

**RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL PRACTICES AND
EMPLOYEE PERFORMANCE AMONG LICENSED SELECTED CLEARING AND
FORWARDING FIRMS IN MOMBASA COUNTY**

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**A RESEARCH THESIS SUBMITTED IN PARTIAL FULFILLMENT FOR THE
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UNIVERSITY**

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DECLARATION

This research thesis is my original work and has not been presented for any other professional course in any other institution or non-institution.

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DEDICATION

This work is dedicated to my beloved family and friends who gave me unconditional support in prayers and financially.

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I give thanks to the Almighty God for the strength and provision that has brought me this far. I thank my family for their support and encouragement throughout my academic career, as well as my supervisors, Mr. Paul Mwenda and Samuel Mbithi, for their tireless labor, direction, and encouragement while working on this thesis. Finally, I express my gratitude to my excellent friends for their unwavering support and encouragement throughout the study period. All of you are blessed by God.

ABSTRACT

The goal of this research was to assess the relationship between performance appraisal practices and employee performance among licensed selected clearing and forwarding firms in Mombasa County. This research was guided by specific such as to determine the association amid management by objective and performance of employees; to assess the association amid 360-degree feedback and performance of employees; to evaluate the association amid rating scale method and performance of employees; to assess the association amid checklist method and performance of employees; to examine the association amid behavioral anchored rating scale and performance of employees among clearing firms in Mombasa county. This research investigation is very key since it raises important aspects and offers guideline on required aspect that indicates the association between the two factors. This research adopted cross-sectional design. This research targeted HR managers in the selected clearing firms. Structured questionnaire was used as the research tool and was administered to 38 HR managers who were the main respondents of the study and they were chosen through simple random sampling method. Obtained data was analyzed and descriptive statistic was used as well as information was presented in tables, charts and graphs. This study reported a significant association amid practices of performance appraisal (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale), Management by objectives $p=0.026$, 360-degree appraisal $p=0.004$, rating scale method $p= 0.000$, check list method $p=0.002$ and behavioral anchored rating scale $p=0.022$ and performance of employees. The study concluded that all the independent variables which are the appraisal techniques practices have an association with performance of employees among selected clearing and forwarding firms and recommends the management of the selected firms to formulate a committee that can ensure the appraisal techniques practices are reviewed time to time.

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LIST OF ABBREVIATIONS

BARS	Behavioral Anchored Rating Scale
C&F	Clearing and forwarding
EJP	Employee Job Performance
GRS	Graphic Rating Scale
HRMP	Human Resources Management Programs
KIFWA	Kenya International Freight Warehousing Association
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
MOB	Management by Objectives

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Superior performance of workforce leads firms as well as has better chances for the workforce than the one with lower performances. Performance is associated with what corporation's recruit individuals to do and hence must do it well. Performance entails processes of evaluation, judgement as well as associated with acting. The interventions that are examinable and can be measured are viewed as performance. Organizations highly require their workforce performance for them to attain their goals and objectives hence achieving competitive position (Itoya, 2020).

According to Kampkötter (2016) performance of workforce is a good indicator of firm's productivity and efficiency. Additionally, task performance of workforce is a significant factor contributing to success of the corporation since it is workforce's task performance appraisal. Moreover, Ayers (2015) states that performance of a job is an important criterion for organizations and companies' success and outcomes. Therefore, organizations should work hard to enhance performance of workforce (Elliott, 2015), bearing in mind the importance of workforce performance on level of profits and on firm success in the long run, it is of great importance to build a dependable approach to measure employee job performance on a continuous basis.

Numerous studies in the past acknowledge that measuring performance of workforce enhance achievement of corporate goals. Elliott (2015) acknowledges that measuring of performance of workforce should emphasis on the dimensions of job performance. Moreover, Ismail and Rishani (2018) argued that measuring of employee job performance

demands emphasizing on dimensions of job performance such as quality of job, quantity of job as well as job time. Hence, emphasis must be laid on the gauge being used for measuring employee performance. Practitioners and investigators may be advantaged from better tools of measuring workforce performance as they assist in illustrating the workforce behavior outcomes (Lem, 2020).

According to Latorre et al. (2016), in context of the firm, performance is normally viewed as the degree to which a member of the firm contributes to attaining the objectives of the corporation. Workforce is the bases of competitive advantage in organizations that are service oriented. Moreover, the approach of commitment performance sees workforce as assets or resources and honors their voices. Performance of workforce performs an important role in the performance of the firm. Originally, workforce performance is all that workforce gets involved in or not involved in. performance of workforce may entail quality of outcomes, quantity of outcomes, timeliness of outcomes, availability at work as well as being cooperative.

Fletcher (2019) stated that performance of workforce can be viewed as a record of output attained for every task function within a specified period. When perceived in this manner, performance is characterized as the spread of the output attained and performance can be measured by use of a number of indicators that explain the pattern of performance for workforce for a given period. Consequently, Huang (2020) contends that workforce performance is a rating method adopted in many firms to gauge the capabilities and outcomes of workforce. Good workforce performance is normally associated with enhanced customer understanding of quality of services, while poor workforce performance is associated with increased switching of brands and consumer complains.

Performance of workforce should be perceived as the associated interventions expected of an employee and how better those interventions were implemented. Thus, numerous enterprise personnel managers evaluate the workforce performance of every workforce on yearly or quarterly basis for purposes of helping workforce identify proposed grounds for improving.

According to Dusterhoff et al. (2013), productivity is an indicator of quantity of outcome regarding weight, volume of work, and tonnage consequently it can be measured using quality such as excellence and work performance after consumption of firm resources. Moreover, Halfpenny and Procter (2015) adds that productivity can be gauged in a holistic manner such as firm productivity as a team effort or personally. Productivity of workforce is usually as consequence of their effort, hard work, diligence and character. Firms though can improve and empower positive workforce productivity by giving a good working environment, motivating them, better compensation as well as recognizing better performance.

Elliott (2015) defines productivity as the outcome per unit of time. There exist numerous measures of outcome for instance units of production, money or services. Nevertheless, in many instances workforce performance is dictated by the extent of motivation, abilities and the environment.

In view of Cheng (2013), performance reviews that are effective contains various components such as comprising firm objectives and goals as a section of performance review discussions as well as the expected employees' contribution; anchoring performance review on specific role of the workforce; offering regular feedback and

mentoring to assist workforce put more effort on their outcomes for example offering the workforce extra challenging task as well as providing support and guidance.

Worldwide, various practices in performance appraisal are adopted based on the sector, corporate cultures and cadre of workforce. In recent times, several firms have acknowledged the key role played by performance appraisal thus its adoption has creased significantly. Hence it is adopted by the leadership and management in various organizations in a bid to try to thrive in the global market. In view of Harrington and Lee (2014) majority of the organizations have embraced performance appraisal in order to exploit and utilize their resources for purposes of keeping up to speed with the forces of competition. Human capital is one of the most critical resources that corporations depend on when fighting to achieve competitive position. Nevertheless, the overall productivity of the human capital must steadily be evaluated and thus need for performance appraisal programs in corporations.

In view of Aydın and Tiryaki (2018), appraisal of performance is one of the many HR practices which have been highly investigated both in developed and developing nations and consequently it has been acknowledged as a weighty motivator to the workforce. Appraisal of performance is viewed as significant HR function since its outcome are utilized in decision making purposes and for a number of other reasons such as operational decisions, research in personnel and workforce development.

Sumelius et al. (2014), says appraising of performances is increasingly becoming part of key approach in integrating HR interventions and enterprise policies which is viewed as a generic term comprising numerous interventions by which corporations' purpose to evaluate workforce and build their capabilities, promote performance as well as spread

incentives. Moreover, Itoya (2020) argues that appraising performance has risen as an instrument for promoting organizational advancement as well as professional advancement. Appraisal of performance is an ongoing process by which employees' performance is established, measured as well as enhanced in the firm. The process comprises different activities such as establishment of strengths and weaknesses of workforce, offering continuous feedback as well as providing career advancement. Additionally, Amirullah (2018) views appraisal of performance as a procedure of assessing each workforce's performance and the way it can be enhanced to add to overall performance of the firm.

In the year one thousand nine hundred and forty is the time when performance appraisal system started being practiced. Scientific rating was utilized for the very fast time around the 2nd world war as a technique of wage justification given to workforce (DeNisi & Pritchard, 2019). There are numerous banking institutions in Pakistan utilizing performance management system for enhancing their workforce performance since it results in achieving firm performance.

Carroll and Schneier (1982) views performance as behavior through which individuals and firm's groups get work to be carried out. Fletcher (2019) proposed that performance is not just associated to outcomes, but it also associates with interventions and workforce behavior which they embraced to attain their given objectives.

Ones et al., (2017) define appraisal of performance as a comparison of the workforce's current and past performance regarding his performance standards. Moreover, Huang (2020) says appraising of performance is a process to assess the manner in which each

personnel is performing and the way they may enhance their performance and add to overall performance of the organization.

According to Iqbal et al. (2014) appraising performance is the procedural evaluation of workforce based on their potential development and tasks. The five performance appraisal systems that will be discussed in this proposal are the management by objectives, 360 degrees' appraisal, rating scale method, checklist method and the behavioral anchored rating scale.

Appraisal of performance is the evaluation of a person's performance in a sequential manner. It is an instrument of development adopted for all manner of development of the workforce as well as the firm. Performance is measured alongside factors such as initiative, knowledge of job, quantity and quality of results, leadership capabilities, judgement, dependability, health, cooperation, versatility and supervision. Evaluation should be limited to previous and prospective performances. The latter definition emphasis more on behavior as part of evaluation since behavior normally influences job results.

According to Berhanu et al. (2014) HR is normally the greatly valued resource having superior potential in establishing the status quo of a firm in the current turbulent business setting. For purposes of survival and remaining stronger in the global rivalry, workforce ought to be motivated by systems of performance appraisal. Moreover, Ayers (2015) notes that corporations that do not have appropriate and steady performance appraisal system will face failure and low employee performance. Additionally, Cheng (2013) adds that for firms to progressively enjoy workforce effectiveness and efficiency, every firm must conduct performance appraisal regularly so that they keep their workforce in check as well as motivate, replace, retain and take other necessary interventions as may be deemed fit.

In view of Iqbal et al., (2014), appraising of performance comprises gauging the merit of workforce whose goal is to isolate the decision-making capabilities of workforce based on titles in the firm, payments as well as promotions. For purposes of successful performance appraisal in firms, workforce within a firm must clearly be aware of the processes and objectives of the management. moreover, the methods and instruments for appraising performance must be established in accordance with the firm, hence every firm has come up with mechanisms either formal or informal techniques of appraising performance to promote workforce performance.

System of appraisal must be legitimized particularly in enhancing resolutions on increases of compensation, dismissals, promotions, transfers and communication of info to appraise through an evaluation of their progress. Outcomes of appraising performance are normally used for discussing performance as well as progress of workforce in regard to objectives. Strengths in performances are acknowledged and weaknesses established so that individual intervention plans can be made to make the needed amendments.

The method of appraising performance applied must be legitimate. There should be clear connection amid standard of performance for a specific task and a firm's objectives and this must be measured correctly through the method. Those appraising must be well trained in purposes and using the system of appraising performance (Katou, 2017). Moreover, the method of appraising performance used should be cautious in differentiating ineffective performers from those who are effective performers. Further, the method must be dependable such that various practitioners using the method will gauge the workforce similarly. The method must be understood easily by both the workforce and the raters (Dhana Lakshmi, 2019).

Due to poor performance of savannah cement company in the last number of years such that Seruji Ltd bought majority of its shares in 2015 and this prompted a holistic overhaul of its daily operations. In view of data produced by competition authority of Kenya (2016), there has been a decline in production of cement in 2015 from 5.7 million tons to 5.05 million tons in the following year a clear indication of low performance. With the new leadership that adopted new changes in performance appraisals it is thus paramount to understand the way established performance appraisal approaches affect workforce productivity in the organization thus the demand for this research. Numerous investigations have been carried out on the influence of practices of performance appraisal on productivity of workforce, for instance Sigei et al., (2015) researched the degree of utilizing 360-degree performance appraisal by Kenyan banking institutions.

Clearing and forwarding firms in Mombasa started way back in 1990s. Agents in clearing firms are normally 3rd party logistical service providers dealing with management of shipment of cargo or facilitating global logistics supply chain. The main representative of clearing warehousing and forwarding firms in Kenya is KIFWA.

The desire and need of having one umbrella body that could bring cohesion and inclusivity triggered the formation of KIFWA. It promotes and protects the official business of clearing and forwarding firms, warehousemen, freight agents and other business as may become closely related to and oversee all their dealings with other government bodies like KPA and KRA thus enhancing great standards of service delivery by its stakeholders to their customers. The administration of KIFWA functions by adherence of strict code of conduct to great standards of accountability that foresee all members getting best services from the umbrella administration irrespective of the changes in the bearer of office holders.

In the past the clearing and forwarding firms never considered performance appraisal as a vital tool in their dealings but recently they have come to know of its importance to the organization and employees (Katou, 2017). Thus, there exist two major reasons through which firms carry out this program that are basically administrative reasons as well as developmental reasons. Administratively, appraisal activities offer inputs that may be applied in the whole range of HR interventions. The most used info from this program is to establish workforce payment decisions, promotions, rewards, terminations as well as developmental focused to promote workforce performance and enhance their task skills. For purposes of development, appraising activities offers the feedback significant for discussing workforce strength and weaknesses as well as enhancing their performance. This mainly emphasis on the development of individuals themselves. The program offers managers and workforce the opportunity to establish any challenges that can influence their outcomes, discuss approaches to develop their strengths, improve weakness as well as setting new objectives for attaining superior performance.

1.2 Statement of the Problem

According to Raymond Asika (2017), management of human resources may be more effective when there is a legitimate and correct system of appraisal being applied in rating workforce performance. Unfortunately, few firms are utilizing effective systems of performance appraisal. Systems of performance appraisal ought to be effective in enhancing or maintaining workforce's performance, hence they are just tremendous time wasting and money spending on implementation and development.

Although most organizations have adopted methods for appraisal, their effectiveness is still a matter of concern. The overall success of a firm in attaining its key objectives heavily depends on the level of performance of workforce. Workforce performance is a function of motivation and ability where motivation is the intrinsic force that drives a person to act towards something and ability comprises of training, skills and resources needed to perform a job (Kirunja & Mukuru, 2019).

Many firms face low productivity irrespective of their proclaimed effective systems of performance appraisal (Cheng, 2013). They may be facing low performance and productivity because of ineffective system of appraisal. Appraising of performance is perceived and carried out solely in terms of its evaluative components hence underscoring its usefulness for enhancing development and growth in workforce through coaching, mentoring, training, counselling as well as feedback of appraisal info (Ajulor et al., 2020). Inability of most firms of not installing effective strategy of performance appraisal has prevented them from not attaining competitive position (Noor & Limakrisna, 2020). The assessment system establishes the gaps in performance. These gaps are the challenges that happen when performance fails to meet the threshold that is set by the firm.

