



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

Grace Njeri Nganga & Dr. Abel Anyieni, PhD

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

¹ Nganga, G. N., & ² Anyieni, A.

¹ MBA Student, School of Business, Economics and Tourism, Kenyatta University, Kenya

² Lecturer, Department of Business Administration, School of Business, Economics and Tourism, Kenyatta University, Kenya

Accepted: June 1, 2023

ABSTRACT

This study assessed the effect of performance appraisal on performance of employees in Nakuru County Government, Kenya. Descriptive research design was applied. The target population was 94 staffs of Nakuru County Government. The researcher used census study technique involving all the 94 purposively identified study respondents. The purposively selected respondents included all the county ministers, chief officers, sub county administrators, ward administrators and members of the county public service board. Primary and secondary data was considered. The researcher used questionnaires to collect primary data. The study examined that appraisal criteria, appraisal frequency, appraisal reward system and appraisal feedback had a positive significant influence on employee performance in Nakuru County Government, Kenya. In regard to appraisal criteria, the study concluded that the appraisal criteria are the aspects the employee is actually being evaluated on, which are tied directly to the employees' job description. On appraisal frequency, the study concluded that by regularly reviewing and evaluating employee performance makes it easier to identify any skills gaps or areas where an employee may be struggling. On appraisal reward system, the study concluded that appraisal reward systems are a great way to identify areas where an employee may need additional training or support. On appraisal feedback, the study concluded that staff members provide feedback on how their team leads are doing. Providing feedback helps motivate employees to do well. In regard to appraisal criteria, the study recommended that the County should set clear goals, periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives. On appraisal frequency, the study recommended that the frequency of appraisal feedback should be designed to be economical, less time-consuming to get maximum benefits and one that matches the needs of your organization. On appraisal reward system, the study recommended that the County should establish an assessment method, required competencies and job expectations need to be drafted for each employee and individual appraisals on employee performance should be conducted. On appraisal feedback, the study recommended that the County should appraisal feedback by involving the employee and making them feel like a valued part of the process.

Key Words: *Appraisal Criteria, Appraisal Feedback, Appraisal Rewards, Appraisal Frequency, Appraisal Systems*

CITATION: Nganga, G. N., & Anyieni, A. (2023). Employee performance appraisal system and employee performance In Nakuru County Government, Kenya. *The Strategic Journal of Business & Change Management*, 10 (2), 1295 – 1307.

INTRODUCTION

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

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

A viable performance appraisal system is built on four main pillars namely; appraisal criteria, appraisal feedback, appraisal frequency and appraisal reward systems. According to Fletcher (2001) appraisal feedback involves provision of timely information to employees about reactions regarding their performance of tasks and duties, often used as a foundation for upgrading. Feedback is a key condition in appraisal and seeks to offer pure, performance created response to workers. According to Stone (2002),if workers are given feedback it would lead to improved job performance as a result improved organization performance. Hence, feedback is vital and can impact the employee's future performance (Hunt, 2005). Feedback in appraisal should as well embrace the all important component of performance dialogue which involve performance discussions between the appraiser and the employee.

Frequency of appraisal regards the number of times that employee performance is reviewed in a given period (Levy & Williams, 2004). It is imperative that the performance of employees is reviewed frequently to determine the value added to the organization. Conventionally, most theorists recommend that performance appraisals be conducted frequently. However, as reported in many studies, the performance of employees is evaluated much less frequently in several entities. The condition of infrequent performance appraisal is attributed to the manager's negative view of the process (Hunt, 2005). Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment. There has been conflicting results from the same phenomenal, while they agree that there is high correlation between employee performance and employ appraisal their other studies which show negative relationship. Therefore, this current study will attempt to find out whether there is effect in performance appraisal and employee performance in an organization.

Greater opportunities are created for employees in organizations with high employee performance levels compared to the ones with poor performance (Vans cotter, 2000). A firm is highly dependent on the collective and individual performance of the firm's workers to achieve the corporate goals and create competitive advantage (Guest, 2002). Anderson (2002) contends that a company can only attain its goals if it regularly monitors or measure employee performance. This is achievable if there is effective communication from management to employees on matters how they have done their allocated duties and ways to improve them (Mani, 2002). Rudman (2002) states that suitable feedback improves the satisfaction of employees and also the become efficient in their duties.

