

**INFLUENCE OF PERFORMANCE APPRAISAL  
SYSTEM ON PROVINCIAL ADMINISTRATION'S  
SERVICE DELIVERY IN EASTERN REGION,  
NYANZA PROVINCE - KENYA.**

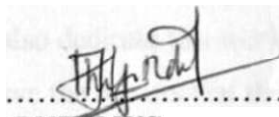
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
THE REQUIREMENT FOR THE AWARD OF MASTER OF ARTS  
DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE  
UNIVERSITY OF NAIROBI.**



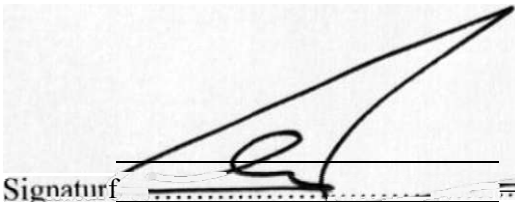
**DECLARATION**

This research project is my original work and has never been presented for the award of any degree in any other university.

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## **DEDICATION**

I dedicate this work to my dear wife Virginia, son Kyatha. daughters Kaluki and Ndinda. I also dedicate this work to my parents and to my children to understand that they have the powers that they have never dreamt of, they can do things they never thought they could do and that there are no limitations in what they can do except the limitations of their own mind.

## **ACKNOWLEDGEMENT**

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## **ABSTRACT**

This study determined the influence of performance appraisal system on Provincial Administration's service delivery, in Eastern Region, Nyanza province. Performance appraisal system was conceptualized as definition of job roles, development of departmental objectives and setting of performance targets, work planning and development of individual work plans, continuous feedback and provision of feedback to the administrators.

This study was occasioned by the fact that since the public sector reforms were introduced in 2003, no adequate research has been empirically undertaken to determine its influence on provincial administrators' service delivery and hence its influence is therefore unknown. The overall objective of the study was to assess the influence of performance appraisal system on provincial administrators' service delivery in Eastern Region of Nyanza Province. The study adopted a descriptive survey design with quantitative approaches to data collection. The study targeted thirteen districts in Eastern Region of Nyanza Province which had a target population of 390 respondents. A sample of one hundred and forty one provincial administrators was selected using probability sampling procedures. Purposive and simple random sampling was used to select the sample population. Data was analyzed by the use of descriptive statistics such as frequencies and percentages and inferential statistics such as Pearson's correlation coefficients and multiple regression analysis which were used to establish and explain the association between the independent variables and the dependent variable. Findings of the study showed that there was a strong positive significant relationship between service delivery and definition of job roles, setting of performance targets, work planning and continuous appraisal with Pearson's correlation coefficients of 0.720, 0.772, 0.665 and 0.729 respectively. From the findings of the study, it is recommended that work plans, performance targets, definition of job roles and continuous appraisal should be mandatory in Provincial Administration.

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>PA</b>	-	Provincial Administration
<b>RBM</b>	-	Results Based Management
<b>ERS</b>	-	Economic Recovery Strategy for wealth and Employment creation
<b>DC</b>	-	District Commissioner
<b>DO</b>	-	District Officer
<b>PSR</b>	-	Public Sector Reforms
<b>PSRDS</b>	-	Public Sector Reforms and Development Secretariat
<b>PSOP</b>	-	Permanent Secretary, Office of the President
<b>PAS</b>	-	Performance Appraisal System
<b>PSRP</b>	-	Public Sector Reforms Programme
<b>UNDP</b>	-	United Nations Development Programme
<b>IPMA</b>	-	International Personnel Management Association

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Performance appraisal in public organizations in the world all over has been in existence since the 20<sup>th</sup> century. According to Dulewicz (1989), its roots can be traced to Taylor's Pioneering Time and Motion studies. It is a distinct and formal management procedure used in evaluation of work performance and the appraisal system dates from the second world-war. In a broader sense, the practice of appraisal is a very ancient art. In the scale of things historically, performance appraisal might as well lay claim to being the world's second oldest profession.

Dulewicz (1989) observed that appraisal was a basic human tendency to make adjustments about those ones working with and as well as about oneself. It can be argued that Performance Appraisal is both inevitable and universal and in the absence of a carefully structured system of appraisal, people tend to judge the work performance of others naturally, informally and arbitrarily.

Drucker (1954) in his theory of management by objectives argues that to attain the best possible results from available resources and increase organizational performance you must align goals and subordinate objectives in the entire organization. It entails ongoing tracking and feedback in the process to attain objectives. Drucker himself decreased the significance of this organization management method by arguing that the method is not just another tool nor is it a great cure for management inefficiency. Management by Objectives works if one knows the objectives of the organization.

Bricker (1992) in a survey he undertook in American companies, the survey results indicated that 20 percent of American companies were very satisfied with their performance review process. A 1990 Industry Week survey of

readers indicated that only 18 percent responded that their reviews were very effective which was down from 20 percent in 1987. Thirty-one percent of the respondents found reviews to be not very effective or a waste of time (Verespej, 1990). A Wyatt Company survey of 900 companies found that only ten percent of companies indicated satisfaction with their employee evaluation programs (Small Business Report. 1993). Thirty percent were dissatisfied and 60 percent were not convinced one way or another. A nationwide survey of human resource professionals by the Society for Human Resource Management in 1997 found that only five percent of the respondents were very satisfied with their organization's performance evaluation system and that 42 percent were dissatisfied to some extent (Barrier. 1998).

The first institutional framework for reforms was outlined in Sessional Paper number 10 of 1965 on African Socialism and its Application to Planning in Kenya. These reforms addressed three challenges facing the government at the time, namely disease, poverty and illiteracy. They focused on Africanization of the public service, land reforms, among others with the objective of improving service delivery and performance( Republic of Kenya. 1965).

Several less industrialized countries have introduced performance budgeting and a broader performance culture within their governments. There is a very strong key interest in the experience of countries that have successfully strengthened their government performance and how they do it. A number of developing countries have devoted considerable efforts to strengthen their system and capacities in order to improve their performance by establishing an evidence-based approach to policy making, budget decision making, management and accountability (Hope. 2002. UNDP. 1997).

Countries in Africa have been using appraisals as a way of gauging service delivery by various organizations serving members of the public since attaining

independence. Such interests have led to reforms in African countries' government offices.

In East Africa, the adoption of performance appraisal system was among several interventions by the Governments of Tanzania, Uganda and Kenya to improve human resource management in the public service (Luhanjo, 2008). He observed that there were many advantages as a result of PAS for public servants which entail transparency and minimization of likelihood of the workers unlike in the confidential performance appraisal system which was often dogged by unnecessary secrecy. He further observed that performance appraisal system is an important element in human resource planning.

The first institutional framework for reforms in Kenya was outlined in Sessional Paper number 10 of 1965 on African Socialism and its Application to Planning in Kenya. These reforms addressed three challenges facing the government at the time, namely disease, poverty and illiteracy. They focused on Africanization of the public service, land reforms, among others with the objective of improving service delivery and performance. Other reforms were later introduced focusing on performance improvement and remuneration of employees for better service delivery (Republic of Kenya. 1965).

The Government later embarked on economic management for renewed growth which paved the way for wider service reforms in Kenya (Sessional paper number 1 of 1986). Notable among these reforms, was the Structural Adjustment Programme (SAP) which aimed at lessening government control on the economy, recognizing and harnessing the potential of the private sector as the engine for growth and staff retrenchment as a way of reducing the civil service wage bill.(Republic of Kenya. 1986).

The Kenya Civil Service Reforms\* Programme was launched in August. 1993 and its main objective was to improve efficiency and productivity of the Civil Service and against this background. Performance Appraisal System was

introduced in Kenya in 2003, under the Public Service Reforms Programme (Republic of Kenya. 2004)

Success in such reforms implies that the decision and implementation of Performance Appraisal System was important in any meaningful transformation within the Ministry of state for Provincial Administration and Internal Security. These reforms provide regular flow of information on the performance of government policies, programs and activities and provide invaluable support for policy making, budget decision making, ongoing management of government activities and accountability relationships.

The reforms represented significant policy shifts in the areas of staffing, civil service organization, pay and benefits, personnel management and training, financial and performance management (CSR). The ongoing public sector reforms sweeping across the entire Government were fuelled by a long dry spell of poor public service delivery and difference to 'wananchi" who are the financiers of all government operations (Republic of Kenya. 2008). The public service had slowly reverted into an oppressive organization where customers were required to pay bribes for essential service which lead to general apathy towards service access by the public in the 1980's and 1990"s in the country. Since the year 2002. the Kenya Government Administration took steps towards reforming service delivery through transforming leadership and enhancement of service delivery in the public service using Performance Appraisal System.

Performance Appraisal, also known as employee appraisal, is a method by which job performance of an employee is evaluated generally in terms of quality, quantity, cost and time. It is part of career development and a regular review of employee performance within organizations. Generally, it entails giving feedback on performance of employees, identifying employee training needs, documenting criteria used to allocate organizational rewards, forming a basis for personal

decisions like salary increases, promotions, disciplinary actions, providing the opportunity for organizational diagnosis and development, facilitating communication between employee and administration, validating selection techniques and human resource policies to meet employment opportunity requirements(Republic of Kenya.2008).

Although the appraisals are done every year, no studies have been conducted to ascertain whether they have influenced service delivery in Provincial Administration in Eastern Nyanza Region. It was against this background, this study sought to determine the influence of performance Appraisal System on Provincial Administration service delivery in Eastern Nyanza Region. Nyanza Province.

## **1.2 Statement of the Problem**

The on-going public sector reforms sweeping across the entire Government were fuelled by along dry spell of poor public service delivery and difference to the public who are financiers of all Government operations according to Kimemia F.T. the Permanent Secretary. Ministry of State for Provincial Administration and Internal Security (Republic of Kenya. 2008).

The public service had slowly turned into an oppressive organization where customers were required to pay bribes for essential service, lack of teamwork, inadequate supervision, poor attitude, lack of accountability and integrity, poor ethics and weak governance. The Government administration took steps towards reforming service delivery through transforming leadership and enhancing service delivery in the public service (Republic of Kenya. 2008). The Ministry has since then experienced a radical paradigm shift with reforms put in



place focusing on integrity attitude change, budgetary reforms. Performance Appraisal Monitoring and Evaluation.

Since the reforms were initiated towards reforming service delivery' in Provincial Administration, no adequate research had been undertaken to determine their influence on service delivery. It is against this background that this study determined the influence of performance appraisal system on Provincial Administrations service delivery in Eastern Region, Nyanza Province.

### **1.3 Purpose of the Study**

The purpose of this study was to determine the influence of performance Appraisal System on provincial administration's service delivery in Eastern Nyanza Region. Nyanza Province.

### **1.4 Objectives of the Study**

The objectives of this study were to:

1. Determine whether definition of job roles influences service delivery in provincial administration in Eastern Region. Nyanza Province.
2. Establish whether development of performance targets influences service delivery in Provincial Administration in Eastern Region, Nyanza Province.
3. Establish whether work planning influences service delivery in Provincial Administration in Eastern Region. Nyanza Province.
4. Explore whether continuous appraisal influences service delivery in Provincial Administration in Eastern Region. Nyanza Province.

### **1.5 Research Hypotheses**

The study tested the following hypotheses;-

1. There is no significant relationship between definition of job roles and service delivery in Provincial Administration in Eastern Region. Nyanza Province.
2. There is no significant relationship between Setting of performance targets and service delivery in Provincial Administration in Eastern Region. Nyanza Province.
3. Work planning has no significant influence on service delivery in Provincial Administration in Eastern Region. Nyanza Province.
4. There is no significant relationship between continuous appraisal and service delivery in Provincial Administration in Eastern Region. Nyanza Province.

### **1.6 Significance of the Study**

This study is likely to form part of the literature on provincial administration in Kenya. The findings of this study are likely to inform the Kenya Government on formulation of policies that will specifically focus on how her employees are appraised in order to influence and improve on service delivery in the department of Provincial Administration.

The study findings are also likely to inform curriculum developers on the type of training programs that enhance and improve service delivery in Provincial Administration department in Kenya.

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

This study was based on the assumptions that the respondents were free to provide honest answers to questions raised by the researcher and was concurrently academically and professionally qualified to execute duties of their respective

offices efficiently. Another assumption of the study was that the political climate and environment was conducive for the Provincial Administration to operate smoothly and concurrently there was frequent, adequate in-service training of the respondents on issues pertaining to performance appraisal system in Kenya's Provincial Administration.

### **1.9 Limitations of the Study**

One of the major limitations of the study was that the researcher was a staff in the department and hoped that the respondents were not to view him as supervisor but as a post-graduate student undertaking the research study. Another limitation of the study might have arisen from positions where officers were performing their duties on acting capacity and were likely not to provide a true picture of the status of Performance Appraisal System in their areas of jurisdiction

### **1.10 Delimitations of the Study**

This study determined the influence of performance Appraisal System on provincial administration's service delivery in Eastern Nyanza Region. Nyanza Province. There were 13 districts. 35 divisions. 87 locations and 242 sub locations in Eastern Nyanza Region. The study focused on 13 District Commissioners. 35 Divisional District Officers (D. Os), 87 Chiefs, and 242 Assistant Chiefs in Eastern Region. Nyanza Province.