Many clearing and forwarding firms do not perform performance appraisal to gauge their employees on the organization and individual productivity hence improve their performance. This is due to cost cutting on the expenditure as performance appraisal exercise is expensive and time consuming thus why the clearing and forwarding firms shy away from this exercise and the employee performance deteriorate. Therefore, this study sought to assess the relationship between performance appraisal practices and performance of workforce among selected clearing and forwarding firms in Mombasa County.

1.3 Purpose of the Study

The purpose of this research was to assess the relationship between performance appraisal practices and employee performance among licensed selected clearing and forwarding firms in Mombasa County.

1.4 Research Objectives

- i. To assess the relationship between management by objectives and employee's performance among selected C&F organizations in Mombasa County.
- ii. To examine the relationship between 360-degree appraisal and employee's performance among selected C&F organizations in Mombasa County.
- iii. To find out the relationship between rating scale method and employees' performance among selected C&F organizations in Mombasa County.
- iv. To determine the relationship between check list method and employee's performance among selected C&F organizations in Mombasa County.
- v. To examine the relationship between behavioral anchored rating scale and employee's performance among selected C&F organizations in Mombasa County.

1.5 Research Hypothesis

- i. There is no relationship between and employee's performance among selected C&F organizations in Mombasa County
- ii. There is no relationship between 360-degree appraisal and employee's performance among selected C&F organizations in Mombasa County.
- iii. There is no relationship between rating scale method and employee's performance among selected C&F organizations in Mombasa County.
- iv. There is no relationship between check list method and employee's performance among selected C&F organizations in Mombasa County.
- v. There is no relationship between behavioral anchored rating scale and employee's performance among selected C&F organizations in Mombasa County.

1.6 Importance of the study

Findings of this research will help the **Clearing and Forwarding Firms**- through this study the clearing and forwarding firms will be able to know the association amid performance appraisal practices and performance of employees. The importance of conducting appraisal of performance and how to improve the employee's performance as well as that of the organization.

Employees- The employees of the clearing and forwarding firms will benefit from the study as well. They get to know their strength and weaknesses at workplace and be familiar with the appraisal techniques applied in their organizations.

Academicians and other scholars- the study will be used as a reference document for educational institutions and future research topics.

1.7 Scope of the study

The study was considering only selected and licensed clearing and forwarding firms in Mombasa County. This study was carried out in Mombasa County where all the clearing and forwarding firms are located due to convenience of accessing the Mombasa Port. This research focused on the relationship between performance appraisal practices and employee performance among selected clearing and forwarding firms in Mombasa County.

1.8 Limitations of the study

The research was to about the relationship among performance appraisal practices and employee performance and the researcher experienced Lack of co-operation from the respondents for fear of not wanting to give confidential information. The respondents may lack time to answer the questionnaires given to them as they have to deal with their daily work. The researcher also may have to remind the respondents of the time frame of giving back the questionnaires.

1.9 Delimitation of the study

The respondents were clearly made aware that this research was for the purposes of academics and that their opinions and contribution to the study was to be confidentially treated. The investigator acquired letter of introduction letter from institution explicitly stating the reason for the research.

1.10 Assumptions of the study

It was assumed that the respondents would co-operate and give honest answers. It was also assumed that all the questionnaires will be filled and returned on time.

1.11 Operational definition of terms

360 Degree feedback- it is an approach through which performance information is obtained holistically from all areas that a workforce interacts with during their daily duties.

Behavioral anchored rating scale- it comprises of established key areas of task performances or package of behavior statements explaining significant quality job performance it being bad or good and the statements are built from critical situations.

Checklist method- it is a method where a list is developed in the form for a yes or no containing statements of employee traits.

Employee performance: means the recorded outcomes resulting from a particular job function or intervention during a particular period of time.

Job satisfaction: it means the feelings, thoughts and attitudes employees have pertaining their work. Favorable and positive attitude towards the job imply job satisfaction while unfavorable and negative attitudes towards a job imply dissatisfaction with the job.

Management by objectives- it is a management approach where both superior and subordinate set clearly defined measurable objectives.

Performance appraisal: it means a sequential and regular procedure that evaluates workforce productivity and performance in regard to specific pre-determined benchmarks and firm objectives.

Rating scale method- A technique which rates the employee's characters against a scale of poor to excellent performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section entails theoretical aspects and theories advanced in the area of performance appraisal on employee's performance. The review focused on theories which have been used before on the performance appraisal and empirical studies based on the performance appraisal.

2.2 Theoretical review

In this section the researcher has focused on reviewing theories related to workforce performance as well as appraising of performance in organizations.

Model of Performance Appraisal

Observing of the principles of appraising performance was done since its existence in the early 1900. By that time, it was meant to encourage a top-down control dominated approach of managing. It is acknowledged that appraising performance is normally a system of control that is mostly used by majority of the firms to pinpoint the behavior that workforce must conduct in regard to firm objectives. It enhances organizations to sustain control over their workforce, develop the workforce personally as well as group centered, and the workforce engaged in formulating organizational goals.

According to Kampkötter (2016) appraising performance of workforce which are basically lined up yearly or quarterly are the most significant practices of human resources that have been widely researched. Moreover, appraising performance is viewed as one of the critical instruments for managers to evaluate workforce performance (Wang & Tsai, 2013). In view of Klehe et al. (2018), appraising performance are utilized for a number of purposes such

as rising pay, promotions, progression in career as well as valuable and detailed feedback. Moreover, system of performance appraisal is not just a significant instrument of managing human resources to advance their employees, but it is consequently used by various firms to offer incentives to their employees in kind of promotions, bonuses and rise in pay (Aydin & Tiryaki, 2018).

Further, Aydin and Tiryaki (2018) refers to appraising performance as a progressive procedure in which employee's performance is established, measured and enhanced in the firm. The procedure comprises of different practices such as employees' achievement recognition, offering feedback regularly as well as providing career development. Appraising of performance is a discovery tool for assessing performance of employees against determined objectives with emphasis towards establishing their ability for improving and developing (DeNisi & Pritchard, 2019). Systems of appraising performance assists firms to attain their vision and mission by gauging workforce effectiveness i.e., selection, recruitment, training and development (Clifford Tizhe Oaya et al., 2017).

Systems of appraising performance are significant drive that focuses on better, more accurate and cost-effective approaches for assessing job performance and motivation of employee. These systems are vital methods of aimed at promoting employee performance in corporations. Moreover, it is viewed as one of the key significant function of management of human resources as well as an effective performance appraisal and system of managing is a critical section of firm's management of human resource effectiveness (Cloninger et al., 2015).

Raymond (2017) proposes that some firms are not satisfied with processes of their performance appraisal. This therefore means that processes of performance appraisal are

not perfect modalities for sorting out employee performance. However, appraising performance is viewed to be important to build a positive influence work setting and promote the service quality. Moreover, there exist numerous issues related with process of appraising performance such as lack of attention to firm culture, poor design, and unwillingness to face issues of low performance as well as pressure of time.

Even with all the potential advantages of formal appraising performance, there still exist potential challenges as well. It was reported that establishing the association between individual performance of a task and performance of the organization may be a hard task. Thus, there are two challenges on which numerous complications arise.

One of the challenges with legitimate performance appraisal is that there may be corrosive effects to the firm involved when the appraisal is not properly utilized. The other challenge with official performance appraisal is it may not be effective when the system does not lime with the firm culture and its system. Moreover, it also results to perceptions that are negative. The reason is due to the fact that receiving and anticipating receiving of performance appraisal may not be comfortable as well distressful and can lead to tension between both subordinates and supervisors (Kampkötter, 2016).

At times appraising of performance may result to errors. Normally, this program must offer correct and relevant gauging of the workforce performance in regard to established standard that is expectations of the firm. Nevertheless, superiors may at times gauge workforce more favorably instead of their actual performance in order to make them happy and avoid conflict with them.

There exist numerous benefits for firm performance management carrying out legitimate performance appraisal. There is a common agreement that performance appraisal leads to

better implications of the corporate. Moreover, appraising of performance may advantage a firm's effectiveness. For instance, it results to offering individual workforce feedback concerning their task performance. Other possible advantages include enhancement of communication. This is because organizational communication is viewed as a key operational tool.

According to Elliott (2015) setting of the goals is a significant component in appraising of performance and it stirs employee's abilities, provides the vision and motivates them to innovate better approaches for working. In view of Ismail and Rishani (2018), regular communication between appraise and appraiser is very significant in the entire journey of appraising performance. It is vital for all parties to be aware of what is expected of them and the manner in which to operate in order to achieve the desired performance. This can only work through communication that there is flow of info and above all consensus on the expected performance standards.

Appraising of performance is normally negative, hated activity that eludes mastery. Superiors do not like issuing them as well as subordinates' hate receiving them. For instance, in a survey, 80% of workforce reported dissatisfaction with their performance appraisal process. If this is true, then why not do away with it. In fact, some superiors may eliminate it especially when they don't want to offer feedback, promote improvement of performance, make proper decisions, justify termination of tenure, establish training and advancement requirements, as well as defend workforce decisions.

Appraising of performance has several purposes, and enhanced performance and efficiency are progressively significant in the current turbulent business environment. Thus, leaving the only program with performance its name and workforce as its emphasis may seem ill

advised reaction. Above these considerations, superiors should be bothered by legal ramification. Building an effective system of performance appraisal has been and will continue to be a key priority of managers.

The best firms utilize specific literature recommending performance appraisal approach. For instance, general mills a big cereal manufacturing firm was ranked 90th by Forbes magazine as the best firm to work with and adopts the typically suggested methods for performance appraisal. They formulate task objectives in the month of June, formulate personal plans for development in the month of August and September, acquire feedback throughout the entire year, conduct half year performance appraisal in the fall and conduct the yearly review of performance in the month of June and July (DeNisi & Pritchard, 2019). Moreover, Umpqua Bank, a regional banking firm was ranked 23rd by Forbes magazine for the best firms to work with, Overhauled their system of performance appraisal a year ago. Their current system to an online version of appraisal composed of nine core capabilities of which four out of the nine universally applied to entire workforce in the bank. The supervisor assesses individual employee's self-assessment and notes the final appraisal before personal interviews with every employee at a time regarding the manager's assessment regarding that employee. They also formulate future objectives as well as discuss development of career at that time or in future (Fletcher, 2019). Nevertheless, they like any other performance appraisal plans tend to experience numerous challenges.

Fletcher (2019) proposed that appraising performance is an obligatory procedure through which all or a section of a workforce work behavior or traits are personally gauged, evaluated, or explained from the rate within a particular period of time and the outcomes are retained by the firm. Huang (2020) states that workforce will utilize open effort when

proper performance management system is at work and is maintained by payment system attached to the performance management system. Appraising performance and incentives play a role in enhancing a firm's functions by promoting efficiency (Fletcher, 2019). Moreover, there exist a positive link amid evaluation of performance and perceived output of the employee (Kampkötter, 2016).

Model of Employee's Performance

Superior workforce performance leads a firm to better opportunities for labor force than them that have poor performance (DeNisi & Smith, 2014). Corporations require high performance of its workforce so that firms can attain their goals and be in a position to attain a competitive position. Idowu, (2019) compares performance and work. Work is associated with employee's ability by which employee conducted activities that added by the technical core competences. Performance is not associated to technical core features; however, it cares about the firm psychological setting and social setting in that firm attain its goals. It entails behaviors such as assisting workmates or being a dependable colleague in the firm (Itoya, 2020).

Possessing efficient performance management procedure and instruments is paramount for workforce motivation for superior performance. However, this is not enough requirements for effective performance management. The most important issue concerning any performance management system is the manner in which it is seriously viewed as well as how devoted it is adopted by supervisors and workforce. Iqbal et al. (2014), states that management of performance is all about synchronizing, perfection, creating value for stakeholders and upgrading with the outcome of economic value creation to owners and stakeholders. Moreover, Maisel and Cokins (2014) argues that the degree of performance

management is very wide and that is why it should be perceived within an organization as an approach to enhance workforce motivation for superior performance.

According to Chemedda (2019), effective performance management needs a proper awareness of performance domain. That is being able to understand the areas of duty and tasks which are part of job description with a firm. The moment one has enough command of what the job entails, has the grounds for evaluating and enhancing performance. This is the anchor of evaluating and promoting performance within a firm. Failure to this, it leads to missing link in assessing workforce performance and the possibility of enhancing on workforce performance inside the firm. Moreover, there is also the lacking link in evaluating workforce performance in regard to other workmates within similar job description.

According to Bednall et al. (2014) appraising performance has important effect on performance of employees. Moreover, Raymond (2017) admits that system of appraising performance is vital for firms as it mainly emphasis on workforce to advance their abilities. Further, Daley (2017) states the advantages of appraising performance to organizations as the effective grounds for retaining employees, rewarding decisions, target training focused on established requirements and future workforce promotion resolutions. In addition, Aydın and Tiryaki (2018) associate the advantages of appraising performance to effective commitment on the employee's part. They suggested that workforce can affect organization's growth by leveraging on commitment by effective association between individuals such as subordinate- superior networks.

Researchers such as Maden (2015) and Jafri et al. (2016) states that the extent of workforce proactiveness is associated to their performance. Maden (2015), propose that proactive

workforce, perform more effectively than those with low proactivity. It is observed that workforce with superior proactivity take the initiative, air their opinions, control future conflicts in their workstations, enhance their approaches of working, and influence their peers positively. Additionally, Dusterhoff et al. (2013) points out that adaptability is the other variable that influences performance of employees.

In addition, Raymond (2017) contends that when workforce easily adapt to a new workplace such as new task requirements and to inconsistence circumstances, there might be positive influence on their outcomes. In other terms, workforce without a specific challenge to handle various task requirements and settings might be more efficient than another workforce.

Cheng (2013) made an exciting concern about performance paradox which refer to what drives and that does not drive performance or what does not or does result in outcomes. The performance of each object or unit comprising of workforce in the firm has its own limitations- it enhances in a roughly modified exponential or logistical grounded operational manner. Thus, performance has limitations, performance attains eventually approach some hindering criteria or wall. Subsequent enhancement efforts, irrespective of effort or cost expanded, often lead in minimal added value. The sole solution to this challenge is innovation (Ayers, 2015).

According to Huang (2020), a proper operational workforce performance assessment model is significant for building up the firms that desire to be grounded on knowledge management. in firms grounded on knowledge, governing of HR focuses on enhancing firm intelligence and building ability of employees through participation, learning,

initiative and co-operation. In the current global setting, knowing is a benefit and learning is necessary.

Equity Theory

This theory was developed by Stacey Adams in the early 1960's. He noted that motivation may be influenced by a person's perception of fair treatment in social transactions. If in comparison to other people, each person wants to be paid fairly for their efforts. An individual's beliefs regarding what is fair and unfair may influence their attitudes behavior and motivation.

According to Schonert-Reichl and Roeser (2016) compensation for performance influence is well rooted in this theory that focuses on workforce perception of fairness. In view of this theory workforce will perceive a practice to be equitable or fair if their input and output ratio is equivalent to that of the referent. If compensated in regard to personal performance, it is most likely that workforce perceive justice or fairness in this ratio. Research has proved that rating based on personal performance and salary based on rating seems to promote workforce perception of distributive justice.

