.

#### 4.6.6 Test of Multicollinearity

Multicollinearity is when variables have a strong relationship with each other. To check for this, we used a correlation matrix to see how closely predictors were related and the strength of the correlation between pairs. This issue can happen when one or more sets of independent variables are extremely correlated (Daoud, 2017). The findings, as presented in Table 4.18 below.

**Table 4. 18: Multicollinearity test results**

		PAT	PAF	OBA	PBR	EP
PAT		1				
PAF	r	-0.0957	1			
	sig	0.1742				
OBA	r	0.6875	-0.1577	1		
	sig	0.000	0.0268			
PBR	r	-0.1583	-0.0764	-0.2296	1	
	sig	0.0374	0.3444	0.0018		
EP	r	0.5083	-0.2135	0.3431	-0.0959	1
	sig	0.0000	0.0041	0.0000	0.1782	

N = 82

*Key: Performance Appraisal Training = PAT, Performance Appraisal Feedback =PAF, Objective Based Appraisal= OBA, Performance-Based Rewards =PBR, Employee Performance in Wajir County Government =EP*

The analysis looked for multicollinearity, which can cause misleading regression results when the correlation coefficient is higher than 0.8. However, as shown in Table 4.18, the correlation coefficients for the other variables were all well below 0.8, which follows the recommendation by Gujarati (2003) and suggests that multicollinearity wasn't an issue.

#### 4.6 Inferential Statistics

##### 4.6.1 Correlation Analysis



The study utilized correlation analysis to investigate the relationship among the variables, and the outcome of this analysis is presented in Table 4.19.

**Table 4. 19: Correlation analysis**

		<b>PAT</b>	<b>OBA</b>	<b>PBR</b>	<b>PAF</b>	<b>EP</b>
<b>PAT</b>	Pearson Correlation	1				
	N	82				
<b>OBA</b>	Pearson Correlation	.655**	1			
	N	82	82			
<b>PBR</b>	Pearson Correlation	.724**	.512**	1		
	N	82	82	82		
<b>PAF</b>	Pearson Correlation	.830**	.675**	.590**	1	
	N	82	82	82	82	
<b>EP</b>	Pearson Correlation	0.715	.725**	0.632	.722*	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	82	82	82	82	82

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

\* Correlation is significant at the 0.05 level (2-tailed).

*Performance Appraisal Training: PAT, Objective Based Appraisal: OBA, Performance-Based Rewards: PBR, Performance Appraisal Feedback: PAF  
Employees Performance: Employees Performance*

**Source: Researcher 2023**

The correlation analysis conducted in Table 4.19 suggests a positive relationship between performance appraisal training and employee performance. The correlation coefficient of 0.715 ( $r = 0.715$ ;  $P\text{-Value} < 0.05$ ) indicates that an increase in performance appraisal training significantly improves employee performance. This finding is consistent with Wagacha and Maende's (2017) study, which also highlighted the positive impact of performance appraisal training on employee satisfaction and overall organizational performance in the long term.

Objective Based Appraisal was found to have a significant positive correlation ( $r = 0.725$ ) with employee performance, indicating that an increase in this type of appraisal leads to improved performance. This result is in line with Xhavit, Enis, and Naim's (2018) findings, showing that objective-based appraisal enhances employee effectiveness. The statistical significance of the result ( $P\text{-Value} < 0.05$ ) further supports this relationship.

The study findings suggest that employee performance is positively influenced by performance-based rewards, as indicated by a strong correlation ( $r = 0.632$ ) and a statistically significant result ( $P\text{-Value} < 0.05$ ). This implies that an increase in performance-based rewards significantly improves employee performance. These results are consistent with the findings of Nyamboga's (2016) study, which also demonstrated the significant impact of performance-based rewards on employee performance.

Finally, the study revealed a strong and positive relationship between Performance Appraisal Feedback and employee performance, as evidenced by a significant correlation coefficient ( $r = 0.722$ ) and a statistically significant result ( $P\text{-Value} < 0.05$ ). This suggests that providing feedback on an employee's performance notably influences their overall performance. These findings align with Munguti and Kanyanjua's (2017) results, showing that feedback improves quality, job knowledge, accuracy of work, and teamwork.

In general, the results support Field's (2005) suggestion that the correlation coefficient should not exceed 0.8 to avoid multicollinearity. However, in this study, multicollinearity was not an issue as the highest correlation coefficient recorded was 0.725.

#### **4.7 Regression Analysis**

The study successfully accomplished its objectives through the implementation of a multivariate regression analysis, and the outcomes are presented in Tables 4.20, 4.21, and 4.22. According to the model summary provided in Table 4.14, approximately 72.6% of the variance observed in employee performance at Wajir County Government can be accounted for by the independent variables: performance appraisal training, objective-based appraisal, performance-based rewards, performance appraisal feedback, and employee's performance.

The remaining 27.4% of the variance in employee performance cannot be explained by these variables and may be influenced by other factors.

**Table 4.20: Model Summary**

Model	r	r Square	Adjusted r Square	Std. Error of the Estimate
1	.842	0.726	0.704	0.2247

*a. predictors: performance appraisal training, objective based appraisal, performance-based rewards and performance appraisal feedback.*

**Source: Researcher Data (2023)**

To evaluate the adequacy of the regression model linking performance appraisal to employee performance, an ANOVA was performed, as presented in Table 4.20. The purpose was to assess how well the model fits the data. The results indicate that the model exhibited a strong fit ( $F = 63.778$ ;  $P\text{-value} < 0.05$ ), suggesting its suitability for predicting outcomes. Furthermore, the ANOVA results demonstrate a statistically significant relationship between performance appraisal and employee performance, underscoring the effectiveness of the performance appraisal system in measuring and predicting employee performance.