Statement of the Problem

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

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

In Nakuru County, Kibe (2014) examined Kenyan teachers' performance appraisal and commitment. The study established that performance appraisal significantly influences commitment. Obisi (2011) assessed the effect of employee performance on individual and organizational growth with findings supporting a case for frequent appraisals. Regarding the methods, gaps are established on need for empirical rather than desk investigation. It is therefore clear that as county governments and the public sector continues to grapple with employee

performance challenges, locally applicable empirical evidence is still scanty on the role that performance appraisal can play to save the situation. The current study framework helped fill the gaps and expand knowledge.

General Objective

"From a general perspective, the study determined the effect of performance appraisal on employee performance in Nakuru County Government, Kenya." The specific objectives were?

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

The following questions guided the study:

- "What is the effect of appraisal criteria on employee performance in Nakuru County Government, Kenya?"
- What is the effect of appraisal feedback on employee performance in Nakuru County Government, Kenya?"
- What is the effect of appraisal reward system on employee performance in Nakuru County Government, Kenya?"
- What is the effect of appraisal frequency on employee performance in Nakuru County Government, Kenya?"

LITERATURE REVIEW

Theoretical Review

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

Hertzberg's Two-factor theory

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

Expectancy Theory

It was established by Vroom (1964) and it concentrates on outcome rather than needs. The theory explains that individuals are highly motivated to work towards a specific outcome in a given task in perception of reward based on the outcome. Individual's belief that anticipated compensation is as a result of a specific outcome. Hence, people have specific objectives and goals so as to attain a particular outcome. The individuals will choose the

behaviors that are likely to propel them to achieving the desired outcome and forego the ones that will not be fruitful towards the particular desired outcome. Desired reward is a key motivation factor that leads employees to work hard in an entity(Latham, 2012). Skills and training improves an entity performance hence if employees lacks then they are demotivated in putting extra effort in a given task. Rewarding workers according to their performance is difficult and is determined by management. An entity may not be consistent in the reward performance process hence workers perceive it as demotivating and unfair. An organization should ensure that the appraisal techniques and the guidelines set motivates the employee to perform better as the reward is just and equitable. The framework will aid estimation of the effect of appraisal criteria, appraisal feedback, and appraisal frequency and appraisal reward systems on employee performance.

Maslow's Hierarchy of Needs theory

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

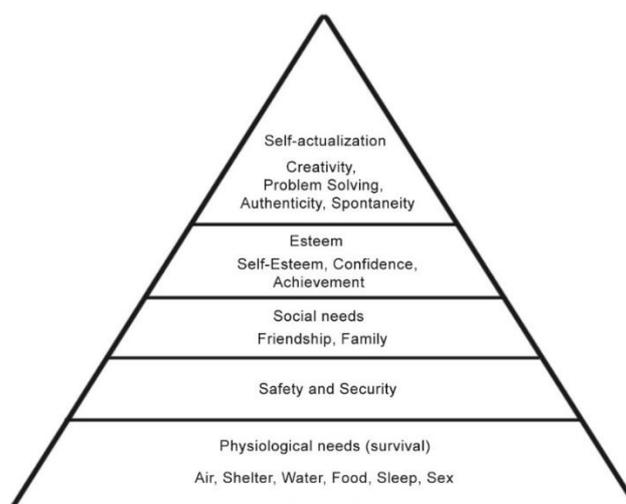


Figure 1: Maslow Framework

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

Equity Theory

Adams and Freedman (1976) established the framework. The theory concerns with determination of if resources have been distributed fairly to both relational parties in a given setting. With reference to an organization, the theory further establishes that employees always equate the relation of the job outcomes after a job and the effort of job inputs. Employees further relate other employees' input and output ratio in the same entity and profession to theirs. According to Griffin & Moorhead (2011) organizations have system are in place to ensure resources are equally distributed. Accordingly, where employees recognize the job output to be equal to job input they are highly motivated towards working in order to achieve the organization goals. Contrary, if the workers perceive the ratio as unfair then the verse versa happens they are highly demotivated (Steers, Mowday, & Shapiro, 2004).