This theory is grounded on the idea that employees are motivated by fairness. Thus, this theory argues that when a person establishes an inequality between a peer and themselves, they will modify the task they perform in order to make the circumstances fair in their own view. For instance, when an employee acknowledges that a counterpart doing similar is being compensated more, then they may opt to do less work, hence creating fairness in their own perspective. Extrapolating from this, Adam's Equity Theory states that the greater a person's perception of equity, then the more they become motivated. Consequently, employees will be demotivated when they perceive elements of unfairness.

According to Ryan (2016), this theory suggests that motivation of an individual is anchored on what he perceives to be fair in comparison to others. When used in the place of work, the theory emphasis on an employee's work-payment association or transaction relationship as well as that workforce's attempt to reduce any element of unfairness that may result. The theory deals with social associations and fairness or unfairness. It is also called inequity theory or social comparison theory (Allen & Woodley, 2020).

This theory is about a worker's personally finding out the equality of the reward he receives in comparison to another employee (Adams, 1965 cited in Ryan, 2016). When the employees are of the opinion that the rewards are not fairly done, they may be disgruntled, reduce the quantity or quality of output or resign. A worker looks at what he has given in terms of input and expects an equal output. At the same time the worker compares and rates himself with another worker and if they perceive that as much as they have put in the same inputs when it comes to output there is inequity, they become affected.

Tamba (2014) was of the opinion that this theory underscores so much mechanical thinking common to a system theory that in every input may be holistically measured against an equal output. This means that one feels as equivalent might be different completely from their counterpart even in similar working environment, this could lead to an employee being distressed and could affect their level of inputs. Consequently, there is a likelihood that workforce will not feel on the same platform as their employers leading to a working environment that is not conducive.

In view of Jafri et al. (2016), Maslow's pyramid of needs states five basic levels of human needs such as physiological, security, love and belonging, self-esteem as well as self-actualization. Professor in the school of business victor Vroom advanced the expectancy

theory indicating that employees who are motivated produce more. Moreover, behaviorist Skinner worked in the early 1960s to get an understanding of how reinforcement operates. He noted that reinforcement that is negative results in negative results. Effective small scale enterprise managers can use these observations to manage performance by motivating their workforce through use of positive reinforcement and appraising them in a fair manner on at least yearly basis.

This theory is anchored on the perception that labor force will be demotivated both in their employer and their job when they feel as if their efforts are more than the outcomes. Workforce may be anticipated to act on this in different approaches, such as less motivation, being disgruntled, minimized efforts as well as being disruptive.

Arvanitis and Hantzi (2016), say that based on this theory, workforce's perception of fairness of their work's input and results affect their motivation. Sound system of performance management enable small enterprise managers to define task responsibilities and expectations, build workforce abilities and configure their behavior to the strategic goals of the firm. Employees will feel satisfied by the results of their effort including their compensation, when the payment matches what they feel they invested in the task. When employees perceive that others are receiving more for doing less, they eventually become demotivated to put more effort. Supervisors build productive work setting by communicating task requirements clearly and determining consistent and fair performance goals for entire workforce.

Expectancy Theory (Vroom)

This theory is also called valence, instrumentality and expectancy theory; it was introduced in 1964 by Vroom. According to this theory, performance of employees is anchored on

personal level factors such as skills, know-how, personality, abilities and experiences. The theory proposes that though employees might have differing goals, they may be motivated when they believe there exist a positive association amid performance and effort in which favorable performance may lead in a desirable incentive. The incentive will consequently meet the desire and the need to satisfy the desires is strong in enough to put the effort worthwhile.

This theory is grounded on three dimensions such as instrumentality, valence and expectancy. Valence implies the emotional perspective individuals have in respect to results. It also implies the extent of the desires of an individual for external incentives such as monetary gains, benefits, time off, promotion or internal rewards such as satisfaction of work. Managers must acknowledge that workforce worth is. Expectancy implies that workforce have various expectations and levels of confidence concerning what they can do, and managers must acknowledge what training, supervision and resources workforce require. Whereas instrumentality refers to the perception of labor force as to if they will receive what they desire even when the manager has promised. Managers should ensure that promises of incentives are honored, and that labor force was aware of it.

In view of Miner (2015) there exist an association between the actions of the workforce and the outcomes from the activities of each individual at work and this leads to valence. The word valence implies to effective and efficient orientation towards specific results. Instrumentality shows a relationship and connection between results of carried out actions and results emanating from performance of the actions. Consequently, expectancy means quantitative belief as to the possibility that a specific action may be preceded by certain results.

This theory is of the perspective that the extent in which the manager views the efforts employees put in place in the process of appraising performance is associated to the motivation forcing the manager to correctly complete the process of appraising performance. This is going to lead into correct info rating within the firm. This theory assumes that employee at place of work need some results over other results and that employees are in position to select their actions.

This theory is grounded on the hypothesis that persons modify their behavior in the firm on the grounds of anticipated satisfaction of valued objectives formulated by them. The individuals adjust their behavior in such a manner that leads them to achieve their goals. This theory emphasis the aspect of management of performance as it is known performance is affected by the expectations regarding future events (Lee, 2007). It entails that staff will put more effort if they perceive a link exists amid effort and performance, performance and incentives, rewards and satisfaction of their own objectives and all this links are influenced by certain factors. For effort to become better performance, the employees should have the required skills to perform, and the appraisal of performance used to calculate the worker's performance should be viewed as being fair and objective. When the employee perceives that the performance-reward link is based on performance (rather than seniority, personal favorites) the link becomes stronger (Barba-Sánchez & Atienza-Sahuquillo, 2017).

Procedural Justice Theory

According to Harkin (2015) judgement will be based on the related gauging of the thought fairness of the design aspects of the procedure of appraising outcomes. Three processes have proved dominance in the appraising performance research that is seeking appeals,

formulating criteria and assigning raters. Bottoms and Tankebe (2020) focused on the significance of formulating standards and seeking appeals.

In view of Bradford (2012), taking part in construction of behavioral grounded weighting scale lead appropriate perception concerning appraising performance interview procedure and results. Moreover, Stratton (1988) reported that perception of appeals process was positively associated to assessment of supervisors, trust in managers as well as satisfaction of job. Procedural justice explains the phenomena of thought fairness in the distribution procedure.

Procedural justice approach is that it is also as potential of describing reasons people reject convectional, state-guaranteed serving of justice, support vigilantism, and allow the emergence of alternative authorities. In previous research, Bradford (2012) reported that legitimacy is positively related with the support for the normatively justified use of force by the police and minimizes the acceptance of other sorts of public violence. Moreover, Zizumbo-Colunga (2017) argues that deficit of legitimacy or de-legitimization may embolden individuals to take justice into their hands as reaction against illegal government actions as can be seen in Bolivia.

According to Pastor (2019) she tested the suggested theory across 18 countries in Latin America and reported that legitimacy decrease and corruption of police increases, support for more legal capital punishment, while firm effectiveness and stalemate only anticipated one specific type of vigilantism. Significantly, Kirk and Papachristos (2011) says that countries in the west are not immune to common effects; low legitimacy, high legal cynicism have also been related with enhanced offending behavior and vigilantism.

Successful delivering of policing in a fair manner produces several associated results, it can minimize the number of negative encounters that have been indicated to be damaging to the holistic appraisal of the police, it can enhance the legitimacy of the police in the view of communities and individuals. It can foster willingly public cooperation and adhere with efforts of controlling crime as well as motivate daily adherence of the law (De Maillard & Skogan, 2020). As indicated, procedural justice theory provides numerous significant insights in legitimacy of police but can be enhanced through consideration of more complexities around power holders and ideology.

According to Hays and Goldstein (2015), procedural justice may minimize the subjective risk of uncertainty. When procedurally just principles are determined, individuals find it simple to adopt to uncertainty as they view hierarchy governed through such standards as extra stable and dependable. Moreover, the experience of empowering is equally associated to individuals being less bound by authority as they possess clear guidance on the manner to manage future expectations. Significantly, power only implies that a person or firm has control over specific key assets, specifically fair power describes status to the holder of power (Blader & Chen, 2012).

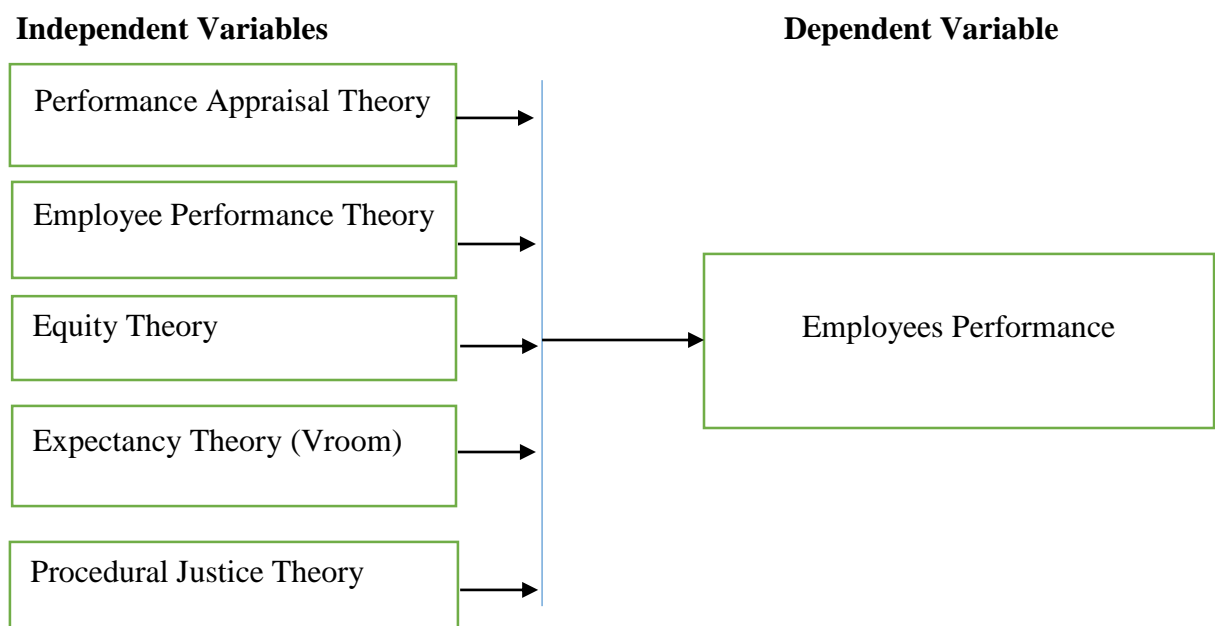
According to Harkin, (2015) there exist seven procedural groups that persons can utilize for purposes of determining the fairness of processes of the firm. They comprise processes for choosing agents, formulating operational principles, obtaining info, decision making, appealing decisions, protecting rights of employees, and changing processes. A person's perception of actions of inequality in any one of the seven variables may result to awareness of injustice. After the journal of Leventhal's model, authors clearly have shown the existence of two justice variables: a distributive factor related with the fairness of

distribution of results, and a procedural factor linked with the fairness of the means utilized to establish the results.

2.3 Theoretical framework

Figure 2.1:

Theoretical framework



2.4 Empirical literature review

This sections entails the past studies for the study relationship between performance appraisal practices and employee performance among licensed selected clearing and forwarding firms in Mombasa County.

Management by objectives

Management by objectives was initiated and popularized by peter drucker in 1950s. it is a method of managing performance that is grounded on formulating measurable and clear

objectives and use of these objectives to assess and review performance. According to Drucker, (2010), MBO is a model of management that focuses on improving performance of a firm by clearly defining the objectives which are agreed upon by both employees and managers.

In view of the approach, being powerful in formulation of the purpose and intervention plan must guarantee proper involvement and pledge among workforce and configuring of purposes in the firm. Workforce is involved but managers end up reinforcing the criteria and its purposes. This approach is more democratic and may be effective, utilizing particular goals of work or benchmarks offer know-how of outcomes. Moreover, there seems to be something of an emerging issue in formulating such work criteria in white color and service sector (Islami et al., 2018).

According to Mio et al., (2015) MBO is the fairest manner to plan for and build effectively performing workforce when conducted correctly. The principle behind MBO is to ensure everyone within the firm takes part in formulation of goals, has clear understanding of objectives of that firm and aware of their own responsibilities and roles in attaining those objectives. The whole MBO system is to have managers and empowered workforce working to actualize and attain their plans, which automatically attain those of the firm.

Kristiansen (2015) establishes MBO approach as a process where all hierarchical phases of a firm, pointing similar purposes, define the area of each person's responsibility. Outcomes are used to gauge and direct the function of all the sections and for the appraising of the assessment of each member's contribution. Peter Drucker, in the guides of functional philosophy, formulates the establishment and the synchronization of their aims as moral responsibility of the business to a person, that originate from the guideline that the firm

and components of the governorship use the person, as the significance of all the legitimate individuality.

Moreover, Kaźmierczyk and Aptacy (2016) who supported this approach view MBO as a system in which individuals who take part in the formulation of the objective have the basic part and the individual role for the outcomes which explain the approval, the adjustment, the progression and the declaration of the plans of the firm. The MBO system with target that has been administered and do not result to limit in specific areas forming challenges and being non-functional. Many organizations basically view the approach as an avenue of comprehending managers and employees as an outcome of comprehending organizational goals, where progression is done effort of materialization.

In view of Kaźmierczyk and Aptacy (2016) outcomes, are those that gauge later the interventions and the resolutions of firms. As it emerges from, the meaning and situations regarding to those who ought to help and with the key assistance and indulgence amid teams and individuals who participate in formulating objective purpose of the firm and through all the way to achievement.

According to Earley (2015), MBO approach of appraising performance is output oriented. That seeks to gauge output of employees through evaluating the degree to which established objectives of work has been attained. Normally objectives are formulated mutually by the managers and employees. The moment objective is formulated; the individual is normally anticipated to self-audit; to establish competences required to attain the goal. Basically, they do not depend on others to identify and pinpoint their weakness and strengths. They are anticipated to evaluate their own progress and advancement (Porter, 2008).

M.A, Anthony et al. (2017) states that management by objectives method override some of the challenges that popup as the outcome of underscoring that the workforce characteristics required for task completion can be reliably established and measured. Rather than assume characteristics, MBO approach focuses on real results. When workforce achieves or goes beyond formulated goals, then they have shown an accepted standard of task output. Workforces are gauged based on actual output, rather than their ability for completion or on a person's subjective views of their capabilities. The governing rule of this technique is that direct outcomes may be witnessed, while the characteristics and attributes of workforce must be guessed at or inferred (Islami et al., 2018). The MBO approach acknowledges the fact that it is hard to properly divide all difficult and carried aspects constitute performance of employee. MBO propagate claim that the employee output cannot be divided into several related sections because one may opt to dissect the engine for study purposes. Instead assemble all sections together and the output can be observed directly and gauged (Earley, 2015).