**Table 4.21: Analysis of Variance (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.871	3	5.745	63.778	.000 <sup>a</sup>
	Residual	8.772	78	0.052		
	Total	28.646	81			

*a. predictors: performance appraisal training, objective based appraisal, performance-based rewards and performance appraisal feedback*

**Source: Researcher Data (2023)**

Since the provided F-calculated value (63.778) is significantly greater than the critical F-value, and the associated p-value is less than 0.05 ( $P\text{-value} < 0.05$ ), this suggests a strong and statistically significant relationship between performance appraisal strategies and

employee performance. Therefore, the regression model is deemed appropriate for predicting employee performance based on performance appraisal strategies.

The regression model coefficients were also established and indicated in Table 4.22.

**Table 4. 22: Regression Coefficients**

	Unstandardized	Standardized		t	Sig.
	Coefficients	Std.	Beta		
	B	Error			
(Constant)	1.860	2.93		2.912	.000
Performance Appraisal Training	.581	.321	.446	1.898	.001
Objective Based Appraisal	.627	.156	.623	3.507	.001
Performance-Based Rewards	.349	.293	.372	2.921	.234
Performance Appraisal Feedback	.371	.383	.286	2.098	.000

*Source: Researcher 2023*

The coefficients in the Unstandardized Beta column of Table 4.22 were utilized to derive the comprehensive equation suggested in the conceptual framework. Once these coefficients are plugged into the equation, the model takes the form:

$$Y = 1.860 + 0.581X_1 + 0.627 X_2 + 0.349X_3 + 0.371 X_4 \text{ where}$$

Y = Performance Appraisal Training,  $X_1$  = Objective Based Appraisal,  $X_2$  = Performance-Based Rewards,  $X_3$  = Performance Appraisal Feedback,  $X_4$ .

According to the regression model, a significant positive relationship exists between performance appraisal training and employee performance ( $\beta = .581$ ; P-Value < 0.05). This implies that employees who undergo performance appraisal training are more likely to perform better than those who do not receive such training. These findings align with

Mwema and Gachunga (2014), who suggested that organizations aiming to enhance employees' knowledge management could incorporate performance appraisal training.

The study findings indicate that for every one-unit increase in objective-based appraisal, there is a rise of 0.627 in employee performance. The statistical significance of this relationship is evident from the p-value, which is less than 0.05 ( $\beta = 0.627$ ; P-Value < 0.05). Therefore, it can be inferred that an increase in objective-based appraisal practices substantially improves employee performance. Shaout and Yousif (2014) also found objective-based appraisal practices to be highly effective and advantageous for both the county government and employees, as they promote objectivity and encourage employee performance improvement.

The regression results show that performance-based rewards have a minor positive impact on employee performance, but this impact is not statistically significant ( $\beta = 0.349$ ; P-Value > 0.05). This suggests that enhancing performance-based rewards may lead to only a minimal increase in employee performance, which may not be meaningful. Similarly, Mwangi (2013) reported that the correlation between performance-based rewards and productivity was not significant.

According to the results, there is a significant statistical connection between employee performance and performance appraisal feedback, with a beta coefficient of 0.371 ( $\beta = 0.371$ ; P-Value < 0.05). This means that enhancing performance appraisal feedback would lead to a substantial increase in employee performance. These outcomes are consistent with Sigei's (2013) study, which demonstrated that performance appraisal feedback could be effectively used to improve employee performance.

## **4.8 Hypotheses Testing**

Researchers assess the hypotheses they crafted prior to conducting the study by comparing the findings from the study's sample with those of the entire population, as recommended by Gujarati (2003). To examine these hypotheses, this research conducted a statistical analysis of the coefficients of the variables used to elucidate the outcomes. The significance test, a statistical procedure, was employed to ascertain the validity of a null hypothesis, which posits that two normally distributed populations possess identical means. This determination is made based on data gathered from a statistical sample. The associated p-values at significance levels of 1%, 5%, and 10% were utilized for this purpose. Given that the null hypothesis in this study is more of a composite nature rather than a directional statement, a two-tailed test was chosen to assess its significance, in accordance with the approach advocated by Martina, Tanya, and Martin (2014). This methodology was applied to the set of null hypotheses presented in Section 1.4 of the Introduction. The decision criteria for each test were as follows: reject the null hypothesis if the observed p-value is less than the pre-established alpha (significance threshold), but retain it if the observed p-value exceeds the pre-established alpha.

### **4.8.1 Test of Hypothesis One**

**H<sub>01</sub>: There is no significant relationship between performance appraisal training and performance of employees in Wajir County.**

The results of the regression analysis presented in Table 4.13 indicate a statistically significant and positive association between performance appraisal training and employee performance in Wajir County, at a 5% level of significance. This conclusion is drawn from the p-value associated with the coefficients, which is equal to 0.000. As a result of this

finding, the study confidently rejects the null hypothesis with a 95% confidence level. By rejecting the null hypothesis, the study establishes that performance appraisal training has a significant impact on the performance of employees in Wajir County.

