INFLUENCE OF PERFORMANCE MANAGEMENT ON EMPLOYEE PRODUCTIVITY IN THE CIVIL SERVICE: A CASE OF THE IMMIGRATION DEPARTMENT IN KENYA

BY

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DECLARATION

This research project is my original work, and has never been presented before for any degree or any other university to the best of my knowledge.

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

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DEDICATION

I wholeheartedly dedicate this project to my parents Mr and Mrs Danson Gichuki for their financial, moral and spiritual support and to my daughter Aimee Mumbi for her patience and understanding throughout the study period.

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ABBREVIATIONS AND ACRONYMS

CSRP	- Civil Service Reform Programme
DGT	- Directorate General for Taxes
ERSWEC	- Economic Recovery Strategy for Wealth and Employment Creation
GOK	- Government of Kenya
HRM	- human resource management
NRB	- National Registration Bureau (NRB)
PM	- Performance Management
PMP	- Performance Management Plan
PC	- Performance Contracting
RRI	- Rapid Results Initiative
SAPs	- Structural Adjustment Programmes

ABSTRACT

The purpose of the study was to determine the influence of performance management (PM) on employee productivity in the Immigration Department of Kenya. The study adopted a descriptive survey design that was conducted at the Department of Immigration with the main aim of determining the influence of PM on employee productivity in Civil Service. More specifically, the study sought to determine the extent to which performance appraisal, explore the extent to which training and development and determine the extent to which rewarding systems influence employee productivity in Immigration Department of Kenya A total number of 300 staff workers were selected from a population of 1200 through random sampling. Data was collected using a structured questionnaire. The collected data was organized, edited, coded, entered and analysed using descriptive statistics mainly, percentages and frequencies with the aid of Statistical Packages Social for Sciences (SPSS). Tables were used to present the findings.

The study established that the–majority (79.6%) of the respondents who agreed that Performance appraisal gives recognition for good performance and only a small proportion (1.1%) strongly disagreed with this statement. An average (39.8%) of the respondents is not sure if Training and development (T&D) opportunities are offered regularly to all departmental employees; while very few (11.9%) strongly disagreed. The study further established that T&D policy ensures employees are exposed to relevant skills to improve employee productivity. As to whether there are any links between promotion and performance achievement almost half (44.2%) were not sure. Very few (4.8%) strongly agreed that promotion improves performance. The data also established that those who agree that rewarding systems facilitates implementation of strategy by motivating desired level of performance were a third (36.6%) while a few (7.9%) strongly agreed. The respondents who agreed that performance management system has enabled meet all their work targets and deadlines promptly were the majority (66.2%). Those who were not sure were the least (16.7%)

Performance appraisal gives recognition for good performance and suggests changes to improve departmental services and outcomes hence create room for improvement of productivity. The study concluded that Training and development (T&D) promotes encourage staff to be creative with a high percentage. Therefore to increase and maximize employee productivity, the Immigration Department needs to maximise the use of development of performance appraisal and review employee performances on an ongoing basis. The department should also train and develop employee needs with proper knowledge and skills and reward performances' not only to motivate them, but also reduce staff turnover.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Performance Management (PM) has been one of the most positive and crucial developments in the field of management. PM comprises all activities that guarantee that organizational objectives are constantly being attained in an efficient and effective manner. Different authors view PM differently. For instance, Fowler (1990) views PM as the organization of work to achieve the best possible results while the Institute of Personnel Management (2002), see it as a strategy which relates to every activity of the organization set in the context of its human resource policies, culture, style and communication systems. According to Storey and Sission (2003) PM involves an interlocking set of policies and practices which have as their focus, the enhanced achievement of organizational objectives through a concentration on individual performance. Fletcher (2002) views PM as an approach to creating a shared vision of the purposes and aims of the organization, helping each individual employee undertake and recognize their part in contributing to them and in so doing manage and enhance the performance of both individuals and the organization.

In France, PM was first introduced in the Directorate General for Taxes (DGI) specifically designed to respond to two main concerns, Grapinet (1999). First, as tools meant to ensure consistency in a decentralized context and second, as tools to enhance pressure on the entire services network in order to improve productivity. Introduction of PM in Africa was influenced by challenges emanating by African countries trying to regulate the productivity of government departments. The 1980s saw African countries strained after emerging from the aftershock of Structural Adjustment Programmes (SAPs) era, due to economic challenges that came with globalization. In search of improved quality and productivity of government employees, the South African government introduced several initiatives such as the Public Service Regulations, 2001, the White Paper on Human Resource Management, 1997 and the White Paper on Transforming Public Service Delivery, 1997.

Kenya has been in a reform mode since independence in the 1960s, initially guided by sessional Paper No. 10 of 1965 on African Socialism and its Application to Planning. The first reforms were to address the challenges the young nation faced namely: disease, poverty and ignorance. However due to ineffective implementation of policies and inequitable governance structures that have spanned most of Kenyans post-independence period, there still remain many Kenyans in poverty, ignorance and disease.

Kenya's reforms were categorized into two generations (GOK-ERS 2004).The first generation reforms came soon after SAPs with the primary focus to deal with the globalization challenges and aftershock waves of SAPs. In 1993, the Kenyan Government responded to these challenges by formulating and implementing Civil Service Reform Programme (CRSP). The first phase (1993-1998) focused on cost containment through staff rightsizing initiatives such as voluntary early retirement. The second phase (1998 -2001) focused on performance improvement through rationalization of government ministries for effective performance and budgetary limits. The third phase dealt with reforming the civil service and specifically employee productivity. Logically, the primary focus of the first generation reforms was to deal with the emerging economic challenges brought about by globalization .The reforms were about dealing with issues that needed both immediate attention and solution, and reshaping the state for long term goals (GOK-ERS 2004).

The second generation reforms came in 2004 when there was the launch of Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC).It supported initiatives that would efficiently and effectively sustain improved employee performance, productivity and service delivery (GOK-ERS 2004).The government shifted from a concern to do, towards a concern to ensure things are done to give speedy results. This is a managerial shift that is strongest in developed countries and slow in developing countries. The government aimed at restoring the public service and improving the national development which called for fundamental changes in the public service operations through increased employee productivity.

Most public agencies are under increasing demand to accomplish greater results with fewer resources. The common popular complaints about government that it does not focus on results and it wastes money are indicative of public demands for quality services at affordable prices-in short, better employee productivity, (Moynihan and Pandey) 2005. PM is a participatory and team-based management approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency (CIDA, 2001). The Government of Kenya introduced PM in Public Service to improve service as a deliberate policy to enable public service servants concentrate on results when delivering services to citizens. Its main focus was to help achieve Economic Recovery Strategy (ERS) objectives. Each department and ministry through its staff was expected to come up with clear objectives in line with ERS targets and define the roles of each individual staff member involved in service delivery (GOK, 2004).

PM concept is mostly adopted in the private sector .This is mainly due to their profit maximisation focus and their potential to generate income is maximal compared to their counterparts in the public sector. Barclays Bank of Kenya, for instance uses customer driven performance standards as the basis for goal setting in order to motivate its employees to perform. Such standards include performance appraisals, incentive compensation, trainings and resource allocation with very strategic plans. The top management of the bank focuses most of its attention on the above to ensure that the goal towards PM is understood and utilized in order to meet and exceed customer expectations (Kimani, et al 2011).

The Immigration Department is one such department that has undertaken reforms. The department has over the years been challenged to reinvent their people, processes, procedures and practices with a view to ensuring that the services they provide are not only effective and efficient but also timely and customer focused. The department is a security arm of the government and a service provider charged with the responsibility of issuing passports, registration of foreign nationals and control of border points. With the view to institute changes in work attitudes, practices, processes and procedures, the

department undertook a turnaround strategy in transformative leadership to change attitude from process orientation to results based management in order to improve employee productivity. The top management appreciated that reforms in the department required systematic plans, strategic leadership, mindset change and appropriate training and development of staff. The introduction of Immigration Reforms Program (2004), Performance Contracting (PC) in 2006 and requirement for ISO certification provided impetus for initiating mindset change and pushing the professionalism and ethics agenda (Mwanji, et al 2011).

Appraisal of employee's performance has a direct impact on organisational productivity. A person's skills and knowledge has to be appraised and coached so that his or her job productivity improves, leading to the achievement of organizational objectives, (Cunneen, 2006). The Performance Management and Appraisal System must ultimately transform the prevailing culture to one that is committed to providing service in a manner that is user friendly, and delivered with professionalism and integrity, to the benefit of the wider society.

Training and development is another very important perspective in learning and growth, where managers will define the employee capabilities and skills, technology, and corporate climate needed to support a strategy. According to Kaplan and Norton (2006), organization should pay attention to assess the effectiveness of their research and development process. Then, employee retention, workforce productivity, the number of suggestions made by employees and the number of suggestions implemented could be treated as productivity measures. A well trained employee has the ability to work in efficient and effective manner hence good work productivity.

In the last stage, rewarding systems employee productivity consists of personnel development, final evaluation and rewarding activities. Rewarding motivates the positive emotion of employees, such as satisfaction and commitment. Thus, the effectiveness of pay-for-performance has a direct influence on high levels of productivity and desirable work attitudes. According to Schneier et al. (2007), the

rewarding performance phase includes three activities: personnel development, linking to pay and identifying the results or employee productivity.

Research has shown that when done right, performance management yields higher levels of engagement, retention and employee productivity. Research and practice have also show that successful organisational change depends on management commitment, the stronger the commitment the greater the potential for employee productivity, (Armstrong and Baron, 2004). This study aims to establish the influence of PM on employee productivity in the Civil Service.

1.2 Statement of the Problem

Kenya Civil Service is among the largest in Sub Sahara Africa (Haque, 2004), and has experienced dramatic growth since independence. In the days of rapid growth in the 1960's and 1970's, it was reckoned to be among the most effective in the region but its performance began declining around the end of 1970's and low productivity, low morale and indiscipline problems are now pronounced (Haque, 2001).