Empirical Literature Review

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

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

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

Gichuhi, Abaja, and Ochieng (2013) analysed performance appraisal and its influence on employee productivity at supermarkets in Nakuru Town, Kenya. Appraisal feedback was one of the variables analysed. The multiple regression models were employed as the key analysis procedure. Study results indicated that performance appraisal feedback has a statistically and significantly affect employee productivity. Knowledge gaps come out in that performance appraisal reward systems as facets of the appraisal system were omitted and need to be included in current analysis.

In water service boards in Kenya, Ndirangu and Mbugua (2016) studied appraisal system and employees 'performance and established that appraisal feedback enhanced performance of staffs in an organization. As such, a recommendation was made that managers device acceptable appraisal criteria strategies, innovative ways to give appraisal feedback like inviting eternal organization to undertake appraisal and use of attractive rewarding system for workers with the highest rating from the process. Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps

are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment. There has been conflicting results from the same phenomenon, while there agree that there is high correlation between employee performance and employ appraisal there other studies which show negative relationship. Therefore this current study will attempt to find out whether there is effect in performance appraisal and employee performance in an organization.

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

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

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

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

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

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

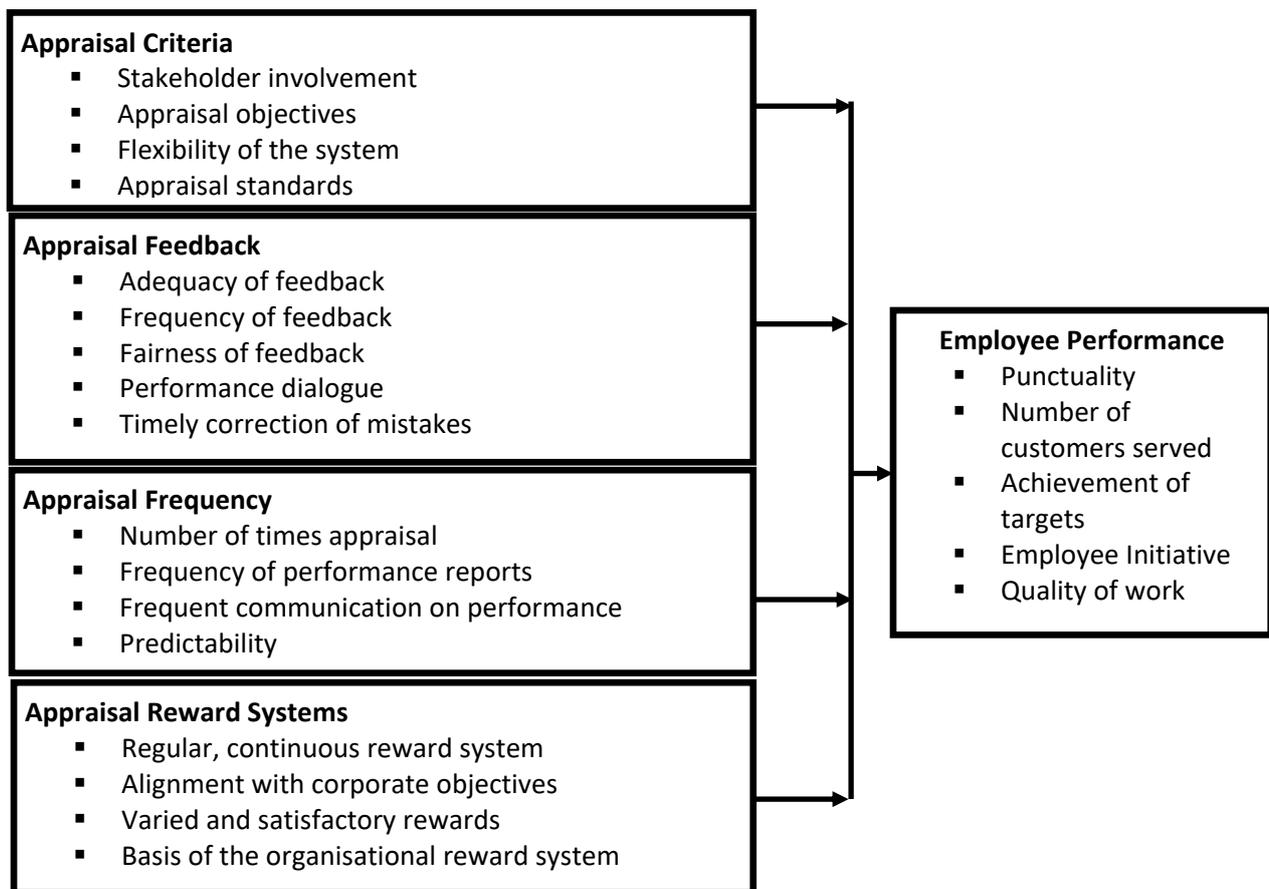
Obisi (2011) assessed employee appraisal and how it influences organizational and individual growth as facets of performance. The study underpins the importance of conducting performance appraisals much more frequently in order to build successful organisations and maintain stable organisational growth. Hecht, Hobson, and Wang (2016) examined