#### **4.8.2 Test of Hypothesis Two**

**H<sub>02</sub>: There is no significant relationship between performance appraisal feedback and performance of employees in Wajir County.**

The outcomes of the regression analysis in Table 4.13 reveal a noteworthy and positive correlation between performance appraisal feedback and employee performance in Wajir County, at a 5% significance level. This determination is grounded in the p-value linked to the coefficients, which registers at 0.000. Consequently, this discovery prompted the research to dismiss the initially posited null hypothesis with a 95% confidence level. By refuting the null hypothesis, the study ultimately concludes that performance appraisal feedback exerts a substantial influence on the performance of employees in Wajir County.

#### **4.8.3 Test of Hypothesis Three**

**H<sub>03</sub>: There is no significant relationship between objective based appraisal and performance of employees in Wajir County.**

The findings from the regression analysis presented in Table 4.13 demonstrate a meaningful and positive connection between objective-based appraisal and the performance of employees in Wajir County, with a significance level of 5%. This determination is grounded in the p-value associated with the coefficients, which registers at 0.000. As a consequence, this discovery prompted the research to confidently reject the initially posited null hypothesis with a 95% confidence level. By rejecting the null hypothesis, the study ultimately concludes

that objective-based appraisal significantly impacts the performance of employees in Wajir County.

#### **4.8.4 Test of Hypothesis Four**

**H<sub>04</sub>: There is no significant relationship between performance-based rewards and performance of employees in Wajir County.**

The regression analysis results in Table 4.13 show that performance-based rewards have significant and positive relationship with performance of employees in Wajir County at 5% level of significance. This is based on the *p*-value corresponding to the coefficients equivalent to 0.000. This finding led the study to reject the stated null hypothesis with 95% confidence level. Through rejecting the null hypothesis, the study concluded that performance-based rewards significantly influence performance of employees in Wajir County.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section looks at a summary of all the sections of this thesis as pertains the main objective and sub-objectives. It provides a birds'eye view of the chapters covered as well as the main theme recorded therein. It thereafter offers conclusions based on the results and offers recommendations concerning subject matter discussed. This was to assist in improving services under study.

#### 5.2 Summary of Findings

##### 5.2.1 Performance Appraisal Training

On the the relationship between objective-based appraisal and employee performance in Wajir County Government, the correlation results revealed a positive relationship between performance appraisal training and employee performance, with a correlation coefficient of 0.715 (P-Value < 0.05). This suggests that increasing performance appraisal training significantly improves employee performance. The regression model shows a significant positive relationship between performance appraisal training and employee performance ( $\beta = 0.581$ ; P-Value < 0.05). This implies that employees who undergo performance appraisal training are more likely to perform better than those who do not receive such training.

##### 5.2.2 Objective-Based Appraisal

On the relationship between performance-based rewards and employee performance in Wajir County Government, the correlation results revealed a significant positive correlation ( $r = 0.725$ ) with employee performance, indicating that an increase in this type of appraisal leads to improved performance. The regression model that for every one-unit increase in objective-

based appraisal, there is a substantial rise of 0.627 in employee performance, and this relationship is statistically significant ( $\beta = 0.627$ ; P-Value  $< 0.05$ ). It can be inferred that an increase in objective-based appraisal practices significantly improves employee performance.

### **5.2.3 Performance-Based Rewards**

On the relationship between performance appraisal training and employee performance in Wajir County Government, the correlation results indicate that employee performance is positively influenced by performance-based rewards, with a strong correlation coefficient of 0.632 and a statistically significant result (P-Value  $< 0.05$ ). The regression results reveal that performance-based rewards have a minor positive impact on employee performance, but this impact is not statistically significant ( $\beta = 0.349$ ; P-Value  $> 0.05$ ). This suggests that enhancing performance-based rewards may lead to only a minimal increase in employee performance, which may not be meaningful.

### **5.2.4 Performance Appraisal Feedback**

On the relationship between performance appraisal feedback on employee performance in Wajir County Government, the correlation results revealed a strong and positive relationship between Performance Appraisal Feedback and employee performance, as evidenced by a significant correlation coefficient of 0.722 and a statistically significant result (P-Value  $< 0.05$ ). This suggests that providing feedback on an employee's performance notably influences their overall performance. According to the regression results, there is a significant statistical connection between employee performance and performance appraisal feedback, with a beta coefficient of 0.371 ( $\beta = 0.371$ ; P-Value  $< 0.05$ ). This indicates that

enhancing performance appraisal feedback can lead to a substantial increase in employee performance.

### **5.3 Conclusions**

#### **5.2.1 Performance Appraisal Training**

The study concluded that performance appraisal training has a significant positive impact on employee performance in Wajir County Government. Employees who undergo performance appraisal training are more likely to perform better compared to those who do not receive such training. This finding suggests that investing in training programs aimed at improving performance appraisal skills can yield tangible benefits in terms of enhanced employee performance.

#### **5.2.2 Objective-Based Appraisal**

The study concluded that objective-based appraisal practices play a crucial role in improving employee performance within the context of Wajir County Government. A one-unit increase in objective-based appraisal results in a substantial rise in employee performance. This implies that the establishment and implementation of clear and objective performance criteria can significantly contribute to better employee performance.

#### **5.2.3 Performance-Based Rewards**

The study found that while there is a positive correlation between performance-based rewards and employee performance, this relationship is not statistically significant. Therefore, the study concluded that enhancing performance-based rewards may have only a minor impact on employee performance in Wajir County Government. Organizations should

consider other factors and approaches alongside rewards to foster meaningful improvements in employee performance.