Immigration department (Kenya) has over the years been challenged to turn around this through re-inventing their workforce, processes, procedures and practices. The passport section used a manual passport operating system which made data storage, retrieval, updating and analysis cumbersome. This contributed to congestion in halls and a backlog of unprocessed passports. Negative media reports and frequent customer complaints highlighted several instances of poor service delivery. Reforms were initiated in the department with an aim of providing efficient, effective, and timely customer focused services. The department introduced Immigration Reforms Program (2004), performance contracting (2006) and Rapid Results Initiative (RRI) in 2006 to date which identified the review of the passport management system and control of-border points as key thematic areas. The department aimed at processing all passport applications within four days. Though there is reduced number of customer complaints, the departmental set expectations have not been fully realized since the average number of days that it takes to apply and obtain a passport especially in the head office is two weeks. Despite the time,

effort and resources devoted to PM in the department, PM has not achieved its intended purpose of improving employee productivity. It is not clear which part of the performance management cycle is responsible for poor productivity of employees of Immigration department. There seems to be a gap between PM theory and actual practise and this is the gap that this study aimed to fill.

1.3 Purpose of the Study

The purpose of the study was to investigate the influence of performance management on employee productivity in the civil service.

1.4 Objectives of the Study

The objectives of the study were:

i. To assess the extent to which performance appraisal influences productivity in Immigration Department in Kenya.
ii. To explore the extent to which training and development influences productivity in Immigration Department in Kenya.
iii. To determine the extent to which rewarding systems influences productivity in Immigration Department in Kenya.

1.5. Research Questions

The study sought to answer the following questions:-

i) How do performance appraisals influence productivity in Immigration Department in Kenya?
ii) How do training and development influence productivity in Immigration Department in Kenya?
iii) How do rewarding systems influence productivity in Immigration Department in Kenya?

1.6 Significance of the Study

The employees of Immigration Department are likely to be the key beneficiaries of the study. This is because the study will help to figure out strategies for identifying, encouraging, measuring, evaluating, improving and rewarding employees' performance at work. The study findings will also be helpful to the Immigration Department when setting policies on their specific performance management system in order to adopt PM practices that are consistent with the requirements of these policies and that best fit the

nature of the work performed and the mission of the organization. The study recommendations would also be significant to the human resource managers and supervisors in both public and private sectors in ensuring employees focus on their work in ways that contribute to achieving the organization's mission and vision.

1.7 Delimitation of the Study

The study focused on influence of PM on employee productivity in Immigration Department in Kenya .The study targeted 300 Immigration Officers. The findings of the study were assumed to be representative and thus generalizable to the other governmental departments.

1.8 Limitations of the Study

The 'social fabric' in Kenya is sown with suspicion and mistrust particularly in the areas concerning personal declarations. Some respondents felt that the personal information that was collected from them could be used against them. However in light of this problem, the study was steered by the assurance to the respective respondents that such information would be treated with utmost level of respect, professionalism and confidentiality.

1.9 Assumptions of the Study

The fundamental assumptions entertained in order to enable the undertaking of this study were that the sample unit under focus was a true representation of the population, and that the responses collected back from the respondents provided the necessary data for a conclusive and informed outcome. The study also assumed that the respondents in question would be responsive and honest in their correspondence to ensure the true picture was captured. It was also assumed that they would return the questionnaires on time.

1.10 Definitions of significant terms used in the study

Civil Service	This is a body of employees in any government agency
Organisational goals	Refers to an organisation's broad, longer-term aims or performance expectations
Performance Appraisal	This is examining or assessing the performance of an employee over a certain period of time for the purpose of evaluation in order institute change where necessary or to correct possible errors and making future development plans.
Performance	Employee performance is about the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer
Performance Management	This refers to a mechanism used by organizational leaders and their employees to develop work exceptions and goals, deliver and receive performance feedback, identify development needs and evaluate performance.
Productivity	The quality, state, or fact of being able to generate, create, enhance, or bring forth services. It is the effectiveness of productive effort as measured in terms of the rate of output per unit of input.
Rewarding Systems	This is organized set of rules in providing personal satisfaction to employees who excel in attaining individual goals and contribute towards attainment of organizational goals.
Training	This is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It is the official and ongoing educational activities within an organization designed to enhance the fulfilment and performance of employees.

1.11 Organisation of the Study

This study is organised into five chapters and appendices section. Chapter one consists of background to the study, problem statement, purpose of the study , objectives and research questions, delimitations and limitations to the study as well as the list of operational definition of terms. Chapter two consists of related literature on Influence of PM on the productivity of Civil Servants. The theoretical and conceptual frameworks of

the study were also elaborated. Chapter three discusses the research methodology highlighting the area of study, study population, research design, sample size and sample size determination, the instruments used, data collection procedures, analysis and presentations as well as some ethical considerations. Chapter four discusses data analysis and findings and finally, chapter five discusses the conclusions and recommendations of the study. The appendices section contains the letters that sought permission from the relevant authorities, work permit and research instrument.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter explores past researches and literature relating to performance management and its influence on employee productivity. Linking performance management and employee productivity is very important as a basis for this study. The purpose of the literature review and researches is to aid both understanding of theories and variables which underlie the study. A literature review can be defined as a critical evaluation of previous scholarly writings that are relevant to the research topic. It is of paramount importance that every research project begins with the review of the existing literature in its particular field of study. Such a review helps the researcher to consolidate the theoretical foundation of the study.

2.2 Performance Management

PM can be described as the mechanisms and systems used by organizational leaders and their employees to develop work exceptions and objectives of the organization. It is also used to deliver and receive performance feedback, identify development needs and evaluate performance. The study of PM has therefore been popular within human resource management study. It involves deploying and managing the components of the causal model that lead to the timely attainment of stated objectives within constraints specific to the firm and to the situation (Lebas, 2005). An organization that is performing well is one that is successfully attaining its objectives; in other words, one that is effectively implementing an appropriate strategy (Otley , 2009). The AMO-model (Appelbaum et al., 2003) claims performance which is a function of employees' Ability, Motivation and Opportunity to participate. This means that an organization will benefit most if it organizes the work process in such a way that non-managerial employees have the opportunity (O) to contribute discretionary effort and it could be achieved by giving them autonomy in decision making, by providing in good communication and by employee membership in self-directed and/or off-line teams.

PM is a new concept in human resource management. In Nigeria the performance of staff of executing agencies or public enterprises is limited to budget monitoring and

annual performance evaluation. However, experts are of the view that there is no linked between employee performance and financial data (Pollitt and Bouckaert, 2004). Despite previous attention from both practitioners and scholars, the performance puzzle remains. Recognising that there is no ‘‘magic bullet’’ and the concept that no framework of one size fits all, this study explores new propositions that will assist organisations in strengthening the performance framework within the individual organisational context. It is time to rethink the way performance management is being conceptualised therefore, this study reconceptualises existing ideas of high performance and provides both a conceptual and practical robust foundation to ‘strengthen the performance framework.’ This it will position today’s Immigration department to efficiently set PMS that will offer the citizenry all the deliverables for individuals, organizations and the society at large.

For the employees to be effective, they will need to have the appropriate skills and knowledge. Hence, organizations can achieve this by attracting employees who already poses this knowledge, or by providing employees with formal and/or informal training. Finally, the organization needs to motivate these employees to put their abilities into the best effort for the organization. According to Otley (2009), a general PM considers such problems: “What are the key objectives that are central to the organization’s overall future success, and how does it go about evaluating its achievement for each of these objectives? What strategies and plans has the organization adopted and what are the processes and activities that it has decided will be required for it to successfully implement these? How does it assess and measure the performance of these activities?

What level of performance does the organization need to achieve in each of the areas defined in the above two questions) and how does it go about setting appropriate performance targets for them? What rewards will managers (and other employees) gain by achieving these performance targets (or, conversely, what penalties will they suffer by failing to achieve them)? What are the information flows (feedback and feed-forward loops) that are necessary to enable the organization to learn from its experience) and to adapt its current behaviour in the light of that experience?”(Otley, 1999).

Fletcher (2001) gave a completed and comprehensive HR related PM definition which is “an approach to creating a shared vision of the purpose and aims of the organization, helping each individual employee understand and recognize their part in contributing to them, and in so doing manage and enhance the performance of both the individual and the organization”. Similarly, PM is a management process for ensuring employees is focusing on their work efforts in ways that contribute to achieving the organization's mission. It consists of three phases: (a) setting expectations for employee performance, (b) maintaining a dialogue between supervisor and employee to keep performance on track, and (c) measuring actual performance relative to performance expectations.

Armstrong (2004) defined PM as a means of getting better results from the whole organization by understanding and managing within an agreed framework, performance of planned goals, standards and competence requirements. “PM is a process of designing and executing motivational strategies, interventions and drivers with on objective to transform the raw potential of human resource into performance. All human beings possess potential within themselves in a few or more functional areas. However, utilization and conversion of this potential into deliverable performances is often sub optimal due to a variety of reasons. PM acts as an agent in converting the potential into performance by removing the intermediate barriers as well as motivating the human resource",(Kandula, 2006). Comprehensively, Bacal (1999) defines PM as an ongoing communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing clear expectations and understanding about: the essential job functions of employee are expected to do; how the employee's job contributes to the goals of the organization; what doing the work well means in concrete terms; how employee and supervisor will work together to sustain, improve, or build on existing employee performance; how performance management will be measured, and identifying barriers to performance and removing them.

The similarities of general PM and HR related PM are the goal setting, planning, evaluation, feedback and rewarding activities. However, the HR related PM focus on the management of employee or managers, then motivating employees and

managers. Moreover, general PM was defined more widely than HR related PM. It considers the definition of goals and the measurement of goal attainment) not just financially but also in terms of meeting all stakeholder aspirations. HR-performance management aims at developing potential capabilities of human resource. The PM must be in line with the company's long-term policies, (Kandula, 2006). PM involves managing employee efforts, based on measured performance outcomes. Therefore, determining what constitutes good performance and how the different aspects of high performance can be measured is critical to the design of an effective performance management process. And PM effectiveness increases when there is ongoing feedback, behaviour-based measures are used and preset goals and trained ratters are employed (Lawler, 2003).