The study was conducted in five randomly sampled districts in Eastern Nyanza Region. A sample of 141 respondents was selected through purposive and simple random sampling techniques. Data was collected by the researcher through a self administered questionnaire.

## **1.10 Definitions of Key Terms**

### **Performance Appraisal System**

Refers to definition of job roles and allocation of tasks, development of departmental objectives and performance targets, work planning, continuous appraisal and provision of feedback in Provincial Administration.

### **Work plan**

Refers to the translation of the strategic objectives of the organization into specific activities and tasks to be undertaken.

### **Service Delivery**

Refers to the coordination of government activities, maintenance of law and order, mobilization of resources for development, dissemination and interpretation of government policies, coordination of state functions, peace and conflict resolution.

### **Core values**

Refers to the provision of quality services and treating our customers with respect and dignity, being accessible, zero tolerance to corruption. openness and honest, accountability and objectives in Provincial Administration.

### **Performance**

Refers to the act or process of performing and accomplishing activities or tasks and duties in Provincial Administration.

<b>Influence</b>	Refers to the effects of definition of job roles/tasks, work planning, continuous tracking and feedback on provincial administration's service delivery.
<b>Continuous Appraisal</b>	Refers to daily returns, quarterly returns and half yearly reviews, monitoring and evaluation of the performance of the Provincial Administrators.
<b>Department</b>	Refers to Provincial Administration.

### **1.11 Organization of the Study**

The study is organized into five chapters. In the first chapter provides details on the background of the study/problem, purpose of the study, statement of the problem, objectives of the study, research hypothesis, significance of the study, scope of the study, limitation of the study, delimitations of the study, basic assumptions of the study, significance of the study, definitions of key terms and organization of the study. The second chapter offers a review of the relevant literature that provided a framework within which data was contextualized.

Chapter Three covers the research methodology or research design that will be applied to source, process and analysis the requisite data. It entails the target population, sample size and sample procedure, research instruments, validity and reliability, data collection method, data analysis method and data presentation.

**Chapter Four entails themes on which data is presented, interpretation of the data and discussion of the data while Chapter Five covers summary of findings, conclusions and recommendations.**

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter served as the foundation for the development of this study. An overview of the extensive historical research related to performance appraisal is presented.

### **2.2 Evolution of Performance Appraisal**

The history of performance Appraisal is quite brief. It roots in the early 20<sup>th</sup> century can be traced to Taylor's processing and motion studies. Dulewicz (1989) asserts that performance appraisal dates from time of the Second World War. not more than 60 years ago. Yet in a broader sense, the practice of appraisal is a very ancient art. In the scale of things historical, it might well lay claim to being the world's second oldest profession! He argues that it is "a basic human tendency to make judgments about those ones working with as well as about oneself". He observed that appraisal seems to be both inevitable and universal.

Danielle and Buckley (1998) have reaffirmed that everyone has had their performance appraised in some context. They argue that performance appraisal process can be traced back at least, for many thousands of years and quite frankly, most people have been evaluated at work and. according to majority they find the experience uncomfortable and unproductive. The primary reason for performance appraisal is that the system is fundamental to a number of important organizational decisions regarding pay, promotion, etc. Worldwide, performance appraisals are used in nearly all organizations. Corporations use different tools and have a number of goals for performance appraisals, often resulting in some confusion as to the true purpose of performance appraisal systems. However, at its core, the performance appraisal process allows an organization to measure and

evaluate an individual employee's behavior and accomplishments over a specific period of time (DeVries *et al.*, 1981).

Historically, performance appraisals have been used for administrative purposes, such as retention, discharge, promotion, and salary administration decisions (DeVries *et al.*, 1981; Murphy and Cleveland (1995) and Patten (1977). However, in this early era, with weak human resource management departments and a lack of understanding of performance appraisal systems, administrative decisions were often made independently of, and even ran counter to, performance appraisals (Whisler and Harper, 1962). According to them a loose correlation between appraisal results and administrative decisions was permitted and which gave individual supervisors discretionary powers in relation to human resource outcomes (e.g. promotions, salary increases).

Spiegel (1962) established that by the early 1950s, 61 per cent of organizations world wide regularly used performance appraisals, compared with only 15 per cent immediately after World War II. A common approach to assessing performance is to use a numerical or scalar rating system whereby managers are asked to score an individual against a number of objectives /attributes. Some companies' employees receive assessments from their managers, peers, subordinates and customers while also performing a self assessment.



### **2.3 Performance Appraisal Methods**

There are several performance appraisal methods of rating world wide but the most commonly used are the 360 degree method and management by objectives appraisal.

#### **Management by Objectives**

Management by objectives (MBO) is a systematic and organized approach that allows management to focus on achievable goals and to attain the best possible results from available resources. It aims to increase organizational performance by aligning goals and subordinate objectives throughout the organization. Ideally, employees get strong input to identify their objectives, time lines for completion. MBO includes ongoing tracking and feedback. According to the inventor of the theory of MBO Peter Drucker argues that the MBO tool "is not the great cure for management inefficiency... Management by Objectives works if you know the objectives, 90% of the time you don't." (Drucker. P (1954).

According to Drucker, managers should "avoid the activity trap", get so involved in their day to day activities that they forget their main purpose or objective instead of just a few top managers, all managers should participate in the strategic planning process in order to improve the implementation of the plan, and Implement a range of performance systems designed to help the organization stay on the right track.

#### **360 Degree Appraisal Method**

360 degree feedback is the most comprehensive and costly type of appraisal. It includes self ratings, peer review, and upward assessments; feedback is sought from everyone. It gives people a chance to know how they are seen by others; to see their skills and style; and may improve communications between people.

360 degree feedback helps by bringing out every aspect of an employee's life. Cooperation with people outside their department, helpfulness towards customers and vendors, etc. may not be rewarded by other types of appraisal. This system also helps those who have conflicts with their manager. The other methods are behaviorally anchored rating scale and behavioral/observation scale

## **2.4 Performance Appraisal in American Organizations**

The importance of the performance appraisal process or system is underscored by the sheer number of U.S. organizations utilizing the process in one form or another. The number of businesses conducting formal performance appraisal has steadily increased throughout this century.

Murphy and Cleveland. (1991). In their research, they indicate that between 74 to 89% of firms conduct formal performance appraisals. A 1987 survey of more than 300 organizations belonging to the Personnel and Industrial Relations Association of Southern California examined appraisal trends in private industry and compared the results with those of a similar survey conducted in 1977. Results showed that 94 percent of organizations had formal appraisal systems, as compared with 89 percent in 1977. This percentage is similar for public organizations as well. A recent survey of human resource professionals in state governments indicated that over 75% of the state employment systems required an annual formal appraisal. Eleven states actually required supervisors to evaluate their staff twice a year and several utilized a process, which includes a series of planned meetings (Roberts, 1995). Only Rhode Island reported no required performance appraisal system (Seldon, Ingraham and Jacobson, 2001).

Locker and Teel (1988), in their research on performance appraisal systems observed that through the years, appraisals were most often used to make salary decisions, to improve individual performance, and to provide feedback to

employees. England and Pearle (1987) observed that, of non-managerial performance appraisal systems in the municipal public sectors found that 86 percent of 142 municipal governments appraised their employee's performance on an annual basis. IPMA (1998). in a major survey distributed to their members and American Society for Public Administration suggested that the current and future importance of performance appraisal in the public sector will not diminish. The intent of the survey, conducted in 1998. was to gauge the respondent's perceptions on the relative importance of various personnel techniques, activities and values.

Hays and Keamy, (2001), asserted that respondents predicted that the widespread use of performance appraisal will continue, ranking it first in importance among human resource management issues at the time of the survey and in future years.

## **2.5 Modern Performance Appraisal**

Performance Appraisal may be defined as a structured formal interaction between a subordinate and a supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examinable and discussed with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. Performance Appraisal system is a distinct and formal management procedure used in the evaluation of work performance appraisal. In many organizations, but not all, appraisal results are used either directly or indirectly, to help determine reward outcomes. The Appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses and promotions.

According to Harrison and Mintzberg (2003). the desire for an appraisal scheme derives from senior managers' anxiety to be in control of what is happening within the organization. It is this urge which drives people with a power culture, or simple structure, orientation to develop appraisal as a means of

keeping tabs on people, and making sure that they are achieving what they are meant to be achieving. They argue that, if the span of control is small enough the powerful figures at the centers of such organizations can do this by informal communications and contacts. The requirement for an appraisal scheme appears when the organization becomes too large for informal methods of control to be effective and the need to identify the poorer performers who may require some form of counseling or in extreme cases, demotion, dismissal or decreases in pay.

Lawrie (1990), confirms that many researchers, management commentators, psychometricians who have expressed doubts about the validity and reliability of the performance Appraisal process. Derven (1990) has even suggested that the process is so inherently flawed that it may be impossible to perfect it. At the other extreme, there are many strong advocates of Performance Appraisals some view as potentially "the most crucial aspect of organizational" (Lawrie. 1990). Performance appraisal is a process by which a superior evaluates and judges the work performance of a subordinate. Performance appraisal systems include the processes and procedures involved in implementing, managing, and communicating the events involved in performance appraisal. In many cases it is a formal process and is a part of the personnel management policy.

Performance Appraisal provides a means of learning from experience, improving service delivery, planning and allocating resources and demonstrating results as part of accountability to key stakeholders UNDP (1997). UNICEF (1991), Gippert (1990). Carrol and Schneier (1982) observed that numerous organizations employ a formal or informal assessment system that measures employee performance and contribution. Coens and Jenkins (2000) suggest that performance appraisal is a mandated process in which, for a specified period of time, all or a group of an employee's work behaviors or traits are individually rated, judged, or described by a rater and the results are kept by the organization.

Karol (1996) considered performance appraisal to include a communication event scheduled between a manager and an employee expressly for the purposes of evaluating that employee's past job performance and discussing relevant areas for future job performance. DeNisi, Cafferty, and Meglino (1984) indicated that performance appraisal is an exercise in social perception and cognition embedded in an organizational context requiring both formal and implicit judgment. Landy and I'arr (1980). observed that a variety of components may be included in the performance appraisal process and presented a model of performance appraisal that included thirteen interacting factors: position characteristics, organization characteristics, the purpose of the rating, the rating process, scale development, the rating instrument, rater and rate characteristics, the observation and storage of performance data, the retrieval and judgment of that performance, analysis of this information, performance description and in the end. personnel action.

According to Mohrman. Resnick-West and Lawler (1989) performance appraisal entails four activities in the performance appraisal cycle in organizations: defining what performance is, measuring and evaluating performance, feeding information about that performance back to the individual and providing information to other organizational systems that use it. Latham and Wexley (1981) listed similar requisite components but added a review of legal requirements, development of an appraisal instrument, selection and training of observers, and praise or reward for performance. Regardless of the definition or the specific components included, performance appraisal in most organizations is formal, structured, and required. The process is generally defined to include an interview between the rater and the rate as well as performance documentation required by the formal evaluation system. One descriptor left out of most definitions is that performance appraisal is often dreaded by participants. Folger

and Lewis (1993) suggest that performance appraisals typically engender the same degree of enthusiasm as paying taxes.

Halloway (2001) noted adequate research and development efforts had been focused on development of particular models and frameworks for performance but little had been done to describe and analyze problems with the applications of these models. Action research methods have been used to investigate and study the life cycle of performance measurement systems that is, design, implementation, use and redesign. (Nudurupati (2003). Kennedy and Nelly (2003). Nudurupati's research developed a causal relationship between infrastructure factors (IT-PMS), structural factors (technical), people factors and management and business implications of IT supported performance measurement systems. This research concluded that performance measurement systems, if appropriately designed, implemented and used would result in more dynamic and pro-active management style leading to improvements in business performance.

In the performance measurement literature there are many instances where authors have referred to the interplay between performance measurement, organizational culture and management styles. However, there is little empirically based research that has attempted to understand this relationship. Nudurupati (2003) described how performance measurement can impact on the way management behaves. Similarly empirical studies provide evidence that a paternalistic culture, that does not punish people's errors and encourages discussion and analysis, can lead to a successful Performance Measurement Systems implementation (Bourne, *et al.*, 2002. Franco and Bourne. 2003).

## **2.6 Dissatisfaction with Performance Appraisal in Organizations**

In spite of the current ubiquitous use of performance appraisal systems and its perceived importance in the future there is considerable contention over its efficacy and usefulness. Surveys through the years have indicated relative lack of satisfaction towards the effectiveness of performance appraisal systems in both private and public organizations. Regardless of the definition or the specific components included, performance appraisal in most organizations is formal, structured and required. The process is generally defined to include an interview between the rater and rated as well as performance documentation required by the formal evaluation system. There is however no commonly accepted method or efficient approach to evaluate the effectiveness or success of a performance appraisal system based on a set of well defined variables.

