

**INFLUENCE OF PERFORMANCE APPRAISAL ON EMPLOYEE MOTIVATION AT
COUNTY GOVERNMENT OF KISUMU, KENYA**

BY

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DECLARATION

This research project report is my original work and has never been presented to any University for any award.

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First, I thank God for helping me through this project writing. Secondly, special thanks to my supervisor Dr. Michael Washika Okonda (PhD) for his guidance and assistance. Finally, I thank my family for supporting me throughout my studies.

DEDICATION

This project is dedicated to my family and friends.

ABSTRACT

Public service employees' motivation has emerged as a complex issue globally, locally and in Kenya. A systematic review of staffs' motivation is revealed by factors such as financial rewards, career development, continuous education resource availability and recognition. The county government of Kisumu department of roads, transport and public work honored its employee through recognition awards for the 99% of roads done, 2020-2021. The individual employees were awarded for showing dedication, responsibility and results. The other departments within the Kisumu county government (governance, finance education, health and county assembly) have never had such recognition, a show of selective implementation of performance reward system by county departments. The general objective was to study performance appraisal and employee motivation in county government of Kisumu. The current study sought to study the effects of performance appraisal on employees' motivation at county government of Kisumu, Kenya. Specifically the study sought to; determine the effect of appraisal system criteria, appraisal feedback and continuous improvement on employees' motivation at county government of Kisumu. The study was anchored on goal setting theory and expectancy theory. The researcher adopted a correlational research design to study the relationship between the variables. The target population of study consisted of 876 employees of county government of Kisumu drawn from the 8 departments and consisting of supervisors and junior staffs. Stratified random sampling was used to draw a sample of 375 respondents from the population. Primary data was obtained using structured questionnaire. A pilot study was conducted in Vihiga County. A Cronbach Alpha coefficient of 0.813 was obtained thus implying the study instrument was reliable. Validity was ascertained through expert review (lecturers) at the department of business in Maseno University. The primary data collected was analyzed using regression analysis. The findings shows that performance appraisal accounts for 55.7% variance in employee motivation, which is also significant ($R^2 = .557$, $F(3, 268) = 112.314$, $p < .05$). The overall model coefficients also shows that appraisal system criteria ($B = .383$, $p < .05$), Appraisal feedback ($B = .313$, $p < .05$) and Continuous improvement ($B = .221$, $p < .05$) have positive and significant effect on employee motivation. An examination of the model coefficient results shows that continuous improvement had a significant contribution to employee motivation ($\beta = .319$, $p < .05$) and significantly accounted for 32.7% variance in employee motivation, appraisal system criteria had a positive and significant effect on employee motivation ($\beta = .309$, $p < .05$) and accounted for 36.6% variance in employee motivation, finally appraisal feedback positively and significantly influenced employee motivation ($\beta = .292$, $p < .05$) and also accounted for 41.5% variance in employee motivation. This implies that performance appraisal, entailing employee training, appraisal system criteria and appraisal feedback positively enhanced employee motivation and consequently their work. It was concluded that appraisal criteria has a positive influence on employee motivation, system appraisal feedback has a positive influence on employee motivation and employee training has a positive influence on employee motivation. It was recommended that the county improves its appraisal criteria, enhances its appraisal feedback and increases the number of employee trainings. This means that all the constructs defining performance appraisal had a positive and significant effect on employee motivation. The research is significant to academicians the field of research, practitioners in human resource field as well as institutions

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ABBREVIATIONS AND ACRONYMS

BOS	Behavior Observation Scale
ASC	Appraisal System Criteria
AF	Appraisal Feedback
ET	Employee Training
MBO	Management by Objective
KTDA	Kenya Tea Development Authority
NHC	National Housing Corporation
SPSS	Statistical Package of Social Sciences
HRM	Human Resource Management

DEFINATION OF OPERATION TERMS

Performance Appraisal	is a structured assessment of employees' work output, aimed at comprehending their aptitude for professional advancement and improvement within a workplace setting, as well as their overall impact on an organization.
Employee Motivation	Refers to the desire, positive attitude and energy that makes people to be continuously interested and committed to a job. It is the driving force, what keeps them actively involved in an organization's activity.
Performance Management	Refers to goal setting, career planning, competency based evaluation and continuous feedback from employees.
Appraisal Feedback	Refers to a process that allows an employee to be provided with feedback and he/she is guided systematically by openly discussing the strength and weakness of the employee.
Employee Productivity	The ability of employees to contribute positively to achieve the goals or targets of an organization.
Performance:	This outcome is derived through the execution or procedure of performing a task or function. The outcome is derived from the operational endeavors of an entity or the allocation of resources within a specified timeframe.