2.3 Benefits of Performance Management

A well established set of performance standards that support the values of the institution provides a basis for key human resource decisions to be made, such as merit, pay increases and promotions. Thus, ensuring that reward mechanisms are better linked to performance. Enhanced impact of coaching, mentoring or counselling between managers and employees also promotes confirm competencies and identify capacity gaps. Training and staff developmental needs should be identified, (Otley ,2009). This serves to validate whether employees possess the skills and attributes necessary for employees guidance that can lead to better fulfil a particular job.

The performance of any organization affects every aspect of life. An effective organization is a critical element in the development of a country. The organization therefore needs to have a competent, motivated, professional, and forward thinking organizations working on its behalf. The Performance Management System for the organization hence transform the prevailing culture to one that is committed to providing service to the public in a manner that is user friendly, and delivered with professionalism and integrity, to the benefit of the wider society,(Michael - Commonwealth Secretariat, 2006).

Performance management system and aligning their objectives facilitates the effective delivery of strategic and operational goals. There is a clear and immediate correlation

between using performance management programs or software and improved business and organizational results. In the public sector, the effects of performance management systems have differed from positive to negative, suggesting that differences in the characteristics of performance management systems and the contexts into which they are implemented play an important role to the success or failure of performance management, (Kandula, 2006).

For employees, performance management may deliver a significant return on investment through a range of direct and indirect benefits, operational efficiency benefits and by unlocking the latent potential in every employees work day, that is the time they spend not actually doing their job, (Kandula, 2006). Other benefits of performance management systems may include direct financial gain, aligns the organization directly behind the CEO's goals, motivated workforce and improved management control.

2.4 Performance Appraisal and Employee Productivity

Performance appraisal and career strategy is or should be an integral part of a system of managing effectively, providing feedback of employee's performance and communicating individual success reporting regularly to the team progress, (Heiz Weihrich, 2003). This makes employees appreciate themselves, the management and understand the importance of their contribution to the organization objective. Rewarding performance happens on the end of performance period. The main activities include evaluating employee's accomplishments and skills; discussing evaluation with employees, (McAfee and Chanmpagne, 2003). It evaluates the effectiveness of the whole process and its contribution to overall organizational performance to allow changes and improvements to be made, and also provides the feedback to the organization and to individual staff about their actual performance.

The effectiveness of any organization is dependent on the quality of its personnel. The right people must be originally selected into the organization, motivated to works; and sound personnel promotion and training decisions must be made in filling non-entry level. An effective personnel performance evaluation system is a crucial cornerstone in this process, as it provides the data needed for most of the required administrative

decisions. This system plays a key role in motivating people to utilize their abilities in pursuing the organization's goals (Musgrove & Creighton, 2003).

After the evaluating and checking the feedback, managers or organizations should provide the pay-for-performance. Financial appraisal is a useful tool to invent employee's passion for their work. In this stage, managers still need to focus on developing staff to further improve performance, and their career progression, in the future. Rewards represent important mechanisms by which employee behaviours can be aligned with the interests of the organization,(Eisenhardt, 2009). Particularly, pay-for-performance is a reward practice that links one's pay increase to one's performance, and could be used to direct, sustain, and motivate desirable behaviours, such as knowledge sharing,(Bartol & Srivastava ,2002), creativity, (Eisenhardt et al. 2008), quality (Cowherd and Levine, 2002) and customer satisfaction (Delaney and Huselid, 2006).

Pay-for-performance establishes the behavioural criteria by which rewards are allocated and in doing so underpins the alignment of employee behaviour with organizational values and objectives. Therefore, if an employee achieves his or her performance objectives then the employee receives a pay increase. This simple and visible link between pay and performance recognizes an employee for a specific level of accomplishment, therefore nurturing favourable work attitudes, such as satisfaction and commitment, (Heneman et al. 2008). Thus, the effectiveness of pay-for-performance has a direct influence on high levels of service quality and desirable work attitudes.

Performance appraisals present challenges of their own from the structuring of the system, to the effective management of the process. In most cases, the challenge confronting performance management is on the level of structure, mechanics, and practice. Often, managers, supervisors, and employees alike are not convinced of the value of performance appraisals. They feel that it simply represents additional work and remain sceptical of the process.

Implementing a structured appraisal process is no easy task, especially since it creates additional work for supervisors. The process places pressure on employees and forces them to establish specific goals and adopt the behaviours necessary to achieve these goals. Also, the process places employees and supervisors in an uncomfortable position; where employees may feel they are being unfairly judged because they are being graded as if they were in school. Managers find it difficult to be candid and constructive at the same time when conducting an appraisal session that involves negative feedback. However, to achieve institution's goals and objectives, an effective system of providing feedback to employees must have periodic and objective performance feedback.

2.4.1 Benefits of Performance Appraisal

Notwithstanding all of the challenges associated with the appraisal process, the long term benefits of an effectively structured and administered process far outweigh the time and effort the process requires. A well designed and executed system can benefit all: the employee, the manager as appraiser, and the institution, this is according to the International Journal of Business and Management April, 2009. Performance appraisals can improve employee productivity and as well communicate performance expectations. Employee productivity can be improved through constructive feedback, (Appelbaum et al. 2003).

Finally underperforming productivity reports should be provided for analysis purposes. To communicate performance expectations, criteria for determining how well employees are performing through well performance and skills to make more meaningful impact in their institutions should be created. Job descriptions and performance plans should also be designed to give guidance on what to do. Motivating employees is also key to improve their job performances, (Appelbaum et al. 2000)

Performance appraisals can foster commitment, mutual understanding and build positive working relationships. It can also build institution/client, management/employee and employee/co-worker relationships hence promote successful attainment of objectives. Otley (2000) states that an organization that is performing well is one that is successfully attaining its objectives; in other words, one that is effectively

implementing an appropriate strategy. The negative consequence of the performance appraisal is termination of employment. There is a clear link between the negative performance appraisal and the termination of employment at all levels of the civil service/administration structures. Namely, the generally accepted solution is that if the civil servant receives two consecutive negative performance appraisals, his/her employment will be terminated.

Annual performance appraisals can be regarded as learning events. Individuals could be encouraged to think about how and in which ways they want to develop. Research by Ashford and Cummings (2003) demonstrates that feedback has strong positive effects on the performance of both individuals and groups, specifically through role clarification, improved self-efficacy, the establishment of behaviour reward contingencies and increased self-regulatory control processes. Similarly, according to Armstrong and Baron (2004), the actual performance could also be compared to the desired performance, therefore the outcome is evaluated and a development plan is set based on the weakness. This comparative approach also provides a feedback mechanism to employees. Additionally, in this phase, coaching and training is an important tool in learning and development. Coaching is developing a person's skills and knowledge so that employees' job performance improves, and helps them to achieve of organizational objectives. Managers should identify and implement training and other actions necessary to improve individual performance,(Bevan & Thompson, 2001).

When appraising managers should consider several steps which includes; Be a coach, Document accurately, Don’t do all the talking, Review your best and your worst, Be committed to accuracy, Show respect, Balance positive and negative, Keep it professional, Prepare well, Avoid surprises and finally don’t Use phrases or parables for performance appraisal. According to Armstrong (2004), performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.

Providing the quantitative and qualitative standards for judging individual employee and organizational progress of performance are important elements in managing performance. As a result, individual employees would be aware of the standards which will encourage them and be the main objectives of them. Performance reviews can be regarded as learning events, in which individuals can be encouraged to think about how and in which ways they want to develop, (Teke, 2002). Performance feedback has significant potential to benefit employees in terms of individual and team performance.

Taylor et al., (1984) suggest that feedback is essential for organizational effectiveness and that a lack of feedback can lead to anxiety, inaccurate self-evaluations, and a diversion of effort toward feedback gathering activities. Moreover, effective performance feedback has the potential to enhance employee engagement, motivation, and job satisfaction,(Aguinis, 2011).

Performance feedback is a critical component of all PMSs. It can be defined as information about an employee's past behaviours with respect to established standards of employee behaviours and results. Effective performance feedback is timely, specific, behavioural in nature, and presented by a credible source. The goals of performance feedback are to improve individual and team performance, as well as employee engagement, motivation, and job satisfaction, Aguinis (2009). Performance feedback is effective in changing employee work behaviour and enhances employee job satisfaction and performance, (Islam & Rasad, 2006).

On the other hand, it is necessary to analyse and understand the feedback which is always ignored and its complexities. Feedback may improve performance under some conditions. However, in other conditions, feedback may not impact performance or even prove detrimental to performance, (Locke & Latham, 2000). According to this perspective, it further indicates that a number of factors, including characteristics of the feedback source and message, and timing issues such as the amount and frequency of feedback employees received attitudinal outcomes of feedback Coaching is an important tool in learning and development.

2.5 Training and Development and Employee Productivity

The Training and Development is responsible for all issues related to the training of government Officers. It assists in the development of deployment, induction and mission training programmes by providing related advice and support. The challenge for organizations is to ensure that all executives, managers and supervisors are using best practices and appropriate methods in providing feedback and coaching of the mission and objectives. If your managers are trained in coaching and giving feedback, how well they are doing it, someone may ask. If they need improvement, what will it take to help them be at their best (Lawler, 2003).

The effectiveness of any organization is dependent on the quality of its personnel. The right people must be originally selected into the organization, motivated to works; and sound personnel promotion and training decisions must be made in filling no entry level. An effective personnel performance evaluation system is a crucial cornerstone in this process, as it provides the data needed for most of the required administrative decisions. This system plays a key role in motivating people to utilize their abilities in pursuing the organization's goals (Musgrove & Creighton, 2003). Opportunity for development is valuable only if the individual capitalizes on it himself. In fact, the organization can and should offer encouragement and help, but development activities seem to be successful only to the degree that individuals become personally involved in them. Second one mutual objective. The premise of any development activity in organization, there should be a clear understanding and acceptance of mutual objectives by both the individual and organization. If the objectives are understood and accepted, the efforts expended will be far more likely to succeed. Another principle is the principle of continuity. If a man who abandoned his efforts to keep updating skills or information, he will become antiquated. Especially for nowadays, the new knowledge and skills are constantly being introduced.

Rahdert (2003) also points out the benefit of personnel development; for employees, if the individual skills or knowledge increase, he may create more value and as a result he may receive a sense of satisfaction in the achievement of personal goals and attainment of professional recognition. On the other hand, for organization,

personnel development is able to achieve competitive advantages because of a better qualified and a more highly motivated team, and is able to utilize advanced technology because of the effectively trained employees.

