THE RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL AND EMPLOYEE PRODUCTIVITY IN THE STATE DEPARTMENT FOR CORRECTIONAL SERVICES IN KWALE COUNTY

BY

EVE DZAME NDAGO

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DECLARATION

DECLARATION

The research project is my original work that has never been submitted to any institution of higher learning for any award of merit:

SIGNATURE...........................DATE.....19/11/2020

NAME: EVE DZAME NDAGO   REG NO: C50/10204/2018

The research project is presented with my approval for examination as the University Supervisor:

SIGNATURE.............................DATE.19/11/2020

SUPERVISOR NAME: DR.OKETCH OBOTH

DEPARTMENT OF PSYCHOLOGY

UNIVERSITY OF NAIROBI

DEDICATION

I dedicate this study to my beloved family, friends and colleagues for their continous support and encouragement.

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First I acknowledge the Almighty God for being with me all through since I started this research project to this far, I have come. On the same note, I also wish to acknowledge the significant role which has been played by various people to ensure successful completion of this project. Special thanks go to my supervisor Dr. Oketch Oboth for being with me and the great support he has offered to ensure that this work has come to completion in time. From his guidance, I have come to learn a lot about research. Further, I express my gratitude to appreciate the support that has been given to me by my family members, friends, department lecturers and classmates. Thank you all for standing with me and May God bless you abundantly.

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ABSTRACT

Increase in performance appraisal leads to employee productivity since employees are stimulated to put more effort to increase productivity. This is not always the case in the Kenyan situation and this study therefore used descriptive research design to determine the relationship between performance appraisal and employee productivity in the State Department for Correctional Services in Kwale County with the main focus being the Prisons Department. The objectives of the study were; to determine the relationship between self-evaluation and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County; to investigate the relationship between task based evaluation assessment and employee productivity in State Department for Correctional Services-Prisons Department in Kwale County, to find out the relationship between 360 degree feedback and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County and to establish the moderating effect of gender on the relationship between performance appraisal and employee productivity. The study was founded on two main theories ; Goal Setting Theory and Expectancy Theory. The study used inferential statistics (ANOVA) for data analysis. Stepwise regression analysis was employed to establish the moderating effect of gender on the relationship between performance appraisal and employee productivity. Primary data was used in the analysis which was collected from the employees of the State Department for Correctional Services-Prisons Department in Kwale County. Pearson correlation coefficient between 360-degree evaluation and employee productivity was found to be 0.90 hence positive and statistically significant relationship between the two variables. The effect of self-evaluation, task-based evaluation and 360-degree feedback on employee productivity was also found to be positive and statistically significant. The p-value was less than 0.05 units in each case and the regression coefficients of self-evaluation, task based evaluation and 360 degree feedback were 0.334, 0.437 and 0.591 respectively. The analysis was carried out at 95% level of significance. The study recommends that organizations need to carry out performance appraisal since it is positively and significantly related to employee productivity. The study also recommends that the same study be done in other Government institutions in different Counties and gender to be considered as a siginificant factor towards employee productivity.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

For organizations to remain abreast with the standards and expected outputs, they need to be in line with new technological advances as well as knowledge (Tidd & Bessant, 2018). New technological advances poses a challenge to most of the organizations thus the need for them to update or engage their staff members so as to cope with the new technological advances. Common mechanisms usually applied by most organizations are staff reproofing, staff recruitment, exchange programs and in service training in some disciplines (Chelimo, 2017). The system of performance appraisal is seen as a very useful tool which can be utilized to enhance the quality of employees' performance in an organization which is taken as a very significant aspect in the management of human resources as well as forming part of the process of control in administration (Kearney, 2018). For the institution to realize its goals, appraisal process planning is a useful subject which need to be undertaken so as to enable it meet the objectives like development of work force which includes promotions, improvements and assignments in various positions of management, punishment and persuasion, increase of salaries, feedback on personnel's performance and determination of their respective educational needs (Alberti, 2019).

An appraisal is therefore taken to be a significant factor in the identification process of capacities and talents of people and its outcomes makes them to be aware of goals, plans as well as advancements (Matookchund and Steyn, 2020). An individual needs to identify the efficiency of the employees so as to enhance the status of manpower, purposely to increase production and service volume as well as making in its trend non-negative changes (Shal, 1999). Performance appraisal can be done in various ways such as; 360 Degree Feedback and task-based evaluation as well as self-evaluation, performance based evaluation and overall assessment (Al Shobaki & Naser, 2016). 360 Degree Feedback is the measured and accurate feedback from other interested parties who depend on the services provided by a given employee. It is an important aspect of the best process of employee appraisal. Employees love feedbacks from both immediate managers and teamwork contributions of employees who accomplish tasks being handled by various departments. Every employee has to get an accurate feedback with regard to performance on every task aspect and work contribution from their teammates, supervisors and subordinates (Hageman et. al., 2015).

On the other hand, task-based evaluation is the real-time appraisal assessment of employee performance which is exercised right from creation of tasks to completion of tasks, task's self-assessment, assessment of the manager and immediate supervisor, point in time rating as well as cumulative tasks rating (Barker et. al., 2016). Employees who do not agree with a given rating are given a chance to criticize the rating so as to get specific explanation on the same of how derivation rating was derived which may be questionable (Todd et. al. 2016). Self-evaluation also forms part of employee appraisal and process of evaluation which enables workers to gauge and measure their personal performance of their respective projects and tasks being concluded, rendering important achievements they realize at any time period thus making the individuals more accountable for the tasks assigned to them. The said self-appraisal is part of overall performance evaluation which provides ways of improving their respective job performance (Fleming & Daw, 2017).

Rewards and compensation forms part of employee appraisal recognitions, furthermore employees deserve the best recognition for their respective achievements. Bonus, salary increase, incentives, key accomplishment rewards, monetary benefits and variable pay substantiates rewards and compensations. Among these alternatives some are guaranteed ones but some are clearly passed to all employees by their respective top-level authorities (Greene, 2018). On the same note, performance appraisal's overall assessment must have a uniform rate. It includes immediate supervisor remarks, evaluation of self- appraisal, critics and manager observations, progress and performance on the goals, each task assessment and job roles, other key accomplishments and personal behaviors (Thornton, 2015). In other words, the method of performance appraisal needs to be reliable so that when various raters use same method, similar results are arrived at. According to Fletcher (2004), performance appraisal technique needs to be easily understood by both employees and raters. Since employee productivity tends to be the classic metric in economics which is used to measure the process of creating services and goods by workers, it is therefore the ratio of the output amount from a team of employees or an employee of an organization per unit of input (Gubler, Larkin & Pierce, 2017).

In conceptual terms, productivity is a simple metric and in order to calculate it, the number of items produced in form of different units is summed up and divided by the stuff amount required to manufacture those same units. For instance, an organization dealing with drain cleaning

services; for four employees cleaning upto 100 drains monthly, their productivity of labor monthly will be 25 (100/4) drains for every employee. This metric is just a sign of efficiency of a team of an organization which has managed and organized the measurement and perfomance of the piece of work. Different methods are used to measure employee productivity such as; quantitative method, management by objectives, 360-degree feedback method, measuring service productivity technique, measuring sales productivity technique, time management method as well as alignment of personal objectives with goals of the organization and profit method (Tang, 2015).

Management by objectives method is used accurately when productivity is measured in ways which affirm how well the output of an employee contributes to the goals of the firm and targets. For it to work correctly, workers at first instance have to be given clear personal productivity goals and objectives intended to be worked on and all tools as well as information needed to realize those same goals (Islami, Mulolli & Mustafa, 2018). This technique works best for small businesses as well as for large groups management and it is time-saving as well as very simple (Naddeo, Cappetti, & D'Oria, 2015).

In addition, 360-degree feedback method utilizes the comments and feedback of co-workers so as to measure productivity. It can only be employed in case the employees in an organization tend to interact with each other on a great deal (Al Shobaki & Naser, 2016). The measurement need is that the productivity of the employees must be evaluated by all employees whom they interact or work with on a daily basis, with an inclusion of those above and below their job level. All evaluators must understand and know their co-worker's overall functions and roles, work duties on a daily basis, communication skills and professional credentials. Sales method on the other hand is used to measure productivity of the employee and it entails recording the sales number completed in a specific time period, the number of call records made to present customers, recording the number of new customers gained as well as recording of calls being made to potential new customers and recording of expenses per sale (Kim et. al., 2020).

On the other hand, measurement of service productivity can sometimes be more challenging than measurement of product output. Some other service businesses tend to measure productivity by carrying out the counting of a given number of tasks being performed or customer numbers

being served in an hour or a day. Other businesses also measure productivity depending on the speed of service or product delivery, feedback of the customer, or by department and individual self-evaluations (Feng et. al., 2019). Some also do record the amount of time a given service employee spends on each particular work duty. This is recorded in different ways by either employing the most suitable and right software or by also using individual employees who fill out their timesheets specifying the work duties carried out (Grönroos & Ojasalo, 2015).

On the same note, time management technique determines productivity of the employee by recording how they utilize their time of work. Accurate measurement reveals the total amount of time spent on accomplishment of various work duties in a timely manner, as well as the amount of time lost to illness or excessive time off, conversations which are not related to the work carried out and other distractions like use of social media and texting. (Noe, Hollenbeck, Gerhart, & Wright, 2017). Measuring productivity by profit is also another method commonly used to measure employee productivity and it is seen as a suitable tool used in measuring team productivity. Indeed, productivity measurement purely in form of profit gained is at recent time becoming the most preferred measurement type most of the small and mid-size businesses (Maziotis, Saal, Thanassoulis, Molinos-Senante, 2015).

1.2 Statement of the Problem

According to Meyer (2001), performance appraisal enhances employee productivity as it affects employee behaviors and attitudes. World Bank (2018) established that increase in performance appraisal results into decrease of employee productivity and vice versa. This is contrary to the natural belief that increase in performance appraisal leads to employee productivity since employees are stimulated to put more effort to increase productivity. Same results are also evident in the Kenyan scenario since employee compensation recorded in 2014 is 35.56 percent which decreased to 25.57 percent in 2017. On the same note gross domestic product growth rate recorded in 2014 was 5.36 percent which also increased to 5.89 percent in 2016 but decreased to 4.86 percent in 2017 (World Bank, 2018).

Various studies have been conducted in relation to performance appraisal and employee productivity. Mwema and Gachunga (2014) conducted a study on performance appraisal as a tool of promoting productivity in organizations in Nigeria. Munguti and Kanyanjua (2017)

conducted a study on the influence of peer review on employee productivity. The study established that peer review had a significant positive relationship with employee productivity. However despite the past studies carried out none of the studies have focused on the relationship between performance appraisal and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County thus creating a knowledge gap. The current study aims to fill the gap by establishing the association between performance appraisal and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

1.3 Purpose of the study

The aim of the study was to establish the relationship between performance appraisal and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County

1.4 Objectives of the Study

The following are the objectives of the study:

1. To determine the relationship between self-evaluation and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

2. To investigate the relationship between task based evaluation assessment and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

3. To find out the relationship between 360 degree feedback and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

4. To establish the moderating effect of gender on the relationship between performance appraisal and employee productivity.

1.5 Research Questions

1. What is the relationship between self-evaluation and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County?

2. What is the relationship between task-based evaluation assessment and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County?

3. What is the relationship between 360-degree feedback and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County?

4. Is there a moderating effect of gender on the relationship between performance appraisaland employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County?

1.6 Hypotheses of the Study

1. **H$_0$:** There is no relationship between self-evaluation and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

2. **H$_0$:** There is no relationship between task based evaluation assessment and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

3. **H$_0$:** There is no relationship between 360-degree feedback and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

4. **H$_0$:** There is no moderating effect on the relationship between performance appraisal and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

1.7 Justification of the Study

According to Meyer (2001), performance appraisal is said to enhance employee productivity as it affects employee behaviors and attitudes. Even though that is the case, this kind of a study has not been extensively exploited in most of the areas; the State Department for Correctional Services – Prisons Department in Kwale County being one of them. According to World Bank (2018), performance appraisal increase results into employee productivity decrease and vice versa. This is contrary to the natural belief that increase in performance appraisal leads to employee productivity and this formed the basis of the study; to establish the relationship between performance appraisal and employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.

1.8 Sigificance of the Study

The study is significant to the Government of Kenya, in that it shows how performance appraisal in general influences employee productivity in the State Department for Correctional services – Prisons Department in Kwale County thus able to implement the same in other departments whose objective among other objectives is to enhance employee productivity which leads to economic growth in the long run.

The study is also beneficial to the State Department for Correctional Services for it shows how performance appraisal contributes to employee productivity. The sector will make necessary adjustments so as to come up with policies which will enhance employee productivity. The study is significant to researchers and academicians in Kenya who wish to carry out further studies on this area especially on Counties and Sub-Counties in the Country. This will give a sense of comparison between these regions.