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CHAPTER ONE

INTRODUCTION

This part provides an overview of the study's history, states the research problem, outlines the study's objectives, presents the research hypotheses, defines the scope of the study, discusses the significance of the study, and presents the conceptual framework.

1.1 Background of the study

Economic challenges coupled with increased production cost have made organizations to maximize result based performance through performance appraisal. Globally, Anglophone countries, Francophone countries and Commonwealth countries have developed performance appraisal system. Countries like Sri Lanka and Morocco introduced a simple performance management scheme where managers could recognize their roles towards staff performance. However, at some point in time it failed to pick since political environment was intolerant and managers lacked capacity building on appraisal criteria. In tandem with this, Namibia, Mauritius and Malaysia introduced Performance Related Pay (PRP) borrowed from governments like New Zealand and Britain. These countries never put structures to propel the undertaking but only copied the existing schemes, duplicated the negative aspects of such experience and also faced political difficulty and resistance from civil service unions (Mc Court, 2016).

1.1.1 Performance Appraisal System

The process of performance assessment involves assessing the productivity of individual employees and implementing measures to enhance it, hence facilitating the overall performance of the business (Singh et al., 2018). In order to maximize productivity from employees, it is imperative to ensure their motivation is consistently high. The focus of employee performance

appraisal is on the job development and growth plans for the personnel, as highlighted by Malongwe (2015). The need of maintaining accurate and impartial records of employee performance is evident when individuals make a commitment to protect themselves against potential misrepresentation in relation to human resource actions such as termination, promotions, and compensation increases. Jalal and Putri (2015) assert that an organization's focus should be on its people if it is to maintain a competitive advantage over time. Effective performance refers to the ability of personnel to carry out their given tasks in a manner that is both efficient and effective, in accordance with established criteria (Ibeogu & Ozturen, 2015). An effective performance strategy should demonstrate alignment with the strategic objectives of the business, prioritize organizational outcomes, and provide as a foundation for constructive feedback aimed at enhancing performance.

1.1.2 Employee motivation

Employee motivation encompasses the objectives, strategies employed, and individual behaviors that shape employees' actions in pursuit of their goals within an organization (Maimunah, 2020). Motivation is a complex phenomenon that arises from a combination of internal and external influences, exerting impact on employees' decision-making processes and behavior, ultimately driving them towards the achievement of established objectives. Furthermore, employee motivation is enhanced when they possess the expectation that their contributions will enable them to attain their objectives, subsequently leading to the receipt of rewards for their exertions (Munene, 2013). Idowu (2017) defines motivation as the readiness to increase energy in order to achieve a goal or reward. The key motivator that propels employees' exertion towards predetermined objectives of a business is referred to as an energizer. The performance of a corporation is fundamentally contingent upon the effective evaluation and appraisal of employee

output. The concept of employee motivation is around enhancing their morale in order to effectively accomplish the objective and vision of the firm. Employers have come to acknowledge the fact that motivation has a positive impact on the productivity of the workforce. It enhances employees' motivation to work autonomously and without excessive internal constraints. The implementation of employee performance is of great importance as it enables the achievement of goals and fosters cohesion within a team-based environment. High performance and enhanced productivity are the results of this strategy (Jalal & Putri, 2015), which involves bringing employees' personal aims and values into line with the organization's mission and vision.

There exist two distinct forms of motivation, namely extrinsic motivation and intrinsic motivation. Intrinsic motivation pertains to the internal factors that drive an individual's intrinsic interest, fulfillment, and happiness. Internal elements such as intrinsic motivation, a desire for challenging tasks, and feelings of anxiousness might have an impact on it. According to Faizal et al. (2021), it is possible that employees may lack the ability to discern the underlying factors driving their intrinsic drive. Extrinsic motivation is characterized by its external nature, as Singh et al. (2018) assert that it arises from external pressures or influences exerted on an employee. An employee who is motivated extrinsically engages in work due to the fear of potential punishment or the desire to obtain rewards associated with achieving excellent performance. Employees typically demonstrate a strong work ethic as they are motivated by the desire to receive recognition and incentives from their employers. Organizations commonly adopt extrinsic motivational strategies, such as offering awards, to incentivize their personnel. According to Caesar (2018), these benefits offer a sense of satisfaction and pleasure that may incentivize employees to perform well, regardless of their inherent enjoyment of the task, in order to obtain a reward or avoid negative repercussions. The superiority of intrinsic motivation over extrinsic motivation lies in the fact that

individuals driven by intrinsic motivation are inclined to actively pursue knowledge acquisition in order to enhance their job-related skills. However, it is essential to have both forms of motivation in order to attain maximal and long-term benefits. The study suggests that achieving a balance between internal and extrinsic motivation is of utmost importance.