Similarly, Black et al. (2006) suggest that the training courses that are offered by organizations must be designed through considering the present and future needs of the employees and facilitate the learning of these skills. A good training or coaching course should improve the quantity and quality of organizations output; increase the chance of organizational success; decrease the organizational costs and expenses. Moreover, coaching is increasingly being recognized as a significant responsibility of managers, and can play an important role in an employee's working life. Cunneen (2006) stressed that coaching comes naturally, and could take place during the review meetings or should be carried out throughout the year.

Furthermore, training activities should ideally be based on performance gaps that are identified during the performance review phase (Teke, 2002). By linking training to identified performance gaps, training will be focused, specific and relevant. Teke (2002) also points out that relevant training and development interventions and regular performance feedback are important factors in skills retention. Therefore, the training, development strategy and the performance management system process should be aligned tightly with the overall orientation strategy of the organization. Development programmes are reflecting the needs of succession plans and seeking to foster leadership skills.

Finally a well structured training process has to be put in place. Set out steps that will ensure quality training has to be adopted. Assessing Objectives & Training Needs of employees after performance reviews must be considered. Select Trainees and Training Goals, ensuring that they and the organization will benefit from their inclusion in the training program. The training goals should ensure that the assessed needs will be served. Selection of training methods and Trainers is also a key factor to consider. Once training goals have been established, it is necessary to determine how to conduct the training. This

includes the selection of training techniques and trainers for the program. Additionally, employees' ability should be considered when designing the training program (Lawler, 2003).

2.6 Rewarding Systems and Employee Productivity

Rewarding performance happens on the end of performance period. The main activities of performance period include evaluating employee's accomplishments and skills; discussing evaluation with employees, (McAfee & Chanmpagne, 2003). It evaluates the effectiveness of the whole process and its contribution to overall organizational performance to allow changes and improvements to be made, and also provides the feedback to the organization and to individual staff about their actual performance.

The effectiveness of any organization is dependent on the quality of its personnel. The right people must be originally selected into the organization, motivated to works; and sound personnel promotion and training decisions must be made in filling no entry level. An effective personnel performance evaluation system is a crucial cornerstone in this process, as it provides the data needed for most of the required administrative decisions. This system plays a key role in motivating people to utilize their abilities in pursuing the organization's goals, (Musgrove & Creighton, 2003)

After the evaluating and checking the feedback, managers or organizations should provide the pay-for-performance. Financial appraisal is a useful tool to incant employee's passion for their work. In this stage, managers still need to focus on developing staff to further improve performance, and their career progression, in the future. Rewards represent important mechanisms by which employee behaviours can be aligned with the interests of the organization, (Eisenhardt, 2009). Particularly, pay-for-performance is a reward practice that links one's pay increase to one's performance, and could be used to direct, sustain, and motivate desirable behaviours, such as knowledge sharing, (Bartol & Srivastava, 2002), creativity, (Eisenhardt *et al.* 2008), quality,(Cowherd and Levine 2002) and customer satisfaction, (Delaney & Huselid 2006).

Pay-for-performance establishes the behavioural criteria by which rewards are allocated and in doing so underpins the alignment of employee behaviour with organizational values and objectives. Therefore, if an employee achieves his or her performance objectives then the employee receives a pay increase. This simple and visible link between pay and performance recognizes an employee for a specific level of accomplishment, therefore nurturing favourable work attitudes, such as satisfaction and commitment, (Heneman et al. 2008). Thus, the effectiveness of pay-for-performance has a direct influence on high levels of service quality and desirable work attitudes.

In the last stage, rewarding performance consist of personnel development, final evaluation and rewarding activities. Financial appraisal is a useful tool to incant employee's passion for their work. Rewarding motivates the positive emotion of employees, such as satisfaction and commitment. Thus, the effectiveness of pay-for-performance has a direct influence on high levels of productivity and desirable work attitudes.

According to Schneider et al., (2007) the rewarding performance phase includes three activities: personnel development, linking to pay and identifying the results or performance. In Rahdert's (2000) view, the function of personnel development is that the growth of people can be accelerated over and above that which would take place naturally and normally, and then maximum the employees' contribution to personal and group goals. Personnel development has some development principles. First one is personal involvement. All personnel development is basically self-development. Opportunity for development is valuable only if the individual capitalizes on it himself. In fact, the organization can and should offer encouragement and help, but development activities seem to be successful only to the degree that individuals become personally involved in them.

Second one mutual objective. The premise of any development activity in organization, there should be a clear understanding and acceptance of mutual objectives by both the

individual and organization. If the objectives are understood and accepted, the efforts expended will be far more likely to succeed. The company should offer universal opportunity to every employee instead of single out a few of its people and make opportunities available only to them. In fact, it is difficult to make long-term predictions concerning the ambition, drive, and growth potential of individuals.

The forth principle is individual planning. Development is individual and should be tailored to fit the individual and the situation; attempts to squeeze everyone into the same model may even prove a waste of effort. Moreover, development should be designed to improve performance on the current job firstly, and then prepare the employee for promotion. Employees who get promoted are those who are currently doing outstanding work and thus have been able to demonstrate their capacity to assume greater responsibilities. Next principle is continuity. If a man who abandoned his efforts to keep updating skills or information, he will become antiquated. Especially for nowadays, the new knowledge and skills are constantly being introduced. Rahdert (2000) also points out that the benefit of personnel development. For employees, if the individual skills or knowledge increase, he may create more value and as a result he may receive a sense of satisfaction in the achievement of personal goals and attainment of professional recognition.

On the other hand, for organization, personnel development is able to achieve competitive advantages because of a better qualified and a more highly motivated team, and is able to utilize advanced technology because of the effectively trained employees. Furthermore, training activities should ideally be based on performance gaps that are identified during the performance review phase (Teke, 2002). By linking training to identified performance gaps, training will be focused, specific and relevant. Teke (2002) also points out that relevant training and development interventions and regular performance feedback are important factors in skills retention. Therefore, the training, development strategy and the performance management system process should be aligned tightly with the overall retention strategy of the organization. Development programmes are reflecting the needs of succession plans and

seeking to foster leadership skills. In addition, there is a growing interest in pay-for-performance plans focused on small groups or teams. Small group pay plans provide monetary rewards based on the measured performance of the group or team.

Evaluation and checking feedback are both important activities in this period. In most organizations, they will not have only one corporate scorecard for the company as a whole, but will also have separate scorecards for each division/employee that feeds into the overall scorecard (Huang & Hu, 2007). The first process is translating the vision which helps managers build a consensus around the organization' s vision and strategy. For employee to act on the words in vision and strategy statements, those statements must be expressed as an integrated set of objectives and measures, agreed upon by all senior executives, that describe the long-term drivers of success. From financial perspective, organization should form some kind of profit measure for organization and employee performance. Financial performance measures might include shareholder value such as economic value added, profitability and growth such as sales volume growth and cost reduction, and liquidity and solvency such as inventory turnover and ratio of debt to assets. Then, organizations and employees also need to fulfil customers' commands and needs. The customer perspective measures include client satisfaction, client profitability or time, price and quality (Kaplan & Norton, 2006).

The measures needed in the internal Business processes perspective can be summarized in the company's value chain. For instance, the organization could create new products and services to penetrate new markets and customer segments, also to achieve operational excellence through improving internal process and asset utilization (Kaplan & Norton, 2000). The last perspective is learning and growth, managers will define the employee capabilities and skills, technology, and corporate climate needed to support a strategy. According to Kaplan and Norton (2006), organization should pay attention to assess the effectiveness of their research and development process. Then, employee retention, workforce productivity, the number

of suggestions made by employees and the number of suggestions implemented could be treated as the performance measures.

In this phase, pay-for-performance could be used together as a tool to assess the performance. Moreover, in the organization, employees are most likely to perceive that pay differences are made fairly when they are provided with information regarding the appraisal process and employees are allowed to discuss the appraisal results. According to the view of Locke (2004), the pay-for-performance principle involves providing monetary rewards through carefully designed compensation system that base pay on measured performance within the control participants.

According to Delery and Doty (2006), employee performance appraisal is defined as 'the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance'. Appraisals can be based on results or behaviour. Behavior-based appraisals focus on the behaviours of individuals necessary to perform the job effectively, whereas results-oriented appraisals focus merely on the consequences of those behaviours (Delery & Doty, 2006).

Therefore, procedural justice concerns are central to ensuring that employees perceive the process of performance appraisals, and the linkage of appraisal to pay, to be fair (Greenberg, 1996). In most situations, properly designed pay-for-performance systems will lead to better performance results. Pay-for-performance systems make major contributions to performance through two main mechanisms. First, they positively influence the motivation to perform. Second, they impact the attraction and retention patterns of organizations, thereby affecting the ability of individuals available to perform. Pay-for-performance systems can deliver monetary rewards at the individual, small group, and/or divisional or organizational level. All of this impact of different levels can positively impact performance.

2.7 Theoretical Framework

This study was guided by David McClelland in the 1950s. Its based on the idea that needs are derived from personality. It suggests that needs are developed, and thus motivators are acquired, as people interact with environment. According to McClelland, all people possess, in varying degrees, the need for achievement, power and affiliation. People with a high need for achievement tend to: take personal responsibility for solving problems; be goal oriented; set moderate, realistic, attainable goals; seek challenges, excellence, and individuality; take calculated, moderated risk and desire concrete feedback on their performance. To motivate employees with a high need foe achievement, a manager needs to provide them with non routine, challenging tasks, in which there are clear attainable objectives, prompt and frequent feedback on their performance and increase responsibility for doing new things.

On the other hand, people with a high need for power tend to: want to control the situation; want influence or control over others; enjoy competition in which they can win because they don't like to lose; and are willing to confront others. To motivate employees with this kind of a need, managers should: let them plan and control their jobs as much as possible; try to include them in decision making, especially when they are affected by the decision; tend to perform best alone rather than as a team member and try to assign them to a whole task rather than a part if the task.