The study also contributes greatly to the theoretical knowledge on perfomance such as the expectancy theory and goal setting theory. Expectancy theory proposed by Vroom asserts that the motivation of an individual at any given moment towards any given action is as a result of the perception of an individual that a given action leads to a given result and his main preference for the said result. Goal setting theory proposed by Lotham and Locke (1979) whereby they asserted that set objectives can encourage employees to an extent that they work towards achieving the objectives thus enhance their productivity.

1.9 Scope of the Study

This research study focused on the relationship between performance appraisal and employee performance. The study considered the State Department for Correctional Services in Kwale County- the Prisons Department (G.K Kwale Medium Prison and G.K Prison Kwale Women). The study sought to determine the relationship between self-evaluation, task-based evaluation assessment and 360-degree feedback in relation to employee productivity. The dependent variable in this study was employee performance and the independent variables were self-evaluation, task-based evaluation assessment and 360-degree feedback.

1.10 Delimitations of the Study

This study focused on the relationship between performance appraisal and employee productivity in the State Department for Correctional Services while concentrating on employees from the

Prisons Department in Kwale County. The sample of the study were Prison officers in the State department for Correctional services; G.K Kwale Medium Prison and G.K Prison Kwale Women who take part in perfomance appraisal review.

1.11 Limitations of the Study

The survey period coincided with some of the respondents' activities such as their daily normal duties and time for inmate's family visits which made contact with some of the participants difficult. The study was also limited by financial resources which was inadequate and thus making it impossible to cover a large area. Even though that is the case, these limitations were overcame by the researcher getting in touch with the management authorities so as to get some of the information which otherwise will not have been accessed.

1.12 Assumptions of the Study

It was assumed that the study partcipants were available and were cooperative in the study. It was also assumed that data which was provided was reliable and therefore was relied in making the inference in regard to the whole population. On the same note, data collection tools were also assumed to be reliable and valid so as to aid the gathering of reliable data. Given that Prison Officers are enlightened and knowledgable, the researcher assumed that language barrier would not be a challenge this made respondents respond to the questions in a truthful and correct manner.

1.13 Definition of Significant Terms

360 Degree Feedback : Refers to the process through which the employees receive feedback which is confidential from people who work around them (Bracken, Rose & Church, 2016).

Employee Productivity : Refers to the measure of employee efficiency in an organization in converting inputs into useful outputs (Gubler, Larkin & Pierce, 2017).

Evaluation : Refers to an appraisal of something or given aspect to examine its fitness or worth. For instance, before starting an exercise program, a medical evaluation is carried out to ascertain the

cabability of handling given activity (Sales, 2016).

Performance Appraisal	:	Refers to the process of evaluating employees capability in relation to their performance for the purposes of organization growth as well as self growth (Mohrman & Lawler, 2017).
Performance	:	An act of completing a given task as measured against given set and known or familiar accuracy standards, speed, cost and completeness. In this study it will be based on the achievement of the employees (Myerhoff, 2019).
Self-Evaluation	:	Refers to the process of assessing one self capability which can be raised or lowered depending on an individual behaviour (Fleming & Daw, 2017).
Task Based Evaluation	:	This is an evaluation assessment which is basically based on outcome of the task carried out but not on accuracy of given forms of language (Barker, Paramita, Funk, Kurtic, Aker, Foster & Gaizauskas, 2016).

1.14 Organization of the Study

The current chapter covers background of the study, research questions, study objectives, significance of the study and scope of the study. Chapter two captures literature review both theoretical and empirical, conceptual framework and identification of research gaps. Chapter three covers research methodology, Chapter four presents empirical findings of the study and Chapter five gives the summary, conclusion and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Literature review was captured in this chapter in relation to performance appraisal and employee productivity. Empirical literature review, theoretical framework, conceptual framework, and conclusion form part of this chapter.

2.2 Evaluation and Performance

This sub section covers previous studies which are closely related to performance or employee productivity, performance appraisal and evaluation. The studies reviewed include those which have been done locally, regionally and internationally. This gives a sense of comparison and facilitates easy identification of the research gap.

2.2.1 Employee Performance

A study by Ahmad and Shahzad (2011) in Pakistan, investigated the impact of three practices of human resource on teachers' performance of the University of Azad Jammu and Kashmir. A total of 113 respondents were used to provide an analysis of the selected practices of human resource namely; promotion, performance evaluation and compensation on performance of employees. Both regression and correlation were used in the analysis process. Correlation was relied on to find the association between the variables and regression was relied upon to determine the effect of these HR practices on employees' performance. The study findings showed that the association between compensation practices and productivity of employees was positive and signficant. On the same note the link between performance of employees and promotion practices as well as evaluation of performance was found to be positive but insignificant.

Muda, Rafiki and Harahap (2014) conducted a study in Islamic Banks to investigate factors determining performance of employees. Critical literature review was carried out and it was found out that there are three main factors which influence performance of employees. These factors were investigated with an aim of whether those same factors have a partial or simultaneous effect on performance of employees. Quantitative method was relied upon using a target population of 47 respondents and 32 as the sample size. Questionnaires were utilized to collect primary data with a Likert. The results indicated that the performance of employees is

decribed by job stress, motivation and communication variables, whereas the remaining percentage of 31.7 is associated with other determinants. F test indicated that communication, motivation and job stress simultaneously affect performance of employees and the T test indicated that motivation as well as job stress determinants do not have partial effect on employees' performance unlike the effect of communication on employee performance.

Thao and Hwang (2015)'s study, aimed at identifying and measuring the level of factors which affect employees performance efficiency using Petro Vietnam Engineering Consultancy as the case study, through the identification of the variables such as; organizational culture, leadership, training and motivation. The study was quantitative by nature. A sample of 650 employees was used and the analysis was done while utilizing multiple regression method with the help of SPSS software. Questionnaires were utilized to collect data in relation to the research questions. The study found out that among the above independent variables being mentioned, only three of them namely; motivation, leadership and training directly affects employee perfomance in the company.

2.2.2 Employee Appraisal
Mwema and Gachunga (2014) determined to find out various performance appraisal systems effects on productivity of the employee using WHO as the case study. While using the descriptive design, the study carried out a regression analysis and it was found out that there is need for the organizations to appraise their workers even through use of organizational goals, accomplishments, utilized targets, efficiency and time management for purposes of assessing performance since it leads to increase in employee productivity.

Idowu (2017) investigated the effectiveness and effect of various performance appraisal system on employee motivation. The results confirmed that the utilization of more than one technique of appraisal yields more satisfaction as well as higher levels of motivation. The specific performance appraisal system aspects which enhance motivation include the linking of performance to rewards; employing perfomance appraisals to set of objectives as well as benchmarking and employment of persons to assist in the identification of employee's weaknesses and strength.

2.2.3 Self-Evaluation

Gichuhi, Abaja and Ochieng (2013) conducted a study focusing on supermarkets in Nakuru town as the case study. The study investigated the influence of performance appraisal on employee productivity. It established the impact of feedback, criteria of performance appraisal, appraisals frequency and reward on productivity of employee in the supermarkets under consideration. A cross-sectional type of survey design was employed with a targeted population of about 1560 employees which was distributed in all the 7 main operating supermarkets in Nakuru Town. The technique of sampling which was employed was multi-stage which was carried out to select 308 respondents as a sample whereby 178 questionnaires were filled and returned. Regression analysis was done while employing multiple regression models with the collected data. It was found out from the study that both criteria for performance, frequency and feedback influenced productivity of the employee significantly.

Selvarasu and Sastry, (2014) did a study on influence of performance appraisal on employee engagement in an organization. The study found out that most of the companies have a challenge in carrying out measurement on engagement and also linking its impact to financial outcomes, that is, less than 50 percent of the firms reported to be effectively measuring engagement of employee against metrics of business performance like increased market share and customer satisfaction. Executive managers and middle level managers seemed to be giving divergent views. Top executives seemed to be more than middle level managers.

2.2.4 Task Based Evaluation

On the same note, Singh and Rana (2015) determined performance appraisal impact on bank employees committment. Employees totalling to 172 were selected randomly from India's 10 public banks of the state of Uttarakhand. The study established that performance appraisal awareness, appraisal fairness and performance based practices of payment significantly predict the commitment of bank employees in an organization. Obi (2016) conducted a study on performance appraisal as an instrument which enhances organizational productivity. It used descriptive research design. The study utilized the questionniare to obtain the important information from the study partcipants. The study results indicated that most of the organizations need to conduct performance appraisal to enable them place their employees in the right positions depending on their capabilities in order to have maximum productivity.

Study by Muriuki (2016) investigated the effect of perfomance appraisal on employee motivation. The study considered the East African community ministry and it employed a descriptive research design which was in survey like form with 120 sample size of respondents taken from employees of different job groups from all ministerial departments. Stratified random sampling was employed and structured questionnaires developed using a likert scale of five main points. The SPSS was utilized for the purposes of data analysis. The study affirmed that the correlation between performance appraisal and motivation of employees is strong and positive.

2.2.5 360 Degree Feedback

Agyare et. al., (2016) did a study on the influence of performance appraisal on employee job satisfaction and organization committment among microfinance institutions in Ghana. Descriptive research design was employed and a stratified random sampling aided the selection of 200 respondents who formed the sample size. Questionnaires were relied upon to collect data and regression analysis was done as well as correlation. The study affirmed that job satisfaction of employees relates positively to fairness in the appraisal system whereby it links appraisals with roles, promotion, feedback and clarity about their respective performance. It was also affirmed from the study that committment of employees is positively related to salary, and training requirements identification.

Another study by Aydın and Tiryaki (2018) was carried out on forest products industry in Turkey. The study established performance appraisal impact on employee productivity and motivation. Structual equation model was used and the questionnaires were supplied to 432 people working in 14 industries which operates in Turkey. It was found out that five of the nine hypotheses were rejected, but four of them were accepted. The performance appraisal effect on employee productivity and motivation was therefore said to be high. It was found that performance appraisal was the main factor of employee productivity and motivation.

Gupta and Parmar (2018) determined performance appraisal effect on productivity of employees in automation solution company in Noida, India. It adopted the descriptive type of research design while employing a survey strategy and a questionnaire which was self-administered so as to collect data from given employees. A population of 170 employees was considered but 60 of

them were chosen randomly to be the sample size. The study established that setting of goals, rewarding employees, as well as performance appraisal all affected employee productivity.

2.2.6 Performance Appraisal and Employee Performance

A study by Oluoch (2007) was carried out in Nairobi Commercial Banks. The study targeted employees of the Commercial Banks with an objective of establishing the link between job satisfaction and employee motivation and various practices of performance appraisal. The study population was made up of all Commercial Banks in Kenya totaling to 42. The study used 21 of them as the sample. Collection of data was done by employment of structured questionnaires. The study also administered the questionnaires using the mail system. The descriptive statistics used include standard deviations, frequencies, mean scores and percentages. The coefficient of Pearson correlation was employed to carry out significance test of the relationship between various practices of employee appraisal, job motivation and satisfaction. The study found out that motivation is influenced to a small extent by employee appraisal but to a moderate extent when it comes to employee working relationships. For the case of voluntary overtime, it was found to be at a moderate extent similar to happiness at work place.

It was affirmed from the study that there is a direct influence on employee happiness and job satisfaction by performance appraisal. The analysis also indicated that a positive correlation exists between job satisfaction and performance appraisal but a negative correlation exists between motivation and performance appraisal. Karimi, Malik and Hussain (2011) examined the association between employee satisfaction and employee appraisal system using a sample of 101 employees who work in a non-profit making international organization. The study established that the relationship between the variables was negative.

Muhamad and Kamaruddin (2013) investigated the link between employees performance and performance appraisal. The employees from private and public sectors were targeted. The study utilized various methods of performance appraisal being classified in view of the workers with regard to their job satisfaction and effectiveness level of employees performance. Interviews were conducted to carry out data collection from the said respondents and it was found out that the link between variables in question was positive and the outcome was as a result of internal

motivation. The organization therefore need to provide good performance appraisal practice to increase employee performance.

Mwema and Gachunga (2014) did a study on the influence of performance appraisal on employee productivity in World Health Organization. The study's main goal was on WHO organization while focussing on their offices specifically Garissa, Sudan as well as Somalia Sub-branch office. It relied upon descriptive research design while utilizing regression analysis. Empirical findings showed that performance appraisal have non-negative effects on employee productivity and the organizations should therefore carry out employee appraisal so as to appraise their employees through set of targets, time management, accomplishments, efficiency and organizational goals. This will increase employee productivity.

2.3 Theoretical Framework

Theoretical framewok refers to the foundation which presents the theories that have been applied in the study. This study was founded on expectancy and goal setting theories.