Staffs and managers mutually work to establish possible challenges to attaining objectives and formulate ways to defeat these challenges. Both groups meet regularly to talk about the workforce progress to date and to establish any amendments in goals triggered by firm situations. During assessment stage, the workforce's success at achieving goals is assessed in regard to the accepted outcome targets. The final assessment, happening yearly in many instances, act as an indicator of workforce's outcomes effectiveness (Babatunde Joseph, 2015).

All firms thrive for a reason, and, to attain that reason, strategic leaders formulate aims and purposes that are similar to the entire firm. In firms not applying MBO method, majority

of planning and purpose formulation to attain these similar firm aims is devolved towards the bottom. Planning and purposes are cascaded downwards from one management level to another, and employees are informed of that they must carry out as well as that they will be responsible for. MBO method integrates an aspect of conversation into the procedure of sharing planning and purposes across levels of a firm.

Employer presents objectives and indicators for the employee to a discussion with this employee, who presents particular goals and parameters that he views as fit or adding to better achievement of the task. Both they build a group of particular goals, measures of attainment, and time frames in which the employee pledges himself to the attainment of these goals (Earley, 2015).

Employee is then held accountable for the attainment of the objectives. The superior and the employee may have occasional progress assessment and re-evaluation meetings, but at the end of the set period of time, the employee is gauged on the outcomes he has attained. He might be gifted for success by pay rise or promotion or may be fired or transferred to a task that will offer required training or supervision. Whatever the result, it will be based on the attainment of the objectives the employee had some part in formulating and committed himself to attaining (Kristiansen, 2015).

This method of appraising performance is utilized in comparing the predominant firm aims with aims of workforce efficiently while authenticating objectives applying the SMART approach to determine whether the formulated aims are specific, measurable, achievable, realistic, and time sensitive. At the end of the evaluation period labor force is gauged by their outcomes. Success is gifted with pay rise and promotion while failure is punished through extra training or transfer. This procedure normally emphasis on touchable goals

and immaterial components such as relational skills, pledge, etc. are regularly swept under the carpet. To foster success, the MBO approach requires to be integrated in the firm-wide goal formulation and process of appraisal. Through MBO integration into the process of performance management, enterprises can enhance workforce's pledge, intensify probabilities for attaining the goal, as well as empower labor force to futuristically think (Islami et al., 2018).

360 Degree Feedback

It is a method that performance outcome is obtained from entire departments employee interact with when carrying out his tasks such as line managers, group members, peers, consumers, workforce and self with different weight age to each group of raters. This method has been reported to be tremendously helpful and operational. It is particularly helpful to gauge customer satisfaction, relational skills, and group work skills. The key benefit of this method is that evaluators cannot manage to ignore any components and has to indicate entire outcomes. Nevertheless, on the disadvantage side, getting feedback from many causes can be threatening, frightening, and costly as well as time consuming (Mishra, 2014).

Velluti (2018) contends those teams' leaders must offer constructive feedback to members of the team in the right manner to ensure great performance and teams that are motivated this enables labor force to build their holistic ability. Feedback includes offering recognition for task done well, providing motivation to develop self-assurance, talking about the points that need more effort or where tasks require to be carried out differently and clarifying urgent priorities. Consequently, feedback and mentoring should enable workforce advance to their whole ability when it is part of regular procedure instead of when review of performance advancement time revolves around.

According to Espinilla et al. (2013), 360-degree appraisal is an approach entailing evaluating employee performance at the place of work. With 360-degree appraisal, the employees may offer feedback and other info even on their immediate supervisor and other managers. In addition, senior management employees may also provide info on employees that are junior within a firm, the workmates or the service providers and customers. In a research on strength-grounded performance appraisal and goal formulation (Dugguh & Dennis, 2014), it was reported that management in the 360-degree appraisal obtains feedback as opposed to gauging and summarizing assessments and employee performance. According to Mishra, (2014), 360-degree appraisal of performance configuration is viewed as a step-by-step process through which the whole performance of a firm can be enhanced. This can be attained through development of the outcomes of persons within a group framework, which eventually promotes output. The process of appraising performance is a way of enhancing a greater hardworking workforce through focusing on description of jobs, establishing outcome-enhancement plan and determining a 360-degree feedback mechanism within a competence framework.

The 360-degree appraisal of performance is the step-by-step assortment and feedback of outcome data on a person or team, gotten from numerous participants on their outcomes, which in turn assist the firm to establish outcome variances in order to develop the needed capabilities among teams and individuals (Zondo, 2018). A properly integrated and managed 360-degree feedback procedure offers excellent feedback from managers and colleagues that is positive enhancement over feedback from a one person. However, this research establishes the appropriateness of a 360-degree system of appraising performance as an appropriate instrument to enhance labor productivity. Hosain (2016) emphasizes that

the system of the 360-degree feedback offers one of the best approaches for understanding individual and firm developmental requirements.

A study by Sigei et al. (2015) to establish the degree to which 360-degree appraisal of performance has been utilized in the Kenyan banking industry. The research outcomes reported that Kenyan banking industry has put in self-assessments and adoption of feedback by immediate supervisor. Nevertheless, the dependence on consultants and employees to act as bases of assessment in the 360-degree feedback appraisal has not similarly been adopted.

Advancement in Technology in today's world as indicated by Hosain (2016) has enhanced performance advancement reviews particularly in big firms even if this concept is also used by the micro firms. This is whereby the subordinate conducts self-evaluation through computers and the supervisor evaluates and comment on the key goals being reviewed. Biasness may be overcome by using standardized gauging and by 360-degree various source feedback from workmates.

Mishra (2014), states that the present workforce' part is the most significant variable to establish if to give promotion or not. Accountability and Openness on the evaluation process encourage workforce to well carry out their roles when they think that the results and the procedures are equal. In charge of teams and team members are therefore able to emphasis on key planning on the critical points that need attention and improvement. The firm and each employee is safeguarded from restricted treatment and promote progressive and time bound feedback. Review of Performance and feedback must be tailored to the firm's purposes, aims and values anticipating the workforce visions and career desires.

Adequate investigations in this point are needed to determine if the above are in existence in firms.

Management and leadership within firms use 360 feedback surveys to obtain superior comprehension of their weakness and strengths. 360-feedback system spontaneously weighs the outcomes and indicate them in a style that assist the receiver of feedback develop an advancement plan. Personal feedback is normally integrated with feedback from other personnel in similar rater category for purposes of preserving secrecy and to offer workforce a clear image of his key holistic weakness and strength. Persons who are not in a management position can use this approach as a tool of development. Persons who are not in managerial positions, 360 evaluations are not gauging response from 360 degrees because there are no reports directly however some guidelines still take effect. 360 feedbacks for persons not in management is important to enhance them be extra effective in their present duties, plus assist them comprehend the areas they must emphasis on when they want to progress in management duties.

According to Peng and Zeng (2016) self-other gauging agreement is the extent in which personal perception are corresponding with other peoples' perceptions. Such insights are normally comprised with 360-degree-feedback tools. Brown et al. (2016) offers an approach of self-other weighing arrangement anchored on a review and interface of the existing records in this area. Scholars provide forty suggestions that associate population and personality traits, cognitive procedure, experience of job, and contextual factors to differentiate between self- and others' weighting. They also suggest a scheme for grouping self-raters according to the level of agreement with ratings of others. Twenty-four suggestions linked to associations amid self-other gauging agreement and personal and

firm results are presented. For instance, very positive person and firm results are anticipated for persons that personal gauging is in concurrent with the rest that their outcome is better. In view of the researchers, development interventions utilizing 360-degree feedback are becoming one of the most common approaches for building leaders in firms. Most firms are utilizing this procedure to assist enhance the managers' effectiveness. Most lucky firms are either utilizing 360-degree feedback or are contemplating using it in days to come. 360-degree feedback contribution to personal advancement is explained. Since the exercise of 360-degree feedback is particularly proceeds investigations, there are few research that focused particularly on this procedure.

The scholars argue that 360-degree feedback has similar key four components as any system of control: set of criteria or objectives, processor of info, obtaining of info related to the criteria, and utilizing this info to achieve criteria. They stated that results of 360-degree feedback are depending on the state of the whole system. The feedback procedure should be grounded on proper criteria of outcomes. Feedback, once given, will enable employees to develop alongside these standards. Criteria of performance not only are critical for personal advancement, but they indicate the connection to strategies of the firm (Mathur, 2019).

Application of this approach in a group set up is assessed through two instances of firms. Firstly, in Quaker Oats Plant in Topeka, Kansas, it was reported that if system of appraisal and feedback is not a primacy and if not evaluated the rating loses their effect for development and makers of decisions. Secondly it was acknowledged significance of privacy of gauging. Supervisors from the two firms agreed the system of appraisal and the feedback evaluation should match with culture of the firm (Mendoza, 2018).

Fairness was as well discussed by the researchers involved in utilizing 360-degree feedback for taking decisions. Most firms utilize it with aim of development only, due to queries regarding the fairness of workmates and employee ratings associated to compensation and promotions. Moreover, utilizers of 360-degree feedback highlighted the need for inclusion of customer view in the feedback evaluation. Whatsoever, the particulars of the evaluation, as firms are becoming less hierarchical in their structure, top-down appraisal of performance will require to be reconsidered. Planning and patience will enable utilization of 360-degree feedback to be a strategic procedure in the reforms.

Psomas et al. (2013) carried out a research to assess the effectiveness of appraising performance among firms offering customer service in Ireland. The research found that workforce was overly happy as they were to complete the appraisal of performance. Nevertheless, much must be done to enhance the system to make it extra rewarding and successful. Few aspects of present system exist that hinder effective process of appraisal. Moreover, key aspects required in an efficient process of appraising performance still do not exist.

Study by Sigei et al. (2015) to establish the degree to which 360-degree appraisal of performance has been utilized in the Kenyan banking industry. The study results reported that the sector has adopted self-assessment and utilization of feedback by immediate managers. Nevertheless, the dependence on consultants and employees to act as a base of assessment in the 360-degree feedback appraisal has not similarly been adopted. Taylor (2013) carried out a research to evaluate the effectiveness of appraising performance in customer service organizations in Ireland. Results from the study indicated that the workforce was delighted since they had to complete the performance appraisal process.

Hence, much must be carried out to enhance the system to make them extra successful and rewarding. Less aspects of the present system exist that hinder effective process of appraisal. Further, key aspects required in efficient appraising of performance process still do not exist.

Rating Scales Method

According to Bernardin (2015), this method offers a properly structured performance appraisal. Every workforce trait is weighted against a scale with points ranging from excellent to poor performance. The ratings are anchored on the potential of the employee to operate as a team player, technical skills, as well as communication skills (Huang, 2020). This scale is important for the appraiser's task. The greatest benefit for this method is the ability to compare the workforce performance in the whole workforce. This results to fairness among all employees and offer criteria for measuring performance in all sections of the firm. Rating method can easily be used and this results to greater adoption of the (Hengartner & Plöderl, 2018).

Graphic rating scale provides those appraising with a list of aspects that are components of performance that establish effectiveness of employees. These components include adaptability, maturity, cooperativeness as well as motivation. Every component is accompanied by a multi-point rating scale. The points within the scale are defined through descriptive words or numbers or phrases that show the level of performance. The middle point of the scale is usually based by words such as satisfactory, mean, and adequate or meets criteria (Menold & Tausch, 2016).

Most firms utilize this approach since it is simple to use and less expensive to develop. Human resource experts can build such forms faster and since the dimension and anchors are written at common level, one form is applicable to all or majority of tasks within a

firm. The limitation of this method is lack of applicability on all types of tasks. It is also not used in gauging the traits of workers (Bernardin, 2015).

Under Regularity in the job method of appraising performance, workforce may be evaluated by their supervisors, workmates, subordinates or at times by their customers which all is based on the type of the firm or task which is carried out by the worker. The person who appraises is the worker will provide the rating for each trait provided by making or selecting number basing on his satisfaction and observation. At the end, all numbers marked or selected, will be computed to establish highest score attained by the worker. Workers who attained high points will be treated as highest performer followed descending marks workers will be treated as low performers while those with least points will be regarded as non-performers.

This approach is popularly utilized for evaluating the performance of the workers and well-known conventional approach of appraising performance of workers. Majority of firms are utilizing this approach for assessing their workers and consequently make decisions on concerned workers. Based on the job of the worker under this appraisal approach characteristic such as performance, attitude, sincerity, regularity and accountability are rated with scale ranging from 1-10. Where 10 shows a positive feedback while 1 indicates a negative feedback.

The state and range of the characteristics chosen for addition is only hindered by designer of the scale imaginations or by the firm's desire to know. The key opportunity is choosing characteristics is that they must somehow be associated with appraises task. The traits chosen by firms have been not correct and have led in legal tussle on the bases of isolation (Herr et al., 2016).

The rating scale method is used for appraising. Every workforce feature or qualities is gauged on a scale with numerous points spanning from excellent to poor. The employee's qualities such as ability to communicate, initiative, cooperation, punctuality and technical work skills capabilities are assessed on these scales. The Organization designs the state and range of the qualities chosen for adding in the rating. The traits selected for rating should be relevant to the appraisee's job so that any discrimination will not be noticed.

An employee who demonstrates the trait of initiative to one supervisor for any problem related to work may be undermined by another supervisor suggesting an excessive dependence on supervisory assistance. The language and terms used to construct a scale may mean different things to different appraisers. Busy appraisers may be tempted to too many passive, middle-of-the-road rating regardless of the actual performance of a subordinate. This problem is found when the appraisal process does not enjoy strong management support and the appraisers do not feel confidence with the task of appraisal (Eutsler & Lang, 2015).

According to Colton and Covert (2007) a graphical gauging appraisal of outcome form comprises task behaviors, capabilities, abilities and output and offers five gauging options spanning from exceed expectations to unsatisfactory. The person appraising chooses a outcome gauge for every criteria and sums up the value. Ratings that are positive are simple to formulate and fill and lead into numerical that is utilized in comparing outcomes relative to prior evaluations or another workforce. The limitation of this approach is it does not offer a level of detail that anchors particular corrective intervention. Moreover, outcome variables seem to be ambiguous and open to interpretation for instance work quantity, work quality, initiative and rating of outcomes may be subjective.

Checklist Method

According to Brunsveld-Reinders et al. (2015) this approach of appraising performance has a checklist of Statements of qualities of workforce is normally in the form of no or yes grounded queries. The person gauging performance only reports or checks and Human Resource section carries out the real assessment. The concerned person gauging has to choose options close to the appraise. Once the checklist is filled, it is forwarded to Human resource section for further undertakings. Numerous queries in the check list might contain either weight that is equal or extra emphasis may be given to those queries that are extra significant. Human resource section then sums up the overall points that indicate results of appraisal for each workforce. Benefit of this approach is its economical state, simplicity of application, limited training required and is standardized. Nevertheless, limitation is the biasness of the person gauging, application of inappropriate rates by HR section that does not enable the person rating to offer relative weightings (Kara et al., 2012).