reporting and appraisal frequency and performance of the workforce. A desktop research approach was deployed and reviewed relevant literature on the subjects of interest. The results indicated that performance appraisal frequency yields employee performance enhancing effects.

In Nakuru County, Kibe (2014) examined Kenyan teachers' performance appraisal and commitment at public schools. This study reviewed the purpose and process of appraisal, performance appraisal feedback, commitment of teachers, employee preparedness, benefits of continuous performance appraisal, challenges that face performance appraisal tools and appraisal tools. "The study targeted 2000 public boarding secondary schools distributed in Nakuru County's eleven constituencies." The study collected data through two sets of questionnaires developed; one for appraisees and the other for appraisers. The study

results indicated that performance appraisal was conducted frequently and on average half yearly for teachers in public schools in Nakuru County. It was further established that the appraisals frequency influences the commitment of teachers. On methods utilised, gaps emerge as indicators of performance need review and expansion. Previous studies have indicated that frequency of appraisals has a statistically significant effect on employee productivity. Empirically, gaps are unveiled in that some variables under performance appraisal such as reward systems were omitted in the assessment. There has been conflicting results from the same phenomenal, while there agree that there is high correlation between employee performance and employ appraisal there other studies which show negative relationship. Therefore this current study will attempt to find out whether there is effect in performance appraisal and employee performance in an organization.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 2: Conceptual Framework

METHODOLOGY

Descriptive research design was adopted to explain the effect of performance appraisal on employee performance in Nakuru County Government of Kenya. The population included all the 94 respondents comprising of the 9 ministers and 9 chief officers in charge of the nine ministries in the county, 11 sub county administrators in charge of the eleven sub counties in Nakuru County, 55 wards administrators in charge of the fifty five wards in the county and 10 members of the county public service board in Nakuru County of Kenya. One of the potential challenges of studying the whole population was thereby overcome through sampling. The study challenge could arise due to scarcity of research related resources. Census study approach was adopted by the study on all the 94 potential respondents. There was a utilisation of primary and secondary data. Questionnaires were preferred as choice instruments for assembling primary data.

Performance reports in the county government and other county information handbooks constituted secondary sources. Further, validity and reliability was estimated. Drop and pick method was applied. Secondary data from the county performance reports and handbooks were gathered by the researcher also.

FINDINGS AND DISCUSSIONS

Descriptive Statistics

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

Appraisal Criteria

The study sought to determine the influence of appraisal criteria on employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal criteria are presented in Table 1.