2.3.1 Expectancy Theory

The theory was proposed by Vroom (1964). It asserts that the motivation of an individual at any given moment towards any given action is as a result of the perception of an individual that a given action leads to a given result and his main preference for the said result. Expectancy is said to be the probability whereby a specific action leads to a desired reward. This implies that in case a person has a given objective, specific behavior has to be produced so as to realize that goal. He needs to weigh the chances that different types of behaviors leads to the realization of desired objectives and in case a specific behavior is anticipated to be such successful than the rest, that given behavior will be highly regarded by the person (Vroom, 1964).

Since employees expect a reward at the end of the day, they are therefore encouraged and by so doing they realize better results. On workplace set ups such as a supermarket; it is difficult for an individual to measure performance realized by them through application of extra efforts, this is also necessitated by lack of training and necessary skills. The management provides the association between performance and efforts. Similar performance also do not result to similar rewards. It is possible that there will be inconsistency in the reward policy which may also depend on other factors apart from performance, of which the worker may take not to be fair or

not aware of. The management therefore needs to re-evaluate the techniques used for appraisal as well as coming up with policies which strengthen the relationship between performance and rewards as equitable and just.

2.3.2 Goal Setting Theory

Lotham and Locke (1979) proposed the theory whereby they explained that objectives set for the staff can encourage them to an extent that they enhance their productivity. Employees connect target to the goals of the organization whereby they carry out self assessment and change their own behaviours so as to achieve the said targets. In case objectives are specific, motivation rises as well as performance. This happens to be the case on circumstances whereby challenging goals are set. Though possible to achieve, prompt response is given based on their own productivity or performance. It is also important that employees get involved when goals are being set so as to be part of them as well as owning them. According to Pintrich (2004), employees set different objectives depending on different work circumstances and it is not assumed that goals are attainable at all times.

According to Lotham and Locke (2002), set of challenging and specific goals assures not the employees of performing better but most important thing is that those targets need to motivate them. They are in agreement that commitment on those targets and goals is high at circumstances where they are left open and not forced on persons. Drummond (2000) asserts that the main idea of the model is to have a targeted action where the staff prefers objectives which pave way for them to realize their needs or aspirations. Mitchell et. al., (1997) argues that even though specific goals and targets are more encouraging than the general ones, the challenging goals tend to encourage more than the easier ones. According to Newstrom (2011) setting of objectives and goals do encourage since a deficit exists which has to be realized between the future and current performance. Therefore tension is created and the staff employee can reduce it through the attainment of the objectives. Employees' drive increases, resulting to work competence and raise of self esteem, stimulating further personal development need. The same goals give direction to employees' behavior and gear their efforts to particular results (Luthans, 2011).

2.4 Conceptual Framework

Refers to a written or a visual presentation of key variables so as to give a narrative or graphical

presentation of the relationship in a study. The conceptual framework therefore gives the relationship which exists between dependent and independent variables. This study was carried out and employee performance was used as the dependent variable whereas performance appraisal as the independent variable with specific variables given as self-evaluation, task based evaluation and 360 degree feedback.

The following conceptual framework guided the study:

INDEPENDENT VARIABLES   **DEPENDENT VARIABLE**
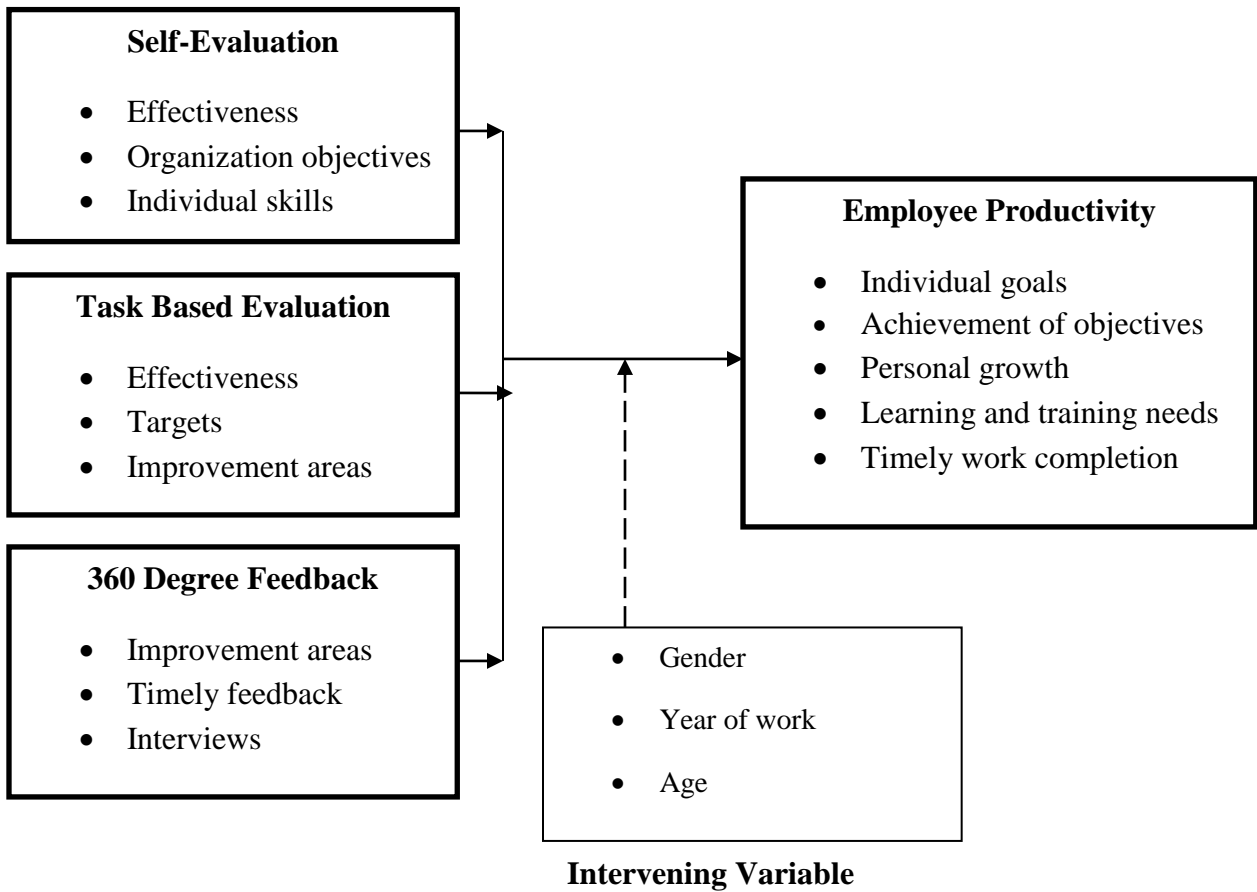
Figure 1: Conceptual Framework

Performance appraisal is described as the systematic evaluation of employee's performance so as to grasp the employees' abilities for more growth and development (Mohrman & Lawler, 2017). Employee productivity is a measure of employee efficiency in an organization in converting inputs into useful outputs (Gubler, Larkin & Pierce, 2017). Among the measuring indicators of employee productivity include; individual goals, achievement of objectives, personal growth, learning and training needs as well as timely work completion. Self-Evaluation is described as the way a person views himself. It is a continous process used to determine personal progress and growth, which can be lowered or raised by the behavior of an individual being psychologically close (Fleming & Daw, 2017). Among the measuring indicators of self-evaluation include; effectiveness, objectives of the organization and individual skills.

360 Degree feedback is described as a process whereby employees access and receive confidential, anonymous   response from the persons working around them (Bracken, Rose & Church, 2016). Among the measuring indicators of 360 degree feedback include; improvement of various areas of operation, timely feedback and quality of interviews carried out. Task Based Evaluation is an evaluation assessment which is basically based on outcome of the task carried out but not on accuracy of given forms of language (Barker et. al., 2016). Task based evaluation measuring indicators include; effectiveness, achievement of targets and improvement areas. Gender is used as an intervening variable which is measured by use of either male or female.

2.5 Conclusion

Performance appraisal plays a very important function in productivity of employees in various organizations. This is necessitated by the fact that as a result of performance appraisal, the employees in an organization, are well classified and given suitable jobs which they can perform with a lot of ease to enhance productivity. Through performance appraisal employee strengths and weaknesses are identified thus making it easy to allocate them with best suited jobs. Studies have been carried out even though most of them focus on performance appraisal and on other elements but not necessarily employee productivity, but a few have focused on employee productivity and performance appraisal. For instance, some of the studies have researched on performance appraisal being utilized as a tool for enhancing productivity, others on performance appraisal's effect on engagement of organizational employees.

A few like Zekeri et. al., (2019) and Gupta and Parmar (2018) laid focus on performance appraisal effect on employee performance or productivity. It is evident that these studies have been done in various countries focusing on various institutions as their cases studies. Some have considered banks, others automation solution companies and others forest products industry. On the same note, these studies have used different indicators to measure performance appraisal and employee productivity. Even the objectives for these studies vary from one study to another. Since there is no study that has ever been done in Kenya, this study therefore evaluated the relationship between performance appraisal and employee productivity in the State Department for Correctional Services in Kwale County.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers research methodology of the study, the research design, target population, sampling procedure, data collection and data collection instruments, and data analysis.

3.2 Research Design

In this study, survey type of descriptive research design was used since large amount of data was to be collected from a representative sample of employees from the State Department for Correctional Services in Kwale County – Prisons Department. It is a research design that aims at portraying features of a particular group of individuals or situations with minimal error (Mugenda, 2003) and (Kothari, 2004) whereby questions are presented to respondents by use of questionnaires. Polit and Beck (2003) also assert that researchers do observe and count as well as delineating and classifying. Descriptive research studies also portray accurate characteristics of persons and situations and even groups. This study therefore adopted this research design since it enables a researcher to obtain data which can be used for cross referencing and even for making independent confirmations in the study.

Mugenda and Mugenda (2003) explains it as the plan or the scheme outline that is employed to give answers to various research problems. It gives a specific plan which shows how the research is carried out in a way that at the end of the day it gives the research questions of the study (Mugenda 2007). The research design which was deemed to be appropriate in this study is the descriptive survey method. According to ILO (2010), this research design is a systematic method of research that is used to collect data from a given representative of a sample of individuals with the help of instruments which consists of closed-ended as well as open-ended questions, interviews and observations.

3.3 Target Population

The study targeted employees from the State Department for Correctional Services - G.K Prison Kwale Women and G.K Kwale Medium Prison. Employees in the State Department for Correctional Services in Kwale County - Prisons Department are as given in Table 3.1

Table 3.1:   Kwale County Prison Employees

	Civilian (Male)	Male	Female	Total
G.K Prison Kwale Women Employees	0	6	47	**53**
G.K Kwale Medium Prison Employees	7	199	8	**214**
Total	**7**	**205**	**55**	**267**

Source: Public Service Commission (2020)

According to Kenya Public Service Commission (2020), the State Department for Correctional Services in Kwale County – Prisons Department has 267 employees whereby 53 serve in the G.K Prison Kwale Women and 214 serve in the G.K Kwale Medium Prison. Among the 53 serving in the G.K Prison Kwale Women, 6 are male and 47 are female. Also among the 214 serving in the G.K Kwale Medium Prison 7 are civilian, 199 are male and 8 are female. A total of 7 civilian, 205 male and 55 female therefore serve in the State Department for Correctional Services in Kwale County – Prisons Department.

3.4 Sample Size and Sampling Procedure

According to Kothari (2004) a sample size refers to a group of people, objects or units which have the characteristics of the target population. A sample is necessary since a study that is not precise enough usually lacks the power to reject a null hypothesis that is false and it is therefore a waste of both time and money. It is also wasteful to collect too much data and such kind of a study with too much data is also wasteful. It is therefore necessary to determine the sample size before any collection of data. Sampling is the process that involves the selection of individuals to represent the entire group where the selection has been done from (Mugenda and Mugenda, 2003). Sampling frame is defined by Cooper and Schindler (2000) as the list of items where the sample is drawn from and therefore recommends that it is cheap and very practical to collect data from a sample than collecting from the entire universe even though the sample may not reflect

the behaviors, beliefs, symptoms and traits of the population. The study utilized stratified random sampling to select 267 employees in the State Department for Correctional Services in Kwale County – Prisons Department. The method was used since it provides greater precision than a simple random sampling as the sample was drawn from different groups.

The sample size was computed using the following formula according to Yamane, (1967):

$$n = N/(1 + Ne^2)$$

Where;

N = Target Population = 267

n= Sample size

e = significance level =7%

n = 267/(1+267 e*e)

= 267/2.3083

= 115.67

The sample used in this study was therefore estimated to be 116 and it was distributed as in Table 3.2 based on the respective ratio of distribution.

Table 3.2:   Sample Size Distribution

	Civilian	**Male**	**Female**	**Total**
Questionnaires to G.K Prison Kwale Women	0	3	20	**23**
Questionnaires to G.K Kwale Medium Prison	3	86	4	**93**
Total	**3**	**89**	**24**	**116**

The sample size of 116 was distributed as given in Table 3.2. A total of 23 questionnaires were distributed to G.K Prison Kwale Women Employees and 93 questionnaires were distributed to G.K Kwale Medium Prison Employees. Among the 23 questionnaires in the G.K Prison Kwale Women, 20 were given to female employees and 3 were given to male employees. Also among the 93 questionnaires given to G.K Kwale Medium Prison, 3 were given to the civilians, 86 were

given to the male and 4 were given to the female employees. A total of 3 questionnaires to the civilians, 89 questionnaires to male employees and 24 questionnaires to the female employees were therefore distributed to the State Department for Correctional Services-Prisons Department in Kwale County.