## **2.7 Problems with Standard Practice in Public and Private Organizations**

Despite its standard practice in most public and private organizations for more than fifty years, performance appraisal still has many problems. Raters show resistance to criticizing subordinates and the judgmental aspect of evaluating human performance is subject to both covert (subjective and individual) and overt (prejudice and bias) errors ( Bourne and Neely, 2000).

## **2.8 Performance Appraisal System in Public Service in Kenya**

Governments and civil societies are increasingly becoming aware of the value of performance Appraisal. In order to improve and enhance public service efficiency, productivity and set standards for other sectors, the Government launched the Civil Service Reform program in 1993. The reforms were expected to facilitate equitable wealth distribution necessary for poverty alleviation and create an enabling environment for investment and enhanced private sector growth. The Civil Service programme was designed to proceed in 3 phases namely Cost containment. Performance improvement. Consolidation and

sustenance of gains made by reform initiatives. While Phase one and two succeeded in reduction and service workforce by 30% (from 272.000 in 1992 to 191.670 in 2003). productivity and performance remained fleeting illusion. It paved way for introduction of Results-Based Management (RBM) guided by Economic Recovery Strategy for wealth and employment creation (ERS 2003-2008). The Public Service Reforms in the 2003-2007 periods started implementing the Economic Recovery Strategy. The ERS was based on the pillars of macro-economic stability. Economic growth, strengthening institutions of government and rehabilitation of physical infrastructure as well as investment in human capital.

The ERS recognized the role of Public Service as the key driver of the desired growth. The government proposed a wide ranging public service reforms in the civil service, local government and public enterprises (State Corporations) through a cabinet memo No. 12 of September. 2004 the Government adopted RBM as the principal tool of actualizing ERS objectives. Public service Reform and Development Secretariat (PSRDS) using Rapid Results Approach, institutional capacity and Ethics (TLV&E) and growing on leaders (GOE) programme as the flagship initiatives.

Performance Appraisal system was rolled out in the public service and in Provincial Administration as a central component of civil service reforms. These reforms included effective performance contracts, work plans and rescheduling, compliance with rules and regulations, continuous appraisals and feedback (Republic of Kenya. 2004). These reforms were calculated to re-engineer competencies, reverse negative perceptions of the public, reinvigorate accountability and enhance customer responsiveness. Further the reforms were intended to facilitate pro-activity, improve productivity and enhance stakeholder



engagement. The sum effect of all these has to improve services delivery (Republic of Kenya. 2004).

In Kenya performance appraisal system is a critical component of the overall human resource management function in the civil service and local authorities. It is predicted upon the principle of work planning, setting of agreed performance targets, feedback and reporting. It is linked to other human resource management systems and processes including recruitment, placement, staff development, career progression, incentives and sanctions (Republic of Kenya 2008).

The overall objective of PAS is to manage and improve performance of civil service and local authorities by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance. The Performance Appraisal process in Provincial Administration is predicted upon the principle of work planning, setting of agreed performance targets, feed back and reporting, values and competences assessment, monitoring and evaluation, end of year appraisal, rewards and sanctions.

## **2.9 Definition of Job Roles and Service Delivery in Provincial Administration.**

The first step in the process is for the employee to arrive at a clear statement of responsibilities of his/her position as they actually are in practice. This statement is reviewed by the manager, and modified until both employee and supervisor agree that the list is adequate. The employee then assesses his/her strengths and weaknesses and, working from the statement of responsibilities, establishes his/her goals for the projected evaluation period. These goals are specific, measurable, time bounded and joined to an action plan (McConkie. 1979).

Longernecker and Neubert (2003), argues that 86% of managers interviewed in American companies viewed companies with clarified roles, goals, and performance expectations as an absolute necessity and those without a clear focus managers will inevitably suffer. Companies must clarify performance expectations from the outset and at all levels while managers must ensure they seek 360 degree input in that respect.

Allan (1994) ascertains that the first requirement for any effective performance appraisal system is that it be formalized and that there should be definite written policies, procedures, and instructions for its use. Such written guidance should be furnished to all appraisers (Locher and feel. 1988). General information about the system should also be given to all employees through an employee handbook if one exists or by a separate memorandum if an organization has no handbook.

The prime purpose, for each person should be a concise statement of achievements expected of him or her and what is paid to deliver. Creating the prime purpose is often the most single action in the production of job roles. Most people are used to considering our job in terms of the tasks to be performed.

Longernecker (2003) observed that in order to attain the expected results, a number of activities have to be carried out and the most important of these are determined by the individual (the appraised) and the supervisor and identified as the key tasks. The role of both the supervisor and the appraised that we consider as activities are clearly positioned as the means to our previously determined ends.

## **2.10 Performance Appraisal Objectives, Performance Targets and Service Delivery.**

Hutt (2001) noted that the first and fundamental element in performance management system is a means of creating for each person a clear statement of

what is required of them in terms of results and achievements. This is generated in such a way that the person does not merely agree to the requirement but is committed to their attainment. The tangible form of the requirement is a document we call a performance guide, created in an iterative process between each individual and his or her team leader.

Mintzberg (2003) argues that the role of appraisal is to identify and then weed out the non performers (the people who are not performing satisfactorily). The main objective is to use appraisal as a tool of managerial control. Drucker (1954) as a result of his study of managerial practices in general motors proposed management by objectives in the practice of management.

McGregor (1957), applied management by objectives to performance appraisals and recommended that employees be appraised on the basis of short term goals rather than traits which are jointly set by employee and manager. However, in the contemporary performance appraisal system, core values like integrity, accountability are critical components of performance appraisal system and service delivery in Provincial Administration. Improvement objectives can also be personal, related to the development of the individual towards some future role. The determination of objectives needs to be carried out with care and precision, and should not be approached lightly, or rushed to finish off the guide process. The temptation to agree many objectives must be firmly resisted - more than three almost invariably brings a lack of focus and the failure to achieve any!

Drucker (1954) People are of paramount importance in any organization and the organization relies on their creativity, enthusiasm, and motivation to deliver a superior product. Aligning the individual goals with those of the organization is thus the key stone of the company's success. This means that the organization should deploy the three Rs of performance management having clear requirements for the individual to which he or she is committed, providing regular appraisals and feed back review on the individuals performance against those

agreed requirements and ensuring appropriate and equitable reward to the individual for the agreed level of performance.

In Provincial Administration, the specific objectives entails, linking individual performance with organization performance, enabling supervisors and appraisees to continuously access work progress, assessing the learning and development needs of station a timely basis. Promoting accountability in the civil service and local authorities, promoting communication and encouraging continuous feedback between appraisees and supervisor. Setting the basis on which an officer's performance is monitored and evaluated as stipulated in the individual work plan. Improving the quality of work through better planning, ongoing discussions and fair participatory appraisal and providing information for decision making on administrative and human resource issues such as renewal of contracts, promotions, delegation of duties, training, deployment, rewards and sanctions (Republic of Kenya .2008).

Departmental heads meet with staff under their direct supervision to discuss and ensure that the objectives and performance targets of the department are understood. Departmental priority objectives from which individual performance targets are derived should be included in the departmental work plan. The performance targets shall be set as agreed in the discussions and the expected results may include completion of projects or assignments during the period of assessment.

## **2.11 Performance Appraisal, Work Planning and Service Delivery in Provincial Administration**

The annual work plan (AWP) provides a detached activity planning and sets out what will be accomplished during the year from each output or implementing partner identified in PAS.

The annual work plan contains: the expected out puts to be realized, the activities to be carried out towards achievements of the expected out puts, the time frame for undertaking the planned activities, it also contains those responsible for carrying out the activities and the inputs to be provided for each activity.

The completion of the activities should lead over time to the achievement of the programme out comes. Work planning provides the basis for requisition of inputs (cash, supplies, contracts, travel, personnel and disbursement of funds) to carry out the planned activities. Policy and Guidance Tools and Training Consultants argue that since all organizations have to meet their strategic objectives, these objectives can be done through work plans which are discussed with the supervisors and agreed upon. To measure performance it is important to carry out staff appraisals. Departmental work plans are prepared prior to the beginning of the performance period not later than 30<sup>th</sup> June, based on the Provincial Administrations Strategic Plan. Departmental work plans should include departmental priority objectives from which individual targets are derived. The appraisee will hold discussions with the immediate supervisor to agree on the work plan (Republic of Kenya. 2008).

## **2.11 Continuous Appraisal, Feedback and Service Delivery in Provincial Administration.**

Providing feedback to staff has traditionally been a top-down process. However, over the last ten years upward appraisal and 360-degree feedback has

become relatively common feature of development programmes and appraisal schemes. The concept of 360-degree feedback is based on the simple notion that to get a more accurate picture of individual performance, ask those who know the person best. Their colleagues, direct reports and line managers will each have a different perspective to offer. Hugget and Burns (1998) argues that at the personal level feedback is seen as an opportunity, "to see ourselves as others see us" and from an organizational perspective it is seen as a way to encourage a culture of openness and honesty. Over enthusiasm may be an indication that their expectations are unrealistic.

Hazucha. et al (1993) highlight some of the advantages of feedback from an individual perspective. They suggest that recipients receive valuable information which they may use to identify and address their weaknesses. Feedback helps the recipient to identify strengths which he/she can build upon. The use of 360° feedback instruments provides peers/co-workers with the opportunity to praise or criticize their colleagues anonymously. Edwards and Ewen (1996) report that there were productivity improvements among university faculty and improved customer satisfaction ratings following the implementation of 360° feedback. Kavanagh (1997) emphasizes that feedback enables employees to know how they are performing and how best to provide effective reporting to employers. He argues that providing feedback to employees facilitates both performance improvement and effective career development processes.

Collin (2001) argues that appraisals can provide the information, which helps people to interpret the significance and the integrity of their jobs and provide the frame work of their accountability and feed back. This kind of information is necessary to people who value themselves through growth, people whose objectives are personal, will hope that any proposed appraisal scheme will effectively assist in their development, but also are anxious that a poorly constructed scheme may become a break or barrier to growth. Hackman (2004).

points out that not all people view their jobs from the perspective of personal growth or view their development as something which can happen only within the arena of their work.

Longernecker (2003), argues that 78% of the interviewed managers stressed that feedback is crucial in management of organizations and keeping managers in a "feedback void" is detrimental to organizational performance. He stresses on the need for companies to ensure that the systems and the processes are in place to provide on going feedback and coaching. However, there is also some responsibility on the part of the individual to constantly seek out feedback from others and learn how to monitor their own performance. Effective performance appraisal and review requires that it should be a natural part of the process.

Performance appraisal and feedback is an ongoing process throughout the performance period. Milestones over the review period should be documented and maintained in the appraisee's personal file. Mid year performance review, is to accord both the supervisor and the appraisee the opportunity to jointly review the progress made by the appraisee in accomplishing the task and assignments agreed at the beginning of the appraisal period (Republic of Kenya, 2008). The review which should be in form of discussions, should be centered on what has been achieved, any constraints experienced and if there is need to vary the initial performance targets in order to accommodate any unforeseen circumstances. The supervisor should after discussions with the appraisee and comment on the appraisee's performance (Republic of Kenya, 2008).

Eongemecker (2003) has also pinpointed that though appraisals have received a lot of bad press in the past as when not carried out effectively, they can lead to resentment, despondency and a no round lack of commitment. 63% of the managers in the survey recommended appraisals but stressed that for appraisals to

be effective there should be plenty of feedback and recommendations on how to improve performance and service delivery.

## **2.12 Roles and Responsibilities in the Implementation of Performance Appraisal System**

The Permanent Secretary in the Ministry of State for Provincial Administration and Internal Security in Kenya is responsible for implementation of PAS in the Ministry. The Permanent Secretary is assisted by the Human Resource Management Department for co-ordination, guidance, meeting of deadlines, preparation and submitting of status progress reports. The Heads of Departments, divisions and units defines jobs and allocates tasks to the officers. They ensure that each officer is aware of the departmental work plan, objectives and service charter. The heads of departments are also responsible for ensuring that every one in the department/division in on PAS, timely preparation of quarterly reports, availability of strategic plans. Ministerial Performance Contracts. Departmental Contracts and workplans. They are responsible for ensuring development of individual work plans, setting of Performance targets, compliance to the set time frames and sensitizing all officers on the objectives of the department on PAS.

### **Supervisor**

The roles and responsibilities of the Supervisor involves defining and allocating jobs to all officers he/she supervises, ensuring the job incumbent knows what he/ she is accountable for and what needs to be done to succeed. Monitoring progress and managing the appraisee's performance by regularly obtaining feedback and communicating with the appraisee. Ensuring officers prepare individual work plans, discussing and agreeing on individual targets, requesting and receiving quarterly reports at the specified timelines from officers, ensuring resources as indicated in the supervisee's individual work plan are provided. Coaching and mentoring. Recording milestones. Carrying out mid-year and end of year staff performance appraisal and Reporting on training needs of all officers she/he supervises to the officer in charge of training.

