

**INFLUENCE OF STAFF APPRAISAL ON PERFORMANCE  
OF SUB-COUNTY ADMINISTRATORS  
IN MAKUENI COUNTY, KENYA**

**BY**

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**DECLARATION**

This project is my original work and has not been submitted or presented for examination in any other university, either in part or as a whole.

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## **DEDICATION**

To Dr. Ndunge Kyalo, Mary N. Ndeti and my staff for their love, support, patience and encouragement gave me the will and determination to complete this work in time.

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## ABSTRACT

The purpose of this study was to investigate the influence of performance staff appraisal on performance of Sub-County administrators in Makueni County. The objectives of the study were; to establish the extent to which training on performance appraisal influences performance of Sub-County administrators, to establish the extent to which procedural justice influence performance of Sub-County administrators, to evaluate the influence of goal-setting on performance of Sub-County administrators and to establish the extent to which performance feedback influence performance of Sub-County administrators in Makueni County. The study adopted descriptive survey design. The target population for this study was all the 6 Sub-Counties in Makueni County, and 30 ward administrators. Census sampling was used to select the 6 Sub-County administrators and 26 ward administrators. The questionnaires were used as the main research instruments. Data was analyzed using descriptive and inferential statistics where multiple regression and correlation coefficient will be used. It was also revealed that there is a strong positive correlation  $r(1,29) = 0.851$ ,  $P < 0.01$ , between staff training and performance of sub-county administrators, therefore is a strong positive correlation  $r(1,29) = 0.63$ ,  $P < 0.01$ , between procedural justice and performance of sub-county administrators. It was also revealed that there is a strong positive relationship  $r(1,29) = 0.75$ ,  $p < 0.01$ , between goal setting and performance, there is a strong positive relationship  $r(1,29) = 0.741$ ,  $p < 0.01$  between feedback and performance. The recommendations of the study were that; the County government of Makueni should consistently train all sub-county and ward administrators on all aspects of performance contracting before appraising them, the Procedural justice should be followed to the latter by the sub-county administrators, the County government should involve the sub-county officers in goal so that they may understand and own the decision, and the appraiser should always give the report concerning appraisal immediately so as to make corrections where possible.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>AAPAM</b>	African Association of Public Administration and Management
<b>CAT'S</b>	Continued assessment tests.
<b>CC</b>	County commissioner
<b>CSR</b>	Civil service reforms programme
<b>DDC</b>	Deputy county commissioner
<b>ACC</b>	Assistant county commissioner
<b>FOR</b>	Frame of reference training.
<b>FOR</b>	Frame of reference
<b>GOK</b>	Government of Kenya
<b>GPRA</b>	Government performance and results act
<b>H<sub>0</sub></b>	Null hypothesis.
<b>H<sub>01</sub></b>	Alternative hypothesis.
<b>KTDA</b>	Kenya tea development authority.
<b>MOSPA</b>	Ministry of State for County Administration

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Performance appraisal is a strategic and integrated approach to delivering sustained success to organizations by improving performance of people who work in them, and by developing the capabilities of teams and individual contributors, Armstrong and Baron (1988). Performance Appraisal System (PAS) can also be defined as the process of determining and communicating to an employee on how he or she is performing on the job. A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses (Kenya sensitization manual, 2004).

According to Rajoro (2010), the purpose of performance contracting is to improve performance in the management of public affairs through accountability. In pursuit of the goal of performance improvement within the public sector, New Public Management (NPM) emphasizes on the adoption of private sector practices in public institutions. This has been seen through the public service reform initiatives in many developing countries as the solution to reversing the falling service delivery.

The system (PAS) began to be practiced in the world mainly in the 1940s and through this system, merit rating was used for the first time around the Second World War as a method

of justifying an employee's wages. The process was based on material outcomes where higher output was rewarded with higher pay. Since then, PAS has spread to many parts of the world where it is being practiced like in France, Singapore, New Zealand, US and UK. PAS was first introduced in France by Simon Nora in the late 1960s after his famous publication of "Nora report" on reform and improvement of state-owned enterprises (Rajoro, 2010).

After the introduction of PAS in New Zealand they received massive fillip as part of the country's pioneering public sector reforms. They gained further momentum and legitimacy after they were introduced in the US government as part of the Government Performance and Results Act (GPRA) of 1993. Margaret Thatcher introduced PAS in the UK as part of the creation of Next Step agencies. Today, they are widely used in all British government agencies in their latest incarnation as public service Agreements (Gilles, 1991).

In Africa since 1980s, developed and developing countries have been embarking on public sector management reforms. The earlier reforms aimed at shaping a public sector that could lead to national development, and will be based on the same institutional peculiarities inherited from the colonial period (Amoako, 2003).

In less than a decade, Ghana has transformed the structure and strategy of its rural community's water supply sector. By the year 2000, district assemblies and communities played a significant role in planning supplies. Others like Swazi land and Gambia have not been left behind because as early as 1990, both had established PAS systems (Trivedi, 2003).

In Kenya, PAS within the Civil Service was introduced around 2006 and has over the years become a popular staff management system driven via the popular government performance contracting initiative. The system is being embraced in the Kenyan public service for tracking employees' performance in service delivery. PAS has signaled possibility for improved performance in civil service productivity and employee motivation. Despite the impressive performance and staff motivation signals elicited by PAS in civil service, no detailed description of the situation has been done.

Performance appraisal system is important to any organizational work performance; it determines the organization's success or failure, (Tziner and Kopelman 2002). The aim of this study will be to evaluate the factors that influence the effectiveness of performance appraisal system in the County administration.

There are many challenges which hinder the delivery of public service reforms in Africa (Lienert, 2003). The factors include those relating to human resources like manpower deficiencies and lack of psychological dispositions and shortage of financial and material resources necessary for effective delivery of services.

The problems of accountability as well as ethical issues also continue to affect effective delivery of public service. All these can be handled through an effective performance appraisal system. In an effort to mitigate some of these challenges, the Government of Kenya (GOK) has in the past launched several reform programs to improve service delivery. Some of these reform efforts include the Civil Service Reform Program (CSRPF) (GOK, 1993) whose aim was to enhance public service performance and productivity. The program was designed to contain costs, improve performance in the public sector, and consolidate and sustain the gains made by reform initiatives (Opiyo, 2006).

In this regard, the Performance Appraisal System (PAS) was introduced by the GOK to refocus the mind of the public from a culture of inward looking to a culture of businesslike environment, focused on the customer and results in addition to improving service delivery (Obong'o, 2009). According to the new PAS, the evaluation of staff performance is supposed to run concurrently with the duration of ministerial performance contracts and the Government Financial year.

Targets should meet acceptable quality standards and benchmarks as determined in each category of service delivery; the system should be supported by training of staff, particularly those with managerial and supervisory responsibility; and the process should be regarded as interactive, for mutual agreement between supervisors and appraisers (GOK, 2009). Longenecker and Goff (1992) observed that managers and human resource professionals believe that a PAS is a good tool for human resource management and performance improvement.

If well designed and implemented it can benefit both the employees and the organizations (Coens and Jenkins, 2000). According to GOK (2009), the PAS has caused a cultural transformation within the public service from a baseline of extremely poor performance before 2003. The GOK has in the past made some efforts in launching and implementing Public Service Reform initiatives aimed at improving the performance of public servants in service delivery (GOK, 1993; GOK, 2003). However, these reforms have not achieved the envisaged results (AAPAM, 2005; Opiyo, 2006). The introduction of the new PAS (GOK, 2006) is yet another attempt by the Government to manage and improve performance of the Civil Service and Local Authorities by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.

Despite the successful roll out of the program, there is evidence of room for improvement in the process (GOK, 2009) and a lack of knowledge on the factors that influence the PAS in the Ministry of State for Sub-County administrators and Internal Security (MOSPA) in Kenya.

It is however unfortunate that despite the efforts and the resources allocated to reforms, little progress has been witnessed, and many African countries have not come close to their goal of developing and transforming their societies to the same standards as the developed countries (Kobia, 2006). Kenya is bound to make major improvements in the performance of the various departments in the public service, which Sub-County administrators happens to fall under. This study therefore attempted to establish the influence of performance staff appraisal on performance of Sub-County administrators.

## **1.2 Statement of the problem**

Government departments in Kenya have over the years implemented performance appraisal systems with a view to identifying the movers and shakers among their staff establishments for possible rewards, besides sanctioning those who perform below the set benchmarks.

The Sub-County administrators as one of the many departments has been at the forefront in preparing performance staff appraisal tools for its entire staff to assess their performance. Given the multiple principals and goals of the County administrators founded on their co-coordinative function over the years, it is imperative that a competent appraisal that includes all the factors militating around their work environment be taken into account to review each employee before compiling the information into one report.



In light of the above, there is need to scrutinize the competence of the appraisal element of performance contracting within the Sub-Sub-County administrators so as to establish if it was indeed realizing the intended purpose, since related studies have concentrated more on performance contracting as an entity. Kobia and Mohammed (2006) in their study on the impact of performance contracting in Kenya, confined their scholarly venture to a sample of 280 senior officers drawn from different government ministries and parastatals who were attending a senior management course at the Kenya school of government, a study which revealed that only 31.4 percent of the respondents had been involved in the formulation of their performance appraisals despite 77.2 percent supporting performance contracting as a benchmark for performance and effectiveness.