Behaviorally Anchored Rating scale is another kind of scale for management of performance. This instrument of appraisal simply comprises of a set of particular actions that signify degrees of outcomes and are applied as general focus areas called "anchors" for gauging workforce on numerous behavioral aspects. For instance, group work might be an aspect on a BARS instrument, with anchors that include participation in group discussions regularly, regularly involved and offer new suggestions in group discussions, etc. BARS weights are not popularly utilized and making a BARS evaluation instrument is a time spending procedure.

BARS can offer a more extent of correctness in regard to appraising outcomes, but enhanced correctness under BARS is reliant on building language that is concise accurate,

and freely agreed when describing each capability and interactive attribute (Demir & Ertas, 2018).

Behavioral Anchored Rating Scales

This approach is a relatively modern approach of appraising performance that integrates the graphical weighting scale and critical incidents approach. It entails established key points of task outcomes or sets of interactive proclamations explaining significant task outcome traits as bad or good. These proclamations are built from key instances. In this approach, workforce's real task behavior is gauged in respect to the envisioned behavior by listing and equating the behavior with BARS. Coming up with and using BARS demands expertized know how. The particular aim of BARS is to utilize behavioral process to structure a tool that can establish and gauge the key aspects that form efficient performance in a job. The tool allows researchers to capture outcomes in multidimensional, behavior-specific terms.

According to Liu and Keusch (2017) based on the task being considered, BARS might be comprised of a set of 5-10 vertical scales. Every scale indicates key performance aspect of the task and is normally grounded by 5 or more key instances that mirror highly ineffective to highly effective task behaviors that are observable relevant to the task aspect being considered.

Scale weights are given to the key instances that correspond to the close extent of efficiency with the highly efficient behavior being given the greatest value on the scale. The key outcome aspects for a task and the key instances for each aspect are established by analyzing a job by future users of the scale who are anticipated to be more knowledgeable concerning the task. In building key instances, the focus is on integrating task associated behaviors that are observable and mirror different levels of envisioned outcomes.

According to Devcich et al. (2015), the process of developing BARS seems to be flexible which is a testimonial from the fact that investigators have utilized numerous processes as well as weighting formats in coming up with BARS. Vertical scale numbers might differ from one task to another because it relies on the key outcomes aspect of a task being considered. The weighting values and the number of key instances pegged on a scale may also differ according to the procedure of development and fit of the instances. Comparing BARS with other methods of appraising for instance results, qualities and categories of behavior must make apparent the inherent benefits of BARS in regard to other approaches. The features and process followed in coming up with tool make the BARS as greater appraising approach.

The procedure used in coming up with BARS seems to ensure the BARS entail the whole outcomes domain of a task and comprise task aspects based on detailed analysis of the job. Key instances or descriptive grounds are built to integrate span of highly efficient to highly inefficient behaviors that are observable for every aspect and BARS is based on task relatedness. This procedure adds to the appearance validity of BARS (Eutsler & Lang, 2015). Advancement procedure and the design of BARS may be important to establishing particular behavior weakness and strength of the workforce, enabling performance enhancement, choosing candidate to promote, ratifying criteria for selection, disciplinary interventions justification as well as formulating programs for training.

Attitudes can be described as acquired tendency to answer in constantly satisfactory or unsatisfactory way in regard to a particular phenomenon (Eutsler & Lang, 2015). A key vision of investigation pertaining efficacy of appraisal of performance and methods for assessment has focused satisfaction of workforce and perception of the procedure. As an

outcome of this, investigators and experts have taken in depth perspective of efficacy of system of appraising performance and assessment of system which include these factors. One prominent thematic area of previous investigations is that attitude of those using systems towards the procedure dictate a lot the ultimate effectiveness of system of appraising performance (Bernardin, 2015).

Perception of workforce on fairness of PA has been indicated to be connected to satisfaction with the system. Fairness of PA has been investigated by numerous investigators for a quite long time. In their evaluation of PA investigations, Eutsler and Lang (2015) reported that the most significant PA issue experienced by organizations is the professed equality of the review of performance and the PAS as neither correct nor equal. Liu and Keusch, (2017) propose that the process of appraisal may become a base of acute displeasure if workforce perceive biasness of the system, politicized or obsolete. A key challenge for organizational management is that the PA procedure and the system of evaluating performance are normally thought as both unequal and incorrect (Martin-Raugh et al., 2016).

Credibility of leadership of line managers was found to be significantly related with if workforce thinks PAS as procedurally equal tool just and fit. Research on county government experts explored the matter as well as associated matters of task burn out, task satisfaction, innovation of managers and collaboration amid firm sections (Gabris & Ihrke, 2000). Calcagnì and Lombardi (2014) reported a weighty positive association amid attitude of workforce and procedurally just PA and emphasized the significance of workforce' place on equality.

Latest investigation in appraising performance emphasized on procedure and design features that power the attitudes and affective reactions of system handlers in addition to psychometric features. Kumari et al. (2017) propose that investigators must contemplate the context of gauging prior to trying to analyze or assess the gauging system or gauging effectiveness. Investigations have added measures of employees' attitudes towards appraisal of performance and acceptance of system and rater rate satisfaction in the process of appraising.

Eutsler and Lang (2015) proposed that related indicators of the attitudinal kind can finally manifest to be superior indicators and determinants of gauging validity than such conventional psychometric factors as lenience, halo and discriminability. A PAS may be psychometrically ok in structure and assembly but still holistically ineffective in exercise because of resistance or failure of acceptance on the part of the user. Hence, the efficiency of a system is partly dependent on the attitudes of the users of system, rates and raters (Li & He, 2015).

A final version of BARS should be a tool without ambiguity that is closely associated to the demands of a particular task. For instance, BARS offered by Mathur et al. (2017) for assessing professors in collages was built mutually by instructors and trainees and comprised of key performance aspects; process of testing, teacher-student relationship, firm skills, skills for communicating, knowledge of instructors, relevance of subject as well as utility of assignments. BARS associated to presentations in classrooms by collage trainees might comprise numerous aspect such organization of presentation, primary know how of presentation materials, subject matter analysis and skills for communicating.

In view of Hallinger and Wang (2015), BARS often indicate evidence for behavior-based weighting scales being associated to more suitable attitudinal responses and thinking of equality and justice and also for being efficient when utilized as grounds for planning behavioral change. Moreover, though evidence emanates from task interview instead of task performance context. There exists evidence that utilizing BARS can reduce biasness against safeguarded groups. Utility of BARS is because their aspects are obviously traced to SME who by definition definitely familiar with the task. It is acknowledged that since the basis for the aspects constituting BARS is judgement of task expert, they eventually contain job relevance a key aspect of formal defensibility in in-depth effect cases.

For instance, Andersson et al. (2017) reported, perhaps the greatest quality of the BARS approach is its potential to yield task analysis info carried out by persons who understand the task well and written in their language. By channeling and assessing aspects of behavior essential for the final format, the BARS approach results in clear proclamations concerning necessary task behaviors and their apparent value. On this level BARS item generation can be viewed as meeting the standard of relevancy.

Other aspects of BARS lend themselves to legal defensibility concerns as well. First, SMEs' provision of critical incidents often serves as a job analysis, as the content of the critical incidents constitutes a description of the content of the job itself. Second, BARS inherently feature behavior-based dimensions rather than personality traits, which some courts may find to be too subjective (Price & AlDebasi, 2017). Third, BARS emphasize specific job performance dimensions rather than global or "overall" evaluations of workplace effectiveness.

Price and AlDebasi (2017) argue that other components of BARS lead to legal defensibility also. Provision of key instances regularly acts as task analysis as the details of the key instance entails an explanation of the details of the task itself. BARS inherently characterize behavior-based aspects instead of personal qualities which some courts find to be too subjective. Moreover, BARS focus on particular task performance aspects instead of global or entire assessments of effectiveness of workplace.

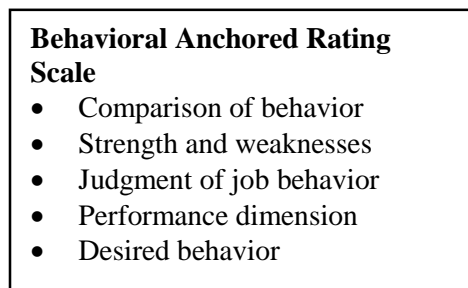
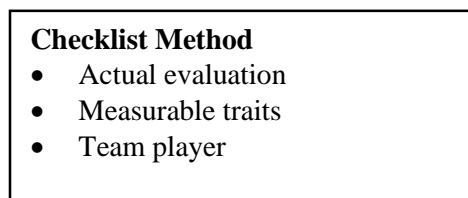
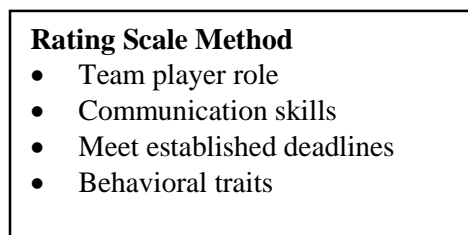
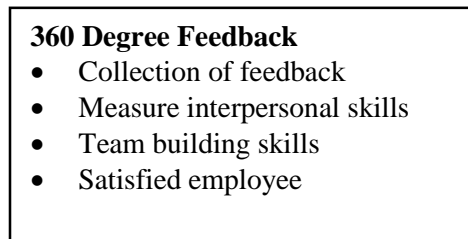
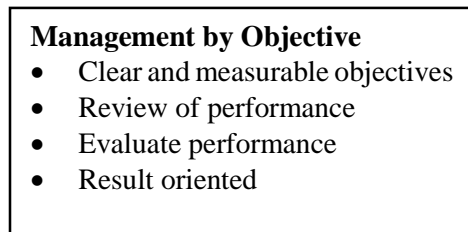
The summary of the empirical study shows that there is a relationship between performance appraisal practices and employee performance as the employee performance tend to increase after the appraisal is done and organization's objectives and goals are met. The managers tend to conduct the appraisal according to the organization's structure. Be it yearly, half yearly or quarterly.

2.5 Conceptual framework

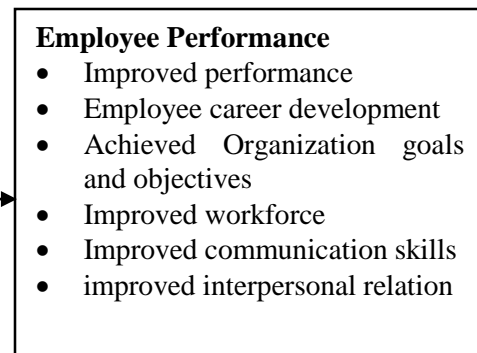
Figure 2.2:

Conceptual framework

Independent Variable



Dependent Variable



2.6 Research gap

Previously, studies on relationship between performance appraisal practices and employee performance have been conducted. However, these studies have not been done in the clearing and forwarding sector. Due to this, the researcher finds it necessary to perform this study and specifically on the clearing and forwarding sector.

Therefore, this study intends to bridge the gap and give an insight to the industry the relationship between performance appraisal practices and employee performance and states clearly the importance of the study to the firms as well as to the employees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes methodology of the study as well as the materials used. It explains the research design, target population, method of sampling and sample size determination, data collection, data management and analysis, lastly describes the ethical concerns for this research.

3.2 Research design

Design of a research is viewed as a plan or roadmap of an investigation employed for answering the objectives and questions for research. It is the framework or structure used for solving particular challenges. It provides the direction as well as systematizes the study. It implies the procedure in which the researcher follows from the beginning to the end of the investigation (Keengwe, 2015).

This research used cross-sectional survey design for purposes of exploring the association between performance appraisal practices and performance of employees. A descriptive research design reports what happened or is happening to the variables in their current situation. This design is fit for this research since it enables generalization of info associated to study population and it was taken only once during the research period. The cross-sectional research study allow data to be taken only once from the respondents and it is quick and easy to conduct and questionnaires were used to collect data.

3.3 Location of the study

The study was conducted among the chosen C&F organizations in Mombasa County. The researcher chose the few selected clearing and forwarding firms because they represented the 10% of the entire population since the researcher cannot take the whole population of 374 firms in Mombasa County.

3.4 Population of the study

The population of this research comprised of 37 selected clearing and forwarding firms in Mombasa County. This made up 10% criteria selection from the entire target population. This size was deemed appropriate for this study because a sample size of between 5-40% of the target population is considered adequate for descriptive study and therefore 37 is adequate enough (Mugenda & Mugenda, 2014). It was done through a simple random sampling technique, whereby the items (clearing and forwarding firms) under study were assigned numbers without a specific formula. Thereafter the researcher picked those numbers folded like a lottery in a container at random until the desired number of 37 was arrived at. Piloting of the study was carried out at Bollore Africa logistics where 2 respondents were selected. The pilot study was done on one firm due to time constrain. The respondents of the research study were the human resource managers or the human resource officers of the selected firms because they are the ones conducting the appraisal. A sample size of approximately 10% and 30% is a fair reflection of the target population as claimed by (Ngau & Kumssa, 2004). Therefore, there were 38 respondents who were used sampled in this study.

3.5 Sample size and sample Method

The size of the sample size is a significant characteristic of any kind of empirical research of which the aim is to draw inferences concerning population from a given sample. By practice, the size of a sample used in research is determined upon the extent of collecting data and the desire to possess enough statistical influence. Simple random sampling was used whereby 37 firms were studied as shown in appendix III. According to Mugenda and Mugenda (2014), a sample size of between 10% to 30% is a good representation of the target population hence 10% is adequate for analysis. The study was efficiently managed within its economic constraints in terms of finance and rapid turnaround in data collection. Cross-sectional survey was conducted where data was obtained once (Creswell, 2009). It was fit because one observes variables without influencing them. Also, cheap and easy way to gather initial data.

3.6 Research Instrument

In this research, questionnaire that was developed by the investigator was applied as the tool for obtaining data from the participants. The benefit of questionnaires is that they have the potential of measuring in support or object a specific perspective. This data collection instrument is more appropriate for this study because Questionnaire and the interview are the two most commonly used primary data collection instruments (Lewis & Thornhil, 2017). Use of questionnaire enables investigators to obtain more information from the participants within less period of time. 5 point closed ended mail survey was adopted to obtain data from the respondents during field work. The questionnaire provided an opportunity to the respondents to be particular on the statement that represented their opinion as far as agreeing or disagreeing with the statement was concern. Hence the range

of disagreeing or agreeing captures the depth of their thoughts for a particular statement. The tool was broken in two parts i.e. A and B as shown in Appendix-I. Section A sought demographic information about the respondents. The Section B sought influence of performance appraisal practices on performance of employees among chosen C&F organizations in Mombasa County.

In research, Validity is the extent by which tests are able to measure what they are expected to measure (Ziff, 2013). In testing the validity of the questionnaires, the investigator consulted with the supervisors and experts in the field in order to enhance and validate the worth as well as content of the tool. Statements in the questionnaire that were seen to be unclear in producing information that was relevant were restructured and modified. For reliability of the research, a piloting was carried out in Bollore Africa Logistic with two (2) respondents. Thus, the questionnaire was adopted for the final research, after it was seen to be generating consistent results. Hence an examination was carried out to prove the consistency and reliability of the data gathering tool. Since the tool was found to be consistent in obtaining data, it was utilized in the actual data collecting exercise.