### **Individual Officer**

An individual officer is assigned duties and given job description by the supervisor, requests for departmental work plan and objectives from the supervisor to be



able to develop individual work plan indicating resource requirements in the work plan and discussing with supervisor, giving regular feedback on his/her performance and pointing out any problems being encountered, discussing departmental work plan with their supervisor, developing individual work plan, setting and agreeing on targets with supervisor, keeping record of work done, preparing quarterly Performance Reports and handing them to the supervisor as and when they are required and being accountable for meeting the set agreed targets.

### **2.13 Theoretical Framework of the Study**

The study is anchored on management by objectives theory (Drucker, 1954). The management by objectives theory is results-oriented. The theory seeks to measure employees' performance by examining the extent to which predetermined work objectives are being met. It is a systematic and organized approach that allows the management to focus on achievable goals and to attain the best possible results from available resources. It aims to increase organizational performance by aligning goals and subordinate objectives throughout the organization. Ideally, employees get strong input to identify their objectives and time lines, among others, for completion of organizational objectives and tasks. Application of management by objectives theory in administrative organizations also includes ongoing tracking and feedback in the objectives.

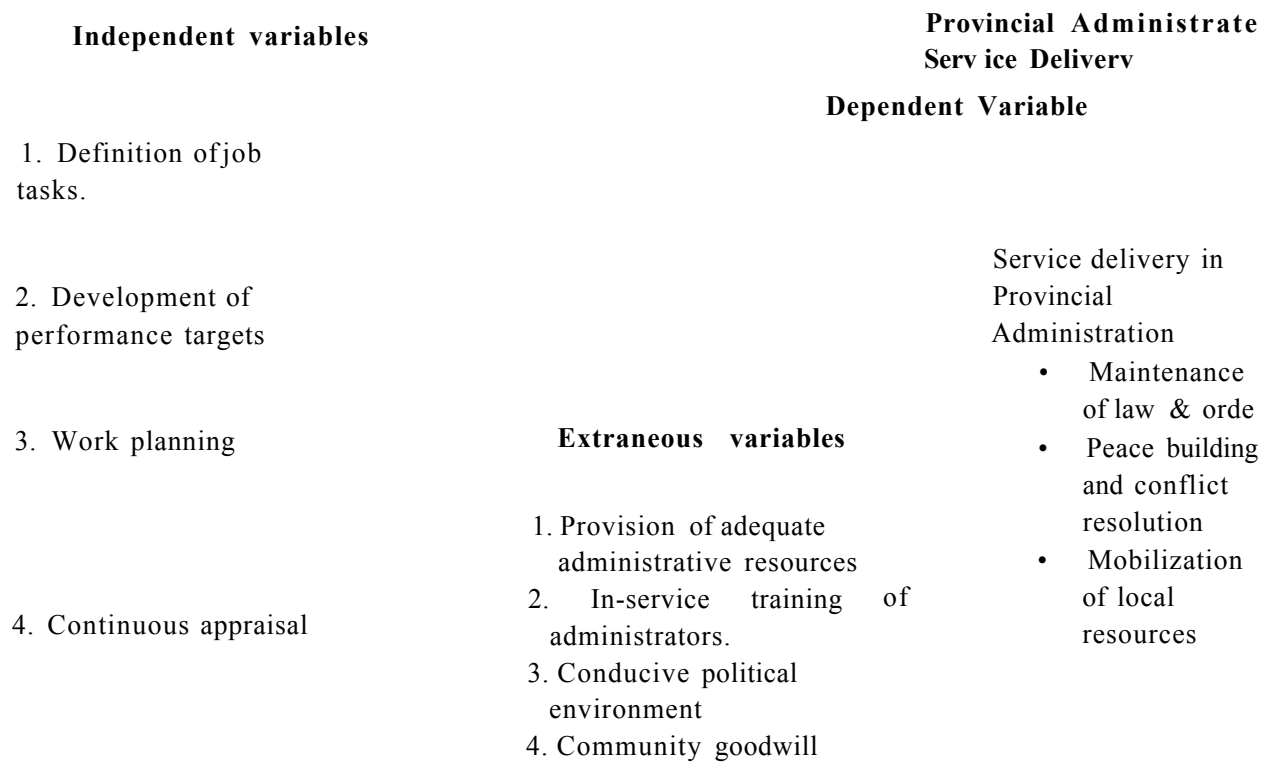
The Provincial Administration in Kenya objectives are established jointly by the supervisor and the appraised. Once the objectives are agreed, administrators are expected to self-audit, that is to identify the skills needed to achieve the provincial administration objectives. Typically, they do not rely on others to locate and specify their strength and weaknesses. They are expected to monitor their own development and progress. The management by objectives approach overcomes some of the problems that arise as a result of assuming that a provincial administrator's traits needed for job success can be reliably identified

and measured. If the administrator meets or exceeds the set objectives, then he/she has demonstrated an acceptable level of job performance in provincial administration. Provincial administrators are judged according to real outcomes and not on their potential for success or on someone's subjective opinion of their abilities. The guiding principal of management by objectives approach is that direct results can be observed, whereas the traits and attributes of administrators (which may or may not contribute to performance) must be guessed at or inferred.

## 2.14 Conceptual Framework of the Study

The study is premised on the perceived conceptual frame work described in Figure 1.

Figure 1: Conceptual Framework Showing Relationship between influence of Performance Appraisal System and Provincial Administration Service Delivery



### **2.15 Operational Definition of the Variables**

The variables in the study included a dependent variable which in this case was service delivery. The study assumed that when performance appraisal system is implemented by Provincial Administrators it enhances service delivery. Performance appraisal system, which entails definition of job roles and allocation of tasks, development of departmental objectives and performance targets, work planning and individual work plans, continuous appraisal and feed back were defined as the independent variables. In this study, provision of resources, in-service training of the administrators, conducive political environment and community good will were the extraneous variables and in their presence it is expected that performance of Provincial Administrators will enhance service delivery.

### **2.16 Knowledge Gaps in Literature Review**

Halloway (2001) observed that a lot of research and development efforts had been focused on development of particular models and frameworks for performance but little was done to describe and analyze problems with the application of these models. Nudurupati (2003) has argued that in performance measurement literature there is little empirical based research that has attempted to understand the relationship between performance measurement, organizational culture, and management styles.

Barret (1967) established that after decades of research, performance appraisal process and tools have not accurately and effectively measured the performance of employees. He observed that not much has changed since his classic work of performance and argues that, subsequent researchers have delved into minutia of performance appraisal process with negligible substantive contributions.

Hutt (2001), observed that, performance appraisal system even if well grafted and logically sound, it will only work with the co-operation and commitment of people throughout the company. Senior managers in particular must accept that their leadership is essential, if the system is to have credibility. It must gain credibility for individuals to invest their own time and enthusiasm in it. and play their part by taking responsibility for managing their own performance and development.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research design, target population, sample size and sampling techniques, research instruments, validity and reliability of the study, data collection methods and data analysis methods.

### **3.2 Research Design**

The study used a survey research study design. A survey is suitable for it will be able to investigate the populations by selecting samples to analyze and discover occurrences. It is specifically intended to investigate the relationship between performance appraisal system implementation and service delivery. Such issues are investigated best through survey research design. The research will enable the researcher generalize the outcome to all provincial administrators' service delivery in Kenya. The survey research design generally, entails selecting samples to analyze and discover occurrences. Qualitatively assess information and make conclusions.

Claire and Selltitz (1962) define research design as the arrangement of conditions for collection and analysis of data in manner that aims to combine relevance to the research purpose with the economy in procedure. This is a conceptual structure in which research is conducted and constitutes the blue print for collection, measurement and analysis of data (Kothari. 2004). To address the question posed in this study: the study adopted a survey design of descriptive study type supplemented by both quantitative and qualitative approaches.

The researcher preferred the descriptive research study because it portrayed personal factors, events or situation. The descriptive summary helped to collect information on the influence of performance appraisal system on

Provincial Administration service delivery in Eastern Nyanza Region. In this study, deductions were made without direct concomitant variations of independent and dependant variables under the study were not easily manipulable given their manifestations had already occurred. The study used a self administered questionnaire to get detailed qualitative information of words, describing events, opinions, practices and situations as they existed (Mugenda and Mugenda. 1999). in relation to performance appraisal system and service delivery. The quantitative approach used a survey design and is also called correlation designs denoting their tendency to reveal relationship between variables (Bryman and Cramer. 1997).

Also, a survey is a technique used to provide quantitative or numeric descriptions of some part of a population. They observe and are basically concerned with exploitations, descriptions and explanations of opinions, attitudes, preferences and perceptions of groups of people of interest to the researcher (Cochran. 1977; Oso and Onen. 2008).

### **3.3 Target Population**

There are 13 districts, 35 divisions. 87 locations and 242 sub locations in Eastern Nyanza Region. This study focused on 13 District Commissioners, 35 Divisional District Officers (D. Os), 87 Chiefs, and 242 Assistant Chiefs in Eastern Region, Nyanza Province as shown in Table 3.1.

**Table 3.1: Number of Administrative Units in Eastern Nyanza Region**

<i>District</i>	<i>Number of Divisions</i>	<i>Number Of Locations</i>	<i>Number of Sub locations</i>
<b>Kisii Central</b>	3	12	32
<b>Kisii South</b>	3	5	14
<b>Marani</b>	1	6	13
<b>Masaba North</b>	3	4	11
<b>Masaba South</b>	5	8	31
<b>Nyamira</b>	2	7	19
<b>Nyamira North</b>	2	6	19
<b>Gucha</b>	2	9	20
<b>Gucha South</b>	2	11	22
<b>Borabu</b>	3	4	9
<b>Manga</b>	3	3	15
<b>Nyamache</b>	2	8	25
<b>Kenyenya</b>	4	4	12
<b>Total</b>	<b>35</b>	<b>87</b>	<b>242</b>

**Source: Republic of Kenya**

The target population comprised of 13 District Commissioners, 35 Divisional District officers, 87 Chiefs, and 242 assistant chiefs in Eastern Region. Nyanza Province, amongst an approximately over 10,000 Administrators personnel of the Provincial Administration Department in Kenya (Republic of Kenya, 2008). The population was targeted for a number of reasons. First they are the key implementers of Performance Appraisal System at lower levels in the department and their perception is important in enhancing and influencing service delivery. Secondly, the researcher is a member in the department and was interested in exploring how service delivery can be enhanced in Provincial Administration.

### **3.4 Sample Size and Sample Selection**

The sample consisted of one hundred and forty one respondents selected from five districts, their divisions, locations and sub-locations in Eastern Region of Nyanza Province. According to Sekarani (2004) 10% or more of the accessible population is enough sample while Gay (1981) suggests that for correlation research 30 cases or more are required.

All administrative officers at the selected districts were approached to participate in the survey. The resulting numbers of respondents were employees of the Provincial Administration Department, dealing with "mwananchi". The respondents in all the administrative units were pooled together to get the overall score for each of the objectives. The researcher used purposive and random sampling techniques to select 5 districts, their divisions, locations, and sub-locations that were used as the sample size units. Purposive sampling is a sampling technique where the researcher decides who to include in the sample: it is used to collect focused information, selects typical useful cases only, saves time and money ( Oso and Onen 2005).

Out of the thirteen districts. Nyamira District was purposively sampled because it was the only district in the entire region headed by a female District Commissioner. The other four districts were selected using the lottery method. The names of the twelve districts, excluding Nyamira. were written on a piece of paper, folded, put in container, churned and the first four districts were picked to make a total of five. The sample population is shown in Table 3. 2



**Table 3.2: Sample population of Administrative Units in Eastern Nyanja Region.**

<i>District</i>	<i>Divisions</i>	<i>Locations</i>	<i>Sub-Locations</i>
<b>NYAMIRA</b>	2	7	19
<b>MARANI</b>	1	6	13
<b>MASABA NORTH</b>	3	4	11
<b>GUCHA SOUTH</b>	2	11	22
<b>NYAMACHE</b>	2	8	25
<b>TOTAL</b>	10	36	90

### **3.5 Research Instruments**

141 Structured Questionnaire were used as the main tool for collecting quantitative data from primary sources data and other information relevant to the study. The selection of this tool was guided by the nature of the study, the time available as well as the objectives of the study. The research was mainly concerned with views, opinions, perceptions, feelings, and attitudes. Such information is best collected through the use of questionnaires and interview techniques (Touliatos and Compton. 1988, Bell. 1998). The researcher used questionnaire to balance between the quality and quantity of data collected on one hand and the other hand to gather all the information required by the study.

### **3.6 Validity of instruments**

Validity concerns what is measured. An instrument is validated by proving that its items are representative of skills and characteristics that it is purported to measure (Mugenda and Mugenda 1999). This study assured instrument's validity through pilot survey by ensuring that content items were representative. This was

done before the questionnaire was administered, to create good rapport with the respondents and reveal the ambiguities: inconsistencies hence bring into light the weaknesses of questions (Borg and Gall, 1989). Insights obtained through survey by the researcher, of thirty respondents from Kisii Central District was analyzed and used to make adjustments on the questionnaire items.