#### **5.2.4 Performance Appraisal Feedback**

The study concluded that performance appraisal feedback has a significant and positive influence on employee performance in Wajir County Government. Providing constructive feedback on employees' performance notably enhances their overall performance. This underscores the importance of effective feedback mechanisms in the performance appraisal process and suggests that organizations should prioritize regular and meaningful feedback to promote employee performance and development.

### **5.4 Recommendations**

#### **5.4.1 Performance Appraisal Training**

The study recommended a thorough examination of the relationship between performance appraisal training and employee performance in Wajir County Government. Based on the findings, it is advisable for the county to invest in comprehensive training programs for both employees and supervisors involved in the performance appraisal process. These programs should aim to enhance their understanding of appraisal techniques, communication skills, and the overall appraisal process. Furthermore, the training should emphasize the importance of fair and unbiased evaluations to ensure that employees receive constructive feedback, which can contribute to their performance improvement.

#### **5.4.2 Performance Appraisal Feedback**

The study highlighted the significance of performance appraisal feedback in influencing employee performance. Therefore, it is recommended that Wajir County Government focus

on improving the feedback mechanisms within their performance appraisal system. This could involve implementing regular feedback sessions between supervisors and employees to discuss strengths, areas for improvement, and development opportunities. Additionally, supervisors should be trained in providing constructive feedback that motivates employees to strive for better performance. This would contribute to a more productive and engaged workforce.

#### **5.4.3 Objective-Based Appraisal**

The study recommended a thorough assessment of the relationship between objective-based appraisal and employee performance in Wajir County Government. To enhance employee performance through objective-based appraisal, the county should consider establishing clear and measurable performance objectives for each employee. These objectives should be aligned with the organization's goals and should be regularly reviewed and adjusted as needed. Supervisors should receive training in setting and communicating these objectives effectively to ensure that employees have a clear understanding of their performance expectations. Additionally, regular check-ins should be conducted to monitor progress and provide support when necessary.

#### **5.4.4 Performance-Based Rewards**

The study suggested a need to determine the relationship between performance-based rewards and employee performance in Wajir County Government. To optimize the impact of performance-based rewards, the county should consider revising its reward system to ensure that it is closely tied to employees' actual performance outcomes. This may involve recalibrating reward structures to provide meaningful incentives for outstanding performance. Moreover, the county should establish transparent and fair criteria for reward

distribution to eliminate any perceptions of favoritism or bias. This will motivate employees to excel in their roles and contribute positively to organizational objectives.

### **5.5 Suggestions for Further Research**

For future research, it is suggested that the focus be shifted towards examining performance appraisal strategies in other county governments and utilizing diverse research designs to assess their impact and correlations with other relevant factors. Additional research could concentrate on the examination of mediating elements, such as employee motivation or job satisfaction, which aid in explaining the connection between the performance appraisal approach and employee performance. Moreover, future research should consider the use of larger sample sizes to enhance the reliability of the results.

## REFERENCES

- Abdi, I. A., & Adan, A. M. (2020). Performance appraisal strategies and employee performance in Wajir County, Kenya. *Journal of Management*, 5(3), 44-54.
- Abednego, J., Ombui, K., & Masinjila, M. (2020). Organizational culture and employee performance in local government: a case of Bomet County, Kenya. *European Journal of Business and Management Research*, 5(5), 32-39.
- Agywa, E., Ametepe, F., & Kwaku, A. (2022). Performance Appraisal System for Salesmen in an Automobile Company. *AJMBF: American Journal of Management and Business Finance*, 2(1).
- Ahmed, S. O., & Nganga, P. (2019). Internal control practices and financial performance of county governments in the coastal region of Kenya. *International Journal of Current Aspects*, 3(V), 28-41.
- Armstrong, M., & Baron, A. (2004). *Managing performance: Performance management in action*. CIPD Publishing.
- Haule, L. (2014). An assessment of the impact of performance appraisal on service delivery in the public health sector in Tanzania: The case of Kongwa district. *Journal of Business and Management*, 16(4), 31-39.
- Hussain, S., & Haider, M. (2019). Performance appraisal practices and employee performance: Evidence from Pakistan. *Global Journal of Human Resource Management*, 7(3), 27-41.
- Luo, Y. (2005). How to manage employees from hell: The Chinese perspective. *Harvard Business Review*, 83(9), 98-105.
- Malik, M. S., et al. (2020). Linking performance appraisal satisfaction and organizational commitment: The moderating role of perceived fairness in the Pakistan context. *European Online Journal of Natural and Social Sciences*, 9(1), 189-200.
- Milkovich, G. T., & Boudreau, J. W. (2010). *Human Resource Management*. McGraw-Hill.
- NHS Leadership Academy. (2016). 360-Degree Feedback: A Guide for NHS Managers. Retrieved from <https://www.leadershipacademy.nhs.uk/resources/360-degree-feedback-a-guide-for-nhs-managers/>
- Okumu, I. N., & Ahmed, K. (2020). Performance appraisal practices and employee performance in Uganda: A case study of Makerere University. *European Journal of Business and Management*, 12(6), 10-20.
- SHRM. (2021). Performance Management. Retrieved from <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/performance-management.aspx>
- Warner, M. (2017). Performance appraisal in China: An ethical perspective. *Journal of Business Ethics*, 146(4), 753-766.