3.7 Method of Data Collection

A self-administered questionnaire was used in the collection of data. Questions were administered to all the 37 respondents identified in the sample. This helped in gathering both quantitative and qualitative information regarding the association between performance appraisal practices and performance of employee among chosen C&F organizations in Mombasa County.

The questionnaires were collected by the researcher personally from the respondents for compiling, analyzing and making recommendations. The researcher obtained a letter from

the university granting permission to carry out the study in clearing and forwarding firms in Mombasa County. This was done as soon as the proposal was presented before the university panelists and a pass verdict made and the researcher told to go ahead and collect data. With the permission letter from the institution the investigator sought to obtain a letter from NACOSTI granting permission to carry out the research. The researcher then sought an introduction letter from the county director to allow collection of data from the C&F organizations in Mombasa County.

The researcher further sought permission from the respondents to accept to receive the questionnaires and respond appropriately. The researcher informed the respondents of the aim of the investigation which is strictly academic, assured them of confidentiality of their responses and adherence to ethical standards. The researcher then proceeded to deliver the data collection instruments in person first to the 2 respondents at Bollore Africa logistics.

The researcher created rapport with the respondents which enhanced high response rate from the respondents. The researcher collected the questionnaires from the pilot sites, compiled data, analyzed it and assessed the reliability of the questionnaires. The questionnaires were able to measure what they were intended to measure, that is the association between performance appraisal practices and performance of employee among chosen C&F organizations in Mombasa County. The researcher then delivered the study questionnaires to the selected respondents in the study population.

3.8 Data analysis and presentation

After all data was collected, it was compiled, organized, summarized and described in a way that aid in understanding the subject matter of the study. It was then analyzed with Statistical Package for the Social Sciences (SPSS) program version 24 was utilized. The

data from questionnaires were analyzed using quantitative methods. Quantitative techniques were used to analyze the quantitative part of the data and was involved with the use of, bar graphs, frequency distribution tables and pie charts.

The questions on the relationship between performance appraisal practices and employee performance among selected clearing and forwarding firms in Mombasa County were answered in line with the variables on a Likert scale in a questionnaire with some open-ended questions to collect the leaders varied views. The answers were compiled in a table and presented in either a pie chart or a bar graph. The open-ended questions were compiled in a summary form and analyzed using the SPSS version 23 and presented in narratives. Each variable had questions aimed at the indicators in order to get the required responses.

3.9 Ethical consideration

During the time of carrying out this study, ethical considerations were made regarding issues such as privacy, confidentiality, anonymity, informed consent, respect of property as well as respect for others. The researcher clarified to the participants all about this investigation such as the purpose for it. They informed that it was within their right and liberty to participate as well as withdraw from the research any time if they so wished. They were assured of their privacy was to be guaranteed and protected by adherence of standards of anonymity.

CHAPTER FOUR

RESULT AND DISCUSSIONS

4.1 Introduction

This section comprises the result and discussion of this research. The findings are from the obtained data by use of questionnaires to establish the association between performance appraisal practices and performance of employees in selected C&F organizations in Mombasa County. This research was guided by five independent variables which are Management by Objectives, 360-degree, rating scale method, Checklist method and behavioral anchored rating scale method. The dependent variable being the employees' performance.

4.2 General Information

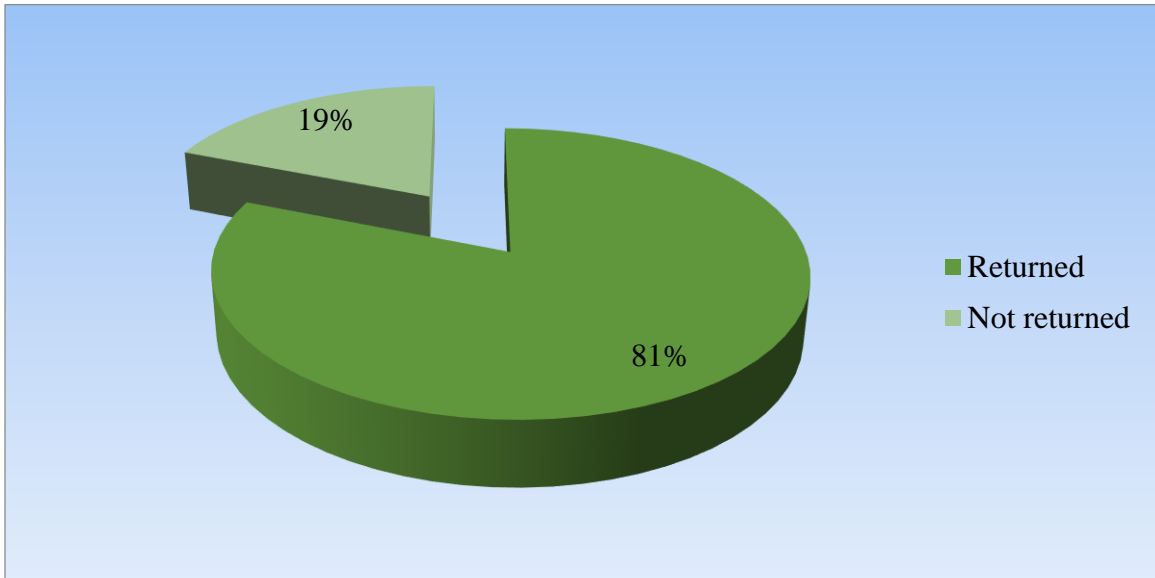
Gender and years of service information are important for this research thesis since they help to know who was filling in the survey. Further it helps in determining whether the actual target audience was reached and whether the researcher gathered the information that was effectively being sought. Furthermore, to ensure representative sample of a population, demographic information helps to understand the spread of the population features of the respondents that helps in establishing how close the sample duplicates the population.

4.3 Response rate

The target population for this research study was made up of 37 human resource managers/officers of the firms in Mombasa County. All the responses from the sampled 37 entities were obtained except 7 entities giving 81% response rate. Figure 4.1 has these results.

Figure 4.1:

Response rate



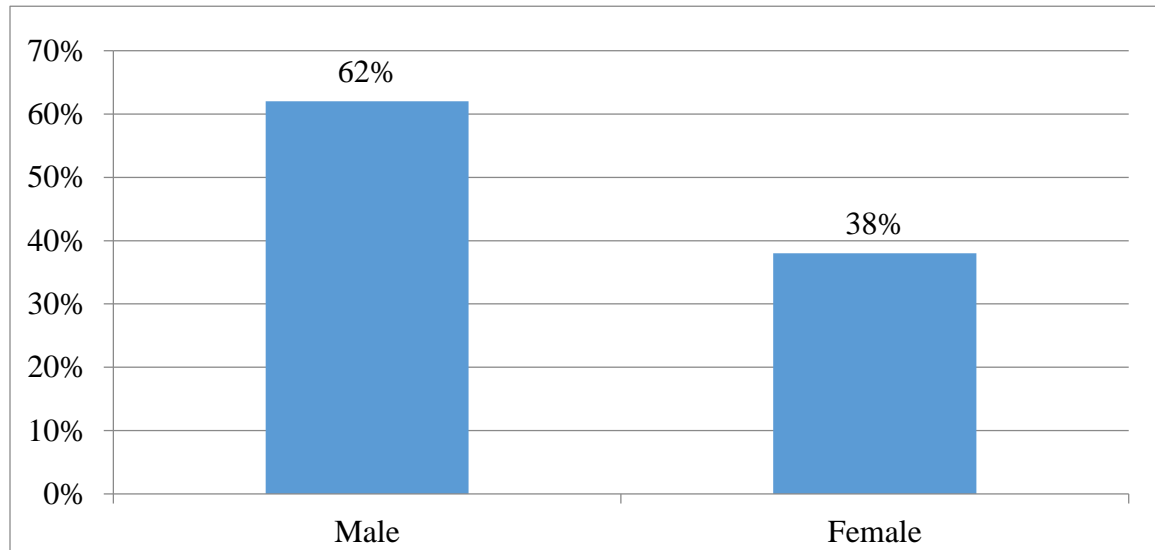
As shown in figure 4.1 above, 81% of the respondents returned the questionnaires except 19% who did not. The number of the respondents who returned the questionnaire is quite high indicating that the respondents felt it is necessary to fill in the forms and give their views.

4.4 Respondent's Gender

This research aimed at establishing the respondent's gender as presented in figure 4.2

Figure 4.2:

Gender of the respondents



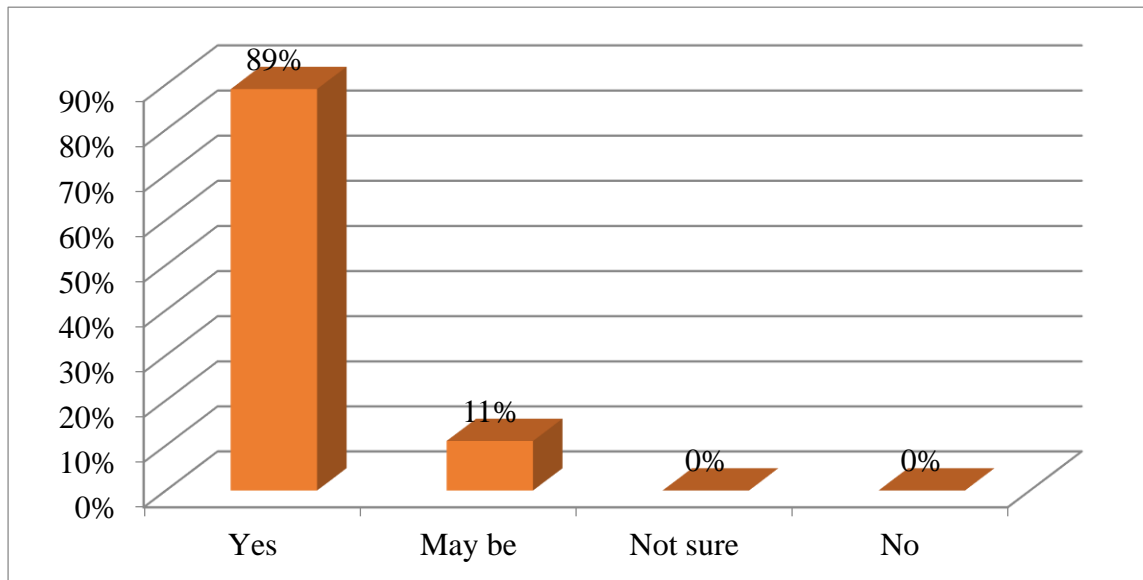
The findings reveal that 62% (19) of the respondents were male, while 38% (11) of them were female. The findings therefore revealed that majority of the managers of the sampled classified companies were male implying that the performance appraisal practices and performance of employees among selected C&F organizations in Mombasa County are majorly tackled by majorly by male officers.

4.5 Performance appraisal practices and employee Performance

The research study sought from the respondents to determine if there exists an association amid appraisal of performance practices and employee's performance and figure 4.3 shows the response.

Figure 4.3:

Performance appraisal practices and employee Performance



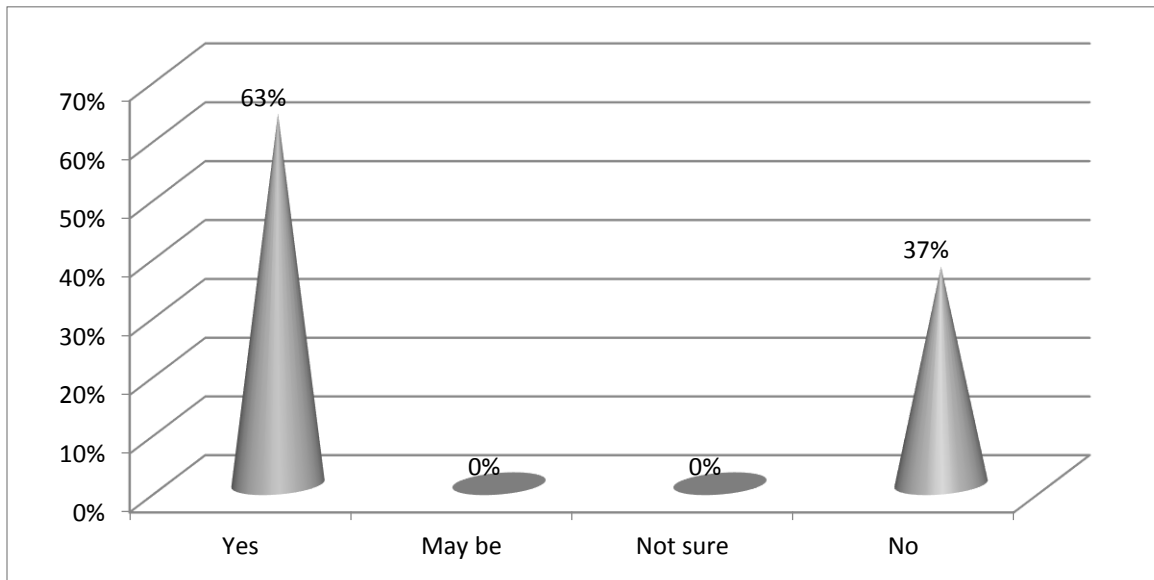
The result in figure 4.3 indicates that 89% (n=27) of the participants indicated yes meaning they accepted there existed an association amid performance appraisal practices and performance of employees, 11% indicated may be while none of them indicated not sure nor no. This result indicated that majority of the respondents confirms there is actually an association between performance appraisal practices and performance of employees that is virtual to the clearing and forwarding firms.

4.6 Conduct of performance appraisal for employees

The research study sought from the respondents to establish whether the company conduct performance appraisal for employees and the result of the response is shown in figure 4.4.

Figure 4.4:

Conduct of performance appraisal for employees



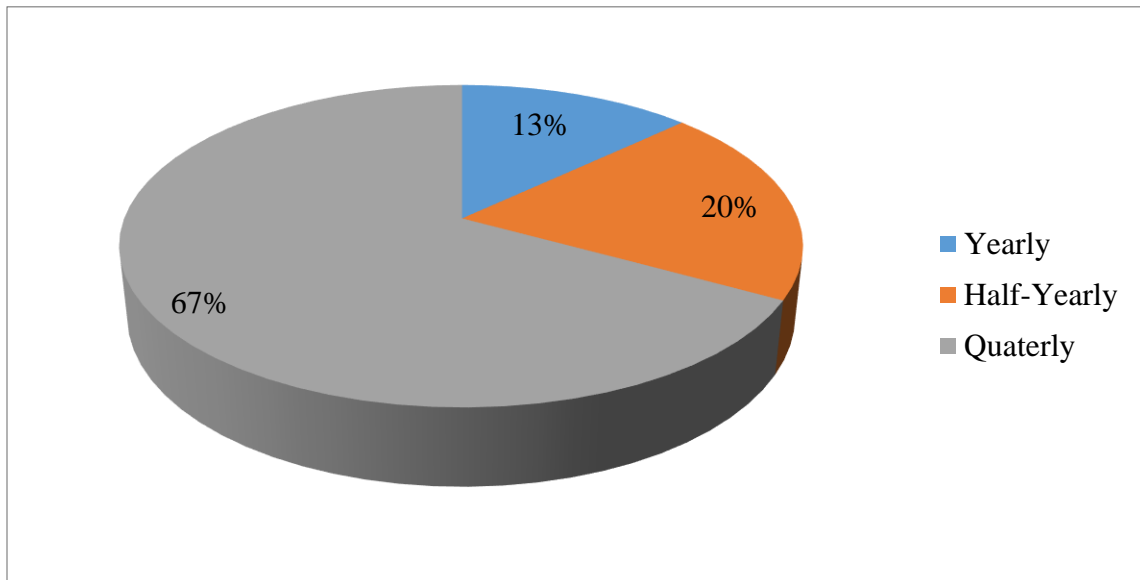
The result in figure 4.4 indicates that n=19 (63%) of the participants indicated yes meaning that majority of the personnel who participated and responded agreed that their company conduct performance appraisal for employees. Most of the respondents agreed that they do conduct performance appraisal in their companies.