For purposes of quality control, randomization was employed to reduce the effects of the extraneous variables. This involved a random selection of participants to elect a sample from the population. Randomization was preferred because it was the best technique to create equivalent representative samples that were similar in all the relevant variables that could influence the dependent variable, where the sample was fairly large (Oso and Onen 2005).

### 3.7 Reliability of Instruments

Borg and Gall (1986) see reliability as the level of internal consistency or stability of the measuring device over time. Such an instrument is said to be reliable if it provides consistent results. The reliability of the research instruments was measured using split-half method where instruments were split into halves comprising odd and even appearances, and then calculating the Pearson's correlation coefficient ( $r$ ) between the scores of the two halves.

A questionnaire was administered to thirty respondents from Kisii Central District for the pilot study. Thereafter the items were divided into two comparable halves and coefficient of correlation calculated for the two halves. The split halves were transformed into an appropriate reliability estimate for the whole test and Spearman-Brown-Prophecy formula was applied.

$$r_{xx} = \frac{2r}{1 + r}$$

Where  $r_{xx}$  was the estimated reliability of the whole test,  $r$  was the Pearson's correlation ( $r$ ) between the two halves (Roscoe, 1983).

By using this method reliability of items was determined. An Alpha value of 0.8 was obtained and this proved the accuracy of inferences made in the study, Fraenkel and Wallen, (2000) 3.8 Reliability of the Instruments

Reliability of the Questionnaire was determined by Cronbach's Alpha coefficient computed from a pilot study revealed a reliability coefficient of 0.79. According to Huselid (1995). Cronbach's Alpha coefficient range of 0.75-0.88 is a reliable measure of reliability (**Reliability =  $\frac{\sigma^2_{\text{true score}}}{\sigma^2_{\text{total observed}}}$** ).

The advantage of the method was that it required one testing session and this eliminated chances of errors. Furthermore, a pilot study was carried out whose data helped in ascertaining the reliability of the instruments in collecting the required data. Questionnaire was administered to thirty (30) respondents in Kisii Central District for the pilot study.

### **3.8 Data Collection Procedures**

This study utilized a self administered questionnaire as the tool for collecting data. The selection of this tool was guided by the type of data to be collected, the time available as well as the objectives of study. The overall aim of the study was to assess views, opinions perceptions feelings and attitudes. Oso and Onen (2008) point out that the selection of an instrument should be guided by the nature of the data to be collected, the time available and by the objectives of the study. For this study, factors pointed to a questionnaire. A questionnaire is a carefully designed instrument consisting of a set of items to which the subjects or respondents are expected to react, usually, in writing (Oso and Onen. 2005).

Questionnaires were preferred because the study was concerned with views, perceptions and feelings and these could not be observed. Secondly, the sample size of 141 respondents was used in the study which was quite large and given the time constraints and the long distance between data collection points.

questionnaires were the ideal tools for collecting data within the shortest time. A questionnaire is also the most suitable tool for survey research (Amin. 2008. Gay. 1987. Oso and Onen. 2008). It was therefore considered ideal for this study.

The researcher used structured questionnaires with closed ended questions to collect primary quantitative data (Oso and Onen 2008). Structured questionnaire enabled the researcher to collect a lot of focused information in a short time. The process of data collection was done for fourteen working days and it involved the Administration of questionnaires to the appropriate respondents and collecting them after the fourteen days. Survey questionnaires were administered to Assistant Chiefs, Chiefs, District Officers and District Commissioners.

### **3.9 Data Analysis Techniques**

According to Bryman and Cramer (1997), data analysis seeks to fulfill research objectives and provide answers to the research questions. The choice of analysis procedures depend on how well the techniques are suited to the study objectives and scale of measurement of the variables in question.

Quantitative data processing and analysis began with field editing to minimize errors. This was succeeded by coding the open ended data, entry, cleaning, transformation, analysis and interpretation. The data was analyzed by generating descriptive statistics such as frequency distributions and percentages.

This facilitated the transformation of the raw data into a form that made them easy to understand and interpret. Pearson's correlation coefficients were used to establish the degree of association between each of the independent variables and the dependent variable since the variables under study were measured at interval scale. Its results were presented using a correlation matrix which presented the measures of association among the variables.

Multiple regression analysis was used to investigate the simultaneous effect of the independent variables (TA, DOT, WP and CAF) on the dependent

variable (SD). A Multiple linear regression model was developed and tested to explain the relationship. The regression model below was applied to establish the quantitative association between the study variables.

$$SD = b_0 + b_1TA + b_2DOT + b_3WP + b_4CAF + e$$

Where:  $b_0$ ,  $b_1$ ,  $b_2$ ,  $b_3$  and  $b_4$  are coefficients:  $e$  is the error variable while definition of Job roles, development of performance targets, work planning and continuous appraisal are the independent variables and service delivery is the dependent variable. Tests were conducted to identify the parameters that are most important in the regression model. The Statistical Package for Social Sciences version 15 (SPSS) was used in descriptive analysis to produce frequency distributions and percentages while charts and tables were produced using MS Excel.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND DISCUSSION

#### 4.1. Introduction

This section presents the results of the data which have been discussed under four key sub-sections in line with the study objectives. The results are presented first in form of social-demographic of the studied sample population followed by thematic sub-sections which include relationship between performance appraisal system objectives and service delivery in provincial administration in Eastern Region of Nyanza Province.

#### 4.2. Demographic Characteristics of Sampled Provincial Administrators in Eastern Nyanza

Data for this study was collected from one hundred and forty one respondents using the questionnaire technique. The summary of the analyzed data is shown in Table 4.1.

**Table 4.1: Gender and experience of provincial administrators in Eastern Nyanza Region**

Gender	Number of years in service in years				Total
	Below 5	6 - 10	11 - 15	Over 15	
Male	34(24%)	22(15.6%)	20(14.2%)	39(27.7%)	115(81.6%)
Female	7(5.0%)	9(6.4%)	10(7.1%)	0(0%)	26(18.4%)
Total	41(29.1%)	31(22%)	30(21.3%)	39(27.7%)	141(100%)

From Table 4.1. 81.6% of the sampled population was made up of male administrators. It is evident that the proportion of male to female provincial administrators is skewed in favor of males. It can also be seen that there was no single female administrator who had been in service for more than fifteen years. 51.1% of the sampled provincial administrators had worked for less than 10 years while 21.3% of them had an experience of between 11 and 15 years. The majority of the sampled administrators (70.9%) had an experience of more than five years and therefore in

a position to comment about the Performance Appraisal System in provincial administration within their jurisdiction.

#### **4.2.1 Definition of Job Tasks**

The first objective of this study was to determine whether definition of tasks influence service delivery in Provincial Administration in Eastern Nyanza. Respondents were asked to rate their agreement or disagreement on six (6) statements relating to definition of job tasks. The responses strongly agree and agree were pooled together: responses on disagree and strongly disagree were also pooled together, while not sure was interpreted as a neutral response. Table 4.2 summarizes frequencies of respondents for each of the statements of definition of job tasks.

**Table 4.2: Perception of Definition of Job Tasks By Supervisors And Supervisees in Provincial Administration**

Mjtemtrnt	Responses					Total
	SA	A	NS	D	SI)	
Allocated tasks and roles are set by supervisors at the beginning of appraisal period.	90	45	0	6	0	141
	(64%)	(32%)	(0%)	(4%)	(0%)	(100%)
	96%			4%		
Allocation of tasks as agreed by appraisees and Supervisors, enhances service delivery.	68	73	0	0	0	141
	(48%)	(52%)	(0%)	(0%)	(0%)	(100%)
	100%					
Job description by supervisors is instrumental in developing individual work plans.	90	51	0	0	0	141
	(64%)	(36%)	(0%)	(0%)	(0%)	(100%)
	100%					
Allocated tasks to appraisees are responsible for realization of expected results.	68	68	5	0	0	141
	(48.2%)	(48.2%)	(3.6%)	(0%)	(0%)	(100%)
	96.4%					
Job definition by supervisors ensures appraisees will actualize the expected results on specific assignment during the performance period.	51	79	5	0	0	141
	(36.2%)	(56%)	(3.6%)	(0%)	(0%)	(100%)
	92.2%					
Job description by supervisors sets the basis on which an appraisee's performance is monitored and evaluated.	73	51	17	0	0	141
	(51.8%)	(36.2%)	(12%)	(0%)	(0%)	(100%)
	88%					
Overall percentage of the averages of the responses in all the statements	52%	43.4%	3.2%	0.7%	0.7%	100%

From Table 4.2. it can be seen that the majority of the respondents (96%) at least agreed that supervisors set allocated tasks and roles at the beginning of an appraisal period while 4% disagreed. On the issue of agreed allocated tasks, all the respondents (100%) at least agreed that an appraisee's allocation of tasks that have been agreed upon jointly with the supervisor enhances service delivery in provincial administration. In regard to job definition and actualization of expected results, majority of the respondents (92.2%) at least agreed. 3.6% were not sure while 4.2% at least



disagreed. Concerning the monitoring and evaluation of performance of appraisees. as per job definition, majority of the respondents (88%) at least agreed while only 12% were not sure.

On overall, majority of the respondents (95.4%) generally agreed that definition/ allocation of job roles and tasks influences service delivery, while 3.2% were not sure and 1.4% at least disagreed. This suggests that majority of the respondents were positive that definition of job roles and allocation of tasks had a strong influence on service delivery by provincial administrators. This interpretation concurs with the analyzed comments gotten from some of the respondents in which they were apparent that definition / allocation of tasks had a positive influence on service delivery.

#### **4.2.2 Development of Performance Targets in Provincial Administration**

The second objective of this study was to establish whether developing of departmental objectives and performance targets by Provincial Administrators has influenced service delivery in Eastern Nyanza. Respondents were asked to rate their agreement or disagreement with nine (9) statements relating to development of departmental objectives and performance targets. To interpret the responses, strongly agree and agree were pooled together, not sure was interpreted as a neutral response while disagree and disagree were also collapsed and pooled together. Table 4.2 summarizes the frequencies of respondents for each of the statement on performance targets.

Table 4.3: *Development of Performance targets in Eastern Nyanza Region's Provincial Administration*

statement	Responses					Total
	SA	NS	D	SD		
Performance targets are specific, measurable and realistic is agreed by supervisor and the appraised.	56	68	11	6	0	141
<i>Pooled frequencies</i>	(39.7%)	(48.2%)	(7.8%)	(4.3%)	(0%)	(100%)
	87.9%	7.8%		4.3%		100%
Agreed performance target by the appraisee and the -upervisor are set at the beginning of the appraisal period.	73	45	17	6	0	141
<i>Pooled frequencies</i>	(51.8%)	(31.9%)	(12.1%)	(4.3%)	(0%)	(100%)
	83.7%	12.1%		4.3%		100%
Supervisors meet with staff to discuss and ensure that the objectives and performance targets of the department are understood.	62	62	11	6	0	141
<i>Pooled frequencies</i>	(44%)	(44%)	(7.8%)	(4.3%)	(0%)	(100%)
	88%	7.8%		4.3%		100%
Supervisors ensure individual performance targets are derived from departmental objectives.	56	73	12	0	0	141
<i>Pooled frequencies</i>	(39.7%)	(51.8%)	(8.5%)	(0%)	(0%)	(100%)
	91.5%	8.5%		0%		100%
Performance targets are set as mutually agreed in the discussions with the supervisors.	39	73	6	23	0	141
<i>Pooled frequencies</i>	(27.7%)	(51.8%)	(4.3%)	(16.3%)	(0%)	(100%)
	79.5%	4.3%		16.3%		100%
Staff is frequently trained on performance targeting.	34	34	23	45	5	141
<i>Pooled frequencies</i>	(24.1%)	(24.1%)	(16.3%)	(31.9%)	(3.6%)	(100%)
	48.2%	16.3%		35.5%		100%
Appraisees are well assessed by supervisors.	39	73	11	17	0	141
<i>Pooled frequencies</i>	(27.7%)	(51.8%)	(7.8%)	(12.1%)	(0%)	(100%)
	79.5%	7.8%		12.1%		100%
Supervisors undertake mid year performance appraisals.	34	51	28	17	0	141
<i>Pooled frequencies</i>	(24.1%)	(36.2%)	(19.9%)	(12.1%)	(0%)	(100%)
	60.3%	19.9%		12.1%		100%
Appraisals are conducted at the end of performance target period.	45	51	28	17	0	141
<i>Pooled frequencies</i>	(31.9%)	(36.2%)	(19.9%)	(12.1%)	(0%)	100%
	68.1%	19.9%		12.1%		100%
<u>Overall percentage of the averages of the responses in all the statements.</u>	34.5%	41.8%	11.6%	11.2%	0.88%	100%

The aggregate results summarized in Table 4.3. indicate that majority of the respondents (79.9%) concurred that the jointly agreed departmental objectives and performance targets are specific, measurable and realistic, 7.8% of them were not sure while 4.3% of the respondents disagreed. Regarding the agreed performance targets between supervisors and appraisees, majority of the respondents (83.7%) agreed that they are set at the beginning of the appraisal period, 12.1% were not sure while 4.3% disagreed. On the issue of performance targets, 88 % of the respondents were positive that supervisors hold discussions with supervisees to ensure that the objectives and performance targets are clearly understood. 7.8% of them were not sure while the remaining 4.2% disagreed. On the issue of setting mutual agreed performance targets between supervisors and supervisees, 79.5% of the respondents agreed, 4.2% were not sure while 16.3% disagreed with the statement. In regard to training, 48.2% agreed, 16.3% were not sure while 35.5% disagreed that the appraised are trained on performance targeting. On mid year and end of year performance appraisals, 60.3% and 68.1% of the respondents at least agreed. 19.9% and 19.9% were not sure while 19.8% and 12.1% at least disagreed respectively on the two appraisals.