3.5 Data Collection Instruments

Using Likert scale, the questionnaire was employed to collect primary data since a lot of information was to be collected within a very short period of time. Each and every item in the questionnaire was formulated in such a way to address a specific research question or objective to be realized at the end of the study (Mugenda & Mugenda, 2003). The questionnnaire comprised of six sections. Section A had general information concerning the State Department for Correctional Services in Kwale County-Prisons Department, section B focused on self-evaluation, section C focused on task based evaluation, section D focused on 360 degree feedback, section E focused on the moderating variable and section F focused on employee productivity. Use of a questionnaire is cost effective and this is one of the reasons why it was used. It is also suitable for studies that involve a large sample size. The questions were either structured or unstructured to give room for any additional explanation depending on what was required in the research objectives.

3.6 Data Collection Procedures

Druing the data collection the researcher utilized the help of a research assistant who aided in the administration of the questionnaires. The researcher being accompanied with the research assistant both delivered the instruments to the target population and picked them later after one week when they had been filled up. It was appropriate to formulate the method of administration in this study since the population was distributed in such a way as to lead to a higher response rate. Letter of introduction was written to the Officer in charge of the Prisons so as to get permission and this letter accompanied every questionnaire which was distributed to all respondents.

3.7 Pilot Testing

The questionnaire underwent pilot testing before it was distributed for a real data collection exercise with a representative sample from the neighbouring County of Mombasa. About 10

respondents were used and the pilot study outcome helped to identify changes which were made in the questionnaire to make some improvements on it.

3.8 Reliability and Validity

3.8.1 Validity of the Research Instruments

According to Saunders (2000), the research is said to be valid if it specifically studies what it was intended to study. Validity will therefore be achieved in this study through the examination of the already existing literature so as to identify the conceptual dimensions as well as appraisals in regard to the instrument with the help of the supervisor. Construct validity which gives a description on whether support is given by the case study in regard to the interpretation of the variables that are being used in the study. Costruct validity was enhanced by the utilization of multiple sources which provided evidence for the purposes of avoiding irrlevance in the study.

3.8.2 Reliability of the Research Instruments

On the other hand, reliability gives an indication of the stability as well as consistency with which the instrument used for data collection measures the concept (Zikmund, 2000). It is said to be a measure that is obtained through the administration of the same test more than once over a given period of time to a given group of individuals. The reliability was therefore improved in this study through use of the split-half reliability procedure. In this case the researcher was required to administer the entire instrument in such a way that the entire sample of the respondents that was covered during the pilot testing is calculated with the help of a total score for each and every randomly divided half of the questionnaire, that is, odd and even numbering of items. Chronbach's alpha was used to test reliability of the instrument. If a reliability coefficient of more than 0.7 was arived at, this showed that the instrument was reliable (Fraenkel & Wallen, 2000). As a result a reliability coefficient of 0.9 was realized.

3.9 Data Analysis

Data analysis is carried out in order to determine factors which explain a given phenomenon (Mugenda & Mugenda, 2003). Data processing was done before carrying out data analysis. This involved detection of errors or omissions through data editing and classification of data into

various categories. Data analysis was one using SPSS. In addition inferential statistics was utilized to establish th relationship among variables. Presentation of data was done using tables, bar graphs and pie charts. Pearson correlation coefficient and chi-square test were used to test the hypotheses.

The Chi Square statistic was employed to test the relationship between dependent and independent variables (Categorical variables). It tested the null hypothesis that there is no relationship between the categorical variables in a given population. In other words the variables are said to be independent of each other. The null hypothesis is accepted when the p-value is more than 0.05 otherwise rejected when the hypothesis is tested with 95 % confidence level. In this study the Chi Square test was utilized to establish the relationship between self evaluation and employee performance, task based evaluation and employee performance as well as between 360 degree feedback and employee performance. Questionnaires were also used to measure the attitudes, behavior, opinions, preferences and intentions of large numbers of subjects in a cheaply way and quickly than any other method.

The multivariate regression model employed is as given in equation 3.1.

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + e \dots\dots\dots 3.1$$

Where Y is employee productivity, X1 is self evaluation, X2 is task based evaluation and X3 is 360 degree feedback. e is the error term, B0 is the constant, B1 is the self evaluation coefficient, B2 is the task based evaluation coefficient and B3 is the 360 degree feedback coefficient.

3.10 Ethical Considerations

The researcher requested for permission from the Officer in charge of G.K Kwale Medium Prison and G.K Prison Kwale Women and a letter of authorization from the University of Nairobi and NACOSTI. An overview of the research was presented to the participants, and they were given the freedom to decide whether to take part in the research. Data collection was done privately and confidentially, and the research participants were fully assured that their responses would be anonymous. The participants were also guaranteed that no identifying information would be attributed to their participation and responses, and this has been ensured in the report and will be adhered to in any subsequent publications.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

Key findings of the study are presented in this chapter as well as their respective interpretation. The response rate of the study is presented being followed by information on the State Department for Correctional Services-Prisons Department in Kwale County.Various test results are also presented and the empirical findings are classified into various sections as per the study objectives.

4.2 Questionnaire Response Rate

Table 4.1:   Questionnaire Response Rate

Questionnaire	Frequency	Percentage
Response	95	81.90
No response	21	18.10
Total	**116**	**100.00**

The employees from the State Department for Correctional Services-Prisons Department in Kwale County department were supplied with a total of 116 questionnaires. A total of 95 employees responded representing 81.90 percent response rate and 21 employees never responded representing 18.10 percent.

Table 4.2:   Questionnaire Distribution

	Civilian	Male	Female	Total
G.K Prisons Kwale Women Employees Questionnaires	0	3	20	**23**
G.K Kwale Medium Prisons Employees Questionnaires	3	86	4	**93**

Total		3	89	24	116

A response rate of 60 percent and above is said to be efficient and effective in the analysis process and a response rate of 81.90 percent was therefore said to be sufficient (Gall, 2007). The distribution of the questionnaires were as given in Table 4.2.

4.3 Demographic Characteristics of the Research Participants

Demographic characteristics of the research parctipants were presented in this section. Among the information to be presented include; number of years employees have served in the department, performance appraisal methods employed, employee productivity indicators, percentage of male and female employees, educational level of employees and age of employees.

4.3.1 Number of Years of Service of the Employees
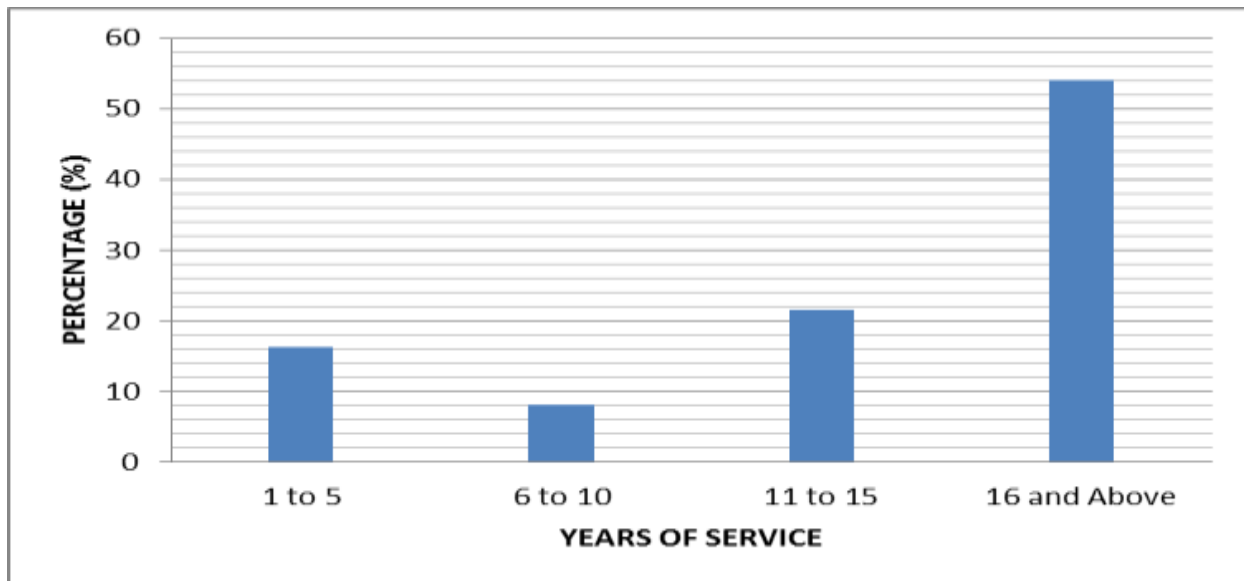
Figure 2: Years of Service of the Employees

Figure 2 presents the number of years the employees in the prisons department have been offering their service. It is evident that 16.22 percent of employees are those who have worked for a period between one and 5 years, 8.11 percent of employees have offered their service for a period of between 6 and 10 years and the employees who have offered their service between eleven and fifteen years add up to 21.62 percent of the employees. Employees who have served

in the department for 16 and above years add up to 54.05 percent. This is an indication that the employees who have served for a long period are the majority hence able to gauge their productivity and give accurate measure of various performance appraisal methods.

4.3.2 Performance Appraisal Methods Employed

Figure 3 shows various appraisal methods employed in the Prisons Department in Kwale County and their extent of use. It can be deduced that use of self-evaluation adds up to 30 percent, task based evaluation adds up to 45 percent and 360 degree feedback adds up to 25 percent. Task based evaluation is therefore commonly used followed by self-evaluation and 360 degree feedback comes last. Even though that is the case, the three methods are deemed to be appropriate to use in the State Department for Correctional Services-Prisons Department in Kwale County.
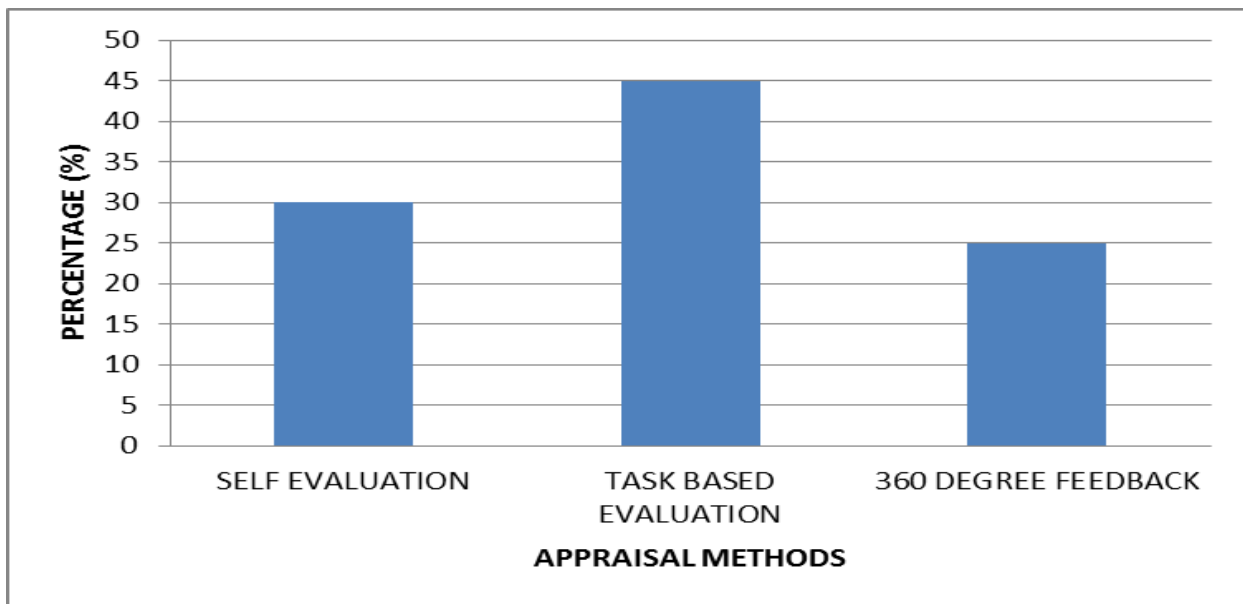
Figure 3: Performance Appraisal Methods in the Prisons Department