In the same study on 24 per cent had received training in performance contracting. Tindi (2007) in Msc project evaluated the performance appraisal process in the public service but confined herself to the ministry of water and irrigation. Similarly Ombui (2011) conducted a study on the effect of performance appraisal systems on employees in Kenya tea development agency. The study was centered on some selected tea factories in Meru. None of these related studies had addressed the influence of performance appraisals as an independent entity on the performance of Sub-County administrators hence this study attempted at establishing the influence of performance staff appraisal on performance of Sub-County administrators.

### **1.3 The purpose of the study.**

The purpose of this study was to investigate the influence of performance staff appraisal on performance of by Sub-County administrators in Makueni County.

### **1.4 Objectives of the study**

This study was guided by the following objectives.

- i. To establish the extent to which staff training on appraisal influences performance of by Sub-County administrators in Makueni County.
- ii. To establish the extent to which procedural justice influence performance of Sub-County administrators in Makueni County.
- iii. To evaluate the influence of goal-setting on performance of Sub-County administrators in Makueni County.
- iv. To establish the extent to which performance feedback influence performance of Sub-County administrators in Makueni County.

### **1.5 Hypothesis of the study**

This study was guided by the following hypothesis;

- i. Ho: There is no significant relationship between training on performance appraisal and performance of Sub- County administrators.

H1: There is a significant relationship between training on performance appraisal and performance of Sub- County administrators.

ii. Ho: There is no significant relationship between procedural justice on performance appraisal and performance of Sub-County administrators

H1: There is a significant relationship between procedural justice on performance appraisal and performance of Sub-County administrators.

iii. Ho: There is no significant relationship between goal-setting and performance of Sub-County administrators.

H<sub>1</sub>: There is a significant relationship between goal-setting and performance of Sub-County administrators.

iv. Ho: There is no significant relationship between performance feedback and duty performance of Sub-County administrators.

H<sub>1</sub>: There is a significant relationship between performance feedback and performance of Sub-County administrators.

### **1.6 Significance of the study**

The research findings may be used to measure the factors that influence effectiveness of performance appraisal system in the Sub-County administrator's service delivery. The study is likely to address the gap in the existing Information on Sub-County administrators and performance contracting in Kenya since it plays a major role in linking the citizens and the county and central government. The study findings may expose the best practices in performance appraisal in the public sector for better results to ensure satisfaction by the public in service delivery and hence may be used to modify the performance appraisal tool. The study findings may be important since the Sub-County administrators and performance appraisal has received little attention especially with regard to the influence

of performance appraisal on the general performance of duties by the Sub-County administrators.

This study will contribute significantly to performance contract implementation at all the level of Sub-County administrators within the county and central government. It is likely to be used in public service to bolster service delivery. Just like in the institutions of learning where management is result based, the Sub-County administrators is bound by the same principle; therefore the citizens are likely to benefit from getting the quality services for the taxes paid.

The Public Service Commission may also use the findings to design performance appraisal tools in the future. On the same breath, the Kenya school government may find the findings relevant to their training on performance contract appraisals.

### **1.7 Limitations of the study**

The researcher had some unforeseen but unavoidable challenges such as vast area to cover since the County covers quite a big area. The researcher might was also faced with the challenge of inaccessibility to some remote places due to the terrain and the rains. However motor bikes were used to conquer the same.

### **1.8 Delimitations of the study**

There are many factors that influence the performance of sub –County administrators however this study mainly focused on the influence of performance appraisal on performance of Sub-County administrators in Makueni County which is only one out of 47 Counties in Kenya.

## **1.9 Assumptions of the study**

It was assumed that the Sub-County administrators understood the concept of performance appraisal system. The researcher further assumed that the respondents would give honest and reliable responses.

## **1.10 Definition of significant terms**

**Accountability** refers to employee responsiveness to the clients, employer and other stakeholders

**Job performance** refers to the extent to which different job activities are performed by an individual.

**Performance contract** refers to Performance agreement, which forms part of the broader Public sector reforms aimed at improving performance and effectiveness in the management of the public service.

**Procedural justice** Refers to the fairness and the transparency of the process by which decisions are made.

**Feedback** Process through which information flows from the appraiser to the appraise detailing the findings of the appraisal process.

**Raters** refers to the people concerned with the appraising of the workers.

**Training of personnel** Process of socializing and educating employees in the workplace on matters required of them in the work place. It clearly specifies the intentions, obligations and responsibilities of the two contracting parties.

**Performance appraisal** is the process by which a superior judges after evaluating a junior's performance of duties.

**Sub-County Administrators** are officers who are public policy conveyers and enforcers consisting of the County Commissioner, Deputy County Commissioner, Assistant County Commissioner, chiefs and assistant chiefs.

**Implementation** refers to application of a project or programme as planned.

### **1.11 Organization of the study**

The study is organized into five chapters. Chapter one introduces performance contracting appraisal by presenting a background of what it is and how it is involved in the Public sector and specifically County administration. The chapter elaborates the problem that was addressed in the study, denotes the specific objectives as well as the research questions that guided the study. Finally the chapter has significance of the study, limitations, delimitations, assumptions and definitions of significant terms used.

Chapter two is the literature review, which contains introduction, the factors that influence the effectiveness of the performance appraisal systems. Factors under consideration included the effect of training on the performance appraisal systems, procedural justice, goal-setting and feedback on the effectiveness of the performance appraisal systems.

Chapter three dealt with research design, target population, sampling and sampling procedures, sample size, research instruments, validity and reliability of research instruments, data collection procedure and data analysis techniques.

Chapter four comprises of data presentation, analysis and interpretation of findings while chapter five provided the summary, conclusion and recommendations of the study besides giving suggestions for further academic pursuits on performance contract appraisal.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter review of literature on issues pertinent to the study was conducted. The main focus was on the influence of performance staff appraisal on performance by Sub-County administrators. The study considered the effect of training on performance contracting appraisal on performance of Sub-County administrators perceived procedural justice, goal-setting and feedback on the influence of performance staff appraisal on performance of Sub-County administrators.

#### **2.2 Staff training and performance of Sub-County administrators**

According to Rudner (1992), those who do appraisals should undergo training as well as those being appraised (rater must be trained to observe, gather, process, and integrate behavior-relevant information in order to improve performance appraisal effectiveness). Training should aim at three goals: First, it should familiarize judges with the measure they will be working with. Second, it must ensure that judges understand the sequence of operations that they must perform. Third, it should explain how the judges should interpret any normative data that they are given.

Because errors are well-ingrained habits, Tziner & Kopelman (2002) stated that extensive training is necessary for avoiding such errors. Therefore, the training should provide trainees with broad opportunities to practice the specified skills, provide trainees with feedback on their practice appraisal performance, and that a comprehensive acquaintance with the appropriate behaviors to be observed.



Harris (1988) also points at the necessity of training: Continued training is needed in areas such as goal-setting and monitoring performance on a frequent basis, and personal and interactional skills. She proposes that an organization could provide training as this on a regular basis in such a manner that it becomes an accepted part of the supervisor's position and thus becomes a part of the organizations culture. According to Reinke (2003) there needs to be an increased focus on the interpersonal issues surrounding appraisal. The reason is that especially interpersonal issues such as trust are important in the performance appraisal process and should thus be a part of the training program. Kondrasuk et al. (2002) also asserted that the condition of training for all involved individuals must be fulfilled. According to them this means that training should be frequently updated and involves appraisal aspects as for example give and take feedback, personal bias, active listening skills and conflict resolution approaches.

To build trust and thus enhance acceptance of the performance appraisal process. Reinke (2003) adds that a broad understanding of the system is essential. Harris (1988) also emphasized the importance of training. If implemented this way, employees are less confused; less disappointed concerning measures and are more aware about the intentions of Performance appraisal.

This also means that they will be capable of useful critique and feedback concerning the appraisal process. There are several training methods existing: Lee (1985) introduces the term frame-of reference training (FOR). This kind of training attempts to develop and establish detailed performance scripts. These work as norms or standards for effective performance behaviors and can be used to organize information. In research of Lee (1985) FOR has been found to produce more accurate performance ratings.

In contrast, rater error training (RET) is more focused on rating errors frequently committed, and the need to avoid these (Hedge and Kavanagh, 1988). According to research of the authors RET actually introduces new, and usually inaccurate rating behavior and should be called inappropriate response set training. Hedge and Kavanagh (1988) conclude that RET is nonsensical if one is interested in improving rating accuracy. Instead they recommend a combination of observation and decision-making training because this might lead to even more improvement in rating accuracy than would either alone. But even if training improves via several factors performance appraisal effectiveness, Rothstein (1990) emphasizes that it is not likely that training raters could compensate for the lack of opportunity to observe. Good observational skills or a better understanding of common rater errors, coupled with inadequate exposure to the rate will not lead to reliable ratings.

In conclusion, it is a necessary condition that raters are sufficiently trained so that they understand the appraisal process; are able to use the appraisal instrument as intended which includes interpreting standards and use of scales; and are able to give effective feedback including goal-setting.

Acceptance will only be gathered if ratees and raters perceive these conditions to be fulfilled. Furthermore, these skills need to be updated or refreshed on a continuing basis. But also ratees should receive a certain form of appraisal training to introduce them to the appraisal system. To attain their acceptance and support of the appraisal system also employees must understand the appraisal system as a whole as well as the behavioral aspects and standards that are used to evaluate their performance.

In order to develop an effective PAS, the individuals who are involved as raters should undergo training (Goff & Longenecker, 1990). They should be trained on the process of managing, motivating and evaluating employee performance. The system should not be seen as a simple "quick fix" solution. The raters should see it within its wider context of performance management (Boice & Kleiner, 1997). Evans (1991) noted that the raters should be trained on various aspects like supervision skills, conflict resolution, coaching and counseling, setting performance standards, linking the system to pay, and how to provide employee feedback.