Table 1: Appraisal Criteria

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

The results in Table 1 show that the respondents agreed that appraisal criteria influences employee performance in Nakuru County Government. The respondents agreed on the statement that; the performance appraisal model ensures periodic system checks to systematically assess and improve the validity of the system (M=4.42, SD=0.58). This was followed by the statements that; the performance appraisal model used ensures management and employee endorsement of the system (M=4.27, SD=0.73), the performance appraisal system is flexible enough to adapt to

changes as they happen (M=4.11, SD=0.89), employee performance appraisal is based on standard and pre-agreed performance measurement framework (M=4.09, SD=0.91) and that the performance appraisal model of the county government is anchored on clear, unambiguous objectives (M=4.04, SD=0.96).

Appraisal Feedback

The study sought to assess the impact of appraisal feedback on employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal feedback are presented in Table 2.

Table 2: Appraisal Feedback

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

The results in Table 2: show that the respondents agreed that appraisal feedback influences employee performance in Nakuru County Government. The respondents agreed on the statements that; the organisation provides adequacy feedback on all aspects of employee performance (M=4.49, SD=0.51), The performance appraisal feedback system embraces performance dialogue as a key component (M=4.42, SD=0.58), the organisation ensures timely correction of mistakes as a result of

discussions with employees (M=4.24, SD=0.76) and that the organisation provides performance feedback frequently to employees (M=3.69, SD=1.31).

Appraisal Reward System

The study sought to establish the effect of appraisal reward system on employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal reward system are presented in Table 3.

Table 3: Appraisal Reward System

Statement	M	M
The rewards given for good performance are varied and satisfactory.	3.75	1.25
The appraisal reward system supports behaviour that aligns to achievement of corporate goals	3.98	1.02
The reward system are tied to employee purpose and passion and not anxiety, pressure or fear	4.52	0.48
The reward system ensures regular recognition of good performance	4.67	0.33
Aggregate Score	4.27	0.73

The results in Table 3: show that the respondents agreed that appraisal reward system influences employee performance in Nakuru County Government. The respondents strongly agreed on the statements that; the reward system ensures regular recognition of good performance (M=4.75, SD=0.25) and that the reward system are tied to employee purpose and passion and not anxiety, pressure or fear (M=4.67, SD=0.33). The respondents agreed on the statements that; the appraisal reward system supports behaviour that aligns to achievement of corporate goals (M=3.98,

SD=1.02) and that the rewards given for good performance are varied and satisfactory (M=3.75, SD=1.25).

Appraisal Frequency

The study sought to establish the effect of appraisal frequency on employee performance in Nakuru County Government, Kenya. The respondents were asked to indicate the number of times the county government performed the performance appraisal for evaluating its employees' performance. The results are presented in Figure 4.

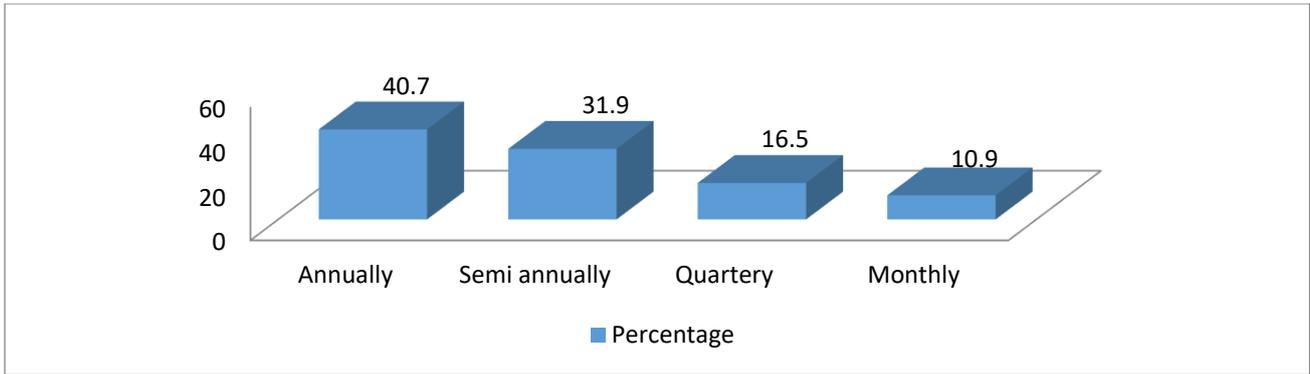


Figure 4: Appraisal Frequency

The results in Figure 4: indicate that appraisal in County government of Nakuru is mostly carried out annually as indicated by most (40.7%) of the respondents, 31.9% semi-annually, 16.5% quarterly and 10.9% monthly.