4.7 How often do they conduct the appraisal?

The research study sought from the respondents to determine how often they conduct the appraisal, and the result of the response is shown in figure 4.5.

Figure 4.5:

How often the appraisal conducted.



The result in figure 4.5 shows that majority n=20 (67%) of the participants ticked quarterly meaning that most of the personnel who participated and responded indicated that their organization quite often conduct employee performance appraisal. The result further shows that 20% of the respondents indicated half yearly while 13% indicated yearly.

Most of the respondents who conduct their performance appraisal quarterly are done to determine the salary increment of the staff, training needs assessment and promotions. The performance appraisal really helps in employee's development.

4.8 Management by objectives and employee's performance

Table 4.1:

Management by objectives and employee's performance

Statements	N	Very highly	Highly	Neither	Not at all
Does MBO affect employee's performance?	30	7(23%)	15(50%)	6(20%)	2(7%)
Is MBO helpful in goal settings?	30	17(57%)	6(20%)	4(13%)	3(10%)
Is the MBO helpful in monitoring the employee progress?	30	14(47%)	6(20%)	6(20%)	4(13%)
How are the employees rating it in terms of productivity?	30	14(47%)	9(30%)	4(13%)	3(3%)

Objective one of this research was to determine the association amid management by objectives and performance of employees among selected clearing and forwarding firms in Mombasa County. Participants were requested to respond to the set of queries related to the association between MBO and performance of employee performance among selected C&F organizations in Mombasa County. and give their opinions.

They gave their opinion on the level of agreement and disagreement on the aspects of Management by objectives and employee's performance such as does MBO affect employee's performance, Is MBO helpful in goal settings, is the MBO helpful in monitoring the employee progress and how are the employees rating it in terms of productivity. For the aspect of Does MBO affect employee's performance the results show that 23% of the respondents indicated very highly, 50% indicated highly, 20% indicated neither while 7% indicated not at all. Aspect of Is MBO helpful in goal settings, 57% of the respondents indicated very highly, 20% highly, 13% neither while 10% indicated not at all. Aspect of Is the MBO helpful in monitoring the employee progress 47% of the

respondents indicated very highly, 20% highly, 20% neither while 13% not at all. And for the aspect of how the employees were rating it in terms of productivity, how were the employees rating it in terms of productivity. The results show that 47% of the respondents indicated very highly, 30% highly, 13% neither while 3% not at all. MBO technique of appraising performance is result oriented. Thus, aims to measure performance of workforce by evaluating the degree to which established objectives of work have been attained (Gill & Meyer, 2013).

4.9 360-Degree Feedback and employee performance

Table 4.2:

360-Degree Feedback and performance of employee

Statements	N	Mean	Std Dev.
360-degree feedback has impact on performance of employee	30	3.7333	.98027
Is the information taken from the employees effective	30	3.8333	1.05318
The appraisal helps in promotions, trainings & salary increment	30	4.2333	.85836
The appraisal helps in personal & organizational development needs	30	3.7000	1.05536

Objective two of this research was to examine the association amid 360-degree appraisal and performance of employees among selected C&F organizations in Mombasa County. Participants were requested to react to the set of queries related to relationship between 360-degree appraisal (rating scale method where 1=disagree, 2=Not sure, 3=Agree, 4=strongly agree) and performance of employees among selected C&F organizations in Mombasa County.and give their opinions. Some of the aspects of 360-Degree Feedback and performance of employee include 360-degree feedback has impact on performance of employee, was the information taken from the employees effective, the appraisal helps in

promotions, trainings & salary increment, and the appraisal helps in personal & organizational development needs.

The respondents agreed that 360-degree feedback has impact on employee performance as demonstrated by a mean of 3.7333. As indicated by average of 3.8333 the participants agreed that information is taken from the employees. Regarding the aspects of whether the appraisal helps in promotions, trainings & salary increment, the respondents further agreed as shown by a mean of 4.2333 and that the aspect of the appraisal aspect also helps in personal & organizational development needs as depicted by a mean of 3.7000. This implies that these aspects as well are significant in determining employee's performance and so management should focus on them. The 360-degree appraisal of performance configuration is viewed as a step-by-step process through which the whole performance of an organization may be enhanced. This may be attained by advancing individual performances within group framework that consequently enhances productivity (Alolah et al., 2014).

4.10 Rating Scale Method and employee performance

Table 4.3:

Rating Scale Method and employee performance

Questionnaires	N	Yes	May be	No
Does the appraisal technique have any impact on employee productivity	30	20(67%)	4(13%)	6(20%)
Does it help in identifying the strength and weaknesses of employee	30	17(57%)	6(20%)	7(23%)
Does it provide standard of performance of employees	30	16(53%)	6(20%)	8(27%)
Does it help in identifying the competence of employees	30	20(67%)	4(13%)	6(20%)

The third research objective was to assess the association between Rating Scale Method and performance of employees among chosen clearing and forwarding firms in Mombasa County. Participants were requested to react to the set of queries related to the relationship between Rating Scale Method and performance of employees among chosen C&F organizations in Mombasa County, and give their opinions.

Some of the aspects of Rating Scale Method the respondents were engaged included the aspects of Rating Scale Method such as Does the appraisal technique has any impact on employee productivity, does it help in identifying the strength and weaknesses of employee Does it provides standard of performance of employees and Does it help in identifying the competence of employees. For the aspect of Does the appraisal technique has any impact on employee productivity the results shows that (majority) 67% of the respondents indicated yes, 13% indicated may be while 20% indicated no. Aspect of Does it help in identifying the strength and weaknesses of employee the results shows that 57% of the respondents indicated yes, 20% indicated may be while 23% indicated no. Aspect of Does it provides standard of performance of employees does it provides standard of performance

of employees the results shows that 53% of the respondents indicated yes, 20% indicated may be while 27% indicated no. And aspect of Does it help in identifying the competence of employees the results shows that 67% of the respondents indicated yes, 13% indicated may be while 20% indicated No. The scale is necessary for the appraisers' job (Magee, 2015). The greatest benefit of this method is the ability to compare performance of employees in the whole labor force (MyoHtike, 2020). This results in fairness between all appraises and offer standard of measuring performance in the entire firm.

4.11 Check List Method and employee performance

Table 4.4:

Check List Method and employee performance

Questionnaires	N	Yes	May be	No
Do the check list method have any relationship with employee performance	30	25(83%)	2(7%)	3(10%)
Does it influence the level of employee productivity	30	27(90%)	1(3%)	2((7%)
Does it help in evaluation of employee's performance	30	17(57%)	6(20%)	7(23%)
Do the appraiser know how to form the checklist	30	16((53%)	6(20%)	8(27%)

The fourth objective was to examine the relationship between Check List Method and performance of employees among selected clearing and forwarding firms in Mombasa County. Participants were requested to react to the set of queries related to the relationship between Check List Method and performance of employees among selected C&F organizations in Mombasa County and give their opinions.

Among the aspects of Check List Method evaluated included do the check list method have any relationship with employee performance, does it influence the level of employee productivity, does it assist in assessing performance of employees and do the appraiser

know how to form the checklist. For the aspect of does the check list method have any relationship with employee performance the results shows that 83% of the respondents indicated yes, 7% indicated may be while 10% indicated no. Aspect of Does it influence the level of employee productivity the results shows that 90% of the respondents indicated yes, 3% indicated may be while 7% indicated no. Aspect of Does it help in evaluation of employees performance the results shows that 57% of the respondents indicated yes, 20% indicated may be while 23% indicated no. And aspect of Do the appraiser know how to form the checklist the results shows that 53% of the respondents indicated yes, 20% indicated may be while 27% indicated No. The benefit of this approach is its economic state, makes administration easy, limited training is needed as well as it is standardized (Caruth & Caruth, 2013).

4.12 Behavioral Anchored Rating Scale and employee performance

Table 4.5:

Behavioral Anchored Rating Scale and employee performance

Statements	N	Mean	Std Dev.
The behaviors of employee affect his performance	30	4.3667	.61495
The appraisal technique requires competent expertise to conduct	30	4.3000	.91539
The appraisal require employee to be familiar with his/her job	30	4.4667	.81931
The appraisal technique helps in improving the employee performance	30	3.9667	1.09807
The appraisal technique covers the entire performance domain of a job	30	3.8667	1.25212

The fifth objective was to assess the association between behavioral anchored rating scale and performance of employees among chosen C&F organizations in Mombasa County. Participants were requested to respond to the set of questions related to the relationship

between behavioral anchored rating scale and employee's performance among chosen C&F organizations in Mombasa County.and give their opinions.

In this part the study inquired on the level of agreement and disagreement on the aspects of behavioral anchored rating scale and employee performance such as the behaviors of employee affect his performance, the appraisal technique require competent expertise to conduct, the appraisal require employee to be familiar with his/her job, the appraisal technique helps in improving the employee performance and The appraisal technique covers the entire performance domain of a job. The results indicated scores above mean with aspect of the behaviors of employee affect his performance scoring a mean of 4.3667, The appraisal technique require competent expertise to conduct mean 4.3000, The appraisal require employee to be familiar with his/her job 4.4667, The appraisal technique helps in improving the employee performance mean of 3.9667 and the appraisal technique covers the entire performance domain of a job mean of 3.8669. The specific drive of the BARS is to utilize behavior processes to design a tool that can identify and measure the key aspects constituting effective occupational performance. This tool enables all those conducting research to record performance in multidimensional, behavior particular conditions (Judge & Kammeyer-Mueller, 2011).

4.13 Performance appraisal practices and performance of employees

Table 4.6:

Performance appraisal practices and performance of employees

Statements	N	Mean	Std Dev.
Employees always provide timely responses to clients' queries	30	4.1667	.94989
Employees are efficient in the usage of company's resources (i.e. cost minimization)	30	4.0667	1.25762
The work or services performed by employees are of high quality	30	4.2000	.88668
Employees always meet their specified targets	30	4.3667	1.39168
Employees are innovative and creative in handling issues and coming up with new products	30	3.7000	1.29055

Further this research aimed at establishing the respondents level of agreement and disagreement on the aspect of appraising performance practices and performance of workforce such as the aspects of Employees always provide timely responses to clients' queries, Employees are efficient in the usage of company's resources (i.e. cost minimization), The work or services performed by employees are of high quality , Employees always meet their specified targets and Employees are innovative and creative in handling issues and coming up with new products.

The results indicated scores above mean with aspect of Employees always provide timely responses to clients' queries scoring a mean of 4.1667. Moreover, appraising of performance has progressively become section of a key strategic manner of integrating HR interventions and enterprise policies that may be viewed as general covering different activities that firms aim to evaluate workforce and develop their capabilities, promote performance as well as issue incentives (Fletcher, 2019). Further, Itoya (2020) argues that appraising performance has become an instrument for promoting growth in organization as well as professional advancement. Appraising of performance is a progressive process

in which workforce performance is established, measured as well as enhanced in the firm. Employees are efficient in the usage of company's resources (i.e., cost minimization) mean of 4.0667, The work or services performed by employees are of high-quality mean of 4.2000, Employees always meet their specified targets and Employees are innovative mean of 4.3667 and creative in handling issues and coming up with new products mean of 3.7000.

4.14 Inferential statistics: Regression analysis

The main objective of the study was to examine the association between performance appraisal practices and performance of employees among selected clearing and forwarding firms in Mombasa County. This research employed multivariate regression analysis in determining the association. The dependent variable of the study was employee performance while the independent variables were: Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale.

4.15 Model Summary

The model summary presented in Table 4.7.

Table 4.7:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.888 ^a	.788	.743	.209

The model summary in Table 4.7 indicates a positive strong correlation between performance appraisal practices (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale.) and performance of employees as manifested by the value of R (0.888). Findings also report that there exist an

association amid performance of employees and appraisal of performance practices as indicated by the values of R^2 (0.788). The R^2 value (78.80%) shows the extent performance of employees was explained by performance appraisal practices (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale). This shows how well the model fits and its quality in assessing the influence of each independent variables on dependent variable. The difference explained is 78.80%. The remaining part of 21.20% may be elaborated by other variables that were not investigated under this study.

The Adjusted R square of 0.743 shows that the model is realistic and can be relied upon. The standard error of estimate was 0.209 which measure how close the actual values are to the regression line. The standard error is small which indicates that the variables are closely related and regression model will give accurate estimate and so can be relied upon for prediction purposes.

4.16 Model Validity

To test fitness of the model, ANOVA was used as presented in Table 4.8.

Table 4.8:
Model Validity

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.885	5	.777	17.772	.000 ^b
Residual	1.049	24	.044		
Total	4.935	29			

The ANOVA statistics were employed to establish the fitness of regression model. The significant F value of 17.772 and significant P value of 0.000 was attained thus providing sufficient evidence that the model coefficient is not different from 0. The regression model obtained was fit and statistically significant and can be deemed fit for prediction purposes.

4.17 Regression coefficient

Table 4.9:

Coefficients^a

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.250	.382		3.269	.003
MBO	.228	.096	.256	2.375	.026
360-Degree	.104	.033	.350	3.181	.004
Rating scale	.206	.034	.659	6.074	.000
Checklist	.144	.043	.332	3.378	.002
Behavioral	.090	.037	.259	2.454	.022

Multiple regression analysis was carried out in order to establish the association amid performance of employee and performance appraisal practices (Management by objectives,

360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale). The following equation was used.

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon)$ becomes:

$$Y = 1.250 + 0.228X_1 + 0.104X_2 + 0.206X_3 + 0.144X_4 + 0.090X_5$$

The first objective of the study was Management by Objective. A unit increase in MBO will enhance employee performance by 0.228 units proposing that there is an association amid management by objectives and performance of employee among chosen clearing and forwarding firms. To achieve the unit increase in performance there should be clear and measurable goals, review and evaluation of performance. This result agrees with the sentiment of (Newman et al., 2011). MBO approach of appraising performance is results-oriented which aims at measuring performance of workforce by assessing the degree in which established task objectives have been attained.