The training will equip raters with expertise and knowledge that they need in making decisions in the course of the process. According to Boice and Kleiner (1997) there is need to eliminate selective memory by the raters. This can be eliminated by performing the reviews on a frequent and ongoing basis. The frequent reviews will also remove the surprises experienced during annual reviews. These periods of review can be bi-monthly or quarterly. PAS should also link individual performance with reward (Townley, 1999).

It is assumed that linking performance with reward increases the levels of performance. Such schemes have been used in both public and private sectors (Armstrong & Brown, 2005).

Linking employees with reward motivates employees and commits them to the appraisal process. It will also show the employees that the completion of the performance targets and objectives will affect them directly (Prowse & Prowse, 2009).

In order to have an effective system, ratees should be given room to appeal against a rating that they feel is incorrect. The appeals may be against any rating that may be perceived to

be discriminatory. The appeals would protect the employees from any unfair ratings. It could also protect the organization from any potential charges of unfair treatment of employees and assure that the raters will not be biased in their evaluations because their appraisals will also be reviewed by others in the organization ((Murphy & Cleveland, 1995; Caruth & Humphreys, 2005).

### **2.3 Procedural justice and performance of Sub-County administrators**

According to Reinke (2003) one of the most basic assumptions is that employees differ in their contribution to the organization because of individual performance, and that supervisors are actually able and willing to distinguish between employees. Another assumed aspect is concerned with the practicality of performance appraisal: Time and costs for development and execution phases of the process do not outperform the organizational win which is reached by appraising performance (Jacob et al., 1980).

But there are also some methodological assumptions that are made by those applying formal performance appraisals. Jacobs et al. (1980) describe them: The first is that equivalence exists. This means that the situations under which all ratees are evaluated and the ways different raters actually evaluate ratees are comparable. Second, there are uniformed interpretations of standard expectations and forms among raters. Furthermore, the rater must have the possibility of direct observation plus additional data as for example attendance rates.

Unfortunately, the performance appraisal self and the process are not without flaws. According to Kondrasuk et al. (2002) these problems can be categorized into three areas: (1) the process and format, (2) evaluators role and (3) problems involving the evaluatees. An example for the first category is the issue of perceived fairness described by Rarick

and Baxter (1984) which significantly influences performance appraisal system effectiveness. Fairness is made up by the three different concepts of distributive fairness, procedural fairness and interactional fairness. Distributive fairness is the degree to which rewards and punishments are actually related to performance inputs. According to Swiercz et al. (1999) distributive fairness is the most important predictor of job performance. Procedural fairness describes the degree to which procedures and policies which determine the performance appraisal score are perceived as fair. Davis and Landa (1999) found that the absence of fair procedures increases distress because the results of performance appraisal are essentially outside the control of the employee. But if employees are confident in the fairness of performance appraisal process, they are more likely to accept performance ratings, even adverse ones (Roberts, 2003).

Furthermore, procedural fairness is a significant predictor for pay and job-satisfaction (Swiercz et al., 1999). Interactional fairness refers to fair treatment of employees by agents of the organisation. Together, all three types of fairness are predictors of commitment (Swiercz et al., 1999). Thus, employee's attitudes towards the system will predict how willing they are to buy into the goals they are expected to meet (Harris, 1988).

#### **2.4 Appraisal goal-setting and performance of Sub-County administrators**

Roberts (2003) analyzed why goal-setting is so effective and proposed that its effectiveness derives from its ability to focus employees' effort and attention on the critical task at hand, enhancing employee persistence and reducing the likelihood of being distracted. It thus focuses attention and effort on the future which can still be changed. The judgmental performance appraisal process emphasizes past behavior which cannot be

altered anymore. Roberts (2003) also gives instructions how to set goals effectively so that employee performance and satisfaction are enhanced. According to these rules performance goals must be specific, moderately difficult and accepted. When performance feedback is combined with goal-setting, it contributes strongly to rates work satisfaction; possibly since goal-setting fosters feelings of participation in work related issues and meaningfulness at work.

Tziner and Kopelman (1992) also found that the process of goal setting gives the appraisee a broader picture of the work unit and the organization's objectives. Harris (1988) supports the findings about the positive effects of goal-setting. She recommends an evaluative interview for providing feedback which focuses on problem-solving and goal-setting and which has high employee involvement. Done this way it is more likely to be satisfying to employees than retrospective, subjective interviews.

Additionally, the kind of environment that is created by the performance appraisals optimizes the employees' work performance. Individual performance goals that are consistent with organizational goals provide guidelines to the employee on how their effort can lead to organizational improvement. Boice and Kleiner (1997) point out that the organizational objectives must be determined first before embarking on a performance management system in order to make it effective. Departmental and individual objectives are then formulated which must be consistent with the organizational objectives. All employees involved in the performance rating process must be involved throughout the process.

According to Bertone et al (1998), involving employees will make them understand organizational goals, what is expected of them and what they will expect for achieving

their performance goals. Besides this focus on the future, two more things need to be taken into account. First, according to Wise (1998) it is very risky to give too complex goals. The more complex the goals, the more likely recipients will distort it by focusing on results that match their self-perceptions and ignore contradictory ones. Second, Roberts (2003) states that, to be maximally effective, there must be an ongoing formal and informal performance goal setting.

### **2.5 Feedback and performance of Sub-County administrators**

Feedback is an important part of the PAS. According to Longenecker (1997), the ratees should be given feedback on their competence and overall progress within the organization.

The feedback should be specific and timely and be against the predetermined performance expectations. It's within the employees' rights to know how they are progressing in performing the assigned tasks and to receive feedback. The feedback should be provided on a continuous basis – daily, weekly or monthly reviews (Lee, 2005). Generally, the rating task requires someone with special knowledge and ability, and someone who can observe the performance of the employee (Berry, 2003).

There are four different single appraisal sources possible: First, the most common source of performance feedback is the immediate supervisor of the employee because the supervisor is expected to have the basic knowledge and ability to conduct performance appraisal on the subordinates (Berry 2003). A second possible source is co-workers or peers of the employee in question. According to Berry (2003) they are in a position to observe and often are aware of how well their colleagues perform on the job.

This feedback source might be especially useful when the supervisor does not have much direct contact with an employee and cannot observe the individual's work. In comparison with the accuracy of supervisory ratings there seems to be a quite strong agreement as indicated by an average correlation of 0.62 (Berry, 2003).

Third, performance can be evaluated by the employee in question. This process is called self-appraisal and is often conducted when employees work alone or are relatively independent of others (Berry, 2003). But unfortunately, self-perception differs from how the performance is viewed by others. In particular, employees' self-ratings tend to be more positive than the ratings they receive from others. The fourth possible feedback source is subordinates and are thus only suitable for employees who actually have subordinates. Even though this system has the potential to improve managerial skills it is not without problems. For example, managers might be concerned that some subordinates will rate them negatively because the manager has disciplined the employee in the past. Also, subordinates are likely to fear reprisals if they are given negative ratings.

The third category has mainly to do with dissatisfaction with type and amount of feedback and uncomfortable feelings because of lack of control. Especially the way of feedback giving has the potential to arouse negative emotions which in turn negatively affect the acceptance of the performance appraisal system. This partially stems from the fact that performance appraisal has an impact upon an employee's sense of self-worth (Rarick and Baxter, 1984). Combined with the fact that employees tend to overrate their own performance and may feel resentful when receiving appraisals which are lower than they expected (Harris, 1988) it is an explanation why acceptance might be low-willed. The lack of user acceptance engenders resistance and a reduction in user motivation (Roberts,



2003) and can result in the undesirable closure of communication between leader and employee around the performance issue (Davis and Landa, 1999). The feedback to the employee generally aims at improving performance effectiveness through stimulating behavioral change.

Thus is the manner in which employees receive feedback on their job performance a major factor in determining the success of the performance appraisal system (Harris, 1988). Hearing information about the self-discrepant from ones self-image is often difficult and painful. Thus, because feedback may strike at the core of a person's personal belief system it is crucial to set conditions of feedback so that the ratee is able to tolerate, hear, and own discrepant information (Dalton, 1996).

Only if conditions facilitate the acceptance of feedback information then the likelihood of change increases. Dalton (1996) further specifies these conditions: The feedback event should be a confidential interaction between a qualified and credible feedback giver and ratee to avoid denial, venting of emotions, and behavioral and mental disengagement. In such an atmosphere discrepancies in evaluations can be discussed and the session can be used as a catalyst to reduce the discrepancies (Jacobs et al., 1980).

Because employees and their supervisors often find appraisal both painful and demotivating Davis and Landa (1999) argue that practice of informal, regular communication between supervisor and employee are far more desirable and effective than formal performance appraisal process. Kondrasuk et al. (2002) also propose to integrate the process of feedback into the daily interactions of supervisors and subordinate in a way that more frequent but less formal meetings. So called achievement updates on a weekly basis then touch upon good and bad issues, while so called achievement

assessments take place bimonthly, are more formal and aim at getting a more clear depiction of issues troubling both sides. Roberts (2003) instead concludes that effective feedback is timely, specific, and behavioral in nature and presented by a credible source.