#### **42.3 Work Planning and Individual Work Plans**

The third objective of this study was to establish whether work planning and development of individual work plans by Provincial Administrators influences service delivery in Eastern Nyanza Region. Respondents were asked to rate their agreement or disagreement with eight (8) statements relating to work planning. The results are shown in Table 4.4.

Table 4.4: Work planning and the development of individual work plans

Statement	Responses					Total
	SA		NC	I)	SD	
Departmental work plans are developed prior to the beginning of the performance period.	67 (47.5%)	62 (44%)	NC (4.3%)	I) 6 (4.4%)	SD 0 (0%)	141 (100%)
		91.5%	4.3%		4.3%	
Provincial Administrators prepare departmental work plans based on the Ministry's strategic plan.	84 (59.6%)	34 (24.1%)	II (7.8%)	11 (7.8%)	0 (0%)	141 (100%)
		83.7%	7.8%		7.8%	100%
The appraisees work plan describe the expected results.	74 (52.2%)	45 (31.9%)	II (7.8%)	II (7.8%)	0 (0%)	141 (100%)
		83.7%	7.8%		7.8%	100%
Individual performance targets are derived from departmental work plans.	67 (47.5%)	62 (44%)	II (8.5%)	0 (0%)	0 (0%)	141 (100%)
		91.5%	8.5%		0%	100%
The appraised work plans describes the specific assignment and activities for which staff is responsible.	62 (44%)	62 (44%)	II (7.8%)	6 (4.2%)	0 (0%)	141 (100%)
		88%	7.8%		4.2%	100%
Departmental heads meet with staff under their direct supervision to ensure work plans are understood.	56 (39.7%)	62 (44%)	17 (12.1%)	6 (4.2%)		141 (100%)
		83.7%	12.1%		4.2%	100%
Individual work plans are derived from the department of work plans and the officer's job description.	45 (31.9%)	62 (44%)	23 (16.3%)	II (7.8%)	0 (0%)	141 (100%)
		75.9%	16.3%		7.8%	100%
<b>Overall percentage of the responses in all the statements.</b>	<b>46.05%</b>	<b>39.4%</b>	<b>9.12%</b>	<b>5.15%</b>	<b>0%</b>	<b>100%</b>

As indicated in Table 4.4 above, majority of the respondents (91.5%) at least agreed that work plans are developed at the beginning of an appraisal period. 4.3% were not sure and another 4.3% disagreed with the statement. On the issue of work plans and realization of expected results majority of the respondents 84.4% agreed. 7.8% remained neutral while another 7.8% disagreed with the statement that work plans translated to expected results. On work plans and specific assignments, majority of the respondents (88%) agreed. 7.8% remained neutral while 4.2% disagreed that work plans culminated to specific assignments and activities. Overall, majority of the respondents 83.7% generally agreed. 12.1% were not sure while another 4.2% disagreed that supervisors met with the appraised to ensure work plans are understood.

#### **4.2.4 Continuous Appraisal and Provision of Feedback in Provincial Administration**

The fourth objective of this study was to explore whether continuous appraisal and provision of feedback to administrators influence service delivery in Eastern Region of Nyanza Province. Respondents were asked to rate their agreement or disagreement on the eight (8) statements relating to continuous appraisal and provision of feedback to Provincial Administrators. To interpret the responses strongly agree and agree were pooled together, strongly disagree and disagree were also collapsed and pooled together while not sure was interpreted as a neutral response. Table 4.5 summarizes frequencies of respondents for each of the statements on continuous appraisal and feedback.

**Table 4.5: Respondents' perceptions of implementation of continuous appraisal and provision of feed back.**

statement	Frequency (%) of respondents					Totals
	SA	A	NS	I)	SD	
Supervisors appraise their staff continuously throughout the performance period.	45 (31.9%)	56 (39.7%)	11 (7.8%)	29 (20.6%)		141 (100%)
		71.6%	7.8%		20.6%	100%
Supervisors document and maintain all the achieved milestones by appraisees over the review period.	17 (12%)	73 (51.7%)	40 (28.3%)	11 (7.8%)		141 (100%)
		63.7%	28.3%		7.8%	100%
Appraisees prepare and submit quarterly performance reports to the supervisors	39 (27.6%)	79 (56%)	17 (12%)	6 (4.2%)		141 (100%)
		83.6%	12%		4.2%	100%
Supervisors carry out joint mid year performance reviews	28 (19.8%)	79 (56%)	17 (12%)	17 (12%)		141 (100%)
		75.8%	12%		12%	100%
Appraisees are given the opportunity to jointly review the progress in accomplishing the agreed tasks and assignments	34 (24.1%)	62 (43.9%)	28 (19.8%)	17 (12%)		141 (100%)
		68%	19.8%		12%	100%
Supervisors hold discussions with the appraised to review any constraints experienced	17 (12%)	95 (67.3%)	23 (16.3%)	6 (4.2%)		141 (100%)
		79.3%	19.8%		4.2%	100%
Supervisors and appraisees meet at the end of the performance period to discuss the overall performance.	33 (23.4%)	85 (60.2%)	6 (4.2%)	17 (12%)		141 (100%)
		83.6%	4.2%		12%	100%
Promotes communication and encourages continuous feed back between appraisees and supervisors	34 (24.1%)	96 (68%)	11 (7.8%)	0 (0%)	0 (0%)	141 (100%)
		92.1%	7.8%		0%	100%
Overall percentage of the averages of the responses in all the statements	19.5%	55.35%	13.5%	10.5%	0%	100%

The responses in Table 4.5 indicated that majority of them (71.6%) agreed. 11.8 remained neutral while 20.6% disagreed that supervisors continuously appraised their staff throughout the performance period.

On mid year performance appraisals, majority of the respondents (75.8%) agreed. 12% were neutral while another 12.2% disagreed that supervisors undertake jointly mid year appraisals. Concerning appraisees getting a chance to jointly review progress on accomplished tasks, majority of the respondents (68%) agreed. 19.8% remained non committal while 12% disagreed on the statement.

On the issue of discussing jointly any constraints experienced in realizing the results, majority of the respondents (79.3%) at least agreed that there were joint discussions on constraints experienced during the appraisal period. 19.8% were not sure while 4.2% disagreed. On overall, majority of the respondents (83.6%) at least agreed. 4.2% were not sure while 12% of them disagreed that supervisors and the appraised met to discuss the overall performance at the end of the appraisal period. Although the majority of the provincial administrators agreed that they held joint meetings as per the requirements of the performance appraisal system, it is worthy noting that a few of them (12%) felt that the practice was not being adhered to by their supervisors. However, the findings suggest that the PAS was being implemented and this was likely to have positively influenced service delivery in the provincial administration. On promotion of communication, majority of the respondents (92.1%) agreed. 7.8% remained neutral that continuous appraisals enhance communication between supervisors and the appraised.

#### **4.2.5 Service Delivery in Provincial Administration in Eastern Region, Nyanza Province**

The reforms in the entire civil service and in Provincial Administration were intended to improve services to members of the public. Some of these services entail mobilization of local resources, peace building and conflict management among communities, dissemination of Government policies awareness creation, maintenance of law and order, coordination of government activities and programs among others. The respondents were asked to rate their agreement or disagreement on the six (6) statements relating to provision of quality services.

**Table 4.6: Provincial administrators' perceptions of provision of quality services**

statement	Frequency of Respondents					Total
	SA	A	NS	D	SD	
there is adequate promotion of saiehood and nationhood in your respective jurisdiction.	51 (36.1%)	56 (39.7%)	23 (16.3%)	11 (7.8%)	0 (0%)	141 (100%)
	75.8%			7.8%		100%
There is adequate maintenance of law and order.	56 (39.7%)	68 (48.2%)	17 (12.1%)	0 (0%)	0 (0%)	141 (100%)
	87.9%		12.1%	0%		100%
There is adequate mobilization of local resources for development.	51 (36.1%)	51 (36.1%)	17 (12.1%)	17 (12.1%)	5 (3.6%)	141 (100%)
	72.2%		12.1%	15.7%		100%
There is adequate provision of security	39 (27.7%)	68 (48.2%)	23 (16.3%)	6 (4.3%)	5 (3.6%)	141 (100%)
	75.9%		16.3%	7.9%		100%
There is timely, efficient and effective prov ision of services.	56 (39.7%)	68 (48.2%)	11 (7.8%)	6 (4.3%)	0 (0%)	141 (100%)
	87.9%		7.8%	4.3%		100%
There is adequate peace building and conflict resolution in your respective administrative units.	62 (44%)	56 (39.7%)	17 (12.1%)	6 (4.3%)	0 (0%)	141 (100%)
	83.7%		12.1%	4.3%		100%
<b>Overall percentage of the averages of the respondents in all statements.</b>	37.2%	43.35%	12.8%	5.5%	1.2%	100%

On provision of quality services, as shown in table 8. majority of the respondents (87.9%) agreed and indicated that was adequate maintenance of law and order while 12.1% were not sure of the statement. Concerning mobilization of resources, majority of the respondents (72.2%) agreed. 16.3% remained neutral while 15.7% disagreed with the statement that there was adequate mobilization of resources.



**Ob** overall, majority of the respondents (87.9%) agreed. 7.8% were not sure: while a meager 4.3% ; sagreed that there was timely, efficient and effective provision of services by Provincial Administration.

The overall purpose of this study was to determine the influence of performance appraisal system on provincial administrations service delivery in Eastern Region, Nyanza Province. Performance appraisal system was operationally defined as definition/allocation of job roles and tasks, development of departmental objectives and performance targets, work planning and individual work plans, and continuous appraisal and provision of feedback.

### **4.3 Interpretation of Data**

This section demonstrates reports and interprets the extent the data collected from the survey of 141 Provincial Administrators in Eastern Region of Nyanza Province supports the model presented in subsection 3.9 ( $SD = b_0 + b_1TA + b_2DOT + b_3WP + b_4CAF + e$ ).

#### **4.3.1 Bivariate Analysis and Findings**

Bivariate Analysis is used for tests of association to investigate the relationships between variables and reports the results on a correlation matrix before utilizing multiple regression analysis. The study used five variables: Service Delivery, Definition / Allocation of Tasks, Development of Departmental Objectives, Work Planning and Continuous Appraisal and Feedback as the variables to determine the association between service delivery (SD) and the factors of allocation of tasks, departmental objectives and performance targets, work planning and continuous appraisal and feedback. The correlation matrix of SD, TA, DOT, WP, CAF are created to analyze correlation between these variables. In measuring correlation between these variables, the Pearson's correlation coefficient was used since the variables were measured by interval scales. Table 9 presents the correlation matrix of variables in this study.

**Table 4.": Pearson's Correlation Coefficients of Service Delivery, Definition and Allocation of Tasks, Departmental Objectives and Performance Targets, Work planning and Continuous Appraisal and Feedback**

figure 1: correlation

		Service delivery	Allocation of Tasks	Departmental objectives Targets	Work Planning	Appraisal & Feedback
Service delivery	<b>Pearson correlation</b>	1.000	.720	.772	.665	.729
	<b>Sig. (2-tailed)</b>		.000	.000	.000	.000
	<b>N</b>	141	141	141	141	141
Allocation of Tasks	<b>Pearson correlation</b>	.720**	1.000	.686**	.694**	.672**
	<b>Sig. (2-tailed)</b>	.000		.000	.000	.000
	<b>N</b>	141	141	141	141	141
Departmental objective & Targets	<b>Pearson correlation</b>	.772**	.686**	1.000	.574**	.438**
	<b>Sig. (2-tailed)</b>	.000	.000		.000	.000
	<b>N</b>	141	141	141	141	141
Work Planning	<b>Pearson correlation</b>	.665	.694**	.574**	1.000	.696**
	<b>Sig. (2-tailed)</b>	.000	.000	.000		.000
	<b>N</b>	141	141	141	141	141
Appraisal & Feedback	<b>Pearson correlation</b>	.729**	.672**	.438**	.696	1.000
	<b>Sig. (2-tailed)</b>					
	<b>N</b>	141	141	141	141	141

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

The correlation matrix (Table 9) shows that Service Delivery (SD) is positively correlated with allocation of tasks (TA), departmental objectives and performance targets (DOT), work planning (WP) and continuous appraisal and feedback (CAF) with correlation coefficients of  $r=0.720$ ,  $0.772$  and  $0.665$  and  $0.729$  respectively. The relationships between Service Delivery (SD) and the influencing factors were found to be positively correlated and significant at the 0.01 level of significance.