Finally People with a high need for affiliation tend to: seek close relationships with others; want to be liked by others; enjoy lots of social activities and Seek to belong that is they often join groups and organizations. To motivate such employees with a need for affiliation, managers should: be sure to let them work as part of a team; they derive satisfaction from the people with whom they work rather than from the task itself; give them lots of praise and recognition and delegate responsibility for orienting and training new employees to them. They make great buddies and mentors.

David McClelland further described three types of motivational need, which he identified in his book entitled "The Achieving Society". All these needs can be classified as

achievement, affiliation or power. These motivational concepts lay emphasis on two concepts which are motive and the force of motive on employee behaviours within an organization. Motive is a characteristic of personality which tends to develop as personality emerges. The personal motives are frequently influenced by the hierarchy or higher position the employee intends to occupy within the organization and that motive will have a greater effect on the employee's behaviour (Tosi et al. 2000,)

Basically employees with high need for power are easily manipulated and controlled. Employees with such desires are demanding in nature, forceful in manners, ambitious and can be motivated to perform when assigned vital positions or power positions within the organization. Affiliation is a need for human companionship. Employees with high need for affiliation tend to differ from those with lower need. Individual employees with high needs tend to desire for encouragement and appreciation from others. These employees with high affiliation are motivated by being recognized for their effort. This they accomplish by trying to be as a friendly as possible to everyone (Griffin et al 2007,).

Furthermore, McClelland (2007) stated that employees with achievement motives are motivated by the challenge of success and the fear of failure. These employees tend to be very analytical in nature and are prepared to take certain risks beyond their capabilities for the success of their organization. Such employees are usually motivated when they are able to identify a scanty vacuum of success within the organization. Through very careful observation McClelland realized that with the advancement in hierarchy the desire for power and achievement tend to be increasing at the disadvantage of affiliation.

2.8 Conceptual Framework

The study will be guided by the following conceptual variables;

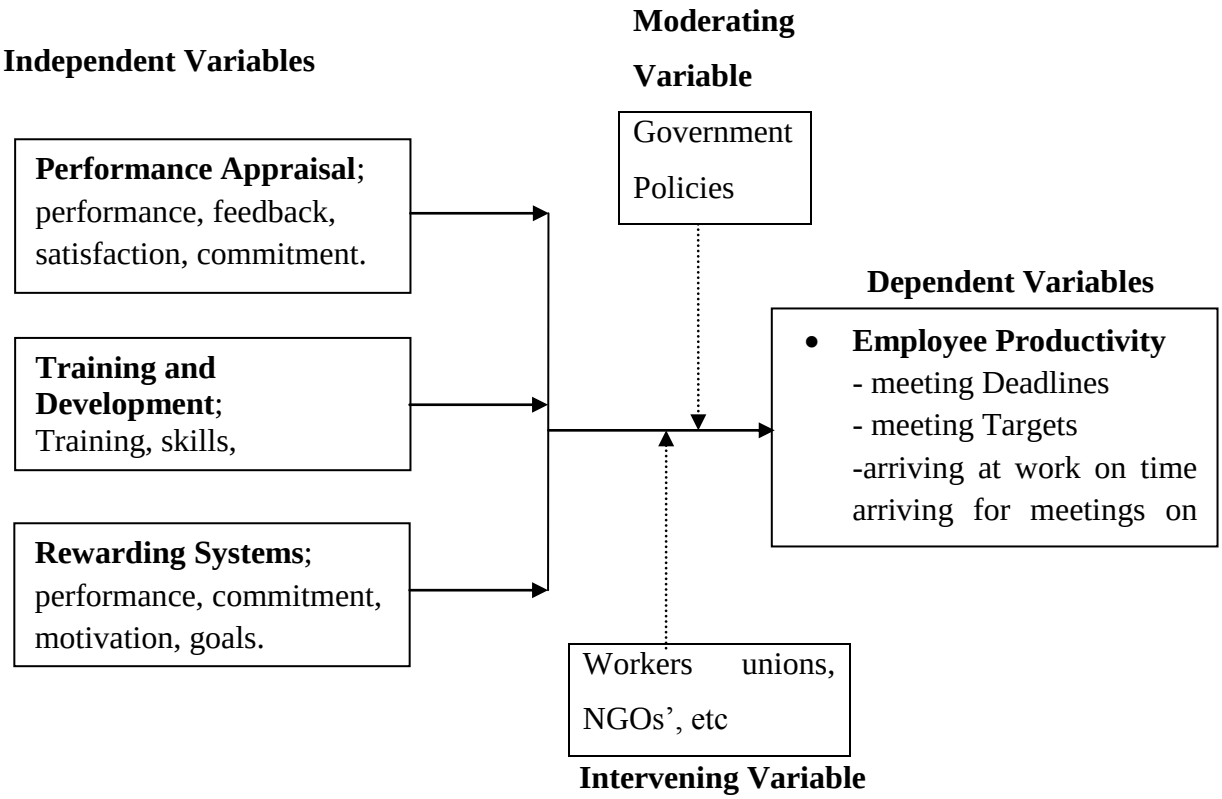

Figure 1: A conceptual framework showing the interaction between the research variable.

There is conceptual relationship between the dependent variable, extraneous and independent variables. Performance of employees indicated by deadlines, targets and satisfying clients constitute the dependent variables. Performance management is quite obviously influencing employee performance. Moreover, each phase within PMS also impacts employee performance respectively. Setting up an accurate and ambiguous objectives or goals for organization and employee could guide for staff to produce effectively and efficiently in a certain period. In addition, such a goal and plan could improve employee's initiatives and commitment for their job, Tosi et al. (2000).

Performance appraisal provides the feedback of employee performance which could reflect the problems during the production and advantages for employees. Facing those problems, organization needs to solve it. In PMS, communication and training could play an important role in improving employee performance. The continuous communication between managers and employees, also the communication between employees would contribute to update organizational and individual goals, solve and improve the deficiencies in the production process so that the performance quality would be improved and guaranteed.

On the other hand, coaching focuses on empowerment, development and qualifying employee through knowledge and skills so that the problems would be corrected and the success opportunity of the organization would be increased. Through those activities, employee performance could be improved in different aspect. For instance, the productivity of employee performance, the teamwork and communication effectiveness could be influenced positively. Self-development of employee is also quite important for improving employee performance and it could integrate the organizational support and opportunities as well, (Lawler, 2003).

In the last stage of PMS, performance evaluation could use for assessing the performance in the process and providing the information for paying. Management's feedback is required for a common sense reason. When the employees do good jobs, they expect parts on their backs that is positive feedback; on the other hand, if the poor performers do not receive any constructive feedback which tells them to improve, they will think that the present level of performance is accepted in the organization and they might not put extra efforts to improve.

Performance appraisal or pay-for-performance could be treated as a tool to reward employee for their good performance and motivate employee to perform better in the next process.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design adopted by the study, target population, sample size and sampling procedure, research instruments, procedure of data collection and how the data will be analyzed.

3.2 Research Design

Henon (1998) defines a research design as a plan for collecting and utilizing data so that the desired information can be obtained with sufficient precision or so that hypothesis or research questions can be tested properly. For this study, a descriptive survey design was employed. The choice of the descriptive survey design was informed by the nature of the study. The descriptive survey design was touted as the most ideal for studies relating to attitudes, behaviour, and characteristics.

3.3 Target Population

This study targeted civil servants in the Immigration Departments in Kenya which is a total of 1200 as at March 2014 (March, 2014 survey).

Table 3.1: Immigration Department Employees

Nairobi	Nakuru	Eldoret	Mombasa	Kisumu	Garissa	Embu	Nyeri	Borders	Total
500	20	20	200	40	20	20	5	375	1200

Source: HR statistics Immigration Department (March, 2014) survey.

3.4. Sample Size Selection

Sampling frame is defined as the list of elements from which the sample is drawn (Cooper and Schindler, 2000). The population of this study comprised of all the employees in immigration department in the country; HR statistics immigration department (March, 2014) survey. Stratified random sampling was used to select a representative sample from the whole population. In this section, the study sample size selection and sampling procedure.

According to Yamane (1967), the sample size is computed based on the following formula;

$n = N/(1+Ne^2)$ Where N = Target Population = 1,200.

e = significance level =5%

$n = 1,200/(1+1,200\ e^2)$

= 1,200/4

= 300.

3.4.1 Sampling Procedures

Taking into account the possibility of non response from some respondents, data was collected from the entire sample population. Since the whole sample was literate, it was randomly chosen. The study targeted immigration officers in all stations and border controls countrywide. The expected number of respondents was three hundred.

Table 3.2 shows procedures for sample selection based on the sample location/branches. The study allows proportional allocation based on.

$\mathbf{n_i} = (n/N) \times N_i$

Where n_i = proportion in category *i (where i = 1,2,3...)*

Where n is the sample size.

N_i = Total number of respondents in category *i (where i = 1,2,3....)*

N = Target population.

Table 3.2: Sample Size

Nairobi	Nakuru	Eldoret	Mombasa	Kisumu	Garissa	Embu	Nyeri	Borders	Total
125	5	5	50	10	5	5	1	94	300

3.5 Research Instruments

Questionnaire was used to collect data from the respondents. This is a tool containing a set of questions designed to generate data necessary to accomplish the objectives of the research project, (Mcdaniel & Gates, 2001). Questionnaires are structured, consisting of direct questions to obtain factual data or indirect allowing for–more probing of the interviewees. Mouton and Marais, (1992) state that specific methods and techniques which are deemed appropriate ought to be identified and applied so that a researcher is

able to reach valid research findings. A structured questionnaire composed of closed ended items was used to ensure that the respondents were restricted to specific categories in their responses. Responses were ranked on a five-point likert scale to give an indication of the degree of the aspect being measured. The likert scale was used as it is simple to construct, easy to read and complete and likely to produce highly reliable data.

3.5.1 Pilot Study

A pilot survey was conducted with a representative sample of ten employees of National Registration Bureau (NRB) department, Nakuru Town. Questionnaires were delivered to and later picked from the subjects and used to check for consistency and reliability.