Tziner et al. (1992) proved that when performance feedback is precise and timely it may result in behavior change, even though job behaviours are generally difficult to modify. And if during the interview there is adequate time for a full discussion of the issues and counseling it enhances perceived system fairness, system satisfaction, acceptance and supervisory support (Roberts, 2003). Furthermore performance feedback alone generates improvements to ratees' organizational commitment, and particularly to work satisfaction (Tziner and Kopelman, 2002). In summary, it can be said that giving feedback in an appropriate manner is a key factor in determining the employee's willingness to adapt behavior. First, it is important that the feedback is given in a confidential atmosphere and that the appraiser is perceived as being in state to give useful feedback. Second, the feedback should be precise and detailed and if possible contain examples of the behavior at hand.

Third, feedback giving should leave room for discussion of important aspects, thus involving the ratee in giving opportunity to state his opinion and referring to his problems. Fourth, goal-setting should be part of the feedback. Goals should be clear, as well as the way how to achieve these goals, relevant, specific and moderately difficult. Furthermore, both parties should accept the goals. Fifth, it might be useful to give beside the annual performance review regular informal performance feedback. If all these conditions are met, the acceptance of the feedback will be enhanced and behavior change will be more likely.

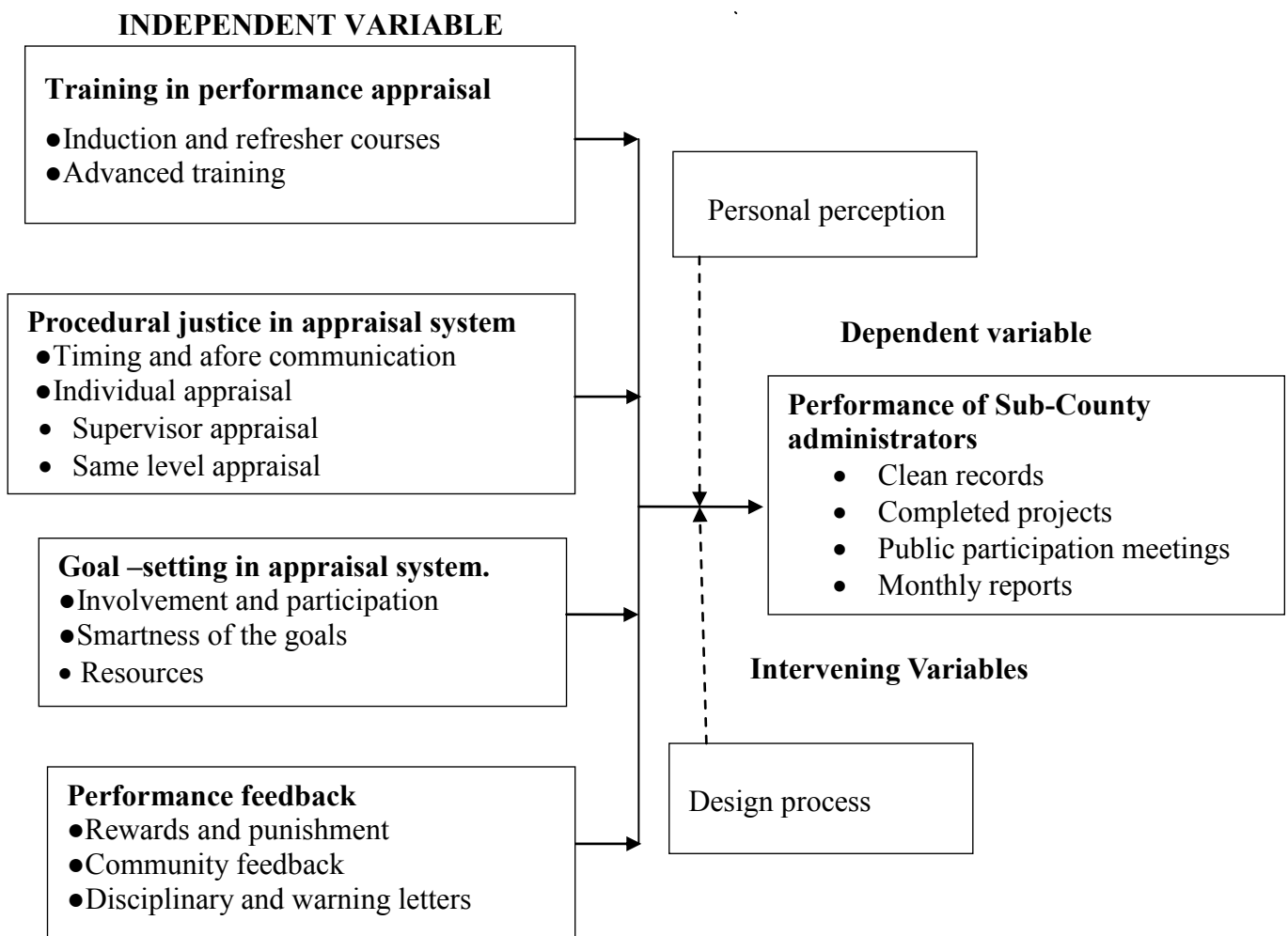
## **2.6 Theoretical framework**

This study was hinged on Vroom's (1964) expectancy theory of motivation. This theory proposes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. This suggests that the individual (teacher) will consider outcomes associated with various levels of performance and choose to pursue the level that generates the greatest reward for him or her.

Under the expectancy component, a person's belief about whether or not a particular job performance is attainable depends highly on the ability of the organization to develop an appraisal mechanism based on merit and transparent enough to be trusted by the employees. A teacher will be motivated to try a task if he/she believes that it can be done and this would help to improve the effectiveness of the teachers in terms of performance. Following the instrumentality component, a teacher who believes that a high level of performance will be instrumental for the acquisition of outcomes which may be gratifying will place a high value on performing well. This means that the sub – County administrator will even be motivated to go an extra mile to enhance good results. Performance is therefore a vital component of the expectancy theory as it is concerned with the linkage between effort - performance and rewards. In essence of this study, Vroom's (1964) expectancy theory underscores the importance of (in terms of appraisal) not focusing on only one element of evaluation but rather a combination of elements that best evaluate an individual.

## 2.7 Conceptual framework.

Mugenda and Mugenda (2003) define a conceptual framework as a graphical or diagrammatic representation of the relationship between variables in a study. It makes it easy for the researcher to see clearly the relationship between the variables. The study had a conceptual framework based on four variables that were presumed to influence the effectiveness of Performance Appraisal System (PAS) in the County administration. These factors were;



**Figure 1: Conceptual Framework**

In the study it was conceptualized that the independent variables; Training, Procedural justice, Goal setting and Performance feedback influenced the dependent variable; Effectiveness of Performance Appraisal System in County administration.

## **2.8 Summary of literature review**

In summary, it can be concluded that performance appraisal systems become useless if they do not elicit positive reactions among raters and ratees (Tziner and Kopelman, 2002). Generally, this mainly deals with the performance appraisal system being accepted because it is perceived as being distributional and procedural fair and being a valid measure for the position at hand. Thus, in recognition of the large amounts of time and money that need to be invested to develop and implement an appraisal system, an ineffective appraisal system would be a severe threat and loss of resources to an organization. On basis of these facts it seems important for each organization to regularly check if their performance appraisal is perceived as intended and if users still support system and process.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter the researcher presents the methodology that was used in carrying out the study. The chapter consists of the research design, target population, sampling procedures and sample size, research instruments, validity and reliability of the instruments, data collection procedures, data analysis, ethical issues and Operationalization of the study variables.

#### **3.2 Research design**

The researcher adopted a descriptive design. Descriptive research is concerned with the description of data and characteristics about a population. The goal is the acquisition of factual, accurate and systematic data that can be used in averages, frequencies and similar statistical calculations. It is used in preliminary and explanatory studies to allow research, gather, summarize, present and interpret data for the purpose of clarification (Orodho, 2002). Survey design involves collection of data in order to test hypothesis or to answer questions concerning the current status of the subjects in the study (Mugenda and Mugenda, 1999). Qualitative data was collected using the open-ended items in the questionnaire and the interview guides where the respondents commented on the influence of performance staff appraisal on performance by Sub-County administrators either by quoting in writing or verbatim from as per the interview guides.

#### **3.3 Target population**

The target population for this study was all the 6 Sub-County administrators and 26 ward administrators in Makeni County.

### **3.4 Sample size and Sampling procedures**

Kombo and Tromp (2006) defines sample as a finite part of a statistical population whose properties are studied to gain information about the whole population. A set of respondents selected from a larger population of people for the purpose of survey can be called a sample.

#### **3.4.1 Sample size**

Since the total population for this study was 6 Sub-County administrators and 30 ward administrators in Makueni County, the researcher selected the six 6 Sub-County administrators and 26 ward administrators making a sample of 32 respondents.

#### **3.4.2 Sampling procedures**

This employed census sampling to select the 6 Sub-County administrators as well as purposive sampling to select 26 ward administrators. This was because the population was small.

### **3.5 Research instruments**

Data were collected using a questionnaires as the main research instruments. The researcher used structured closed and open-ended items' for the Sub- County administrators and ward administrators in Makueni County.

The questionnaires had two sections. Part A related to bio data items and part B which assessed the influence of Performance staff appraisal on performance of Sub-County administrators' following research objectives. The researcher also constructed open-ended questions that were personally used during the face to face interviews with the County administrators and ward administrators.

### **3.6 Validity and Reliability**

In this section the process of determining the validity and reliability of the data collection instruments is discussed in detail.