### 4.3.2 Multiple Regression Analysis and Findings

In this subsection, multiple regression analysis was used to determine whether independent variables (TA, DOT, WP and CAF) simultaneously impact the dependent variable (SD). Multivariate analysis is appropriate for examining the simultaneous impact of many independent

variables on the dependent variable (Cochran. 1977). As a result, the subsection examines whether multiple regression equation can be used to explain the causal theory of the various factors on service delivery. To investigate the impact of TA, DOT, WP and CAF on service delivery, the model shown below was used for the regression analysis:

$$SD = b_0 + b_1 TA + b_2 DOT + b_3 WP + b_4 CAF + e$$

Where:  $b_0, b_1, b_2, b_3, b_4$  coefficients

*TA= Tasks Allocation*

*DOT= Departmental Objectives and Targets*

*WP = Work Planning*

*CAF= Continuous Appraisal and provision of Feedback*

And  $e$  is the error term

For this model, service delivery was used as the dependent variable and independent variables included TA, DOT, WP and CAF. The relationship between dependent variable and independent variables, and the results of testing significance of the model have been respectively interpreted. In interpreting the results of multiple regression analysis, the three major elements considered were the coefficient of multiple determinations, the standard error of estimate and the regression coefficients. These elements and the results of multiple regression analysis were presented and interpreted in Table 4.8.

**Table 4.8: Regression Model for the Predictors (definition of job roles, setting of performance targets, work planning, continuous appraisal and the Dependent Variable Service Delivery).**

Model		Unstandardized		Standardized		
		Coefficients		coefficients		
		B	Std. Error	Beta	t	Sig.
1	(constant)	.160	.998		.160	.003
	Task allocation	.287	.072	.290	3.982	.000
	Departmental objectives & Targets	.269	.056	.411	4.808	.000
	Work Planning	.239	.067	.029	.357	.002
	Appraisal & Feedback	.190	.058	.251	3.275	.001
<b>MODEL SUMMARY</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.831 <sup>a</sup>	.690	.681	4.2111		
<b>ANOVA</b>						
Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	5363.556	4	1340.889	75.613	.000 <sup>a</sup>
	Residual	2411.777	136	17.734		
	Total	7775.333	140			

- Predictors: (constant), Task Allocation, Departmental objectives & Targets, Work Planning, Appraisal & Feedback
- Dependent variable: Service Delivery

Table 4.7 reveals that a highly significant relation is found between service delivery and allocation of tasks, setting of departmental objectives and performance targets, work planning and continuous appraisal and provision of feedback with a correlation coefficient.  $R = 0.831$ . Table 4.8

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also reports the model of service delivery with the coefficient of determination  $R^2 = 0.690$  at 0.05% significance level. The coefficient of determination indicate that 69 % of the variation in service delivery for the sample of 141 can be explained by the changes in TA. DOT. WP and CAF while 31% remains unexplained. In addition. Table 4.8 reveals that the calculated value of  $F(4, 136) = 75.613$  is statistically significant at 95% confidence level ( $p = 0.000$ ). This suggests that the set of

-dependent variables (TA, DOT, WP and CAF) as a whole contribute to the variance in service delivery (SD) and therefore represents actual performance of the provincial administrators in service delivery.

From Table 4.8, it can be inferred that the coefficients are significant and the regression predictor equation would be  $SD = 0.160 + 0.287TA + 0.269 DOT + 0.239 WP + 0.190CAF$ . In addition, the t-test values indicate that the coefficients are significantly different from zero and therefore the variables should be in the equation. In using the standard error of estimate to assess the accuracy of prediction made by this regression model, it is noted from Table 4.8 that there is a low standard error of estimate (4.2111) which implies that the actual values are clustered more closely around the predictor line. Therefore the prediction of service delivery by the factors: allocation of tasks, departmental objectives and performance targets, work planning, and continuous appraisal and provision of feedback is more accurate. In evaluating the contribution of each independent variable in the study, it was generally established that all independent variables significantly contributed in variance of service delivery at a significance level of 0.05. However, the relative importance of association of each independent variable was different. This was evaluated and interpreted by the standardized coefficients of correlation (beta).

As shown from Table 4.7, allocation of job roles was positively related to service delivery with a standardized beta coefficient of 0.290 at a significance level of 0.05 and therefore the data provides adequate evidence to indicate that the allocation of roles / tasks has an influence on service delivery. This answers research question one which sought to determine if the allocation of tasks / roles influence service delivery by the provincial administration. Findings of the research indicate that the allocation of tasks / roles significantly affect service delivery in provincial administration. However, the findings stress the need for jointly agreed upon tasks between the appraised and the supervisor as a means of

enhancing service delivery in Provincial Administration. Departmental objectives and setting of targets, was positively related to service delivery with a standardized beta coefficient of 0.41 at a significance level of 0.05. Therefore, the data provides sufficient evidence to show that departmental objectives and setting of targets significantly affect service delivery. This answers research question two which sought to establish whether the development of departmental objectives and performance targets has an influence on service delivery by the provincial administration. This is consistent with the descriptive statistics findings in which over 80% of the respondents indicated the same. Also these findings are in line with Drucker (1954) assertion that Management by Objectives can help an organization stay on the right track. Therefore the more effective the provincial administration is in developing departmental objectives and setting performance targets, the better the service delivery will be.

Work planning, was positively related to service delivery with a standardized beta coefficient of 0.029 at the 0.05 significance level. Therefore the data provides sufficient evidence to show that the preparation of work plans by administrators do have an effect on service delivery. The findings answers research question three with the results indicating a positive relationship between the preparation of work plans and service delivery. Continuous appraisal and provision of feedback was also positively related to service delivery with a standardized beta coefficient of 0.25 at 0.05 level of significance. Therefore the data provides enough evidence to show that continuous appraisal and provision of feedback influences service delivery. This is consistent with the assertions of UNDP. (1997): UNICEF (1991) and Gippert (1990) that performance appraisal provides a means of improving service delivery. However, the results of the study do contradict Harrison and Mintzberg (2001). who perceived performance appraisal as a means of gaining control and making the people achieve what they are supposed to achieve. The

<u> also is in line with Hays and Keamy (2001) who predicted widespread use of performance appraisal as a means of improving the performance of the human resource.

#### **4.4 Discussion of Data**

In relation to research objectives and questions, the result of data analysis as presented in chapter 4 provides descriptive findings of the effect of definition of job roles, setting of performance targets, work planning, continuous appraisal and feedback on service delivery in Provincial Administration. The results of multiple regression analysis indicated that service delivery by provincial administrators is simultaneously influenced by definition of job roles, setting of performance targets, work planning, and continuous appraisal and provision of feedback (measured by TA, DOT, WP and CAF). Service delivery was found to be positively related to definition of job roles, setting of performance targets, work planning and continuous appraisal and feedback at the significant level of 0.05.

## **CHAPTER FIVE:**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents a summary of findings, conclusions and discussions of those findings. Also discussed are recommendations based on the study findings.

#### **5.1 Summary of the Findings**

The first objective of this study was to determine whether definition, allocation of job roles and tasks influences service delivery in provincial administration. The study established that majority of the respondents (91.6%) at least agreed that the definition, allocation of job roles and tasks do affect service delivery. Further analysis show that there is a strong positive association between definition, allocation of roles/ tasks and service delivery with a correlation coefficient of 0.720. Therefore it can be argued that, well defined roles, allocation of tasks positively influence service delivery in Provincial Administration.

The second objective of this study was to establish whether development of departmental objectives and performance targets by provincial administration influence service delivery. The study established that on overall, majority of the respondents (76.3 %) generally agreed that the development of departmental objectives and performance targets can help improve service delivery. Correlation analysis established a strong positive association between service delivery and the development of departmental objectives and performance targets with a correlation coefficient of 0.772. From this study, it was found out that mutual development of departmental objectives and performance targets by administrators positively influence delivery of services in the department of Provincial Administration.

The third objective was to establish whether work planning by administrators' influences service delivery in provincial administration. The study established that majority of the respondents (76.3% at least agreed with work planning and development of individual work plans by provincial



Administrators as a requirement to improving service delivery. Correlation analysis established a strong positive association between service delivery and the work planning and the development of individual work plans with a correlation coefficient of 0.665. This suggested that work planning was generally good and therefore it can be conclusively argued that it influences delivery of services. It concluded that work planning at provincial administration was good but there was need to look into the issue of mutual discussion between supervisors and their appraised. It was also suggested there was need to frequently train staff on work planning and development of individual work plans to enhance service delivery in the department of Provincial Administration.

The fourth objective of the study was to explore whether continuous appraisal and provision of feedback to administrators influence service delivery in provincial administration in the eastern region of Nyanza province. The study revealed that at least majority of the respondents agreed that continuous appraisal and provision of feedback do influence service delivery. Correlation analysis established a strong positive association between service delivery and continuous appraisal and provision of feedback with a correlation coefficient of 0.729. From the study, it was established that continuous appraisal and provision of feedback to the administrators influences the services delivered by the department of Provincial Administration.

First the study established that performance appraisal system in Provincial Administration Department was positively good, and there was need to strengthen the system in order to realize enhanced service delivery. This supports the view of UNDP (1997) which emphasizes on the need to set standards of performance and monitoring in order to increase efficiency. The report also reaffirms the view of Tessler (1978) that if the desired future conditions are known through a joint establishment of performance objectives and performance targets, then the results will be improved. The study found out that majority of the Administrators were of the view that performance appraisal system in the Provincial administration if well implemented influences services to the public. The study established that there was need for continuous training on performance appraisal in order to realize faster results.

Training and career development of personnel has been isolated in previous studies in public sector reforms as a critical determinant of successful reforms implementation (ECA. 2003; Larbi 1998). This study established that there was no adequate training on performance targeting as 35.5% at least disagreed on continuous training of the appraised, while another 16.3% were not sure. The study found out that the lower cadre of officers mainly Chiefs and Assistant Chiefs were left out in continuous training programmes and yet they were supposed to be the key grass root implementers of performance appraisal system in the department. This scenario had a limitation on the overall performance and realization of services in the department.

On overall, the study found out work planning and development of individual work plans in the department was at least good though there was need to strengthen the system and re-look at the few responses (4.3%) which at least disagreed with the intent of enhancing service delivery in the department. Previous studies also showed that daily planning is a challenge to many public administrators (Larbi, 1998). This finding supports the views of Hope. (2002) that daily work planning and scheduling is one key area that needs training for the public sector, in African countries. Many respondents in this study were of the view that work plans translated to expected results while only 15.6% at least disagreed with the statement on work planning.

It was established that there was need to ensure that both supervisors and the appraised understood work planning and development of individual work plans in order to realize the expected results. This study also established that on development of departmental objectives and performance targeting though majority of the respondents agreed it was good a substantial number of the responses indicated that there was need to train the officers on performance targeting. This challenge had been documented previously and established that the departments' performance and timeliness was hampered by the fact that the officers had to address all issues brought to them whether planned or not. This finding is supported by those of previous studies discussed by Hyden. Olowu and Okoth-Ogendo (2000).

UNICEF, 1991 observed that continuous appraisals are the heart of performance management and hence performance appraisal system was a core element in delivery of services.

According to UNICEF, periodic and regular checks help to keep a system in track and provide the requisite oversight that improves efficiency. Generally performance appraisal is an important critical element in provision of service delivery in the public sector among other public sector reforms for it insures periodic and regular checks to keep a system in track and at the same time ensuring provision of quality services to the members of the public in the department.

## **5.2 Conclusion**

The study determined the influence of performance appraisal in provincial administration's service delivery in Eastern region of Nyanza province using across-sectional survey on a sample of one hundred and forty one respondents. Performance appraisal was defined as definition job roles, development of departmental objectives and performance targets, work planning and lastly continue appraisal and provision of feed back. Service delivery was defined as maintenance of law and order, provision of security, mobilization of resources for development and efficient delivery of services at government offices. The study established that the implementation of the four aspects of performance appraisal was perceived by the provincial administrators as positive and influencing delivery of services to the public.

The first objective of this study was to determine whether definition of job roles influences service delivery in Provincial Administration. The study established that majority of the respondents (91.6%) at least agreed that definition of job roles affects service delivery and there was a strong positive association between definition of job roles and service delivery with a correlation coefficient of 0.720. therefore it was concluded that definition of job roles positively influence service delivery in Provincial Administration.

On the second objective of performance targeting, the study concluded that there was a strong positive association between service delivery and performance targets which supports the view of UNDP (1997) which emphasizes on the need to set standards of performance and monitoring to increase efficiency. It also reaffirms the views of Tessler (1978) that if the desired future conditions are known through a joint establishment of performance targets, then the results will be improved.