4.3.3 Employee Productivity Indicators

Employee productivity indicators which were used in this study include; time taken to complete tasks, effective communication, ownership of tasks, employee behavior, employee attendance, creativity, organizational values, client feedback and work quality. Figure 5 presents the extent to which various employee productivity indicators are significant for use in measuring employee productivity in the Prisons Department. It is evident that creativity contributes more to employee

productivity at 22 percent followed by effective communication at 17 percent, adhering to good organizational values at 16 percent, time keeping at 12 percent, employees behavior at 10 percent, ownership of tasks at 9 percent, attendance at 8 percent, work quality at 4 percent and client feedback at 2 percent. Creativity, effective communication, organizational values, time keeping and employees behavior contributes up to 77 percent. This shows that they are the most efficient measures and contributors of employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County.
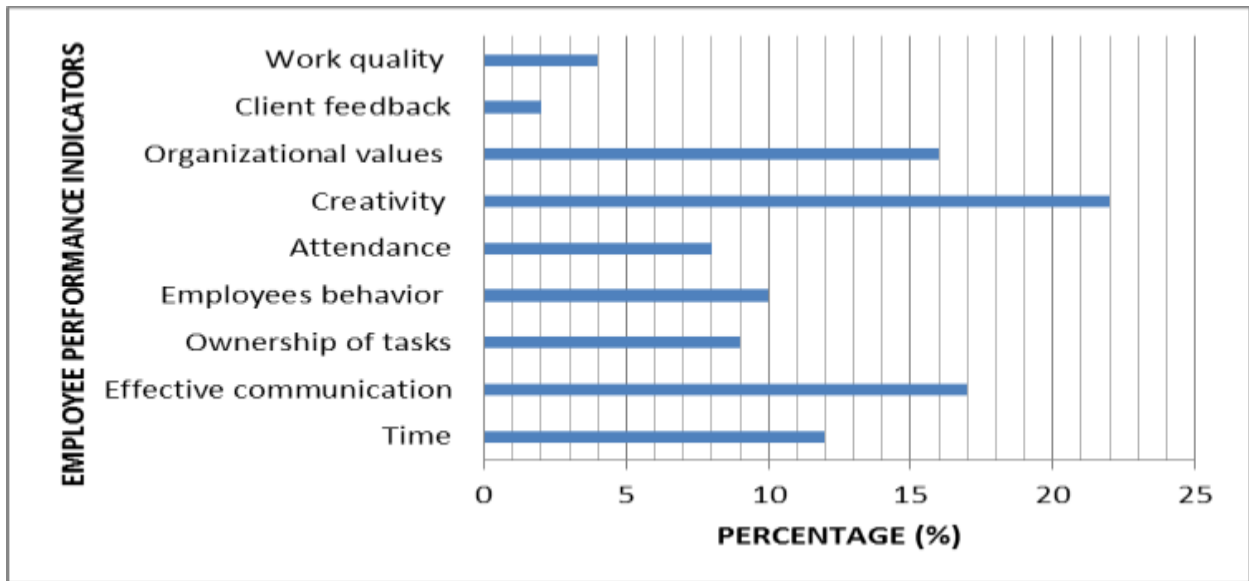
Figure 4: Employee Productivity Indicators

4.3.4 Employee Distribution

Employees in the prisons department were distributed as given in Figure 5.
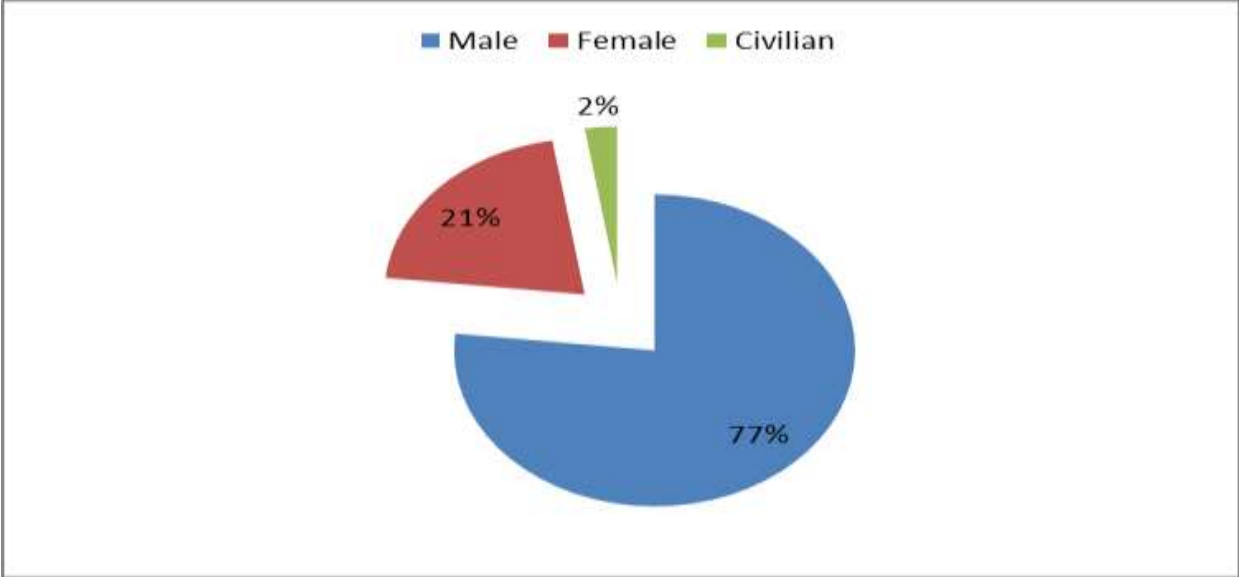
Figure 5: Employee Distribution

From the results, majority (77%) were male, 21% were female while 2% were Civilian Staff. This is an indication that most of the information to be relied upon to determine the relationship between employee productivity and performance appraisal was provided by male employees. This is due to the fact that they are the majority in the State Department for Correctional Services-Prisons Department in Kwale County.

4.3.5 Education Level of Employees
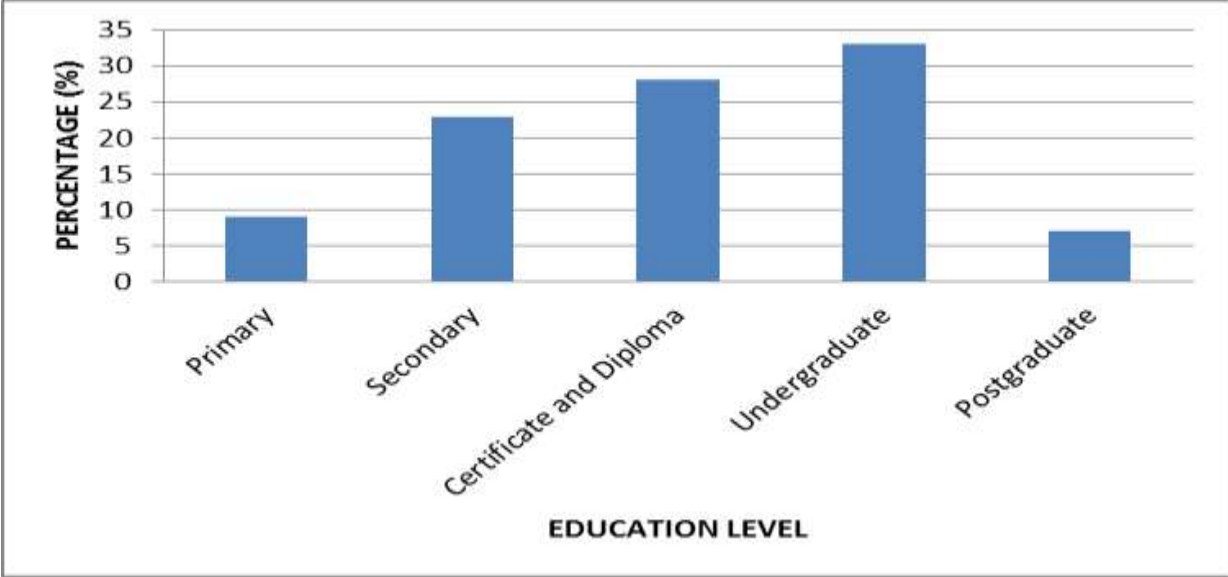
Figure 6: Education Level

Figure 6 shows the education level of employees working in the State Department for Correctional Services-Prisons Department in Kwale County. It is evident that the employees with Bachelors degree are the highest at 33 percent. They are closely followed by those with Certificates and Diplomas at 28 percent, Secondary education at 23 percent and Primary education at 9 percent. Those with Post graduate education are the least at a percentage of 7 percent. This indicates that though all groups of employees with different education levels are represented, more has to be done so as to upgrade those with primary and secondary education since it is assumed that there is increase in productivity if employees achieve higher learning..

4.3.6 Age of Employees

Figure 7 shows the age in years of employees working in the State Department for Correctional Services-Prisons Department in Kwale County.
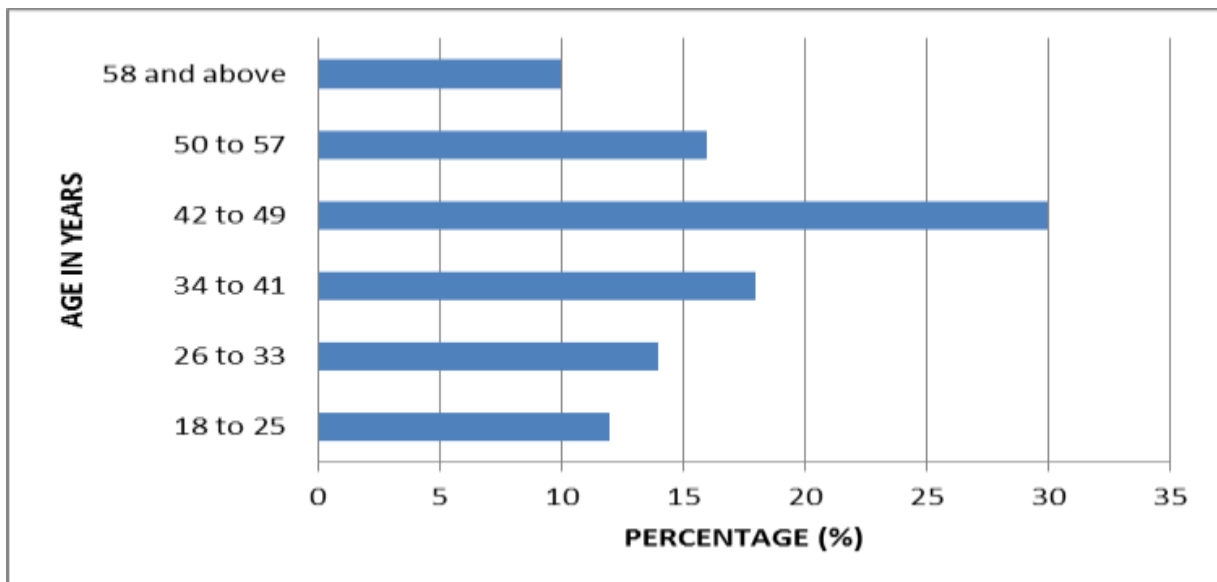
Figure 7: Age of Employees

Figure 7 shows the age of employees working in the State Department for Correctional Services-Prisons Department in Kwale County. Employees at the age bracket of 42 and 49 forms the highest percentage at 30 percent followed by those at the age bracket of 34 and 41 at 18 percent, those at the age bracket of 50 and 57 at 16 percent, those at the age bracket of 26 and 33 at 14 percent, those at the age bracket of 18 and 25 at 12 percent and those at the age bracket of 58 and

above at 10 percent. Given that many of the employees are above 40 years, there is therefore need to employ more youthful employees to learn from the elderly and experienced ones.

4.4 Relationship between Self Evaluation and Employee Productivity

4.4.1 Correlational Analysis

In this section, correlational analysis was conducted to establish the association between self evaluation and employee productivity among the employees of the State Department for Correctional Services-Prisons Department in Kwale County. From the results it was found that there was a significant strong relationship between self evaluation and employee productivity, (*r (95) = 0.6477, p<.01*).

Table 4.3: Correlation between Self Evaluation and Employee Productivity

Variables		Employee Productivity	Self Evaluation
Employee Productivity	Pearson Correlation	1.000	
	Sig. (2- tailed)		
	n=95		
Self Evaluation	Pearson Correlation	0.6477	1.000
	Sig. (2- tailed)	(0.000)	
	n=95		

4.4.2 Assumptions for Linear Regression Analysis

Tests for Normality, Linearity, Heteroscedasticity and Multicollinearity were done to ascertain the assumption of linear regression analysis.

4.4.2.1 Test for Normality

The Shapiro Wilk test for normality was conducted to test whether self evaluation was normally distributed. The results were presented in Table 4.4. The result shows that the p-values for self evaluation is greater than 0.05 indicating that self evaluation was normally distributed at 5% level of significance.

Table 4.4: Normality Test for Self Evaluation

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	p-value	Statistic	df	p-value
Self Evaluation	0.099	95.00	0.097[*]	0.956	95.00	0.018

4.4.2.2 Test for Linearity

The study conducted linearity analysis through partial regression plots. Figure 9 shows the results. The findings show the test for linearity between self evaluation and employee productivity. As can be observed, there is some linear trend of self evaluation following employee productivity. This implies that self evaluation is linearly related to employee

productivity.