- Wajir County Government. (2021). Performance Management Policy. Retrieved from [http://wajir.go.ke/index.php?option=com\\_content&view=article&id=77&Itemid=483](http://wajir.go.ke/index.php?option=com_content&view=article&id=77&Itemid=483)
- Akhtar, M. W., Naz, A., Hussain, A., & Shahzad, K. (2018). Impact of employee performance on job satisfaction: An empirical study of banking sector in Pakistan. *Business and Economic Review*, 10(1), 23-40.
- Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, (15, Iss. 1), 63-71.
- Al-Musadieq, M., Nurjannah, N., Raharjo, K., Solimun, S., & Fernandes, A. A. R. (2018). The mediating effect of work motivation on the influence of job design and organizational culture against HR performance. *Journal of Management Development*.
- Angiola, N., Bianchi, P., & Damato, L. (2018). Performance management in public universities: overcoming bureaucracy. *International Journal of Productivity and Performance Management*.
- Audia, P. G., & Tams, S. (2017). Goal setting, performance appraisal, and feedback across cultures. *The Blackwell Handbook of Cross-Cultural Management*, 142-154.
- Barba-Sánchez, V., & Atienza-Sahuquillo, C. (2017). Entrepreneurial motivation and self-employment: evidence from expectancy theory. *International Entrepreneurship and Management Journal*, 13(4), 1097-1115.
- Bennett, S. A. (2019). Aviation crew resource management—a critical appraisal, in the tradition of reflective practice, informed by flight and cabin crew feedback. *Journal of Risk Research*, 22(11), 1357-1373.
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), 27-30.
- Brans, K., & Verduyn, P. (2019). Intensity and duration of negative emotions: Comparing the role of appraisals and regulation strategies. *PLoS One*, 9(3), e92410.
- Bretz, R. D., & Milkovich, G. T. (1993). A two-stage model of performance appraisal data: Implications for reliability, validity, and response bias. *Academy of Management Journal*, 36(3), 351-367.
- Calmeiro, L., Tenenbaum, G., & Eccles, D. W. (2018). Managing pressure: patterns of appraisals and coping strategies of non-elite and elite athletes during competition. *Journal of sports sciences*, 32(19), 1813-1820.
- Campbell, D. A., & Lambright, K. T. (2017). Struggling to get it right: Performance measurement challenges and strategies for addressing them among funders of human services. *Nonprofit Management and Leadership*, 27(3), 335-351.



- Cesário, F., & Chambel, M. J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24(2), 152-158.
- Chen, Z., Wang, J., & Lu, X. (2017). The effect of employee performance on firm performance in China: Evidence from the banking industry. *Journal of Applied Accounting Research*, 18(1), 42-58.
- Chopra, K. (2019). Indian shopper motivation to use artificial intelligence: Generating Vroom's expectancy theory of motivation using grounded theory approach. *International Journal of Retail & Distribution Management*.
- Chow, S. C., Shao, J., Wang, H., & Lokhnygina, Y. (2017). *Sample size calculations in clinical research*. Chapman and Hall/CRC.
- Clark, L. A., & Watson, D. (2019). Constructing validity: New developments in creating objective measuring instruments. *Psychological assessment*, 31(12), 1412.
- Cooke, F. L., Cooper, B., Bartram, T., Wang, J., & Mei, H. (2019). Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. *The International Journal of Human Resource Management*, 30(8), 1239-1260.
- County Governments Act, 2012. Available at: [https://www.kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/CountyGovernmentsAct\\_No17of2012.pdf](https://www.kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/CountyGovernmentsAct_No17of2012.pdf)
- Daniel, C. O., & Ibrahim, A. U. (2019). Influence of Performance Appraisal Management on employee's productivity. *GSI*, 7(3).
- Dannels, S. A. (2018). Research design. In *The reviewer's guide to quantitative methods in the social sciences* (pp. 402-416). Routledge.
- Davila, T., Foster, G., & Oyon, D. (2009). Rewarding performance globally: An empirical study of multinational corporations. *Journal of International Business Studies*, 40(1), 1-20.
- De Kraker-Pauw, E., Van Wesel, F., Krabbendam, L., & Van Atteveldt, N. (2017). Teacher mindsets concerning the malleability of intelligence and the appraisal of achievement in the context of feedback. *Frontiers in Psychology*, 8, 1594.
- DeNisi, A. S., & Kluger, A. N. (2000). Feedback effectiveness: Can 360-degree appraisals be improved? *Academy of Management Executive*, 14(1), 129-139.
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of applied psychology*, 102(3), 421.
- Diamantidis, A. D., & Chatzoglou, P. (2018). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*.
- Drucker, P. F. (1995). *Managing in a time of great change*. Truman Talley Books.