3.5.2 Validity of Research Instrument

Mugenda and Mugenda, (1999) define validity as the degree of consistency with which it measures a variable. Saunders (2000) also contends that research is valid only if it actually studies what it set out to study and only if the findings are verifiable. In this study validity was increased through multiple sources of evidence as well as key informants reviewing the research instrument to avoid misunderstandings. Validity was also ensured through thorough examination of existing literature to identify conceptual dimensions and appraisal of the instrument by a panel of research experts including my supervisor. Questionnaires were pretested with 30 staff members. This helped in determining its effectiveness in conducting the proposed study, allowing for modifications to suit the objectives of the study.

3.5.3 Reliability of Research Instrument

Reliability indicates the stability and consistency with which the data collection instrument measures the concept, (Zikmund, 2000). Data collected during the pilot study was analyzed to validate the instruments of data collection and ensure consistency and accuracy during the study. In this study, the reliability of the research instrument was improved through the use of the split-half reliability procedure where the researcher administered the entire instrument to a sample of respondents during the pilot testing and was calculated using the total score for each randomly divided half i.e. odd and even numbered items of the questionnaire.

3.6 Data Collection Procedure

The questionnaire was self-administered. For respondents who were accessible, the researcher delivered the instrument to them and later picked the filled up questionnaires. For the respondents in inaccessible border controls, the researcher sent and received back the filled up questionnaires through email. This method of data collection was appropriate for this study because of the distribution of the population, cost effectiveness and the resulting higher response rate. A letter introducing the purpose of the research accompanied the questionnaires to the immigration officers responding to the questions.

3.7 Ethical Considerations

Due protocol was observed in seeking permission to collect data from relevant authorities before conducting the research. The researcher got a letter from the University of Nairobi and research permit from the Ministry of Education before actual data collection was carried out. Respondents were also guaranteed of confidentiality in handling of any information provided .All the information got from the respondents will only be used for the sole purpose of this study.

3.8 Operational Definition of Variables

Operational sing or operationally defining a concept to make it measurable is done by looking at the behavioural dimensions, indicators and properties denoted by the concept to make it measurable and observable. The measures make it possible to construct a meaningful data collection instrument. The variables are seen as operational as they fall in the range of intervals and ratio scales, (Mugenda & Mugenda, 2003). The study was guided by the following conceptual variables.

Table 3.3: Operational Definition of Variables

Research Objectives	Variables	Indicators	Measurement	Scale	Data Collection Tools	Tools of Analysis
To assess the extent to which performance appraisal influences productivity in Immigration Department in Kenya	**Dependent variable** Goals, Performance, commitment **Independent variable** Review **Intervening variables** Government policy	Attitude towards the department	Commitment scale	Ordinal	Questionnaire Interview	Percentages, and Frequencies
		Employees feelings towards performance management	Reports on employee involvement	Ordinal	Questionnaire Interview	Percentages, and Frequencies
			Responses to questions targeted at measuring perception	Ordinal	Questionnaire Interview	Percentages, and Frequencies
To explore the extent to which training and development influences productivity in Immigration Department in Kenya	**Dependent variable** Goals, skills, commitment **Independent variable** Training **Intervening variables** Government policy	Attitude towards the department	Commitment scale	Ordinal	Questionnaire Interview	Percentages, and Frequencies
		Employees feelings towards performance management	Reports on employee involvement	Ordinal	Questionnaire Interview	Percentages, and Frequencies
			Responses to questions targeted at measuring perception	Ordinal	Questionnaire Interview	Percentages, and Frequencies
To determine the extent to which rewarding systems influence productivity in Immigration Department in Kenya.	**Dependent variable** Goals, performance, motivation **Independent variable** Rewarding **Intervening variables** Government policy	Attitude towards the department	Commitment scale	Ordinal	Questionnaire Interview	Percentages, and Frequencies
		Employees feelings towards performance management	Reports on employee involvement	Ordinal	Questionnaire Interview	Percentages, and Frequencies
			Responses to questions targeted at measuring perception	Ordinal	Questionnaire Interview	Percentages, and Frequencies

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings, analysis, interpretation and discussions of the study. The study sought to investigate the influence of PM on employee productivity in the civil service. It specifically sought to assess the extent to which performance appraisal, explore the extent to which training and development and determine the extent to which rewarding systems influences employee productivity in Immigration Department. To achieve this, data was collected from the Immigrations Department in Kenya.

4.2 Questionnaire Return Rate

The study administered 300 questionnaires to the respondents in the following categories in order to collect the necessary data and a total of 269 questionnaires were filled in and returned; hence the response rate was 89.7 %. According to Gay (1981), ten percent of the accessible population is enough for a descriptive survey and therefore, these response return rates of 89.7% are good and thus, have helped increase the reliability of the study.

4.3 Demographic Characteristics of the Respondents

The study sought to determine the demographic characteristics' of the respondent based on gender, academic qualification, rank, and experience and the findings are presented as follows;

4.3.1 Distribution of the Respondents by Gender

The study established the gender of the respondents and its distribution in the Immigration Department.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage
Females	105	39.1
Males	164	60.9
Total	**269**	**100**

With regards to gender, there were 60.9% male and 39.1% female respondents. Female were quite significant in this study because the Immigration Department has complied with the Kenyan constitution of a third women representation in every organization.

4.3.2 Academic Qualification of the Respondents

The study sought to establish the level of education of the respondents and if it could affect employee productivity in immigration department.

Table 4.2: Academic Qualification

Academic Qualification	Frequency	Percentage
Certificate	33	12.3
Diploma	67	24.9
Degree	137	50.9
Masters degree	32	11.9
PhD	0	0
Total	**269**	**100**

The study established that, 12.26% were of certificate level, 24.9% were of diploma level, 50.9% were of degree level and 11.9% were of masters' degree level. There was no one with a PhD level of education. The study concluded that the majority respondents were of degree level.

4.3.3 Rank and Level of Management of the Respondents

The study also sought to establish if the rank and level of management of the respondents could affect employee productivity in Immigration Department.

Table 4.3: Level of Management

Rank	Frequency	Percentage
Clerk	43	15.9
Lower level	181	67.3
Middle level	26	9.7
Senior level	19	7.1
Total	**269**	**100.0**

With regards to the rank and level of management, there were 15.9% clerks, 67.3% lower level managers, 9.7% middle level managers and 7.1% senior managers. The researcher

concluded that the majority of the respondents were lower management. This high percent of the lower level management was contributed by the fact that most employees join the department at this level. A few opportunities therefore were slotted for management of these processes.

4.3.4 Work Experience of the Respondents

The study established the work experience of the respondents to find out if it could affect employee productivity in Immigration Department.

Table 4.4: Work Experience of Respondents

Work experience	Frequency	Percentage
Less than 10 years	57	21.2
11-20 years	52	19.3
21-30 years	62	23.1
31 years and above	98	36.4
Total	**269**	**100**

The study established that the majority of the respondents had the highest work experience which constituted 36.4%, followed by 21.2% with the least experience of less than 10 years. Those between 11-20 years and 21-30 years constituted 19.3% and 23.1% respectively. The study concluded that the majority respondents had the highest work experience of over 31 years because immigrations department was instituted before independence and therefore has old employees.

4.4 Presentation of the Main Findings

In this section the researcher presents the findings arising from the data analysis that interrogated the extent to which performance appraisal, explore the extent to which training and development and determine the extent to which rewarding systems influences employee productivity in Immigration Department of Kenya.

4.5 Performance Appraisal

The study sought to determine the various aspects of performance appraisal in that it gives recognition for good performance, suggests changes to improve departmental services and outcomes, uses feedback effectively to help improve performance and is fair to all employees being supervised.

Table 4.5: Performance Appraisal and Employee Productivity

Reviewing Aspects	SA		A		NS		DA		SDA		TOTAL	
	f	%	f	%	f	%	f	%	f	%	f	%
Recognition for good performance	36	13.3	214	79.6	12	1.5	3	4.5	3	1.1	**269**	**100**
Suggests changes to improve	65	24.2	198	73.6	4	0.7	0	1.5	0	0	**269**	**100**
Uses feedback effectively	47	17.5	209	77.7	5	2.6	1	1.8	1	0.4	**269**	**100**
Fair to all employees	15	5.6	88	32.7	96	10	43	35.7	43	16	**269**	**100**

Key: SA=Strongly Agree; A=Agree; NS= Not Sure; DA= Disagree, SDA= Strongly Disagree, f=frequency and %=percentage

The study sought to find out if performance appraisal of employee progress on an ongoing basis gives recognition for good performance on employee productivity in the Immigration Department. The study established that the percentage of the respondents who agreed that performance appraisal gives recognition for good productivity was 79.6%, those that strongly agreed constituted 13.3%, 4.5% disagreed, 1.5% were not sure and 1.1% strongly disagreed. Therefore the data showed that performance appraisal gives recognition for good employee productivity.

The study also sought to establish if performance appraisal suggests changes to improve departmental services and outcomes in the Immigrations Department. The data established that 73.6% of the respondents agreed, 24.2% strongly agreed, 1.5% disagreed while 0.7% was not sure. There were no respondents who strongly disagreed. In conclusion, the researcher found out that performance appraisal strongly suggests changes to improve departmental services and outcomes. The actual performance could be compared to the desired performance, therefore the outcome is evaluated and a

development plan is set based on the weakness, Armstrong and Baron (2004), hence create room for improvement.

The study sought to find out if performance appraisal uses feedback effectively to help improve productivity. It is very distinct that 77.7% agreed, 17.5% strongly agreed, 2.6% were not sure, 1.8% disagreed while 0.4% strongly disagreed that performance appraisal uses feedback effectively to help improve employee productivity. Therefore the study concluded that a majority of the respondents felt that performance feedback is used to help improve employee productivity in the Immigration Department. This is supported by the research of Ashford and Cummings (2003) which demonstrates that feedback has strong positive effects on the productivity of both individuals and groups, specifically through role clarification, improved self-efficacy, the establishment of behaviour reward contingencies and increased self-regulatory control processes.

The study further sought to establish if performance appraisal is fair to all employees being supervised in the Immigration Department. 35.7% of the respondents disagreed, 32.7% agreed, 16% strongly disagreed, 10% were not sure while 5.6% strongly agreed. The researcher concluded that there is no general agreement on how much fairness the performance review process is.