Figure 8: Test for Linearity between Self Evaluation and Employee Productivity

4.4.2.3 Test for Heteroscedasticity
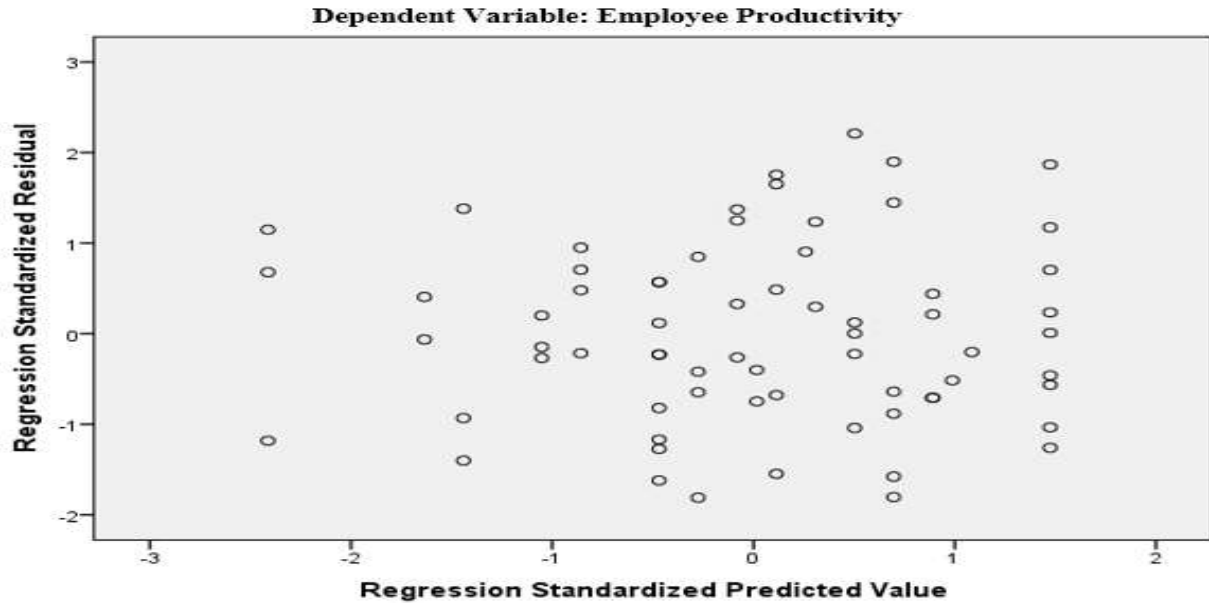
Figure 9: Scatter Plot for Heteroscedasticity test

The study adopted residual plot using standardized residual against standardized predicted

values. If there is systematic pattern then we can conclude that the model suffers from heteroscedasticity. The findings are as indicted in figure 10. The results shows that the model does not suffer from heteroscedasticity and thus homoscedasticity because there is no systematic pattern observed.

4.4.2.4 Test for Multicollinearity

The results of multicollinearuty were presented in Table 4.5. The findings show that the obtained Variance Inflation Factor (VIF) for self evaluation was 2.09 meaning that the value was below 10 ans the tolerance value was 0.4785. Thus, it can be concluded that there were no multicollinearity symptoms between the study variables and regression analysis could then be carried out.

Table 4.5: Multicollinearity Test for Self Evaluation

Variables	VIF	Tolerance
Self Evaluation	2.09	0.4785
Total	2.09	
Dependent variable: Employee Productivity		

4.4.2.5 Chi Square Test

The Chi Square statistic in most cases is employed to test the relationship between dependent and independent variables (Categorical variables). It tests the null hypothesis that there is no relationship between the categorical variables in a given population. In other words the variables are said to be independent of each other. The null hypothesis is accepted when the p-value is more than 0.05 otherwise rejected when the hypothesis is tested with 95 % confidence level.

Table 4.6: Chi Square Tests – Self Evaluation and Employee Performance

	Value	D	P-value
Pearson Chi Square	58.567	2	0.021
Likelihood Ratio	59.573	2	0.012
Linear-by-Linear Association	58.253	1	0.045
N of Valid Cases	80		

4.4.3 Linear Regression Analysis

Regression analysis was done to find out the influence of self evaluation on employee productivity in the State Department for Correctional Services-Prisons Department in kwale county. This section presents the findings of linear regression analysis.

4.4.3.1 Model Summary

Table 4.7 shows the regression analysis on self evaluation and employee productivity. The results indicate that self evaluation explained about 11.1% of the variability in employee productivity ($R^2 = .111$).

Table 4.7: Association between Self Evaluation and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.334[a]	0.111	0.098	0.57541

a. Predictors: (Constant), Self Evaluation

4.4.3.2 Regression Analysis of Variance

The results indicated in Table 4.8 indicates shows that there was a siginificant statistical association between Self Evaluation and employee productivity ($F(1, 94) =$

$8.262, p<.05$).

Table 4.8: ANOVA for Linear Relationship between Self Evaluation and Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.736	1	2.736	8.262	0.334[b]
	Residual	21.852	94	0.331		
	Total	24.588	95			

a. DV: Employee Productivity

b. Predictors: (Constant), Self Evaluation

4.4.3.3 Regression Coefficients

The results shown in Table 4.9 indicates that self evaluation can significantly influence employee productivity of the State Department for Correctional Services-Prisons Department in Kwale County ($\beta = 0.334$, t = 2.874, p<.05).

The model shows that self evaluation positively influences employee productivity. This implies that if there is a unit mean index increase in self evaluation, then employee productivity increases by a positive mean index value of 0.334 while keeping all other factors constant.

Table 4.9: Regression Coefficient for Linear Relationship between Self Evaluation and employee productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-Value
	B	Std. Error	Beta		
(Constant)	2.613	0.248		10.539	0.000
Self Evaluation	0.196	0.068	0.334	2.874	0.005

a. DV: Employee Productivity

The estimated regression equation from Table 4.9 is specified by:

EP = 2.613 + 0.334 * SE

Whereby; EP is Employee Productivity and SE is Self Evaluation.

4.5 Relationship between Task Based Evaluation and Employee Productivity

4.5.1 Correlation Analysis

In this section, correlation analysis was conducted determine the strength and direction of association between task based evaluation and employee productivity among the employees of the State Department for Correctional Services-Prisons Department in Kwale County. The findings in Table 4.10 show that there was a statistical and significant strong relationship between task based evaluation and employee productivity, (*r (95) = 0.6809, p<.01*).

Table 4.10: Correlation between Self Evaluation and Employee Productivity

Variables		Employee Productivity	Task Based Evaluation
Employee Productivity	Pearson Correlation	1.000	
	Sig. (2- tailed)		
	n=95		
Task Based Evaluation	Pearson Correlation	0.6809	1.000
	Sig. (2- tailed)	(0.000)	
	n=95		

4.5.2 Assumptions for Linear Regression Analysis

Tests for Normality, Linearity, Heteroscedasticity and Multicollinearity were done to ascertain the assumption of linear regression analysis.

4.5.2.1 Test for Normality

The Shapiro Wilk test for normality was conducted to test whether task based evaluation was normally distributed. Table 4.11 presents the results.

Table 4.11: Normality Test for Task Based Evaluation

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	p-value	Statistic	df	p-value
Task Based Evaluation	0.114	95.00	0.030[*]	0.956	95.00	0.018

The result shows that the p-values for task based evaluation was $0.018 \leq 0.05$. Thus the null hypothesis was rejected that the data was normally distributed at 5% level of significance.

4.5.2.2 Test for Linearity
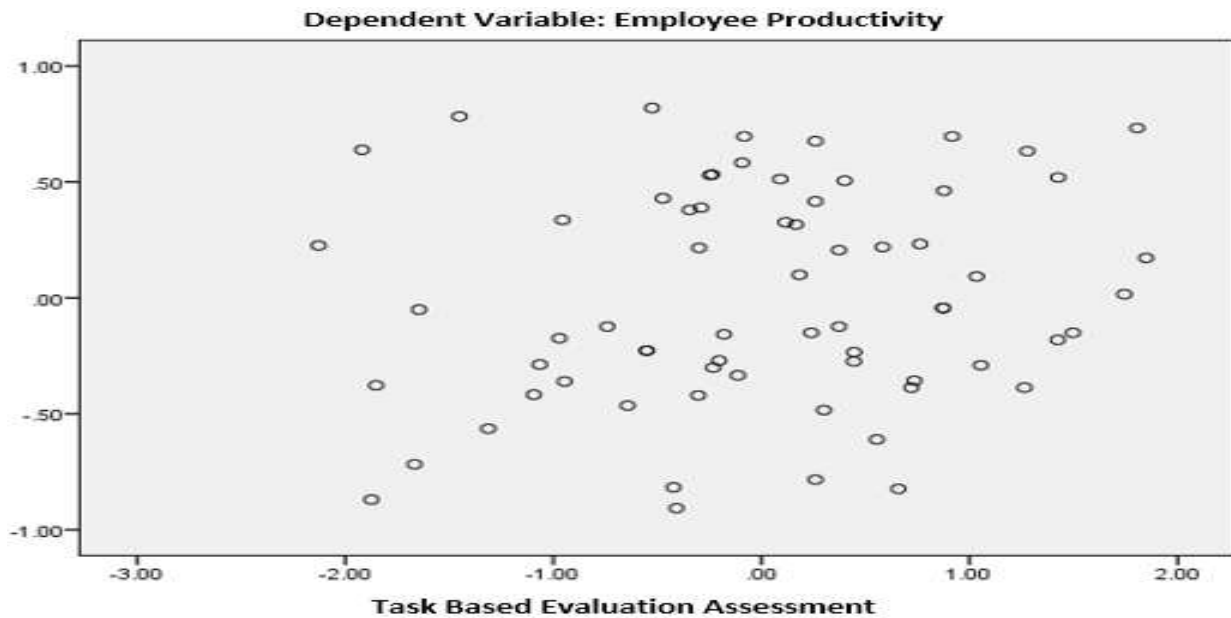
Figure 10: Test for Linearity between Task Based Evaluation and Employee Productivity

The study conducted linearity analysis through partial scatter plots. Figure 10 shows the results. It could be observed that Task Based Evaluation have some linear trend hence follows linearity assumption.

4.5.2.3 Test for Heteroscedasticity

The findings are as indicted in figure 11. The results shows that the model does not suffer from heteroscedasticity and thus homoscedasticity because there is no systematic pattern observed.
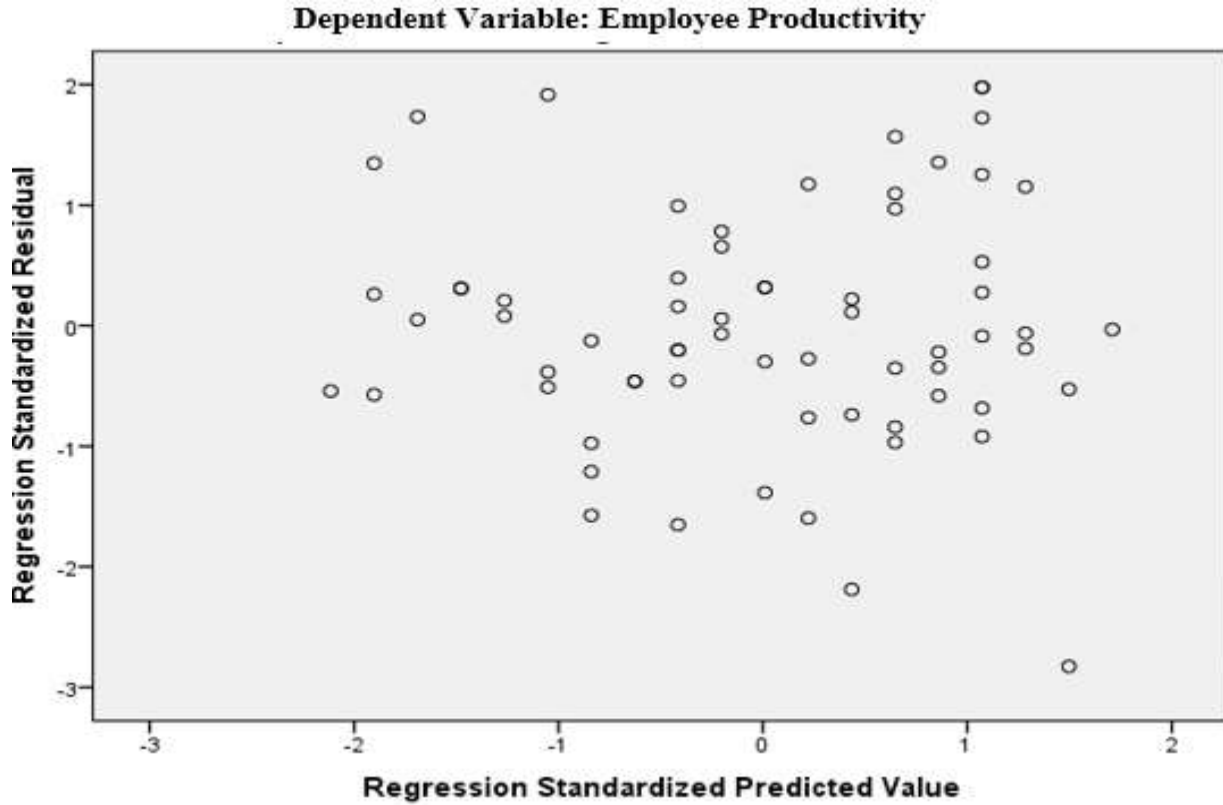
Figure 11: Scatter Plot for Heteroscedasticity test (Task Based Evaluation)

4.5.2.4 Test for Multicollinearity

The finding is stated in Table 4.12. The findings show that the obtained Variance Inflation Factor (VIF) for task based evaluation was 2.42 meaning that the value was below 10 and tolerance value was 0.4132. Thus, conclusion can be made that there were no multicollinearity symptoms between the study variables.