Employee Performance

The study sought to establish the employee performance in Nakuru County Government, Kenya. The descriptive results on appraisal reward system are presented in Table 4.

Table 4: Employee Performance

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

The results in Table 5: shows that the respondents agreed on creativity and initiative (4.36, SD=0.64), punctuality and time management (M=4.09, SD=0.91), stakeholder relations (M=4.00, SD=0.64), customer Service and achievement of daily targets (M=3.99, SD=1.01) and quality of work (M=3.91, SD=1.09).

Correlation Analysis

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

Results of Inferential Statistics

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

Table 5: Correlation Analysis

		Appraisal criteria	Appraisal feedback	Appraisal reward system	Appraisal frequency	Employee performance
Employee performance	Pearson Correlation	.804*	.716**	.834	.770	1
	Sig. (2-tailed)	.001	.000	.001	.000	
	N	91	91	91	91	91

The results as presented in Table 6: show that the Pearson r value of appraisal criteria on employee performance was at 0.804 with a significance value of 0.001 which is less than 0.05. The Pearson r value of appraisal feedback on employee performance was at 0.716 with a significance value of 0.000 which is less than 0.05. The Pearson r value of appraisal reward system on employee performance was at 0.834 with a significance value of 0.001 which is less than 0.05. The Pearson r value of appraisal frequency on employee performance was at 0.770 with a significance value of 0.000 which is less than 0.05.

CONCLUSIONS

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

On appraisal frequency, the study concluded that by regularly reviewing and evaluating employee performance makes it easier to identify any skills gaps or areas where an employee may be struggling. This can be particularly important in a fast-paced or rapidly changing work environment, where new skills may be required regularly. Evaluating employee performance regularly can help an organization meet its goals and objectives. By identifying and addressing any areas of weakness or inefficiency, an organization can improve overall productivity and efficiency, leading to increased profitability and success.

On appraisal reward system, the study concluded that appraisal reward systems a great way to identify areas where an employee may need additional training or support. Identifying development needs

and offering training and support to employees helps ensure the organization's success. Appraisal reward system provides an opportunity to assess progress towards set goals. This helps employees focus on top priorities and improve their performance. Appraisal reward system provides a record of an employee's job performance. This can be useful for making objective decisions about promotions, pay raises, and other employment-related matters.

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

RECOMMENDATIONS

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

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

plan that can allow for the person to grow within the role and the business.

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

On appraisal feedback, the study recommended that the County should appraisal feedback by involving

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

Suggestions for Further Studies

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

REFERENCES

- Adams, J. S., & Freedman, S. (1976). Equity theory revisited: Comments and annotated bibliography. *Advances in Experimental Social Psychology*, 9, 43–90.
- Anderson, J. R. (2002). Measuring human capital: performance appraisal effectiveness. In *Human Resource Track Midwest Academy of Management Conference. Kansas City: Missouri*.
- Cheeseman, N., Lynch, G., & Willis, J. (2016). Decentralisation in Kenya: the governance of governors. *The Journal of Modern African Studies*, 54(1), 1–35.
- Fletcher, C. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organizational Psychology*, 74(4), 473–487.
- Gichuhi, A. W., Abaja, P. O., & Ochieng, I. (2013). Effect of Performance Appraisal on Employee Productivity: A Case Study of Supermarkets in Nakuru Town, Kenya. *Asian Journal of Business and Management Sciences*, 2(11), 42–58.
- Griffin, R. W., & Moorhead, G. (2011). *Organizational behavior*. Cengage Learning.
- Guest, D. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. *The Journal of Industrial Relations*, 44(3), 335–358.
- Hecht, G., Hobson, J. L., & Wang, L. W. (2016). The Effect of Performance Reporting Frequency on Employee Performance. Retrieved from <https://business.illinois.edu>
- Herzberg, F. I. (1966). Work and the nature of man. Retrieved from <http://psycnet.apa.org>
- Hope, K. R. (2013). Performance contracting as a performance management tool in the public sector in Kenya: Lessons of learning. *Teaching Public Administration*, 31(2), 204–217.
- Hornqren, C., Faster, G., & Datar, S. (2002). *Cost Accounting: A managerial emphasis 11 Englewood Cliffs*. NJ: Prentice Hall.
- Huitt, W. (2004). Maslow's hierarchy of needs. *Educational Psychology Interactive*.