4.6 Employee Training and Development (T&D)

The study sought to find out the influence of training and developing employee needs on employee productivity. It sought to find out if there is a T&D policy that ensures employees are exposed to relevant skills to improve productivity, if T&D opportunities are offered to all departmental employees, if T&D opportunities are offered regularly to all departmental employees and if T&D opportunities provided encourage staff to be creative.

Table 4.6: Employee Training and Development (T&D) and Employee Productivity

(T&D)Aspects	SA		A		NS		DA		SDA		TOTAL	
	f	%	f	%	f	%	f	%	f	%	f	%
Employees are exposed	22	8.3	215	79.9	17	6.3	9	3.3	6	2.2	**269**	**100**
Offered to all	27	10	43	16	98	36.4	47	17.5	54	20.1	**269**	**100**
Offered regularly	44	16.4	45	16.7	107	39.8	41	15.2	32	11.9	**269**	**100**
Encourage staff	18	6.7	213	79.1	35	13.1	3	1.1	0	0	**269**	**100**

Key: SA=Strongly Agree; A=Agree; NS= Not Sure; DA= Disagree, SDA= Strongly Disagree, f=frequency and %=percentage

The study sought to find out if there is a T&D policy that ensures employees are exposed to relevant skills to improve employee productivity in the Immigration Department. The data established that 79.9% percentage of the respondents agreed that there is a T&D policy that ensures employees are exposed to relevant skills to improve productivity. 8.3% strongly agreed, 6.3% were not sure, 3.3% disagreed while 2.2% strongly disagreed. Black, SE & Lynch, LM (2006) suggest that the training courses that are offered by organizations must be designed considering the present and future needs of the employees and facilitate the learning of these skills.

The study also sought to find out if Training and development (T&D) opportunities are offered to all departmental employees in the Immigration Department. The study established that 36.4% of the respondents were not sure if Training and development (T&D) opportunities were offered to all departmental employees, 20.1% strongly disagreed, 17.5% disagreed, 16% agreed while 10% strongly agreed. The study concluded that a majority of the respondents were not sure about the training opportunities while slightly a higher percentage did not agree compared to those who agreed.

The study also sought to find out if Training and development (T&D) opportunities are offered regularly to all departmental employees in the Immigration Department. 39.8% of

the respondents were not sure if Training and development (T&D) opportunities are offered regularly to all departmental employees, 16.7% agreed, 16.4% strongly agreed, 15.2% disagreed while 11.9% strongly disagreed. The study concluded that a majority of the respondents were not sure while almost an equal number both agreed and disagreed.

The study also sought to find out if Training and development (T&D) opportunities provided encouraged staff to be creative in the Immigration Department. The study established that 79.1% percentage of the respondents that Training and development (T&D) opportunities provided encourage staff to be creative, 13.1% were not sure, 6.7% strongly agreed while 1.1% disagreed. The study concluded that Training and development (T&D) promotes encourage staff to be creative.

4.7 Rewarding Systems and Employee Productivity

The study sought to find out if rewarding system has influence on employee productivity in the Immigration Department.

Table 4.7: Rewarding Systems and Employee Productivity

Rewarding	**SA**		**A**		**NS**		**DA**		**SDA**		**TOTAL**	
	f	%	f	%	f	%	f	%	f	%	f	%
Links performance	13	4.8	56	20.8	119	44.2	47	17.5	34	12.7	**269**	**100**
Motivating performance	21	7.9	99	36.6	96	35.7	28	10.5	25	9.3	**269**	**100**
Attracting and retaining.	45	16.9	103	38.6	78	29.2	41	15.3	0	0	**269**	**100**
Integrates communication	93	34.8	104	38.9	49	18.5	8	3	13	4.8	**269**	**100**

Key: SA=Strongly Agree; A=Agree; NS= Not Sure; DA= Disagree, SDA= Strongly Disagree, f=frequency and %=percentage

The study wanted to establish the effect of promotion on employee productivity. The study established that the percentage of the respondents who were not sure if there were any links between promotion and performance achievement constituted 44.2%, those that agreed constituted 20.8%, 17.5% disagreed, 12.7% strongly disagreed and 4.8% strongly agreed. The study concluded that apart from the majority who were not sure, a large number of the respondents did not agree that promotion may affect performance achievement.

The study wanted to establish if performance management system facilitates implementation of strategy by motivating desired level of employee productivity.

The data established that those who agreed were 36.6%, 35.7% were not sure, 10.5% disagreed, 9.3% strongly disagreed while 7.9 strongly agreed that performance management system facilitates implementation of strategy by motivating desired level of performance. Therefore the study indicated that majority of respondents agreed that performance management system facilitates implementation of strategy by motivating desired level of performance. This is supported by the theories that, pay-for-performance is a reward practice that links one's pay increase to one's performance, and could be used to direct, sustain, and motivate desirable behaviours, such as knowledge sharing (Bartol & Srivastava, 2002), creativity (Eisenhardt *et al.* 2008), quality (Cowherd and Levine, 2002) and customer satisfaction (Delaney & Huselid, 2006).

The study wanted to establish if attracting and retaining the right kind of people in performance management system facilitates the implementation of strategy**.** The study established that 38.6% agreed, 29.2% were not sure, 16.9% strongly agreed while 15.3% disagreed that attracting and retaining the right kind of people in performance management system facilitates the implementation of strategy. Therefore the data concluded that if performance is rewarded it would attract and retain the right kind of people in performance management system.

The study sought to establish if Performance management system integrates communication processes to ensure that employees are familiar with the department's recognition program. The data established that majority of the respondents agreed that

communication processes ensure that employees are familiar with the department's recognition programmes in performance management system. Therefore the study concluded that in rewarding aspects, the performance management system integrates communication processes to ensure that employees are familiar with the department's recognition program.

4.8 Employee Productivity

The study sought to find out the effects of performance management system at Immigration Department on work targets, deadlines time of arrival for meetings and work place.

Table 4.8: Employee Productivity

Productivity aspects	**SA**		**A**		**NS**		**DA**		**SDA**		**TOTAL**	
	f	%	f	%	f	%	f	%	F	%	f	%
I meet all my work targets	46	17.1	178	66.2	45	16.7	0	0	0	0	**269**	**100**
I arrive for work on time.	59	21.9	139	51.7	67	24.9	4	1.5	0	0	**269**	**100**
I arrive for meetings on time.	66	24.6	130	48.3	47	17.5	2 3	8.5	3	1.1	**269**	**100**
I meet work deadlines promptly.	73	27.1	123	45.7	53	19.7	1 5	5.6	5	1.9	**269**	**100**

Key: SA=Strongly Agree; A=Agree; NS= Not Sure; DA= Disagree, SDA= Strongly Disagree, f=frequency and %=percentage

The study wanted to establish if performance management system has enabled respondents meet all their work targets and deadlines promptly. The study established that the percentage of the respondents who felt that performance management system has enabled meet all their work targets constituted; 66.2% agreed, 17.1% strongly agreed while 16.7% of were not sure while for deadlines promptly; 45.7% disagreed, 27% strongly agreed, 19.7% not sure, 5.6% and 1.9% were agreed and strongly agreed respectively. The data came to a conclusion that performance management enables

employees meet all their work targets and deadlines promptly hence improved individual employee productivity.

The study also wanted to establish if performance management has enabled respondents to arrive to work and meetings on time. The data established that the percentage of the respondents who felt that performance management system has enabled arrive to meetings on time constituted; 48.3% agreed, 24.6% strongly agreed, 17.5% of were not sure, 8.5% disagreed while 1.1% strongly disagreed. While arrive to work on time were; 51.7% agreed, 24.9% were not sure, 21.9% strongly agreed and 1.5% agreed.The study came to a conclusion that performance management system enables employees arrive on time and therefore save time in their work hence maximum employee productivity.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This research was carried out with a main purpose of finding out the Influence of Performance Management on Employee Productivity in the Civil Service; A Case of The Immigration Department in Kenya. The general objective of the study was to determine the Influence of PM on employee productivity in the Immigration Department. The specific research objectives that guided the study were; to determine the extent to which development of performance plans influences employee productivity in Immigration Department, to assess the extent to which review of employee progress on an ongoing basis influences employee productivity in Immigration Department, to assess the extent to which training and development of employee needs influences employee productivity in Immigration Department and to assess the extent to which rewarding of employees influences employee productivity in Immigration Department.

This chapter will therefore contain a summary of the findings, discussions, conclusions inferred from the findings and recommendations made at the end of the study.

5.2 Discussion of the Study Findings

Under general characteristics' of the respondent, the data indicated that there were 60.9% male employees as compared to 39.1% female.

The data established that more than half of the employees were of degree level; 50.93% degree level and 11.90% were of masters' degree level.

The data also established that the majority of the employees had the highest work experience of over 31 years; this is because Immigration Department has been in operations for as long as since independence and therefore has old employees. From the findings, the more experienced an employee is the more he/she appreciates Performance Management Systems.

The study established that the percentage of the respondents who agreed that Performance appraisal gives recognition for good performance was 79.6%, those that strongly agreed constituted 13.3%, 4.5% disagreed, 1.5% was not sure and 1.1% strongly

disagrees, performance appraisal therefore gives recognition for good performance hence improved performance. The data also established that 73.6% of the respondents agree, 24.2% strongly agree, 1.5% disagrees while 0.7% was not sure therefore the respondents were in agreement. The researcher hence concluded that performance appraisal strongly suggests changes to improve departmental services and outcomes.