#### **3.6.1 Validity of instruments**

Kombo and Tromp (2006) define validity as a measure of how well a test measures what it is supposed to measure. Validity is the degree to which the results obtained from the analysis of the data actually represents the phenomenon under study. Orodho (2003) further defines validity as a prior qualitative procedural test of the research instruments in attempting to ascertain how they are accurate, correct, true, meaningful and right in eliciting the intended data for the study. Content validity of the instruments was determined by colleagues and experts in research who looked at the measuring technique and coverage of specific areas (objectives) covered by the study. The corrections on the identified questions were incorporated in the instrument hence fine tuning the items to increase its validity.

Validity was also ascertained by checking whether the questions were measuring what they were supposed to measure such as the: clarity of wording and whether the respondents were interpreting all questions in similar ways (Orodho, 2003). The feedback was used to revise and modify the questionnaire in order to enhance the validity of the instruments.



### 3.6.2 Reliability of instruments

Reliability is a measure of how consistent the results from a test are (Kombo and Tromp, 2006). It measures the stability of the research instruments across two or more attempts. Mugenda and Mugenda (1999) define reliability as a measure of the degree to which research instruments yield consistent results or data after repeated trials.

To test reliability, the data values collected were operationalized and the numerical scores were split into two using ‘odd numbers versus even number items’ process to get two sets of values which were correlated using Pearson Product Moment Correlation Coefficient to calculate the coefficient of relationship. A correlation coefficient of 0.80 was obtained which was above 0.75 proposed by (Kasomo, 2006). The correlation formula used was;

$$r_{xy} = \frac{\sum x_i y_i - n \bar{x} \bar{y}}{(n-1) s_x s_y} = \frac{n \sum x_i y_i - \sum x_i \sum y_i}{\sqrt{n \sum x_i^2 - (\sum x_i)^2} \sqrt{n \sum y_i^2 - (\sum y_i)^2}}$$

### 3.7 Data collection procedures

The researcher obtained a permit from the National Council for Sciences and Technology. A copy of the permit was submitted to the concerned in the selected projects. The researcher pre-visited the earmarked Sub- County administrators in Makueni County to establish rapport before the actual data collection date. This made him familiar with the respondents. The questionnaires were personally administered to the respondents by the researcher. Data was collected by personally administering questionnaires to selected individuals with the aim of studying their attitudes, opinion and habits on influence of

performance staff appraisals performance by Sub-County administrators in Makueni County.

### **3.8 Data analysis**

Data Analysis refers to examining what has been collected in a survey or experiment and making deductions and inferences. It involves working with the raw data values obtained from the field, by organizing it, breaking it into manageable units, synthesizing it as well as searching for patterns (Orodho, 2003). Data collected in this study was coded and tabulated according to the study objectives. Both quantitative and qualitative data was collected in the study during the data collection process. Quantitative data was collected using the closed ended items of the questionnaire. The quantitative data was assigned nominal, ordinal and interval values and analyzed using descriptive statistics of frequency Tables and percentages as well as the mean values of the likert 5-point scale ratings were presented. The findings from the this kind of data was interpreted and presented in frequency distribution Tables which were used to test the hypotheses of the study. Moreover data was analyzed using both descriptive and inferential statistics. Correlation Tables were constructed to test the hypothesis using statistical package for social scientists (SPSS).

### **3.9 Ethical Issues**

In this study, the principle of voluntary participation was applied. The research respondents were fully informed about the research and gave their consent to participate. They were also treated with respect and courtesy. Ethical issues were observed during the data collection. Permission to participate in the study was sought before administering the research tools.

### 3.10 Operationalization of the study variables

To achieve the objectives of the study the researcher assessed the influence of performance staff appraisal on performance of Sub-County administrators in selected in Muhoroni district performance and performance feedback influence on performance of Sub-County administrators as shown in Table 3.1.

**Table 3.11 Operational definition of study variables.**

Objectives	Variables		Indicators	Level of scale	Tools of analysis
	Independent	Dependent			
To determine the influence training of personnel on performance appraisal on performance of Sub-County administrators.	<b>Training of personnel</b> <ul style="list-style-type: none"> <li>● Induction and refresher courses</li> <li>● Advanced training</li> </ul>	Performance by Sub-County administrators	Coordination of government business  Dissemination of government policies , peace building and Conflict resolution Reduction of illicit brews.	Interval  Nominal	Frequency distribution Tables.  Mean scores of 5-point Likert scale
To establish the extent to which procedural justice influences performance of Sub-County administrators	<b>Procedural justice</b> Timing and afore communication <ul style="list-style-type: none"> <li>● Individual appraisal</li> <li>● Supervisor appraisal</li> <li>● Same level appraisal</li> </ul>	Performance by Sub-County administrators	Coordination of government business  Dissemination of government policies , peace building and Conflict resolution Reduction of illicit brews.	Nominal  Ordinal	Frequency distribution Tables.  Mean scores of 5-point Likert scale.
To evaluate the influence of goal-setting on performance of Sub-County administrators	<b>Goal-setting</b> <ul style="list-style-type: none"> <li>● Involvement and participation</li> <li>● Smartness of the goals</li> <li>● Resources</li> </ul>	Performance by Sub-County administrators	Coordination of government business Dissemination of government policies , peace building and Conflict resolution Reduction of illicit brews.	Nominal  Ordinal	Frequency distribution Tables. Mean scores of 5-point Likert scale.

## **CHAPTER FOUR**

### **DATA, ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents data, analysis, presentation and interpretation. The purpose of the study was to investigate the influence of performance contract appraisal on performance of by Sub-County administrators in Makueni County. The analysis started with the response rate, the demographic characteristics of the respondents, presented and discusses the findings following research objectives.

#### **4.1 Response rate**

The response rate is the proportion of the sample that participated in the survey and returned their questionnaires as intended by the researcher. For the purpose of data collection 32 questionnaires were issued to respondents and 30 questionnaires were returned, giving a response rate of 93% which was sufficient for analysis according to Mugenda and Mugenda (2003) who argued that a response rate of at least 50% is sufficient for social sciences.

#### **4.2 Demographic Characteristics of the respondents**

This included the respondent's gender, age bracket, academic level, and working experience of respondents.

#### 4.2.1 Distribution of respondents by gender

The respondents were asked to indicate their gender with the aim of establishing whether the study was gender sensitive. The results were shown in Table 4.1.

**Table 4.1: Distribution of respondents by gender**

Categories	Responses	Percentage (%)
Female	14	46.7
Male	16	53.3
<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.2 shows that the male respondents were slightly higher (53.3%) than the female respondents who were (46.7%). This shows that the project was gender sensitive and that there was good representation of both genders. This therefore gave balanced responses for analysis.

#### 4.2.2 Age Distribution of respondents

The researcher sought to establish the age distribution for the respondents. The responses were presented in Table 4.2.

**Table 4.2: Age distribution of respondents**

<b>Age in years</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Below 30	3	10.0
30 - 35	7	23.3
36- 40	10	33.4
41- 45	6	20.0
46 - 50	4	13.3
Above 50	0	0.0
<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.2 revealed that majority of the respondents (33.4%) were 36 - 40 years of age followed by those aged 30 – 35 years with 23.3% responses. The least were those aged below 30 years (10%). This age distribution was likely to give well distributed responses as proposed by Bradley ( 2007).

### 4.2.3 Duration of stay in the current post

The researcher sought to investigate the duration of stay in the current post. The responses were presented in Table 4.3.

**Table 4.3: Duration in the current post**

<b>Duration in years</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than 1	2	6.7
1 - 2	6	20.0
More than 2	22	73.3
<b>Total</b>	<b>30</b>	<b>100.0</b>

Table 4.3 shows that majority (73.3%) of the respondents had been in their current position for

More than 2 years followed by 1 – 2 years (20.0%). This implies that the respondents had stayed in the current stations long enough to have seen at least a year of performance contracting implementation hence were able to give responses from an informed point of view as indicated by Kiambati & Itunga, (2014).

#### 4.2.4 Academic qualification of respondents

The researcher required the responded to indicate their academic qualification as part of their demographic information. The responses were presented in Table 4.4.

**Table 4.4: Academic qualification**

<b>Qualification</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Diploma	5	16.7
First degree	20	66.6
Masters	5	16.7
Ph.D	0	0.0
<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.4 revealed that majority (66.6) of the respondents had the first degree as their highest academic qualification. The second group was those with Diplomas (16.7%) and masters (16.7%). This shows that the respondents had acquired the academic qualification which could enable them implement contract appraisal.



### 4.3 Training on appraisal and performance of Sub-County administrators

The first objective for this study was to establish the extent to which staff training on appraisal influences performance of Sub-County administrators in Makueni County. To achieve this objective, the respondents were first required to indicate whether they had received any training on performance contract appraisal. These responses were presented in Table 4.5.

**Table 4.5: Those who were trained on performance contracting**

<b>Categories</b>	<b>Responses</b>	<b>Percentage (%)</b>
Yes	25	83.3
No	5	16.7
<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.5 shows that majority (83.3%) had been trained on performance contract appraisal while 16.7% had not been trained. The trainings attended covered induction, refresher course and advanced course. The respondents were further required to indicate the extent to which they agreed with the given statement using a 5-Likert scale where; SA –Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD – Strongly Disagree. The responses were presented in Table 4.6. This shows that the respondents were aware of the appraisal performance contracting therefore they were able to respond to the research questionnaires early.