The third objective on work planning and service delivery, the study concluded that since there was a strong positive association between service delivery and work planning in Provincial Administration there was need to frequently train staff on work planning and development of individual work plans to enhance services in the department. This conclusion supports the views of Hope (2002) that daily work planning and scheduling is one key area that needs training for the public sector in African Countries.

On the fourth objective of Continuous Appraisal and Service delivery, the study concluded that appraisal is an important critical element in provision of service delivery in Provincial Administration for it ensures periodic and regular checks to keep the system in track and concurrently ensuring provision of quality services to the members of the public. This reaffirms the view of UNICEF (1991) that continuous appraisals are the heart of performance management and hence the system was a core element of delivery of services and that regular checks provide the requisite oversight that improves efficiency.

### **5.3 Recommendations**

It is evident that from the findings and the discussions advanced in this report that performance appraisal system has a positive influence on the service delivery in provincial administration. The concept of performance appraisal system was not a new idea since it has been there ever since but its implementation has not been satisfactory and hence the decision by the government to undertake the reforms in the public service. The recommendations below are based on the motive to turn around service delivery in public service.

First from the findings of the study it is recommended that work planning and the use of individual work plans be made a mandatory requirement for all administrators and in every administrative unit. Work programmes and work plans must be made daily, monthly, quarterly, mid year and also yearly. This will enable each unit to have a record of its daily intended activities as well as those which may come later. Without the use of work plans, units will certainly work on ad

v- basis and this will lead to poor performance. Administrative units should be closely monitored to ensure they strictly adhere to the procedures of work planning.

Continuous appraisal and provision of feedback should be closely related to the performance appraisal system which is concerned on how well an activity is being implemented. It is also recommended that to make continuous appraisal effective, the process should be participatory where both the appraised and supervisor should be mutually involved in the evaluation process. The government should heavily invest in developing human capital towards effective formulation and implementation of performance appraisal systems. Trained and highly skilled personnel complimented by political will and commitments will be a major impetus for realization of the public sector reform agenda in Kenya. The researcher recommends continuous trainings on performance appraisal on all the Government's personnel for its effective service delivery .

Lastly, from the findings of the research it is recommended that the study be made the basis for further research because it neither covered all the reforms in the public service nor all the reforms in Provincial Administration. It is also therefore recommended that a study be conducted to determine the influence of performance contracting, work scheduling, performance budgeting, monitoring and evaluation. Further research on performance appraisal systems in other sectors to determine if it has the same influence on service delivery as has been established for the provincial administration. It is also critical that the study is conducted in other parts of Kenya to ascertain and determine its influence.

# I

## **M Contribution to Body of Knowledge in Provincial Administration.**

### **Objective**

determine whether definition job roles influences service delivery in provincial administration

To establish whether development of performance targets by provincial administration influence service delivery

To establish whether work planning influences service delivery in provincial administration

To explore whether continuous appraisal influences service delivery in provincial administration

### **Contribution to body of knowledge**

Definition of job roles has a significant influence on service delivery in Provincial Administration: hence there is urgent need for the Ministry to develop well defined job roles for all employees in the department.

Setting of performance targets has a significant influence in service delivery and it's critical that there is need for in depth training of performance targets in the department.

Well developed individual work plans in the department have a strong positive relationship with service delivery in the department and hence it should be mandatory for all officers in the department to develop their work plans by the beginning of the appraisal period.

Continuous appraisal and provision of feed back to the appraised, has a strong positive relationship with service delivery and hence there should be monthly, quarterly, mid year and end year in order to realize the expected results.

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*APPENDICES*

## **Appendix A**

### **Letter of Introduction**

Dear Sir/Madam,

I am a postgraduate student at the University of Nairobi undertaking Master of Arts degree in Project Planning and Management. I am undertaking a research study that aims to determine the influence of Performance Appraisal System in Provincial Administration Service Delivery, among other reforms introduced by the government of Kenya in the year 2003 under the Public Service Reforms in Eastern Region of Nyanza Province. It is hoped that the study will result into institutionalization and implementation of structural changes for the enhanced service delivery to the public in Eastern Region of Nyanza Province and Kenya as a whole.

The purpose of this letter is to request you to volunteer to participate in this study. Your views as a member of the Provincial Administration are considered crucial, part and parcel of this study. Your cooperation will be highly appreciated and any information given shall be treated as strictly private and confidential. Please complete to the best of your ability the questionnaires enclosed herein, and as per instructions given as per each item and return the questionnaire to the researcher.

Yours Sincerely

Onesmus Musyoki Kyatha

## Appendix B

### Questionnaire for Provincial Administrators

#### Background Information

##### Part A

Please fill in the following information about yourself by placing a tick (✓) in the boxes.(please do not write your name or district or division or location or sub location in which you work).

1. Gender

Male...	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. How long have you served in the department

Below 5 yrs	<input type="checkbox"/>
6- 10yrs ..	<input type="checkbox"/>
11 - 15 yrs.	<input type="checkbox"/>
Over 15 yrs.	<input type="checkbox"/>

##### Part B

In the provision of services, the Provincial Administration is charged with several responsibilities and which are expected to be achieved and accomplished within stipulated timeframes. To be able to offer quality and enhanced services, the government introduced Public Sector Reforms among them Performance Appraisal System in the Ministry and Department in the year 2003.

Rate the performance of the Provincial Administrators by ticking in the appropriate boxes.



### I. Definition, description and allocation of job roles

The performance appraisal system being a critical component of human resource management function is predicted upon the principle of job description, definition, allocation of job roles and tasks. Please indicate the extent to which you agree with the following statement on the influence of PAS on service delivery by provincial administrators.

Statement	SD	D	NS	A	SA
	1	2	3	4	5
Allocated tasks and roles are set by supervisors at the beginning of appraisal period.					
Allocation of tasks as agreed by appraisees and supervisors, enhances service delivery					
Job description by supervisors is instrumental in developing individual work plans.					
Allocated tasks to appraisees are responsible for realization of expected results.					
Job description by supervisors ensures appraisees will actualize the expected results on specific assignment during the performance period					
Job description by supervisors sets the basis on which an appraisee's performance is monitored and evaluated.					

**Key: SA - Strongly Agree, A - Agree, NS - Not sure, D - Disagree, SD - Strongly Disagree**

### II. Development of Performance Targets

The implementation of Performance Appraisal System will focus on the following areas. Development of Departmental objectives and performance targets, mid-year staff performance appraisal, staff training and development plan, staff competences and values, end year performance appraisal.

Please indicate the extent to which you agree with the following statement on the influence of performance appraisal system on development of departmental objectives and performance targets. Rate your level to which you agree with the following statement by ticking the appropriate box(X) as per likert scale. Strongly agree, agree not sure, disagree, and strongly disagree depending on your rating of the statement.

Statement	SD	D	NS	A	SA
	1	2	3	4	5
Performance targets are specific, measurable and realistic as agreed by supervisor and the appraisee.					
Agreed performance targets by the appraisee and the supervisor are set at the beginning of the appraisal period.					
Supervisors meet with staff to discuss and ensure that the objectives and performance targets of the department are understood					
Supervisors ensure individual performance targets are derived from departmental priority objectives					
Performance targets are set as mutually agreed in the discussions with the supervisors					
Staff is frequently trained in performance targeting					
Appraisees are well assessed by supervisors					
Supervisors undertake mid - year performance appraisals					
Appraisals are conducted at the end of performance target period.					

**Key: SA - Strongly, A-Agree, NC- Not Sure, D-Disagree, SDA -Strongly Disagree**

### III. Work planning

the reforms in PAS were geared towards enhanced service delivery to the members of the public. In order to realize the enhanced service delivery, work planning was incorporated in the implementation of performance appraisal system. Please indicate the extent to which you agree with the following statement on work planning.

Statement	SD	D	NS	A	SA
	1	2	3	4	5
Departmental work plans are developed prior to the beginning of a performance period.					
Provincial Administrators prepare their work plans based on the Ministry's strategic plan.					
The appraisees work plans describes the expected results					
Individual performance targets are derived from departmental work plans.					
Appraisees hold discussions with their immediate supervisor to agree on their work plan					
The appraised work plans describes the specific assignment and activities for which staff is responsible					
Departmental heads meet with staff under their direct supervision to ensure work plans are understood.					
Individual work plans are derived from the departmental work plans and the officer's job description.					

#### IV. CONTINUOUS APPRAISAL AND PROVISION OF FEED BACK

Performance appraisal is an ongoing process through out the performance period. Milestones over the review period should be documented.

Please indicate your ratings by ticking the appropriate box (V), **strongly Agree (SA)**, **Agree (A)**, **Not Sure (NS)**, **Disagree (D)**, **Strongly Disagree (SD)** in regard to the under mentioned statements.

STATEMENT	SD	D	NS	A	SA
	1	2	3	4	5
Supervisors appraise their staff continuously throughout the performance period					
Supervisors document and maintain all the achieved milestones by appraisees over the review period					
Appraisees prepare and submit quarterly performance reports to the supervisors					
Supervisors carry out joint mid year performance reviews					
Appraisees are given the opportunity to jointly review the progress in accomplishing the agreed tasks and assignments					
Supervisors hold discussions with the appraised to review any constraints experienced.					
Supervisors and appraisees meet at the end of the performance period to discuss the overall performance					
Promotes communication and encourages continuous feedback between appraisees and supervisors.					

## Quality of Services

The reforms in PAS were intended to improve services the members of the public. Some of these services include mobilization of local resources, peace building and conflict resolutions among communities, dissemination of government policies and awareness creation, maintenance of law and order, coordination of government activities and programmes among others.

Statement	SD	D	NS	A	SA
	1	2	3	4	5
There is adequate promotion of statehood and nationhood in your jurisdiction.					
There is adequate maintenance of law and order					
There is adequate mobilization of local resources for development.					
There adequate provision of security.					
There adequate peace building and conflict resolutions in your respective administrative units.					
There is timely, efficient and effective services delivered.					

**Key: SA - Strongly, A-Agree, NC- Not Sure, D-Disagree, SD-Strongly Disagree**

Thank you for your support and cooperation. - KYATHA ONESMUS MUSYOKI  
 Cell phone No. 0720361986  
 073382199

## Appendix C

### Operationalizational Table

Key Indicator (KI)			M. V	Scale	Operationalization	ANALYSIS	ANALYSIS
Determine whether definition /allocation of job rows / tasks influence service delivery in provincial Administration	Independent variable Definition /allocation of tasks.  Dependant variable Service delivery	Defined roles, accomplished tasks  Services delivered	Number of clearly defined roles. Number of accomplished tasks.  Number of services delivered.	Interval	Quantitative survey.	Descriptive statistics  Inferential statistics	Averages, percentages and frequencies  Pearson's correlation coefficients and Multiple regression analysis
Establish whether developing of departmental objectives and performance targets by provincial administrators has influenced service delivery.	Independent variable Departmental objectives and performance targets  Dependant variable Service delivery	Developed departmental objectives. Set performance targets. Actual achieved targets	Number of clear developed objectives.  Number of accomplished performance targets  Number of services delivered.	Interval	Quantitative survey	Descriptive statistics  Inferential statistics	Averages, percentages and frequencies  Pearson's correlation coefficients and Multiple regression analysis
Does preparation of work plans influence service delivery?	Independent variable Work plans  Dependant variable Service delivery	Developed work plans.	Number of developed work plans.  Number of services delivered	Interval	Quantitative survey	Descriptive statistics  Inferential statistics	Averages, percentages and frequencies  Pearson's correlation coefficients and Multiple regression analysis
Explore whether continuous appraisal and provision of feedback to administrators influence service delivery in the department	Independent variable. Continuous appraisal and provisional feedback  Dependant variable Service delivery	Monthly, quarterly mid year, annual appraisals	Number of officers appraised and provided with feedback  Number of annual appraisals	Interval	Quantitative /qualitative survey	Descriptive statistics  Inferential statistics	Averages, percentages and frequencies  Pearson's correlation coefficients and Multiple regression analysis



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Date: 12<sup>th</sup> August 2010

Mr. Onesmus Musyoki Kyatha  
University of Nairobi  
P.O. Box 2461  
KISII

Dear Sir,

**RE: RESEARCH AUTHORIZATION**

%

Following your application for authority to carry out research on-,  
*"Influence of performance appraisal system on Provincial  
administration's service delivery in Eastern Region, Nyanza- Kenya."* I  
am pleased to inform you that you have been authorized to undertake  
research in **Eastern Nyanza Region** for a period ending **31<sup>st</sup> December  
2010**.

You are advised to report to **the Eastern Regional Commissioner and the  
Provincial Commissioner, Nyanza Province** before embarking on the  
research project.

On completion of the research, you are expected to submit two copies of  
the research report/thesis to our office.

**DR. M. K. RUGUTT, Ph.D, HSC. \_\_\_)**  
**FOR: SECRETARY/CEO**

Copy to:

The Eastern Regional Commissioner  
Nyanza Province

The Provincial Commissioner  
Nyanza Province