The second objective of the study was the 360-degree feedback where a unit of increase will improve the employee performance by a value of 0.104 units implying there is an association amid 360-degree appraisal and performance of employees among selected clearing and forwarding firms. To achieve the unit increase in performance there should be improved performance, measurable interpersonal skills and strong team building workforce. This finding agrees with the opinion of Fourie et al., (2013). He suggests that a properly integrated and governed 360-degree feedback procedure offers feedback of good quality from both supervisors and workmates that must be key enhancement over feedback from one person.

Third objective of the study was Rating Scale Method. A unit increase of rating scale method would improve employee performance by 0.206 units indicating that there is a

relationship between rating scale method rating scale method and performance of employees among chosen C&F organizations. The unit increase will occur if there is team playing role, communication skills and meeting the established deadlines in the organization. This result agrees with the sentiments of (Peprah et al., 2018). The rating scale approach offers a properly structured tool of appraising performance. Every employee feature is gauged against a rate containing points ranging from poor to excellent performance. These ratings are grounded on the capability of the workforce to operate as a team player, technical abilities as well as ability to communicate (Huang, 2020).

Fourth objective of the study was the check list method. The result shows that a unit increase of check list method improves employee performance by 0.144 units implying there exist an association between check list method and performance of employees among selected clearing and forwarding firms. The unit increase will be brought about when there is actual evaluation of performance, measurable traits and team playing role. This result agrees with the suggestion of (Caruth & Caruth, 2013). The benefit of this approach is the ease of administering it, its standardized, limited training needed as well as its economic status.

Finally, the Fifth objective of the study was the Behavioral Anchored rating scale method. The result shows that a unit increase of behavioral anchored rating scale improves employee performance by 0.090 units. The increase of the performance can be done when the weaknesses and strength are identified, judgment of job behavior is done correctly and performance dimension is done. Meaning there exists an association between check list method and performance of employee among chosen clearing and forwarding firms.

Moreover, this research investigation revealed existence of weighty association between employee performance and performance management practices (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale) studied as shown: Management by objectives $p=0.026$, 360-degree appraisal $p=0.004$, rating scale method $p=0.000$, check list method $p=0.002$ and behavioral anchored rating scale $p=0.022$.

The summary of the regression coefficient therefore indicates that the higher absolute values of Beta coefficient the stronger the effect. Ranking from the strongest values; the checklist method was the first with the value of 0.659, 360-degree feedback with 0.350, checklist method with value of 0.332, behavioral Anchored rating scale method with a value of 0.259 and lastly Management by Objective with the value of 0.256

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This research's objective was to establish the relationship between performance appraisal practices and performance of workforce among selected C&F organizations in Mombasa County. The effect of performance appraisal practices which are the Management by objectives, 360-degree, rating scale method, checklist method and behavioral anchored rating scale on employee's performance. The data collection was in form of questionnaire which were designed by the researcher. The chapter entails summary of major findings, conclusion, recommendation as well as suggestion for areas of further research.

5.2 Summary of Findings

First objective of this research was to determine the relationship between management by objectives and performance of employees among selected C&F organizations. The study established that respondents agreed that aspects of Management by objectives and employee's performance such as does MBO affect employee's performance, is MBO helpful in goal settings, is the MBO helpful in monitoring the employee progress and how are the employees rating it in terms of productivity have relationship with employee's performance among selected clearing and forwarding firms.

The second objective was to examine the association amid 360-degree appraisal and performance of employees among selected C&F organizations. The study established that respondents agreed that aspects of 360-Degree Feedback and performance of employees such as 360-degree feedback has impact on performance of employees, is the information taken from the employees effective, the appraisal helps in promotions, trainings & salary

increment, and the appraisal helps in personal & organizational development needs have relationship with employee's performance among selected clearing and forwarding firms.

The third objective the research was to assess the association amid rating scale method and performance of employees among selected C&F organizations. This research established that respondents agreed that aspects of Rating Scale Method such as does the appraisal technique has any impact on employee productivity, does it help in identifying the strength and weaknesses of employee does it provides standard of performance of employees and does it help in identifying the competence of employees have relationship with performance of employees among selected C&F organizations.

Fourth objective of the research was to evaluate the association amid check list method and performance of employee among selected clearing and forwarding firms. This investigation established that respondents agreed that aspects of Check List Method and employee performance such as Do the check list method have any relationship with employee performance, does it influence the level of employee productivity, does it assist in assessment of performance of employees, and Do the appraiser know how to form the checklist have relationship with employee's performance among selected C&F organizations.

Objective five of this research was to examine association amid behavioral anchored rating scale and performance of employees among selected C&F organizations. This research established that respondents agreed that aspects of Behavioral Anchored Rating Scale and employee performance such as The behaviors of employee affect his performance, The appraisal technique require competent expertise to conduct, the appraisal require employee to be familiar with his/her job, The appraisal technique helps in improving the employee

performance and The appraisal technique covers the entire performance domain of a job have relationship with employee's performance among selected C&F organizations.

5.3 Conclusions

The response turnout was good given that 81% of the respondents returned the questionnaire. Also the research done shows that the male respondents were many compared to female which means the Human resource industry is dominated by male. The question of whether the performance appraisal practices and employee performance have any relationship. Majority of the respondents agreed there exist a strong correlation between the two variables. The matter of performance appraisal exercise if done at all and if so how often is it done. Majority of the respondent agreed that they conduct it quarterly. First objective of this research was to determine the association amid management by objectives and performance of employees among selected C&F organizations. The study established that respondents agreed that aspects of Management by objectives have relationship with employee's performance among selected clearing and forwarding firms and its result oriented. Thus, if correctly done, it's the fairest manner of planning for and creating effective performing workforce.

Normally, objectives are jointly determined by both subordinate and superior. Once objectives are agreed upon, employees are expected to audit themselves hence identifying the required skills to attain the objectives. MBO helps in goal setting, monitoring of employees' progress and improves productivity.

Second objective of this research was to examine the association amid 360-degree appraisal and performance of employee among selected C&F organizations. This research established that respondents agreed that aspects of 360-Degree Feedback have relationship

with employee's performance among selected C&F organizations. This method was reported to be greatly effective and useful. Particularly it is useful in measuring interpersonal skills, team building and customer satisfaction skills. A properly integrated and managed 360-degree feedback process offers good quality feedback from supervisors and colleagues that may be an automatic improvement over single individual feedback. Nevertheless, a lot needs to be done to promote the system to make them extra successful as well as rewarding.

The third objective was to assess the association amid rating scale method and performance of employees among selected C&F organizations. This research established that respondents agreed that aspects of Rating Scale Method have relationship with employee's performance among selected clearing and forwarding firms. Also it is the best among the five appraisal practices as its Beta was highest. The approach is useful in comparing performance of employee in the entire labor force and the rating is based on the capability of the workforce to work as a team player, technical capabilities, help in identifying the strength and weaknesses of employees, provide standard of performance, identify competence of employees and communication skills. The rating scale is so simple to apply and it's cheaper to come up with and that is why many firms consider using it.

The fourth objective was to evaluate the association amid check list method and performance of employee among selected C&F organizations. This research established that respondents agreed that aspects of Check List Method have relationship with employee's performance among selected C&F organizations and was third best among the appraisal practices. The check list method influences the level of employee productivity,

helps in evaluation of employee performance and require expertise to conduct it. It is also economical in nature, ease a lot of administration work and is standardized.

Fifth objective was to examine the association amid behavioral anchored rating scale and performance of employee among selected C&F organizations. This research established that respondents agreed that aspects of Behavioral Anchored Rating Scale have relationship with employee's performance among selected C&F organizations. With this technique, the actual task behavior of the employee is gauged alongside the desired behavior through comparing and recording the behavior with BARS thus affect his performance, requires employee to familiarize with his/her job, helps in improving performance. Coming up with BARS and practice demand expertized knowledge. In summary this study research concluded that independent variables (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale) have strong correlation relationship with employee's performance among selected C&F organizations. Also the regression model used was deemed fit and can be relied upon to give accurate estimate.

5.4 Recommendations

The study results established that (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale) have relationship with employee's performance among selected clearing and forwarding firms. Moreover, it was found that there is a strong correlation between employee performance and the independent variables (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale). It is imperative firms engage workforce as much as possible and in every phase of the appraising process in order

the output of the appraisal adds to task satisfaction. Employers must find out approaches of reducing and managing post appraisal dissatisfactions. This research therefore recommend that the management formulate appraisal committee that can ensure the performance appraisal practices which are Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale be reviewed time to time. It also recommends that management should be on the lookout of ways of how to improve the performance appraisal practices in their companies to minimize any challenges faced. The Rating scale method should be embraced mostly in performance appraisal. The appraisal committee should be educated and well conversant with the appraisal technique practices which are in use in their firms. The outcome result of the appraisal should be useful to the management and the employee to achieve both organizational as well as personal objectives.

5.5 Suggestion for further studies

Even though the study found out that Independent variables (Management by objectives, 360-degree appraisal, rating scale method, check list method and behavioral anchored rating scale) have relationship with employee's performance in chosen clearing and forwarding organizations, the study did not come up with any optimum point at which these selected clearing and forwarding firms use them. The study also did not come up with a way of putting the various forms of variables components. It is on this argument that this study recommends further studies be carried out to establish an optimum point for the selected clearing and forwarding firms. Also, the study recommends further research to be done on other C&F organizations in Mombasa County as well as outside the County.

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APPENDICES

Appendix i: Questionnaire

Part A: Company Information

(Tick where appropriate)

1. Company Name.....
2. Position in the company
3. Gender (a) Male (b) Female
4. Years of Service (a) 0-5 years (b) 5-10 years
(c) Above 10 years
5. Do you think that there is a relationship between performance appraisal practices and employee Performance?
 Yes No not sure.
6. Does the company conduct performance appraisal for employees?
 Yes No not sure.
7. If yes to the above, how often do they conduct the appraisal?
 Yearly Half yearly Quarterly

Part B: Performance Appraisal Practices and Employee Performance

8. In a scale of 1-4 rate the following statements concerning the performance appraisal practices and employee performance. Where 1=strongly agree, 2=Agree, 3=Disagree, 4=Not sure.

Opinion	1	2	3	4
Do employees provide timely responses to clients queries				
Are employees efficient in usage of company's resources				
Is the work provided by the employee of high quality				
Do the employees meet their specified targets				
Are the employees innovative and creative in handling issues and coming up with new products				

Part C: Management by Objectives (MBO)

9. In a scale of 1-4 rate the following statements concerning the relationship between management by objectives and employee's performance. Where 1= very highly, 2= highly, 3= neither high/low, 4= not at all.

MBO	Opinion	1	2	3	4
MBO1	Does MBO affect employee's performance				
MBO2	Is MBO helpful in goal settings				
MBO3	Is the MBO helpful in monitoring the employee progress				
MBO4	How are the employees rating it in terms of productivity				

Part D 360-Degree Feedback (DF)

10. In a scale of 1-4 rate the following statements concerning the relationship between 360-Degree feedback and employee performance. Where 1=strongly agree, 2=Agree, 3=Disagree, 4= Not sure.

DF	Opinion	1	2	3	4
DF1	360-degree feedback has impact on employee performance				
DF2	Is the information taken from the employees effective				
DF3	The appraisal helps in promotions, trainings & salary increment				
DF4	The appraisal helps in personal & organizational development needs				

Part E Rating Scale Method (RSM)

11. Please tick where appropriate in the below table and give your honest answer/opinion.

RSM	Opinion	Yes	No
RSM1	Does the appraisal technique have any impact on employee productivity		
RSM2	Does it help in identifying the strength and weaknesses of employee		
RSM3	Does it provide standard of performance of employees		
RSM4	Does it help in identifying the competence of employees		

Part F Check List Method (CLM)

12. Please tick where appropriate in the below table and give your honest answer.

CLM	Opinion	Yes	No
CLM1	Do the check list method have any relationship with employee performance		
CLM2	If yes to the above, does it influence the level of employee productivity		
CLM3	Does it help in evaluation of employee's performance		
CLM4	Do the appraiser know how to form the checklist		

Part G Behavioral Anchored Rating Scale (BARC)

13. In a scale of 1-4 rate the following statements concerning the relationship between 360-Degree feedback and employee performance. Where 1=strongly agree, 2=Agree, 3=Disagree, 4= Not sure

BARC	Opinion	1	2	3	4
BARC1	The behaviors of employee affect his performance				
BARC2	The appraisal technique requires competent expertise to conduct				
BARC3	The appraisal require employee to be familiar with his/her job				
BARC4	The appraisal technique helps in improving the employee performance				
BARC5	The appraisal technique covers the entire performance domain of a job				

Appendix ii: Research letter

Date: 12th November 2019

Dear Participant,

RE: ACADEMIC RESEARCH QUESTIONNAIRE

I am undertaking a professional course at Kenya Methodist University. As a requirement I am required to carry out a research in the field of human resource. With this regard am carrying out a study on “*The relationship between performance appraisal and employee’s performance among selected clearing and forwarding firms in Mombasa County*”. I am inviting you to participate in this research study by completing the attached surveys. The following questionnaire will require approximately 10 minutes to complete.

In order to ensure that all information will remain confidential. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaires promptly. Participation is strictly voluntary, and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavors.

Kind Regards

LILIAN MBUGUA

Appendix iii: List of licensed selected clearing and forwarding firms**Source: KIFWA (2021)**

No.	Company	No. of HR Manager	Total
1	Ask Cargo Ltd	1	1
2	Deepmark Cargo Ltd	1	1
3	Global Freight Logistics Ltd	1	1
4	Giftline Freight Services	1	1
5	Mtapanga Agencies Ltd	1	1
6	Heros Company Ltd	1	1
7	Vinep Forwarders Ltd	1	1
8	Macsim Cargo Services Ltd	1	1
9	Ongoing Cargo Services Ltd	1	1
10	Mohabab Enterprises	1	1
11	Saharry Limited	1	1
12	Homeland Freight Ltd	1	1
13	Premier Flour Mills Ltd	1	1
14	Renaissance Ltd	1	1
15	Year 2000 Freighters Ltd	1	1
16	Ocean Counties Ltd	1	1
17	Exxem Express Cargo Ltd	1	1
18	Mantrack Agencies	1	1
19	Principal Forwarders Ltd	1	1
20	Lynx Logistics Ltd	1	1
21	Bonfide Clearing & Forwarding Co. Ltd.	1	1
22	Tellam Freight Forwarders Ltd	1	1
23	Kimakimwe Limited	1	1
24	Denali Logistics Ltd	1	1
25	Airwagon Cargo Movers Ltd	1	1
26	Jasho Agencies Ltd	1	1
27	Damco Logistics (K) Ltd.	1	1
28	Agility K Ltd	1	1
29	Ufanisi Freighters K Ltd	1	1
30	General Cargo Services Ltd	1	1
31	Kuehne Nagel Ltd	1	1
32	Speedex Logistics	1	1
33	Multiple Solutions Ltd	1	1
34	Union Logistics Ltd	1	1
35	Freight Forwarders K Ltd	1	1
36	Bollere Africa Logistics Ltd	2	2

37	Spedag Interfreight K Ltd	1	1
	Total	38	38