**Table 4.6: Staff training and performance**

<b>STATEMENT</b>	<b>SA (%)</b>	<b>A(%)</b>	<b>N(%)</b>	<b>D(%)</b>	<b>SD (%)</b>
Training significantly improves performance of Sub- County administrators	12(40)	13(43.3)	1(3.3)	2(6.7)	2(6.7)
Training significantly improves coordination of government business	11(36.7)	13(43.3)	1(3.3)	3(10)	2(6.7)
Training significantly improves dissemination of government policies	12(40)	10(33.3)	2(6.7)	4(13.3)	2(6.7)
Training improves conflict resolution	10(33.3)	10(33.3)	3(10)	4(13.3)	3(10)
<b>Mean Responses</b>	<b>11(36.6)</b>	<b>12(40)</b>	<b>2(6.7)</b>	<b>3(10)</b>	<b>2(6.7)</b>

Table 4.6 shows that majority (40%) and (36.6%) agreed and strongly agreed respectively with the statements that; training of personnel significantly improves performance of Sub-County administrators, training significantly improves coordination of government business, training significantly improves dissemination of government policies and training improves conflict resolution.

Pearson correlation analysis was conducted to examine the relationship between the variables and test the hypothesis. The measures were constructed using summated scales from both the independent and dependent variables. As cited in Wong and Hiew (2005) the correlation

coefficient value ( $r$ ) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. The first hypothesis was;

$H_{01}$ : There is no significant relationship between staff training on contract appraisal and performance of Sub- County administrators.

**Table 4.7: Relationship between Staff training and performance**

		Staff training	Performance
Staff Training	Pearson Correlation	1	0.851**
	Sig. (2-tailed)		0.001
	N	30	30
Performance	Pearson Correlation	0.851**	1
	Sig. (2-tailed)	0.001	
	N	30	30

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

The results in Table 4.7 shows that there was a strong positive correlation ( $r = 0.851$ ,  $P < 0.01$ ) between staff training and contract appraisal and performance of Sub- County administrators.

This indicates that the relationship between staff training and performance of Sub- County administrators are statistically significant at the 99% confidence interval level 2-tailed.  $H_{01}$  is therefore rejected.

#### 4.4 Procedural justice of appraisal and staff performance

The second objective for this study was to establish the extent to which procedural justice influence performance of Sub-County administrators in Makueni County. To achieve this objective, the respondents were first requested to indicate whether the procedure of the performance contract was fair. The responses were presented in Table 4.8.

**Table 4.8: Responses on whether procedural justice was fair**

Categories	Responses	Percentage (%)
Yes	27	90.0
No	3	10.0
<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.5 shows that majority (90.0%) of the respondents indicated that procedural justice for appraisal was fair while 10% indicated it was not fair. This was because timing and afore communication which is a component of procedural justice were addressed well in the administration. The respondents were further required to indicate the extent to which they agreed with the given statement using a 5-Likert scale where; SA –Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD – Strongly Disagree. The responses were presented in Table 4.8.

**Table 4.8: Procedural justice and Performance of Sub- County administrators**

<b>STATEMENT</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N(%)</b>	<b>D(%)</b>	<b>SD(%)</b>
Procedural justice significantly improves performance of Sub- County administrators	11(36.7)	12(40)	2(6.7)	3(3.3)	2(6.7)
Procedural justice helps in comparing appraise.	13(43.3)	11(36.7)	1(3.3)	2(6.7)	3(10)
Procedural justice improves dissemination of fairness in appraising offices	12(40)	12(40)	0(0.0)	1(3.3)	4(13.3)
<b>Mean responses</b>	<b>12(40)</b>	<b>12(40)</b>	<b>1(3.3)</b>	<b>2(6.7)</b>	<b>3(10)</b>

Table 4.8 shows that majority (40%) strongly agreed and also agreed with the statements that; Procedural justice significantly improves performance of Sub- County administrators, Procedural justice helps in comparing appraise and Procedural justice improves dissemination of fairness in appraising office. The researcher further tested hypothesis  $H_{02}$  below using Spearman's correlation coefficient.

$H_{02}$ : There is no significant relationship between procedural justice and performance of Sub- County administrators.

**Table 4.9: Relationship between procedural justice and performance**

		Procedural justice	Performance
Procedural justice	Pearson Correlation	1	0.63**
	Sig. (2-tailed)		0.001
	N	30	30
Performance	Pearson Correlation	0.63**	1
	Sig. (2-tailed)	0.001	
	N	30	30

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

The results in Table 4.9 shows that there was a strong positive correlation ( $r = 0.63$ ,  $P < 0.01$ ) between procedural justice and contract appraisal and performance of Sub- County administrators. This indicates that the relationship between procedural justice and performance of Sub- County administrators are statistically significant at the 99% confidence interval level 2-tailed.  $H_{02}$  is therefore rejected

4.5 Goal setting and Performance of Sub-County administrators

#### 4.5 Goal-setting on performance of Sub-County administrators

The third objective for this study was to evaluate the influence of goal-setting on performance of Sub-County administrators in Makueni County. To achieve this objective, the respondents were requested to indicate whether they were involved in goal setting before implementation of performance contract. The responses were presented in Table 4.10.

**Table 4.10: Responses on whether there was involvement in goal setting**

Categories	Responses	Percentage (%)
Yes	16	53.3
No	14	46.7
<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.10 shows that majority (53.3%) of the respondents indicated that they were involved in goal setting while 46.7% indicated that they were never involved. Involving employees will make them understand organizational goals, what is expected of them and what they will expect for achieving their performance goals. The respondents were further required to indicate the extent to which they agreed with the given statement using a 5-Likert scale where; SA –Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD – Strongly Disagree. The responses were presented in Table 4.11. This shows the respondents understand their responsibilities and duties.

**Table 4.11: Goal setting and Performance of Sub-County administrators**

<b>STATEMENT</b>	<b>SA(%)</b>	<b>A(%)</b>	<b>N(%)</b>	<b>D(%)</b>	<b>SD(%)</b>
Goal setting significantly improves performance of Sub- County administrators	15(50)	10(33.3)	2(6.7)	1(6.7)	3(10)
Goal setting helps on employees' to focus on their effort.	10(33.3)	13(43.3)	3(10)	2(6.7)	2(6.7)
Goal setting gives the appraisee a broader picture of the work unit and the organization's objectives	12(40)	11(36.7)	2(6.7)	3(10)	2(6.7)
<b>Mean responses</b>	<b>12(40)</b>	<b>11(36.7)</b>	<b>3(10)</b>	<b>2(6.7)</b>	<b>2(6.7)</b>

Table 4.11 revealed that majority (40%) strongly agreed and 36.7% agreed with the statements that; goal setting significantly improves performance of Sub- County administrators, Goal setting helps on employees' to focus on their effort and Goal setting gives the appraisee a broader picture of the work unit and the organization's objectives.

H<sub>03</sub>: There is no significant relationship between goal setting and performance of Sub-County administrators.



**Table 4.12: Relationship between goal setting and performance**

		Goal setting	Performance
Goal setting	Pearson Correlation	1	0.75**
	Sig. (2-tailed)		0.000
	N	30	30
Performance	Pearson Correlation	0.75**	1
	Sig. (2-tailed)	0.000	
	N	30	30

\*\* . Cor\*\*correlation is significant at the 0.01 level (2-tailed).

The results in Table 4.9 shows that there was a strong positive correlation ( $r = 0.75$ ,  $P < 0.01$ ) between goal setting and contract appraisal and performance of Sub- County administrators. This indicates that the relationship between procedural justice and performance of Sub- County administrators are statistically significant at the 99% confidence interval level 2-tailed.  $H_{03}$  is therefore rejected.

#### **4.6 Performance feedback and performance of Sub- County administrators.**

The last objective for this study was to establish the extent to which performance feedback influence performance of Sub-County administrators in Makueni County. To achieve this objective the respondents were requested to indicate whether they get feedback after the performance contract appraisal. The responses were presented in Table 4.13.

**Table 4.13: Opinion on whether respondents got feedback after appraisal**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	16	53.3
No	14	46.7
<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.13 shows that majority (53.3%) of the respondents indicated that they got feedback after the performance contract appraisal. This was very close to those who never got feedback (46.7%). This shows there is a need to increase feedback after appraisal. The researcher also sought to know how long it took feedback to be given to them. The responses were presented in Table 4.14.

**Table 4.14: Length of releasing feedback after appraisal**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than a week	2	12.5
Weeks	4	25.0
Months	8	50.0
Over one year	2	12.5
<b>Total</b>	<b>16</b>	<b>100</b>

Table 4.14 revealed that majority (50%) of those who received feedback after appraisal got it after months. This could lead to inefficiency as the workers are likely to have forgotten how they had performed hence not able to improve.

The respondents were further required to indicate the extent to which they agreed with the given statement using a 5-Likert scale where; SA –Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD – Strongly Disagree. The responses were presented in Table 4.14.

**Table 4.15: Feedback after appraisal and performance**

<b>STATEMENT</b>	<b>SA(%)</b>	<b>A(%)</b>	<b>N(%)</b>	<b>D(%)</b>	<b>SD(%)</b>
Performance feedback significantly improves performance of Sub- County administrators	12(40)	11(36.7)	2(6.7)	2(6.7)	3(10)
Performance feedback should be provided on a continuous basis.	10(6.7)	13(43.3)	2(6.7)	4(13.3)	1(3.3)
This feedback is useful when the supervisor does not direct contact with an employee	12(40)	14(46.7)	0(0.0)	2(6.7)	2(6.7)
Performance feedback should leave room for discussion of important aspects	9(30)	11(36.7)	4(13.3)	3(10)	3(10)
<b>Mean responses</b>	<b>11(36.7)</b>	<b>12(40)</b>	<b>2(6.7)</b>	<b>3(10)</b>	<b>2(6.7)</b>

Table 4.15 shows that majority of the members indicated that (40%) agreed and strongly agreed (36.7%) that performance feedback significantly improves performance of Sub-County administrators, performance feedback should be provided on a continuous basis, feedback is useful when the supervisor does not direct contact with an employee and performance feedback should leave room for discussion of important aspects.