- Drucker, P. F. (1995). *Managing in a time of great change*. Truman Talley Books.
- Gitonga, Z., & Keiyoro, P. (2017). Factors influencing the implementation of healthcare projects: The case of Meru County, Kenya. *International academic journal of information sciences and project management*, 5(1), 259-280.
- Heaphy, E. D., & Dutton, J. E. (2008). Positive social interactions and the human body at work: Linking organizations and physiology. *Academy of Management Review*, 33(1), 137-162.
- Hekman, D. R., & Yang, W. (2017). Does diversity-valuing behavior result in diminished performance ratings for non-white and female leaders. *Academy of Management Journal*, 60(2), 771-797.
- Hong, J. L., Webster-Clark, M., Jonsson Funk, M., Stürmer, T., Dempster, S. E., Cole, S. R., ... & LoCasale, R. (2019). Comparison of methods to generalize randomized clinical trial results without individual-level data for the target population. *American journal of epidemiology*, 188(2), 426-437.
- Igbinovia, F. O., & Křupka, J. (2019). An appraisal of multi objective evolutionary algorithm for possible optimization of renewable energy systems. *2019 IEEE PES/IAS PowerAfrica*.
- Intarakamhang, U., & Kijthonthum, W. (2018). The development model of the performance management system being implemented in government agencies. *International Journal of Public Sector Performance Management*, 4(2), 214-230.
- Ismail, A. Z. M. A. N., & Razak, M. O. H. D. (2017). Performance-Based Reward Administration Enhancing Employees'feelings of Interactional Justice. *Studies in Business & Economics*, 12(1).
- Jehow, F. A., Gikandi, J., & Mwencha, P. (2018). Effect of training and leadership skills on employee performance in devolved governments in Kenya: A case of Wajir County. *European Journal of Business and Strategic Management*, 3(4), 87-104.
- Jin, X., Tigelaar, D., van der Want, A., & Admiraal, W. (2022). Novice teachers' appraisal of expert feedback in a teacher professional development programme in Chinese vocational education. *Teaching and Teacher Education*, 112, 103652.
- Johnsen, Å. (2018). Impacts of strategic planning and management in municipal government: An analysis of subjective survey and objective production and efficiency measures in Norway. *Public Management Review*, 20(3), 397-420.
- Kagama, J., & Irungu, C. (2018). An analysis of teacher performance appraisals and their influence on teacher performance in secondary schools in Kenya. *International Journal of Education*, 11(1), 93-98.
- Keynan, W. (2018). *Effect of compensation management practices on employee performance in Wajir County, Kenya* (Doctoral dissertation, Kca University).

- Khan, M. A., & Khan, A. (2019). Performance appraisal and employee performance: A study of Pakistani universities. *International Journal of Human Resource Management and Research*, 9(1), 13-24.
- Kiatkawsin, K., & Han, H. (2017). Young travelers' intention to behave pro-environmentally: Merging the value-belief-norm theory and the expectancy theory. *Tourism Management*, 59, 76-88.
- Kim, D. H., & Bak, H. J. (2017). Incentivizing research collaboration using performance-based reward systems. *Science and Public Policy*, 44(2), 186-198.
- Kim, W. C., & Mauborgne, R. (1998). Procedural justice, attitudes, and subsidiary top management compliance with multinationals' corporate strategic decisions. *Academy of Management Journal*, 41(1), 81-96.
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83-93.
- Krambia-Kapardis, M., & Zopiatis, A. (2020). The Effectiveness of Performance Appraisal Training on Employee Performance: Evidence from Cyprus. *International Journal of Human Resource Studies*, 10(4), 66-83.
- Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, 62(1), 65-74.
- Kreps, G. (2018). Performance-based rewards: An overview. Society for Human Resource Management. Retrieved from <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/performancebasedrewards.aspx>
- Leenknecht, M. J., & Prins, F. J. (2018). Formative peer assessment in primary school: the effects of involving pupils in setting assessment criteria on their appraisal and feedback style. *European Journal of Psychology of Education*, 33(1), 101-116.
- Li, L., & Fu, H. (2017). China's health care system reform: Progress and prospects. *The International journal of health planning and management*, 32(3), 240-253.
- Lian, L., & Tui, L. (2018). The Relationship between Training Relevance and Employees' Job Performance. *American Journal of Industrial and Business Management*, 8(9), 1851-1863.
- Lin, Y. C., & Kellough, J. E. (2019). Performance appraisal problems in the public sector: Examining supervisors' perceptions. *Public Personnel Management*, 48(2), 179-202.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717.

- Locke, E. A., & Latham, G. P. (2019). The development of goal setting theory: A half century retrospective. *Motivation Science*, 5(2), 93.
- Mekonnen, B., & Semahegn, G. (2021). The impact of performance appraisal on employee performance: Evidence from private banks in Ethiopia. *Journal of Human Resource Management*, 9(1), 17-26.
- Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*.
- Mohajan, H. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of Spiru Haret University Economics Series*, (4).
- Mollel-Eliphaz, R., Mulongo, L. S., & Razia, M. (2017). The influence of performance appraisal practices on employee productivity: A case of Muheza District, Tanzania. *Issues in Business Management and Economics*, 5(4), 45-59.
- Mone, E. M., & London, M. (2018). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Moon, K. (2019). Specificity of performance appraisal feedback, trust in manager, and job attitudes: A serial mediation model. *Social Behavior and Personality: an international journal*, 47(6), 1-12.
- Mugo, P. G., Wanjau, K., Mwangi, G., & Nyagah, K. (2019). Employee engagement and performance in public sector organizations: The case of county governments in Kenya. *Journal of Human Resource Management*, 7(2), 48-58.
- Muiruri Njoroge, J., Atieno, L., & Vieira Do Nascimento, D. (2017). Sports tourism and perceived socio-economic impact in Kenya: The case of Machakos County. *Tourism and hospitality management*, 23(2), 195-217.
- Muiruri Njoroge, P., O. Mwaura, & S. M. Macharia. (2017). "Devolution in Kenya and its Impact on Public Service Delivery." *International Journal of Social Sciences and Humanities Research* 5.3: 328-333.
- Muiruri, N., Nyakundi, W., & Tirimba, O. I. (2017). Devolved system of government in Kenya: A critical analysis of gains and challenges. *Journal of Public Administration and Governance*, 7(1), 66-85.
- Muriithi, C. K., & Nyabwanga, R. N. (2020). Management practices and employee performance in county governments in Kenya. *International Journal of Scientific Research and Management*, 8(6), 157-164.
- Na, H., Dancy, B. L., & Park, C. (2019). College student engaging in cyberbullying victimization: Cognitive appraisals, coping strategies, and psychological adjustments. *Archives of psychiatric nursing*, 29(3), 155-161.
- Nagin, D. S., & Telep, C. W. (2017). Procedural justice and legal compliance. *Annual review of law and social science*, 13, 5-28.

- Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement: An empirical check. *South Asian Journal of Business Studies*.
- Nguyen, T. T. M. (2019). Data collection methods in L2 pragmatics research: An overview. *The Routledge handbook of second language acquisition and pragmatics*, 195-211.
- Nielsen, K., Nielsen, M. B., Isaksson, K. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & Stress*, 31(2), 101-120.
- Noe, R. A. (2017). *Fundamentals of human resource management*. Boston, Mass. McGraw-Hill.
- Otieno, J. O. (2018). *Performance investigation of solar photo-voltaic water pumping systems; a case study of Abakore borehole water supply system, Wajir County Kenya* (Doctoral dissertation, School of Engineering, University of Nairobi).
- Perry, J. L., Engbers, T. A., & Jun, S. Y. (2017). Back to the future? Performance-related pay, empirical research, and the perils of persistence. In *Debating Public Administration* (pp. 27-65). Routledge.
- Pickett, J. T., Nix, J., & Roche, S. P. (2018). Testing a social schematic model of police procedural justice. *Social Psychology Quarterly*, 81(2), 97-125.
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85.
- Riyanto, S., Sutrisno, A., & Ali, H. (2017). The impact of working motivation and working environment on employees performance in Indonesia stock exchange. *International Review of Management and Marketing*, 7(3), 342-348.
- Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424-438.
- Sajjadi, S. N., & Naseri, M. K. (2017). The Role of Training and Performance Appraisal on Employee Performance. *Journal of Social Sciences (COES&RJ-JSS)*, 6(1),
- Saridakis, G., Lai, Y., & Cooper, C. L. (2017). Exploring the relationship between HRM and firm performance: A meta-analysis of longitudinal studies. *Human resource management review*, 27(1), 87-96.
- Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124(2), 262-274.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green

- human resource management. *Technological Forecasting and Social Change*, 150, 119762.
- Steingrimsson, J. A., Gatsonis, C., & Dahabreh, I. J. (2021). Transporting a prediction model for use in a new target population. *arXiv preprint arXiv:2101.11182*.
- Sturman, M. C., & Simmering, M. J. (2005). The economic implications of employee commitment and satisfaction in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 34(1), 65-83.
- Taherdoost, H. (2017). Determining sample size; how to calculate survey sample size. *International Journal of Economics and Management Systems*, 2.
- Teodosiu, C., Gilca, A. F., Barjoveanu, G., & Fiore, S. (2018). Emerging pollutants removal through advanced drinking water treatment: A review on processes and environmental performances assessment. *Journal of cleaner production*, 197, 1210-1221.
- The Constitution of Kenya, 2010. (n.d.). Retrieved from [https://www.kenyalaw.org/kl/fileadmin/pdfdownloads/Constitution2010/Constitution\\_of\\_Kenya\\_2010.pdf](https://www.kenyalaw.org/kl/fileadmin/pdfdownloads/Constitution2010/Constitution_of_Kenya_2010.pdf)
- The Constitution of Kenya, 2010. Available at: <https://www.kenyalaw.org/kl/fileadmin/pdfdownloads/Constitution2010.pdf>
- The County Governments Act, 2012. (n.d.). Retrieved from [https://www.kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/CountyGovernmentsAct\\_No\\_17of2012.pdf](https://www.kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/CountyGovernmentsAct_No_17of2012.pdf)
- Timmermann, V., Dejgaard, L. A., Haugaa, K. H., Edwards, A. G., Sundnes, J., McCulloch, A. D., & Wall, S. T. (2017). An integrative appraisal of mechano-electric feedback mechanisms in the heart. *Progress in biophysics and molecular biology*, 130, 404-417.
- Trinkner, R., Mays, R. D., Cohn, E. S., Van Gundy, K. T., & Rebellon, C. J. (2019). Turning the corner on procedural justice theory: Exploring reverse causality with an experimental vignette in a longitudinal survey. *Journal of Experimental Criminology*, 15(4), 661-671.
- Vayro, C., Narayanan, A., Greco, M., Spike, N., Hanson, J., Mitchell, B., ... & Stewart, R. (2022). Colleague appraisal of Australian general practitioners in training: an analysis of multisource feedback data. *BMC Medical Education*, 22(1), 1-11.
- Walls, R. S., Eksteen, R., Kahanji, C., & Cicione, A. (2019). Appraisal of fire safety interventions and strategies for informal settlements in South Africa. *Disaster Prevention and Management: An International Journal*.
- Wanous, J. P., & Lawler, E. E. (1972). Measurement and meaning of job satisfaction. *Journal of Applied Psychology*, 56(2), 95-105.