Table 4.12: Multicollinearity Test

Variables	VIF	Tolerance
Task Based Evaluation	2.42	0.4132
Total	2.42	

Dependent variable: Employee Productivity

4.5.2.5 Chi Square Test

Table 4.13: Chi Square Tests – Task Based Evaluation and Employee Performance

	Value	D	P-value
Pearson Chi Square	57.547	2	0.003
Likelihood Ratio	58.553	2	0.025
Linear-by-Linear Association	58.256	1	0.011
N of Valid Cases	80		

The null hypothesis is rejected (p value≤0.05) and it is therefore concluded that there is a relationship between task based evaluation and employee performance.

4.5.3 Linear Regression Analysis

Linear regression analysis was conducted to establish the effect of task based evaluation on employee productivity in the State Department for Correctional Services-Prisons Department in kwale county. The findings on regression analysis are presented in the following subsections.

4.5.3.1 Model Summary

Table 4.14: Model Summary for Linear Relationship between Task Based Evaluation and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.437[a]	0.191	0.179	0.55213

a. Predictors: (Constant), Task Based Evaluation

Table 4.14 presents the model summary for the regression analysis of task based evaluation and employee productivity. The findings of the model summary indicate that task based evaluation explained about 19.1% of the variability in employee productivity ($R^2 = .191$).

4.5.3.2 Regression Analysis of Variance

The results in Table 4.15 indicates a significant relationship between task based evaluation and employee productivity (F (1, 94) = 15.350, $p<.05$).

Table 4.15: ANOVA for Linear Relationship between Task Based Evaluation and Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.679	1	4.679	15.350	0.000[b]
	Residual	19.815	94	0.305		
	Total	24.494	95			

a. DV: Employee Productivity

b. Predictors: (Constant), Task Based Evaluation

4.5.3.3 Regression Coefficients

The regression coefficients presented in Table 4.16 indicates that task based evaluation can statistically and significantly influence employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County (β = 0.437, t = 9.958, p<.05).

Table 4.16: Regression Coefficient for Linear Relationship between Task Based Evaluation and Employee Productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-Value
	B	Std. Error	Beta		
(Constant)	2.390	0.240		9.958	0.000
Task Based Evaluation	0.283	0.072	0.437	3.918	0.000

a. Dependent Variable: Employee Productivity

The regression is specified by:

EP = 2.390 + 0.437 * TBE

Whereby; EP is Employee Productivity and TBE is Task Based Evaluation.The model shows that self evaluation positively influences employee productivity. This implies that if there is a unit mean index increase in self evaluation, then employee productivity increases by a positive mean index value of 0.437 while keeping all other factors constant.

4.6 Relationship between 360 Degree Feedback and Employee Productivity

4.6.1 Correlation Analysis

In this section, correlation analysis was conducted determine the strength and direction of association between 360 degree feedback and employee productivity among the employees of the State Department for Correctional Services-Prisons Department in Kwale County. The findings in Table 4.17 shows that there was a statistical and significant strong relationship between 360 degree feedback and employee productivity, *(r (95) = 0.90, p<.01)*.

Table 4.17: Correlation between 360 Degree Feedback and Employee Productivity

Variables		Employee Productivity	360 Degree Feedback
Employee	Pearson Correlation	1.000	

Productivity	Sig. (2- tailed)		
	n=95		
360 Degree Feedback	Pearson Correlation	0.900	1.000
	Sig. (2- tailed)	(0.001)	
	n=95		

4.6.2 Assumptions for Linear Regression Analysis

Tests for Normality, Linearity, Heteroscedasticity and Multicollinearity were done to ascertain the assumption of linear regression analysis.

4.6.2.1 Test for Normality

The Shapiro Wilk test for normality was conducted to test whether the 360 degree feedback was normally distributed. Table 4.18 shows the results.

Table 4.18: Normality Test for 360 Degree Feedback

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	**df**	**p-value**	**Statistic**	**df**	**p-value**
360 Degree Feedback	0.092	95.00	0.200[*]	0.964	95.00	0.040

The result shows that the p-values for 360 degree feedback was $0.04 \leq 0.05$. Thus the null hypothesis was rejected that the data was normally distributed at 5% level of significance.

4.6.2.2 Test for Linearity

In testing whether the variables were linearly associated, an analysis for linearity was done. The null hypothesis for the test was that there is no linear relationship. From the partial regression plot, 360 degree feedback follows linear assumption. The results is shown in figure 12.
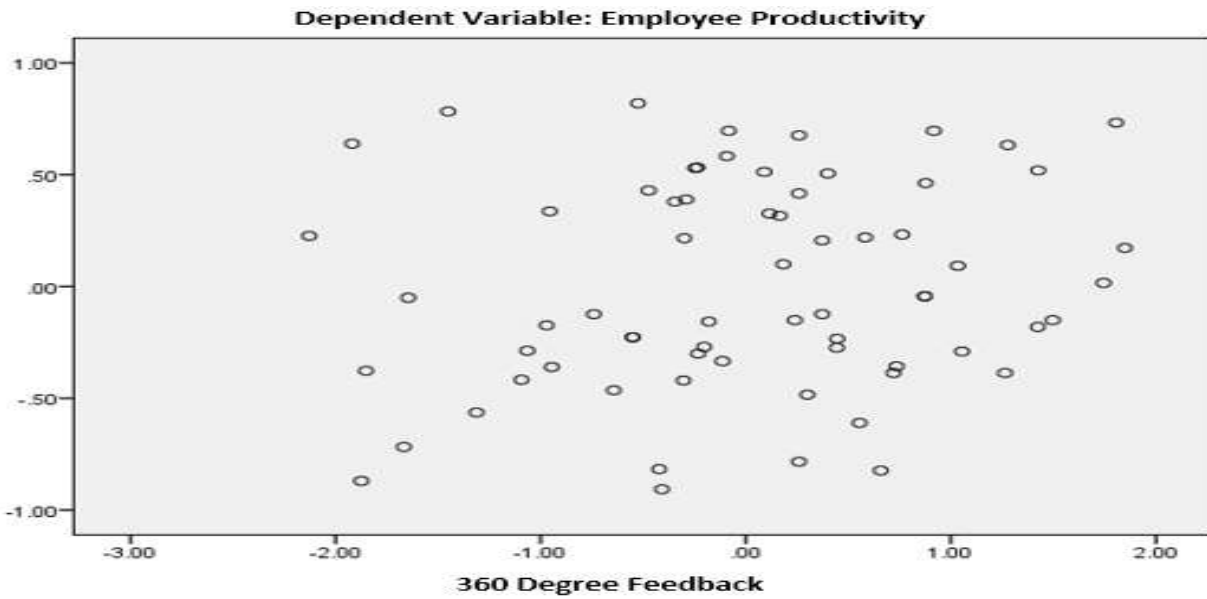
Figure 12: Test for Linearity between 360 Degree Feedback and Employee Productivity

The study conducted linearity analysis through partial scatter plots. It could be observed from Figure 12 that 360 degree feedback have some linear trend hence follows linearity assumption.

4.6.2.3 Test for Heteroscedasticity

The results show that the model does not suffer from heteroscedasticity since there is no systematic pattern observed. The findings are as indicated in figure 13.
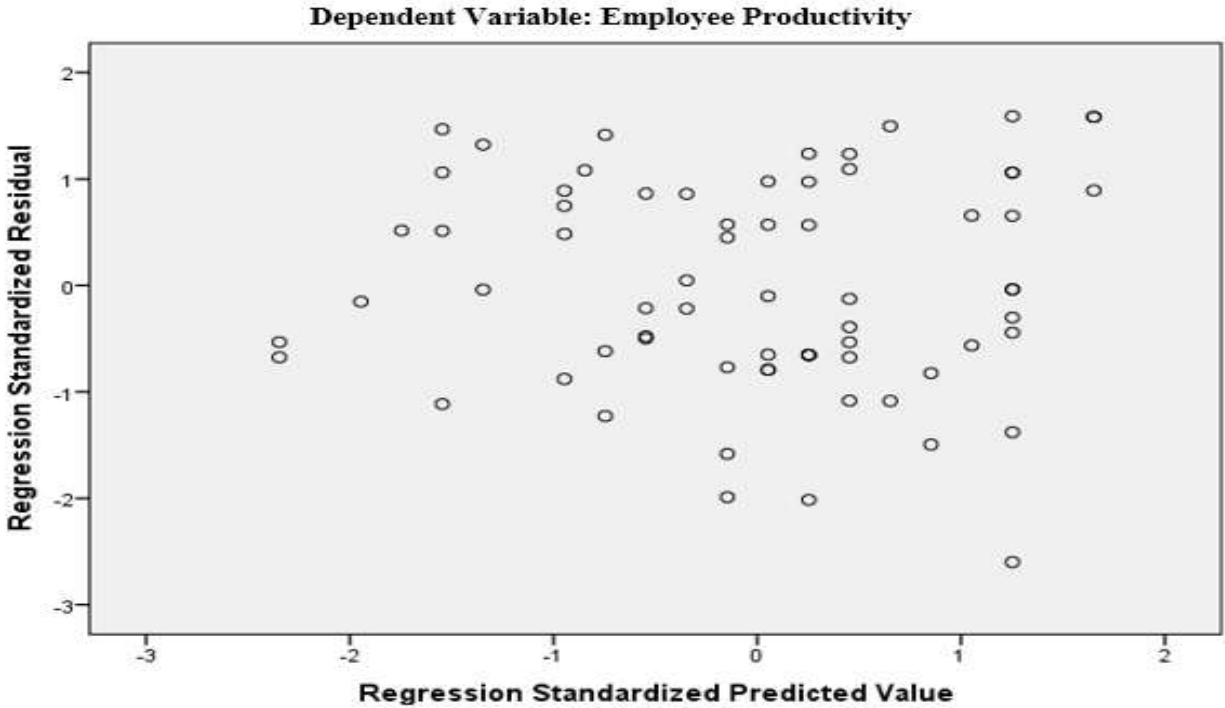
Figure 13: Scatter Plot for Heteroscedasticity test (360 Degree Feedback)

4.6.2.4 Test for Multicollinearity

Table 4.19: Multicollinearity Test

Variables	VIF	Tolerance
360 Degree Feedback	1.42	0.7042
Total	1.42	

Dependent variable: Employee Productivity

The results shows that the VIF for the proposed model is within the acceptable ranges of 1 to 10. This shows that 360 degree feedback did not exhibit multicollinearity since the VIF value of 1.42 was less than 10 and regression analysis could then be carried out.

4.6.2.5 Chi Square Test

Table 4.20: Chi Square Tests – 360 Degree Feedback and Employee Performance

	Value	D	P-value

Pearson Chi Square	56.567	2	0.012
Likelihood Ratio	57.573	2	0.008
Linear-by-Linear Association	56.253	1	0.004
N of Valid Cases	80		

The null hypothesis was rejected since the p-value was less than 0.05 and it is therefore concluded that there is a relationship between 360 degree feedback and employee performance.

4.6.3 Linear Regression Analysis

Linear regression analysis was conducted to establish the effect of 360 degree feedback on employee productivity in the State Department for Correctional Services-Prisons Department in Kwale County .

4.6.3.1 Model Summary

The findings of the model summary indicate that 360 degree feedback explained about 34.9% of the variability in employee productivity ($R^2 = 0.349$).

Table 4.22: Model Summary for linear Relationship between 360 Degree Feedback and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.591[a]	0.349	0.339	0.49186

a. Predictors: (Constant), 360 Degree Feedback

4.6.3.2 Regression Analysis of Variance

The results in Table 4.23 indicates a significant association between task based evaluation and employee productivity ($F_{(1, 94)} = 36.462$, $p < .05$).