Ho<sub>4</sub>: There is no significant relationship between feedback and performance of Sub-County administrators.

**Table 4.16: Relationship between feedback and performance**

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		Feedback	Performance
Feedback	Pearson Correlation	1	0.741**
	Sig. (2-tailed)		0.000
	N	30	30
Performance	Pearson Correlation	0.741**	1
	Sig. (2-tailed)	0.000	
	N	30	30

---

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

The results in Table 4.16 shows that there was a strong positive correlation ( $r = 0.741$ ,  $P < 0.01$ ) between feedback and contract appraisal and performance of Sub- County administrators. This indicates that the relationship between feedback and performance of Sub- County administrators are statistically significant at the 99% confidence interval level 2-tailed.  $H_{04}$  is therefore rejected.

## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations and suggestions for further research.

#### 5.2 Summary of the findings

The purpose of this study was to investigate the influence of performance staff appraisal on performance of by Sub-County administrators in Makueni County. The study sought to establish the extent to which staff training on appraisal influences performance of by Sub-County administrators in Makueni County, to establish the extent to which procedural justice influence performance of Sub-County administrators in Makueni County, to evaluate the influence of goal-setting on performance of Sub-County administrators in Makueni County and to establish the extent to which performance feedback influence performance of Sub-County administrators in Makueni County.

The study revealed that that majority (87.3%) had been trained on performance contract appraisal. They were inducted on performance appraisal, given refresher course and advanced course. Majority (40%) of agreed that; training of personnel significantly improves performance of Sub- County administrators, training significantly improves coordination of government business, training significantly improves dissemination of government policies and training improves conflict resolution. It was also revealed that

there is a strong positive correlation  $r(1,29) = 0.851$ ,  $P < 0.05$ , between staff training and performance of sub-county administrators.

From objective two, the study established that majority (90.0%) of the respondents indicated that procedural justice for appraisal was fair while 10% indicated it was not fair. Majority (40%) strongly agreed and also agreed with the statements that; Procedural justice significantly improves performance of Sub- County administrators, procedural justice improves coordination of government business and procedural justice improves dissemination of government policies. There is a strong positive correlation  $r(1, 29) = 0.63$ ,  $P < 0.05$ , between procedural justice and performance of sub-county administrators.

From objective three majority (53.3%) of the respondents indicated that they were involved in goal setting while 46.7% indicated that they were never involved. It was also revealed that majority (40%) strongly agreed and 36.7% agreed with the statements that; goal setting significantly improves performance of Sub- County administrators, goal setting helps on employees' to focus on their effort and Goal setting gives the appraisee a broader picture of the work unit and the organization's objectives. It was also revealed that there is a strong positive relationship  $r(30) = 0.75$ ,  $p < 0.05$ , between goal setting and performance.

From objective four, the study revealed that majority (53.3%) of the respondents indicated that they got feedback after the performance contract appraisal. Majority (50%) of those who received feedback after appraisal got it after months. Also majority of the members indicated that (40%) agreed and strongly agreed (36.7%) that performance feedback significantly improves performance of Sub- County administrators, performance feedback should be provided on a continuous basis, feedback is useful when the supervisor does not

direct contact with an employee and performance feedback should leave room for discussion of important aspects. It was also revealed that there is a strong positive relationship  $r(30) = 0.741, p < 0.05$  between feedback and performance.

### **5.3 Discussion for the study**

The study established that there was a strong positive correlation between staff training and performance of sub-county administrators. This agrees with Rudner (1992) who argued that those who do appraisals should undergo training as well as those being appraised as this would improve the performance of the one being appraised. This is because training provides trainees with broad opportunities to practice the specified skills and provide trainees with feedback on their practice appraisal performance. Training enables employees to be less confused; less disappointed concerning measures and are more aware about the intentions of Performance appraisal.

The study also revealed that there is a strong positive correlation between procedural justice and performance of sub-county administrators. These results agree with Swiercz et al. (1999) who argued that Procedural fairness describes the degree to which procedures and policies which determine the performance appraisal score are perceived as fair. Davis and Landa (1999) found that the absence of fair procedures increases distress because the results of performance appraisal are essentially outside the control of the employee. But if employees are confident in the fairness of performance appraisal process, they are more likely to accept performance ratings, even adverse ones. Procedural fairness is a significant predictor for pay and job-satisfaction (Swiercz et al., 1999).



The study also revealed that, there is a strong positive relationship, between goal setting and performance. This implies the setting of goals significantly influences performance. We do therefore reject the hypothesis and conclude that there is a significant relationship between goal setting and performance of Sub- County administrators. These results are in line with Roberts (2003) who analyzed why goal-setting is so effective and proposed that its effectiveness derives from its ability to focus employees' effort and attention on the critical task at hand, enhancing employee persistence and reducing the likelihood of being distracted. This consequently improves performance. Tziner and Kopelman (1992) also found that the process of goal setting gives the appraisee a broader picture of the work unit and the organization's objectives. Harris (1988) supports the findings about the positive effects of goal-setting. She recommends an evaluative interview for providing feedback which focuses on problem-solving and goal-setting and which has high employee involvement.

The study also revealed that there is a strong positive relationship between feedback and performance. This agrees with Lee (2005) that feedback should be provided on a continuous basis – daily, weekly or monthly reviews and that rating task requires someone with special knowledge and ability, and someone who can observe the performance of the employee so as to improve performance. Thus is the manner in which employees receive feedback on their job performance a major factor in determining the success of the performance appraisal system (Harris, 1988). Davis and Landa (1999) argue that practice of informal, regular communication between supervisor and employee are far more desirable and effective than formal performance appraisal process.

#### **5.4 Conclusions from the study**

Based on the findings of this study, the researcher concluded that; although training of significantly improves performance of Sub- County administrators, not all offices had been trained and not all aspects of performance were addressed by the training. Also procedural justice significantly improves performance of Sub- County administrators; Procedural justice improves coordination of government business and dissemination of government policies. It can also be concluded that most of the sub-county officers were not involved in goal setting and therefore did not understand organizational goals and that was likely to affect their performance. The researcher finally concluded that majority of the sub-county officers did not received feedback after appraisal in good time hence were not in a position to make correction on performance in good time.

#### **5.5 Recommendations from the study**

Based on the findings of this study, the researcher recommended that;

- i. The County government of Makueni should consistently train all sub-county and ward administrators on all aspects of performance contracting before appraising them.
- ii. The Procedural justice should be followed to the latter by the sub-county administrators.
- iii. The County government should involve the sub-county officers in goal so that they may understand and own the decision.
- iv. The appraiser should always give the report concerning appraisal immediately so as to make corrections where possible.

## **5.6 Suggestions for further research**

The purpose of this study was to investigate the influence of staff appraisal on performance of Sub-County administrators in Makueni County. Further studies can be done on the following:-

1. The influence of motivation on the performance of ward administrators.
2. The role of public participation in goal setting by sub-county administrators.
3. The influence of timely appraisal feedback on performance of sub-county administrators.

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## **APPENDICES**

### **APPENDIX I: TRANSMITTAL LETTER**

To all Sub-County Administrators  
Makueni County  
Kenya

Dear Sir/Madam,

#### **REF: PARTICIPATION IN RESEARCH**

I am a Post graduate student at the University of Nairobi pursuing a Masters Degree in Project Planning and Management. As part of the requirements for the award of this degree I am conducting a study on the Influence of Performance Staff appraisalon performance of sub-County administrator officers in Makueni County. Therefore I humbly request you to co- assist in filling in the questionnaire. The information you will provide will be strictly used for the purpose of this study and your identity will be kept confidential. I will be grateful for your co-operation. Thank you in advance.

Yours faithfully,

---

**Muthoka Mark Wambua**

**APPENDIX II**  
**QUESTIONNAIRE FOR SUB-COUNTY ADMINISTRATORS**

The purpose of this questionnaire is to gather information on the Influence of Performance Staff appraisals on performance by Sub-County Administrators in Makueni County. Your responses will be accorded great confidentiality and will only be used for the purpose of this study. I request you to cooperate in this exercise. Please indicate your option by putting a tick (☐) against one of the multiple choices and in the provided space write your chosen opinion(s).

**PART A: Bio data of the respondents**

1. What is your gender?

- a) Male       b) Female

2. What is your age bracket in years?

- a) Less than 30     b) 31-35     c) 36-40     d) 41-45     e) 46-50   
f) Greater 51

3. What is your highest level of education?

- a) Primary       b) Secondary       c) Certificate       d) Diploma   
e) Degree       Others; specify \_\_\_\_\_

4. How long have you been in your present post in years?

- a) Less than 1     b) 1-2     c) more than 2 years



**PART B: Influence of Performance Staff appraisals on performance of Sub- County administrators.**

6. Have you received any training in Performance Contract Appraisal?

- a) YES     b) NO

7. Below are levels of training on performance contract appraisal. At what level/s have you received training on performance contract appraisal?

a) Induction

b) Refresher

c) Advanced

d) None

8 a) Training of personnel on performance staff appraisals significantly influences performance of Sub- County administrators. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

v. Strongly disagree (      )

iv. Disagree            (      )

iii. Neutral             (      )

ii. Agree                (      )

i. Strongly agree      (      )

b.) Give reason(s) for your choice in (No. 8a) above?