- Hunt, N. (2005). *Conducting Staff Appraisals: How to Set Up a Review System that Will Ensure Fair and Effective Appraisal-and Improve Individual Performance and Organisational Results*. How to Books Ltd.
- Kephas, O. B. (2016). Effect of Performance Appraisal on Employee Productivity in the Ministry of Agriculture Homa Bay County, Kenya. *International Journal of Research in Social Sciences*, 6(5), 289–304.
- Kibe, J. kahugu. (2014, June 30). *Relationship between performance appraisal and teacher commitment in Kenya (case study of public schools in Nakuru)* (Project). Kenyatta University.
- Latham, G. P. (2012). *Work motivation: History, theory, research, and practice*. Sage.
- Levy, P. E., & Williams, J. R. (2004). The social context of performance appraisal: A review and framework for the future. *Journal of Management*, 30(6), 881–905.
- Mallaiah, T. Y. (2009). Management of employee expectations, performance and satisfaction in university library: an empirical study. Retrieved from <http://nopr.niscair.res.in>
- Mani, B. G. (2002). Performance appraisal systems, productivity, and motivation: A case study. *Public Personnel Management*, 31(2), 141–159.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370.
- Maslow, A. H. (1948). “Higher” and “Lower” Needs. *The Journal of Psychology*, 25(2), 433–436.
- Muchiri, H. (2016). *Effects of Rewards on Employee Performance in the Hospitality Industry: A Case of Nairobi Serena Hotel*. United States International University-Africa. Retrieved from <http://erepo.usiu.ac.ke/handle/11732/3174>
- Ndirangu, I. N., & Mbugua, D. (2016). Effects of appraisal system on employees ‘performance in water service boards in Kenya: A case study of Athi Water Service Board. Retrieved from <http://www.ijssit.com>
- Obisi, C. (2011). Employee performance appraisal and its implication for individual and organizational growth. *Australian Journal of Business and Management Research*, 1(9), 92.
- Odhiambo, E. O. (2015). *The Effect of Performance Management Practices on Employee Productivity A Case Study of Schindler Limited*. United States International University-Africa. Retrieved from <http://erepo.usiu.ac.ke>
- Rudman, R. S. (2002). *Human resources management in New Zealand*. Prentice Hall.
- Sajuyigbe, A. S. (2017). Impact of Performance Appraisal on Employee Performance in Nigerian Telecommunication Industry (A study of MTN, Nigeria). Retrieved from <https://iardpub.org>
- Scott, J. (2009). Performance appraisals that actually improve performance. *Career and Technical Education*, 5(1), 22–25.
- Steers, R. M., Mowday, R. T., & Shapiro, D. L. (2004). Introduction to special topic forum: The future of work motivation theory. *The Academy of Management Review*, 29(3), 379–387.
- Stello, C. M. (2011). Herzberg’s two-factor theory of job satisfaction: An integrative literature review. In *Unpublished paper presented at The 2011 Student Research Conference: Exploring Opportunities in Research, Policy, and Practice, University of Minnesota Department of Organizational Leadership, Policy and Development, Minneapolis, MN*. Retrieved from <http://www.cehd.umn.edu/olpd/research/studentconf/2011/stelloherzberg.pdf>
- Stone, R. (2002). *Human Resource Management*. Brisbane: John Wiley & Sons.
- Vroom, V. (1964). Expectancy theory. *Work and Motivation*.
- Williams, R. S. (2002). *Managing employee performance: Design and implementation in organizations*. Cengage Learning EMEA.