- Wassem, M., & Nawab, Y. (2019). Impact of capacity building and managerial support on employees' performance: The moderating role of employees' retention. *Sage Open*, 9(3), 2158244019859957.
- Wöhlke, J., Schmitt, F., & van Hoof, H. (2020, May). A performance-based start state curriculum framework for reinforcement learning. In *Proceedings of the 19th International Conference on Autonomous Agents and MultiAgent Systems* (pp. 1503-1511).
- Yu, W., & Ma, L. (2019). External government performance evaluation in China: Evaluating the evaluations. *Public Performance & Management Review*, 39(1), 144-171.

## APPENDICES

### Appendix 1: Research Questionnaire

The questionnaire is meant to collect information on *“Relationship Between Performance Appraisals Strategy and Employees Performance in Wajir County Government”*. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

#### Section A: Background Information

##### 1 Gender

Male  Female

##### 2. Age

18 –24  25 –30

31 –35  36 –40  Above 40

##### 3. Level of Education

Diploma  Degree

Masters  Other Certification

##### 4. Length of Work in the County

2-4 years  5-7 years

8-10

#### SECTION B: Performance Appraisal Strategy

##### Part A: Performance Appraisal Training

5. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

		1	2	3	4	5				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	<b>Opinion</b>					1	2	3	4	5
1	Training of personnel significantly improves performance of employees									
2	Training helps improve communication with the management..									
3	The organization has a policy of compensating/rewarding employees following attainment of professional certification.									



4	Training on performance appraisals has enhanced employee motivation on fulfilling goals.					
5	Training improves dissemination of policies from management.					
6	Training programs are effective for 66 individual and organizational development					

**Part B: Objective Based Appraisal**

6. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	<b>Opinion</b>				1	2	3	4	5
1	A reward mechanism exists to reward achievement of objectives								
2	An objective based performance appraisal will lead to salary increment/promotion								
3	Accurate and specific feedback is received from the performance manager on past performance								
4	Objectives are reviewed continuously to reflect internal and external changes in the business environment								
5	There exists the right tools and environment to assist in achieving objectives set								

**Part C: Performance-Based Rewards**

7. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	<b>Opinion</b>				1	2	3	4	5
1	My organization has a framework to reward excellent performance and/or salary increase decisions								
2	Organization compensation policy attracts and retains employees								
3	The rewards offered motivates me to work hard and enhances my productivity								
4	The performance is linked to employee reward and compensation								
5	The rewards in my organization are in form of promotion, certificate of merit, leadership responsibilities and monetary rewards								

6	The county government provide employees with opportunity for career advancement						
---	---	--	--	--	--	--	--

**Part D: Performance Appraisal feedback**

8. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	<b>Opinion</b>				1	2	3	4	5
1	There is discussion between my supervisor and myself during performance assessment								
2	The organization provides performance appraisal feedback annually								
3	The performance evaluation systems provides effective feedback								
4	The organization performance feedback is communicated through written communication mode								
5	The performance feedback employees receives is highly appreciated								

**Part D: Employees Performance**

9. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	<b>Opinion</b>				1	2	3	4	5
1	The performance appraisal system has helped improve my job performance.								
2	Employees are satisfied and motivated with the way appraisal strategy is used to evaluate their performance.								
3	Because of performance appraisal, Employees can admit that there are set standards for my job which they have to follow strictly								
4	After every appraisal, employees tend to exhibit effectiveness and thoroughness in my work and duties.								
5	The performance appraisal system has helped improve employees job performance								

6	Employees are satisfied with the way the performance appraisal system is used to set my performance goals for each rating period					
---	--	--	--	--	--	--

*Thank you for your assistance*

## Appendix II: University Letters of Authorization



### Kenya Methodist University

P. O. Box 267-60200, Meru, Kenya, Tel: (+254) 724 256 162, 064-3131279/097 Email: vice.chancellor@kemu.ac.ke, Website: www.kemu.ac.ke

August 3, 2022

#### TO WHOM IT MAY CONCERN

**RE: ABDIKHEIR AGMADIGE                      BUS-3-1678-1/2021**

This is to confirm that the above named is a student in the Department of Business Administration, in this university, pursuing a Master of Business Administration.

As a requirement, the student is expected to undertake an independent **primary research** in their area of specialization.

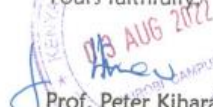
The purpose of this letter is therefore; to introduce the student to you and request you to allow him undertake the research in your organization.

The purpose of this letter is therefore; to introduce the student to you and request you to allow him undertake the research in your organization.






The student has been advised to ensure that all data and information from the organization is treated with utmost confidentiality and only used for academic purposes unless otherwise stated.

Any assistance accorded to him will be highly appreciated.

Yours faithfully,

  
Prof. Peter Kihara, PhD.  
Registrar -Academic Affairs

**Appendix III: Research Permit**

 <p><b>REPUBLIC OF KENYA</b></p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
<p>Ref No: <b>442084</b></p>	<p>Date of Issue: <b>17/August/2022</b></p>
<p><b>RESEARCH LICENSE</b></p>	
	
<p><b>This is to Certify that Mr. Abdikheir Mohamed Agmadige of Kenya Methodist University, has been licensed to conduct research in Wajir on the topic: RELATIONSHIP BETWEEN PERFORMANCE APPRAISALS STRATEGY AND EMPLOYEES PERFORMANCE IN WAJIR COUNTY GOVERNMENT for the period ending : 17/August/2023.</b></p>	
<p>License No: <b>NACOSTI/P/22/19708</b></p>	
<p>Applicant Identification Number <b>442084</b></p>	 <p>Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
<p>Verification QR Code</p> 	
<p><b>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</b></p>	