.....  
.....

9. The table below has statements which describe the significance of training of personnel on performance staff appraisaland performance of Sub- County administrators. Tick one that describes them best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Training of personnel significantly improves performance of Sub- County administrators					
Training of personnel significantly improves coordination of government business					
Training of personnel significantly improves dissemination of government policies					
Training of personnel improves conflict resolution					
Training of personnel improves reduction of illicit brews and narcotics					

**The extent to which procedural justice influences performance of Sub- County administrators**

10. a) Do you believe the procedure of the Performance staff appraisal was fair?

a) YES  b) NO

b) What are the reasons for your answer above?

---

11. Timing and afore communication are components of procedural justice. Using the five point likert rating scale given, to what extent is it agreeable to you?

- i) Strongly disagree ( )
- ii) Disagree ( )
- iii) Neutral ( )
- iv) Agree ( )
- v) Strongly agree ( )

12a) Procedural justice in staff appraisals significantly influences performance of Sub- County administrators. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

- i) Strongly disagree ( )
- ii) Disagree ( )

iii) Neutral ( )

iv) Agree ( )

v) Strongly agree ( )

b.) Give reason(s) for your choice in (No. 12 a) above?

.....  
.....

13. The table below has statements which describe influence of procedural justice in performance staff appraisaland performance of Sub- County administrators. Tick one that describes them best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Procedural justice significantly improves performance of Sub- County administrators					
Procedural justice improves coordination of government business					
Procedural justice improves dissemination of government policies					
Procedural justice improves conflict resolution					
Procedural justice improves reduction of illicit brews and narcotics					

14. Do you believe there is always procedural justice during performance staff appraisal in the provincial administration? Give reasons for your answer.

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**Influence of goal-setting in performance staff appraisal on performance of Sub-County administrators**

15. Were you adequately involved in goal setting for the performance contract appraisal?

a) YES \_\_\_\_\_ b) NO \_\_\_\_\_

16. Are you aware of the goals of performance staff appraisal within the provincial Administration?

a) YES \_\_\_\_\_ b) NO \_\_\_\_\_

17a) Do you think the goals were realistic and attainable within the appraisal period?

a) YES \_\_\_\_\_ b) NO \_\_\_\_\_

b). What are the reasons for your answer in the question above?

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18. The table below has statements which describe the level of significance of influence of goal setting in performance staff appraisaland performance of Sub- County administrators. Tick one that describes them best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Goal setting significantly improves performance of Sub- County administrators					
Goal setting significantly improves coordination of government business					
Goal setting significantly improves dissemination of government policies					
Goal setting significantly improves conflict resolution					
Goal setting significantly improves reduction of illicit brews and narcotics					

19. Do you believe the raters in performance staff appraisal are objective? Give reasons for your answer above.

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Extent to which performance feedback on performance staff appraisal influence performance of Sub- County administrators

20.a) Did you get the feedback after the performance contract appraisal?

a) YES \_\_\_\_\_ b) NO \_\_\_\_\_

b.) How long did it take for the feedback to be given to you?

a). Days

b). Weeks

C). Months

d). Over a year

c.) How was the feedback given?

a) Individual feedback

b) Group feedback

21.a) Feedback in performance staff appraisals significantly influences performance of Sub- County administrators. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

- v. Strongly disagree ( )
- iv. Disagree ( )
- iii. Neutral ( )
- ii. Agree ( )
- i. Strongly agree ( )

b) Give reason(s) for your choice in the question above?

.....

.....

22. The table below has statements which describe influence of performance feedback in performance staff appraisal and performance of Sub- County administrators. Tick one that describes it best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

STATEMENT	SA	A	N	D	SD
Performance feedback significantly improves performance of Sub- County administrators					
Performance feedback should be provided on a continuous basis					



This feedback is useful when the supervisor does not direct contact with an employee					
Performance feedback should leave room for discussion of important aspects					

**Thank you for your cooperation.**

**APPENDIX II**  
**QUESTIONNAIRE FOR WARD ADMINISTRATORS**

The purpose of this questionnaire is to gather information on the Influence of Performance Staff appraisals on performance by Sub-County Administrators in Makueni County. Your responses will be accorded great confidentiality and will only be used for the purpose of this study. I request you to cooperate in this exercise. Please indicate your option by putting a tick (☐) against one of the multiple choices and in the provided space write your chosen opinion(s).

**PART A: Bio data of the respondents**

1. What is your gender?

b) Male       b) Female

2. What is your age bracket in years?

a) Less than 30     b) 31-35     c) 36-40     d) 41-45     e) 46-50   
f) Greater 51

3. What is your highest level of education?

a) Primary       b) Secondary       c) Certificate       d) Diploma   
e) Degree       Others; specify \_\_\_\_\_

4. How long have you been in your present post in years?

b) Less than 1     b) 1-2     c) more than 2 years

**PART B: Influence of Performance Staff appraisals on performance of Sub- County administrators.**

6. Have you received any training in Performance Contract Appraisal?

a) YES  b) NO

7. Below are levels of training on performance contract appraisal. At what level/s have you received training on performance contract appraisal?

a) Induction

b) Refresher

c) Advanced

d) None

8 a) Training of personnel on performance staff appraisals significantly influences performance of Sub- County administrators. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

v. Strongly disagree ( )

iv. Disagree ( )

iii. Neutral ( )

ii. Agree ( )

i. Strongly agree ( )

b.) Give reason(s) for your choice in (No. 8a) above?

.....

.....

9. The table below has statements which describe the significance of training of personnel on performance staff appraisaland performance of Sub- County administrators. Tick one that describes them best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>SD</b>	<b>D</b>
Training of personnel significantly improves performance of Sub- County administrators					
Training of personnel significantly improves coordination of government business					
Training of personnel significantly improves dissemination of government policies					
Training of personnel improves conflict resolution					
Training of personnel improves reduction of illicit brews and narcotics					

**The extent to which procedural justice influences performance of Sub- County administrators**

10. a) Do you believe the procedure of the Performance staff appraisal was fair?

a) YES  b) NO

b) What are the reasons for your answer above?

---

11. Timing and afore communication are components of procedural justice. Using the five point likert rating scale given, to what extent is it agreeable to you?

- i) Strongly disagree ( )
- ii) Disagree ( )
- iii) Neutral ( )
- iv) Agree ( )
- v) Strongly agree ( )

12a) Procedural justice in staff appraisal significantly influences performance of Sub- County administrators. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

- i) Strongly disagree ( )
- ii) Disagree ( )
- iii) Neutral ( )
- iv) Agree ( )
- v) Strongly agree ( )

b.) Give reason(s) for your choice in (No. 12 a) above?

.....

.....

13. The table below has statements which describe influence of procedural justice in performance staff appraisaland performance of Sub- County administrators. Tick one that describes them best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

STATEMENT	SA	A	N	D	SD
Procedural justice significantly improves performance of Sub- County administrators					
Procedural justice enables helps in comparing appraise.					
Procedural justice improves dissemination of fairness in appraising offices					

14. Do you believe there is always procedural justice during performance staff appraisal in the provincial administration? Give reasons for your answer.

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**Influence of goal-setting in performance staff appraisal on performance of Sub-County administrators**

15. Were you adequately involved in goal setting for the performance contract appraisal?

b) YES \_\_\_\_\_                      b) NO \_\_\_\_\_

16. Are you aware of the goals of performance staff appraisal within the provincial Administration?

a) YES \_\_\_\_\_                      b) NO \_\_\_\_\_

17a) Do you think the goals were realistic and attainable within the appraisal period?

a) YES \_\_\_\_\_                      b) NO \_\_\_\_\_

b). What are the reasons for your answer in the question above?

-----  
-----

18. The table below has statements which describe the level of significance of influence of goal setting in performance staff appraisaland performance of Sub- County administrators. Tick one that describes them best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Goal setting significantly improves performance of Sub- County administrators					
Goal setting is so effective in performance as it focuses on employees' effort					
Goal setting gives the appraisee a broader picture of the work unit and the organization's objectives					
To be maximally effective, there must be an ongoing formal and informal performance goal setting.					

19. Do you believe the raters in performance staff appraisals are objective? Give reasons for your answer above.

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**Extent to which performance feedback on performance staff appraisals influence performance of Sub- County administrators**

20.a) Did you get the feedback after the performance contract appraisal?

a) YES \_\_\_\_\_ b) NO \_\_\_\_\_

b.) How long did it take for the feedback to be given to you?

a). Days

b). Weeks

C). Months

d). Over a year

c.) How was the feedback given?

a) Individual feed back

b) Group feedback

21.a) Feedback in performance staff appraisals significantly influences performance of Sub- County administrators. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

v. Strongly disagree ( )

iv. Disagree ( )

iii. Neutral ( )

ii. Agree ( )

i. Strongly agree ( )

b) Give reason(s) for your choice in the question above?

.....

.....

22. The table below has statements which describe influence of performance feedback in performance staff appraisaland performance of Sub- County administrators. Tick one that describes it best.

**A- Agree**

**SA –Strongly Agree.**

**D- Disagree**

**SD – Strongly Disagree.**

STATEMENT	SA	A	N	D	SD
Performance feedback significantly improves performance of Sub- County administrators					
Performance feedback significantly improves coordination of government business					
Performance feedback significantly improves dissemination of government policies					
Performance feedback significantly improves conflict resolution					
Performance feedback significantly improves reduction of illicit brews and narcotics					

**Thank you for your cooperation.**