Table 4.23: Regression Analysis of Variance.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.821	1	8.821	36.462	0.000[b]
Residual	16.451	94	0.242		
Total	25.272	95			

a. DV: Employee Productivity

b. Predictors: (Constant), 360 Degree Feedback

4.6.3.3 Regression Coefficients

The results in Table 4.24 indicates that 360 degree feedback significantly influence employee productivity of the State Department for Correctional Services-Prisons Department in Kwale County ($\beta = 0.334$, t = 2.874, p<.05).

The estimated regression equation from Table 4.24 is specified by:

EP = 2.105 + 0.591 * DF

Whereby; EP is Employee Productivity and DF is 360 degree feedback.The model shows that

360 degree feedback positively influences employee productivity.

Table 4.24: Regression Coefficient between 360 Degree Feedback and Employee Productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-Value
	B	Std. Error	Beta		
(Constant)	2.105	0.207		10.188	0.000

	360 Degree Feedback	0.357	0.059		0.591	6.038	0.000

a. Dependent Variable: Employee Productivity

This implies that if there is a unit mean index increase in 360 degree feedback, then employee productivity increases by a positive mean index value of 0.591 while keeping all other factors constant.

4.7 Moderating Effect of Gender on the Relationship between Performance Appraisal and Employee Productivity

The hypothesis was tested through stepwise regression analysis. First a regression model (step 1) predicted employee productivity. Step 2, regression involving independent variable, moderator and employee productivity. Step 3, add the interaction effect.

Table 4.25: The Moderation Results of Gender on Performance appraisal and Employee productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.447[a]	0.215	0.202	0.17543
2	0.453[b]	0.249	0.208	0.17407
3	0.459[a]	0.326	0.256	0.16325

a. Predictors: (Constant), Performance appraisal

b. Predictors: (Constant), Performance appraisal, Gender

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.895	1	1.895	49.868	.000[b]
	Residual	6.901	94	0.038		
	Total	8.796	95			

2	Regression	1.826	2	0.913	50.722	.000[c]
	Residual	3.202	93	0.018		
	Total	5.028	95			
3	Regression	0.307	3	0.102	2.040	.026[d]
	Residual	9.135	92	0.050		
	Total	6.538	95			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	0.286	0.017		16.824	0.000
	Performance appraisal	0.049	0.007	0.398	7.062	0.000
2	(Constant)	0.238	0.019		12.526	0.000
	Performance appraisal	0.356	0.015	0.163	23.733	0.000
	Gender	0.104	0.062	0.089	1.677	0.082
3	(Constant)	0.097	0.016		6.063	0.000
	Performance appraisal	0.765	0.394	0.287	1.942	0.056
	Gender	-0.198	0.118	-0.078	-1.680	0.087
	Interaction Term (P*G)	-0.062	0.051	-0.096	-1.223	0.125

a. Dependent Variable: employee productivity

The result in Table 4.25 on the moderating effect of gender on the relationship between performance appraisal and employee productivity was computed using three steps. From the results the respective effects of performance appraisal and gender in the third model after introduction of an interaction term turned to be statistically insignificant thus confirming a presence of complete moderation effect of gender.

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussion, conclusion, recomendation and the give suggestionss for future research.

5.2 Summary of Findings

The summary of the findings is presented and guided by the study objectives.

5.2.1 Participants' Details

From the results 54.05% of the respondents had served in the department for 16 and above years. Most (45%) of the partciapants indicated Task based evaluation was the commonly used method of evaluation. Majority (77%) of the respondents indicated that Creativity, effective communication, organizational values, time keeping and employees behavior contributes to employee productivity. 77% of the partcipants in the study were males. It is evident that the employees with Bachelors degree are the highest at 33%. Employees at the age bracket of 42 and 49 forms the highest percentage at 30%.

5.2.2 Self-Evaluation and Employee Productivity

From the findings there was a statistical and significant strong relationship between self evaluation and employee productivity ($r (95) = 0.6477$, $p<.01$). The results show that the p-values for self evaluation is greater than 0.05 indicating that self evaluation was normally distributed at 5% level of significance.

5.2.3 Task Based Evaluation Assessment and Employee Productivity

The findings show that there was a statistical and significant strong relationship between task based evaluation and employee productivity, ($r (95) = 0.6809$, $p<.01$). The linear regression F statistics shows a significant relationship between task based evaluation and employee productivity ($F (1, 94) = 15.350$, $p<.05$).

5.2.4 360 Degree Feedback and Employee Productivity

The findings show that there was a statistical and significant strong relationship between 360 degree feedback and employee productivity, (r (95) = 0.90, p<.01). The linear regression F statistics shows a significant relationship between task based evaluation and employee productivity (F (1, 94) = 36.462, p<.05).

5.3 Discussion of Findings

From the findings there was a statistical and significant strong relationship between self evaluation and employee productivity (r (95) = 0.6477, p<.01). The result shows that the p-values for self evaluation is greater than 0.05 indicating that self evaluation was normally distributed at 5% level of significance. The findings agree with a study by Gichuhi, Abaja and Ochieng (2013) and Sastry and Selvarasu (2014) found out that most of the companies find it challenging to carry out measurement on engagement and also link its impact to financial outcomes, that is, less than 50 percent of firms said to be effectively measuring engagement of employee against metrics of business performance like increased market share and customer satisfaction. Executive managers and middle level managers seem to be giving divergent views. Top executives seem to be more than middle level managers.

The findings show that there was a statistical and significant strong relationship between task based evaluation and employee productivity, (r (95) = 0.6809, p<.01). The linear regression F statistics shows a significant relationship between task based evaluation and employee productivity (F (1, 94) = 15.350, p<.05). The findings agree with a study by Singh and Rana (2015) who established that performance appraisal awareness, appraisal fairness and performance based practices of payment significantly predict the commitment of bank employees in an organization. Obi (2016) found that most of the organizations need performance appraisal to be in a position to place their employees in the right positions so that they can achieve maximum productivity.

The findings show that there was a statistical and significant strong relationship between 360 degree feedback and employee productivity, (r (95) = 0.90, p<.01). The linear regression F statistics shows a significant relationship between task based evaluation and productivity of employees (F (1, 94) = 36.462, p<.05). Agyare and Ansah (2016) affirmed that job satisfaction

of employees relates positively to fairness in the system of appraisal system whereby it links appraisals with roles, promotion, feedback and clarity about their respective performance. It was also affirmed from the study that committment of employees is positively related to salary, and training requirements identification. Gupta and Parmar (2018) established that setting of goals, rewarding employees, as well as performance appraisal all affected employee productivity.

5.4 Conclusion of the Study

It was concluded that most of the employees in the State Department for Correctional Services-Prisons Department in Kwale County are those who have worked for many years. These long serving employees stand at a better position of contributing much to the departmental services and to achieve its long term objectives. Even though that is the case, there is a danger of deteriorating employee productivity in the future since most of the employees are the experienced ones who are approaching retirement age.

The study concluded that employee appraisal plays a very good role in employee performance therefore there is need to appraise employees from time to time. Among the performance appraisal methods used in the State Department for Correctional Services-Prisons Department in Kwale County both self-evaluation method, task based evaluation method and 360 degree feedback method have positive and significant effect hence need to invest more on these appraisal techniques.

The study concluded that various performance measuring indicators are used in measuring employee performance in the correctional services department in Kwale County namely; time taken to complete tasks, effective communication, ownership of tasks, employee behavior, employee attendance, creativity, organizational values, client feedback and work quality. Creativity contributes most to employee productivity, followed by effective communication, adhering to good organizational values, time keeping, employees behavior, ownership of tasks, employee attendance, work quality and client feedback respectively.

5.5 Recommendations of the Study

1. Performance appraisal coupled with motivations will yield best results in relation to employee performance. It is therefore recomended that the management need to re-

evaluate the techniques used for appraisal as well as coming up with policies which strengthen the relationship between performance and rewards as equitable and just.

2. There is need to set more challenging goals which are risky but with best returns on the part of employee performance if realized.

3. It is advisable that employees need to set different objectives depending on different work circumstances since it is not possible to achieve all goals.

4. It is recommended that organizations should start using self-assessment method of performance appraisal. Results for these methods may differ from one organization to another thus advisable for organizations and employees to apply the best method of performance appraisal.

5. It is recommended that the State Department for Correctional Services, need to make necessary adjustments so as to come up with policies which will enhance employee productivity. This will improve quality of services provided by the State Department for Correctional Services-Prisons Department in Kwale County

5.6 Suggestions for Future Research

In order to ensure the effectiveness of performance appraisal methods additional research should be conducted in the world as well as Kenya in various institutions to ascertain how performance appraisal influences employee productivity in the State Department for Correctional Services-Prisons Department. The study relied only on the information provided by the employees, the study therefore suggests that future researchers to focus on managers and team leads of various organizations. This will bring a comparison between the findings realized from the employees and those realized from the managers and team leads. It will help to identify the best target group which will give good information to be relied upon in the analysis process.

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APPENDICES

Appendix I: Introductory Letter

Eve Dzame,

P.O Box 20098-00200,

Nairobi.

Dear Sir/Madam,

RE: REQUEST FOR DATA COLLECTION

Am a student in the university of Nairobi pursuing Masters degree in Psychology and it is a requirement that I write a Research Project so as to complete my course. The title of the Research Project is "The Relationship between performance appraisal and employee productivity in the State Department for Correctional Services in Kwale County". Your participation will be highly appreciated through filling in the questionnaires.

Yours Sincerely,

Eve Dzame Ndago

C50/10204/2018

Appendix II: Research Questionnaire

Section A: General Information

1. Name of the department?

2. Number of years served in the department.

     1-5 [ ]   6-10 [ ]   11-15 [ ]   16 and above [ ]

3. Does the department carry out performance appraisal?

     Yes [ ]   No [ ]

4. If Yes name the performance appraisal method used

     Self-evaluation [ ]   [ ] Task Based Evaluation

     360 degree feedback   [ ]

     Others..

     ....

5. Does the department assess employee productivity?

 Yes [ ]   No [ ]

6. If Yes what are the indicators used in measuring employee productivity?

Time	[ ]	Creativity	[ ]
Effective communication	[ ]	Organizational values	[ ]
Ownership of tasks	[ ]	Client feedback	[ ]

Employees behavior   [ ]   Work quality   [ ]

Attendance   [ ]

Others...

7. Does the department have both male and female employees?

Yes [ ]   No [ ]

8. If yes what is the number of male and female employees ………………………………………

9.Education level?

Primary [ ]   Secondary [ ]   Certificate and Diploma [ ]   Undergraduate [ ]   Post graduate[ ]

10. What is the age of employees

18 to 25   [ ]   26 to 33   [ ]

34 to 41   [ ]   42-49   [ ]

50 to 57   [ ]   58 and above   [ ]

Section B: Self-Evaluation and Employee Productivity

	1	2	3	4	5
Self evaluation is very effective in enhancing employee productivity.					

To a great extent strive to realize organizational objectives enhances employee productivity.				
Improvement on individual skills increases employee productivity.				
Full work potential maximizes employee productivity.				
Identification of one's strengths and weaknesses enhances employee productivity.				
One's key training needs increases employee productivity.				
Regular self examination of the volume of work already completed enhances employee productivity.				

Section C: Task Based Evaluation Assessment and Employee Productivity

	1	2	3	4	5
Having target time to a great extent enhances employee productivity.	1	2	3	4	5
Taking less than time than the maximum time allocated to a great extent increases employee productivity.					
Having confidence on whichever task to a great extent enhances employee productivity.					
Having full knowledge on a task to a great extent increases employee productivity.					
Following the right procedure on a given task to a great extent enhances employee productivity.					
Perseverance on performing a given task to a great extent increases employee productivity.					

Section D: 360 Degree Feedback and Employee Productivity

	1	2	3	4	5
Good listening skills of an employee to a great extent increases employee productivity.					
Good planning of an employee to a great extent enhances employee productivity.					
Setting of goals by an employee to a great extent increases employee productivity.					
An element of teamwork to a great extent enhances employee productivity.					
Employee's good character to a great extent increases employee productivity.					
Good leadership skills to a great extent enhances employee productivity.					

Section E: Moderating Effect of Gender on Link Between Performance Appraisal and Employee Productivity.

	1	2	3	4	5
Increase of male employees influences the relationship between self evaluation on employee productivity					
Increase of female employees have a link between task based evaluation and employee productivity					
Increase of both male and female in equal proportions					

Section F: Employee Productivity in the State Department for Correctional Services – Prisons Department in Kwale County.

	1	2	3	4	5
Employees record timely completion of work assigned					
High level of creativity is realized by the employees					
Employees exhibit effective communication skills					
Employees uphold organizational values					
Employees assume ownership of the tasks carried out in the department					
Employees receive positive client feedback					
Employees behavioral traits are closely monitored by the supervisor					
Work quality of the employees is closely checked and tested by the supervisor					
Employees attendance is daily monitored by the head of department					

Appendix III: Nacosti

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