From the data 77.7% agree, 17.5% strongly agree, 2.6% are not sure, 1.8% disagrees while 0.4% strongly disagree that performance appraisal uses feedback effectively to help improve performance. Therefore a majority of the respondents felt that feed back is being used to help improve performance in the performance appraisal process. 35.7% of the respondents disagreed, 32.7% agreed, 16% strongly disagreed 10% was not sure while 5.6% strongly agreed on how much fair the performance appraisal process is. Although those who have not agreed are significantly high there is almost a sharp division on this matter. The data established that 79.9% percentage of the respondents agree that there is a T&D policy that ensures employees are exposed to relevant skills to improve performance. 8.3% strongly agree, 6.3% are not sure, 3.3% disagree while 2.2% strongly disagree that there is a training and developing (T&D) policy that ensures employees are exposed to relevant skills to improve performance. The researcher established that 36.4% of the respondents are not sure if Training and development (T&D) opportunities are offered to all departmental employees, 20.1% strongly disagree, 17.5% disagree, 16% agree while 10% strongly agree. The majority of the respondents therefore are not sure about the training opportunities while slightly a higher percentage doesn't agree compared to those who agree. The study established that 39.8% of the respondents are not sure if Training and development (T&D) opportunities are offered regularly to all departmental employees, 16.7% agree, 16.4% strongly agree, 15.2% disagree while 11.9% strongly disagree. The study concluded that a majority of the respondents are not sure while almost an equal number do agree and disagree. From the above table, the study established that 79.1% percentage of the respondents that Training and development (T&D) opportunities provided encourage staff to be creative, 13.1% are not sure, 6.7% strongly agree while 1.1% disagree. The study concluded that Training and development (T&D) promotes encourage staff to be creative with a high percentage.

As to whether there are any links between promotion and performance achievement 44.2% were not sure, those that agreed constituted 20.8%, 17.5% disagreed, 12.7% strongly disagreed and 4.8% strongly agreed. The data also established that those who agree that performance management system facilitates implementation of strategy by motivating desired level of performance were 36.6%, 35.7% are not sure, 10.5% disagree, 9.3 strongly disagree while 7.9 strongly agree. Performance management system therefore facilitates implementation of strategy by motivating desired level of performance. The data further established that 38.6% agrees, 29.2% are not sure, 16.9% strongly agree while 15.3% disagree that attracting and retaining the right kind of people in performance management system facilitates the implementation of strategy.

The percentage of the respondents who felt that performance management system has enabled meet all their work targets and deadlines promptly constituted; 66.2% agree which is the majority, 17.1% strongly agree while 16.7% of were not sure. Performance management system therefore enables employees meet all their work targets and deadlines. The data also established that those who felt that performance management system has enabled arrive to work and meetings on time constituted; 48.3% which is the majority agree, 24.6% strongly agree, 17.5% of were not sure and 8.5% disagree while 1.1% strongly disagree. Performance management system therefore enables employees arrive on time and therefore save time hence ensures maximum performance in the institution.

5.3 Summary of the Study Findings

Performance appraisal gives recognition for good performance hence improved employee productivity. The study found out that performance appraisal strongly suggests changes to improve departmental services and outcomes hence create room for improvement. Actual performance could therefore be compared to the desired performance, therefore the outcome is evaluated and a development plan is set based on the weakness .From the data there was no general agreement on how much fairness the performance appraisal process is. Although those who have not agreed are slightly high there is almost a sharp division on this matter. However it is very distinct that performance appraisal uses

feedback effectively to help improve employee productivity. Therefore feedback is being used to help improve performance productivity in the Immigration Department.

The data established that that training and development (T&D) policy ensures employees are exposed to relevant skills to improve productivity. It ensures that there is a training and developing (T&D) policy in place that has ensured employees are exposed to relevant skills to improve productivity.

From the findings it is clear that Training and development (T&D) opportunities provided encourage staff to be creative hence improved productivity. However the researcher found out that Training and development (T&D) opportunities are not offered on regular basis to all departmental employees in the Immigration Department hence demotivation of staff.

The study found out that there are no links between promotion and performance achievement as indicated. Whether one is a manager or not performance may not be influenced by the rank one has. Performance management system facilitates implementation of strategy by motivating desired level of employee performance. If performance is rewarded, it attracts and retains the right kind of people in performance management system which facilitates the implementation of strategy.

Communication processes ensures that employees are familiar with the department's recognition programmes in performance management system. In rewarding aspects, the performance management system integrates communication processes to ensure that employees are familiar with the department's recognition program.

From the results of the study performance management system enables employees meet all their work targets and deadlines promptly hence improved individual employee productivity. Finally performance management enables employees arrive on time to work and to meetings and therefore save time in their work hence maximum employee productivity.

5.4 Conclusions

Performance appraisal of employee progress on ongoing basis influences employee productivity to a greater extend as indicated by the findings. Actual performance could be compared to the desired performance, therefore the outcome is evaluated and a

development plan is set based on the weakness. The Immigration Department should maximize this as a major tool for correcting and improving performance. A continuous review creates room for early detection of problems hence corrections therefore promoting employee productivity.

Training and development also influences productivity. Effective and efficient training and development (T&D) policies should be put in place to continuously equip staff with skill. As technology changes there is need for a continuous improvement and adaptability to technology. Immigrations department therefore needs to put more investments on training to maximise productivity of its employees by making them more effective and efficient.

In performance management, rewarding systems influence employee productivity. A reward motivates, attracts and retains the right kind of people hence facilitates the implementation of strategy. To increase and maximize performance, Immigration Department needs to reward performances' of its employees so as to motivate them, and in doing so, they not only reduce staff turnover but also attract the right kind of people who can give maximum productivity.

5.5 Recommendations

Based on the findings, the researcher recommends the following to the Immigration Department and other researchers.

5.5.1 To The Immigrations Department

The Immigration Department of Kenya needs to realize that it is a public institution that is there to serve Kenyans. Kenyan population is growing and therefore there is a continuous and a growing need for their services. Technology is advancing rapidly and needs to be embraced.

The department should turn around the challenges it faces re-inventing their workforce, processes, procedures and practices by embracing the performance management (PM) aspects of; performance appraisal, training and development and rewarding systems. The use of the above aspects therefore shall help improve employee productivity.

5.5.2 To Other Researchers

For further research, the researcher would suggest that a survey of different institution in the country should be carried out instead of focusing on the Immigration Department. This will enable the other researchers to collect information from staff of different institutions.

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APPENDICES

Appendix i: Request for Academic Survey Research

BEATRICE WAIRIMU GICHUKI
UNIVERSITY OF NAIROBI,
P.O. BOX 30197,
NAIROBI.
12th MARCH, 2014.

DIRECTOR,
IMMIGRATIONS DEPARTMENT,
NAIROBI – KENYA.
Dear sir/Madam,

RE: REQUEST FOR ACADEMIC SURVEY RESEARCH

I am a student at the University of Nairobi undertaking a Master of Arts degree in Project Planning and Management, having completed the course work and currently conducting the project research work as part of the fulfilment of the course.

I'm kindly requesting to conduct an academic survey research at your institution. The survey will involve collection of data on influence of performance management on performance of civil servants: a case of the immigration department in Kenya. The study will examine Strategic Planning, performance Reviewing, Training and Development and Organisational Goals the propose recommendations for improvement. I assure you that all data collected will be solely used for Academic purposes and not for any other use what so ever.

Your kindest assistance is highly appreciated.

Thank you.
Yours faithfully,
BEATRICE WAIRIMU GICHUKI
L50/60754/2013

Appendix: ii Questionnaire

SECTION A (please tick where appropriate)

1. Gender: Male ☐ Female ☐

2. level of education:

Certificate ☐ Diploma ☐

Degree ☐ Masters Degree ☐

Phd ☐

3. Rank:

Clerk ☐ —Lower Level Management ☐ Middle Level Management ☐

Senior Level Management ☐

4. Experience (in terms of years)

0 - 10 ☐ - 20 ☐

21 - 30 ☐ 31 and above ☐

SECTION B (Please tick where appropriate)

5). – Please indicate your opinion with regard to the current performance management system at the Immigration Department. Use the 5 point Likert scale where; *5=Strongly Agree; 4=Agree; 3= Not Sure; 2= Disagree and 1= Strongly Disagree*

a). Performance Appraisal

	Performance Appraisal aspects	**5**	**4**	**3**	**2**	**1**
1	Performance Appraisal gives recognition for good performance.					
2	Performance Appraisal suggests changes to improve departmental services and outcomes.					
3	Performance Appraisal uses feedback effectively to help improve performance.					
4	Performance Appraisal is fair to all employees supervised.					

b**). Employee Training and Development (T&D)**

	Employee Training and Development Aspects	**5**	**4**	**3**	**2**	**1**
1	There is a T&D policy that ensures employees are exposed to relevant skills to improve performance					
2	T&D opportunities are offered to all departmental employees.					
3	T&D opportunities are offered regularly to all departmental employees.					
4	T&D opportunities provided encourage staff to be creative.					

c**). Rewarding systems**

	Rewarding aspects	**5**	**4**	**3**	**2**	**1**
1	Performance management system links promotion to performance achievement.					
2	Performance management system facilitates implementation of strategy by motivating desired level of performance.					
3	Performance management system facilitates the implementation of strategy by attracting and retaining the right kind of people.					
4	The Performance management system integrates communication processes to ensure that employees are familiar with the department's recognition program.					

6**). Employee Productivity**

As a result of Performance Management in place at Immigration Department

	Employee Productivity aspects	5	4	3	2	1
1	I meet all my work targets					
2	I arrive for work on time.					
3	I arrive for meetings on time.					
4	I meet work deadlines promptly.					

Appendix iii: Letter of Introduction

BEATRICE WAIRIMU GICHUKI

P.O BOX 17632,

NAKURU,

KENYA.

Dear Sir/Madam,

RE: REQUEST TO CONDUCT RESEARCH

I am a graduate student at The University of Nairobi undertaking a Master degree in Project Planning and Management. I am conducting a research on "Influence of Performance Management on Employee Productivity In The Civil Service; A Case Of Immigration Department In Kenya". You have been selected to participate in this study. I humbly request for your assistance in filling the questionnaire attached herein. All the information provided will be treated with outmost confidentiality.

Your participation will be highly appreciated

Thank you very much

Beatrice Wairimu Gichuki

Appendix iv: Research Authorization Letter

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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When replying please quote

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Ref: No.

Date:
16th July, 2014

NACOSTI/P/14/8147/2144

Beatrice Wairimu Gichuki
University of Nairobi
P.O.Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of performance management on the productivity in civil service. A case of Immigration Department in Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for a period ending **31st August, 2014.**

You are advised to report to **the Director, Department of Immigration Services, the County Commissioners and the County Directors of Education of the selected Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

SAID HUSSEIN
FOR: SECRETARY/CEO

Copy to:

The Director
Department of Immigration Services.

The County Commissioners
The County Directors of Education
Selected Counties.