1.1.3 County Governments

The Constitution of Kenya 2010 allowed the country to transition from a centralized system to a decentralized system in 2013 with key functional areas being devolved. The decentralized system created the 47 county governments. The national government maintained the three branches of power, namely the National Executive, the Legislature, and the Judiciary. The judiciary was not decentralized to counties, resulting in county administrations encompassing both the Executive and Legislative branches. In order to provide a system of responsibility for civil employees engaged in the delivery of public services within the county, the county performance management system and capacity building framework was formulated in 2016 (CIMES, 2019). Many counties have implemented performance appraisal procedures, including activities such as capacity building, screening and signing of performance contracts, and the identification of indicators and targets. Nevertheless, there has been a lack of consistent execution in the remaining stages of the process, including the mid-year performance review, evaluation, and subsequent release of evaluation outcomes. According to CEG (2018), there are several counties that have yet to fully implement performance appraisal systems. The County government of Kisumu represents one of the previous administrative districts within the old Nyanza province, located in Western Kenya. The headquarters of the organization is located in Kisumu City. The first governor for the county was Jackton Ranguma who assumed office in 2013 at the advent of devolution while the current governor is Prof. Peter Anyang Nyong'o. The metropolitan county employ many people from

different ethnic communities. However, there are reports of limited employment opportunities for its population. Many industries in the county collapsed like Miwani Sugar Company, Chemelil Sugar Company and Kisumu Cotton Mills. The county's remedial measures includes creating employment, improving labour force distribution, increasing human capital development and employee motivation. This is to create a triple effect in service delivery to the populace and revenue generation. To achieve all this the county leadership need to emphasize on the facets of performance appraisal which will motivate the employees into productivity like capacity building, choosing the best appraisal system criteria and providing performance appraisal feedback to the employees (KPMG, 2017). Performance appraisal yields techniques used by employees to contribute to the achievement of the county goal objectives as spelt out in County Integrated Development Plan 2018 for better resource utilization. It propels communication between employees from different departments and their supervisors who provide them with feedback on performance. The successful implementation of performance appraisal process leads to development of employee potential, their motivation and improved productivity. However, this has not been fully implemented by all departments in county government of Kisumu.

Multiple international research examining the influence of performance appraisal on employee motivation have produced diverse results, spanning both limited and positive as well as adverse consequences. Lamphon (2018) conducted a study investigating the impact of performance appraisal on employee motivation within the private sector of Saudi Arabia. The research encompassed a cohort of 100 participants selected from the target group for analysis. The study has determined that there is a substantial correlation between performance appraisal and employee motivation. This finding highlights the importance of performance appraisal in achieving organizational goals and improving overall organizational performance. Maimunah (2020) did a

study to investigate the effects of performance appraisal on staff engagement and productivity in Tribunnews.com-solo, Indonesia. A representative sample including 50 employees who are currently employed inside an organization was chosen for the purpose of analysis. The participants were classified according to their age, gender, educational attainment, and professional experience. The results of the study revealed that the introduction of performance appraisal had a significant influence on the levels of employee motivation and productivity. The employment of performance appraisal as an incentive within the setting of Public administration was investigated by Lira et al. (2016) in their study. The data analysis encompassed the utilization of SPSS, resulting in findings that suggest the Integrated System of Performance Management and Appraisal in the Public Sector (SIADAP) had an adverse effect on the operational efficiency of the Portuguese public administration. The research conducted by Iqbal et al. (2016) investigated the impact of performance assessment on the performance of employees in the banking sector of Dera Ghazi Khan. The study specifically explored the role of motivation as a moderating factor in this relationship. The findings indicated a significant correlation between the performance of employees and the evaluations conducted through performance reviews. Recent research has revealed that the inclusion of motivation as a moderating factor yields a favorable impact on the association between employee performance and performance evaluations. A study conducted in 2016 by Saeed examined the impact of employee motivation and performance evaluations on productivity within the banking business in Sahiwal, Pakistan. The findings of the study demonstrate a robust correlation between motivation, performance appraisal, and work performance.

Despite the attempts to study performance appraisal and employee motivation, no study has focused on investigating employee motivation using improvement of salaries, provision of awards

and promotions and improved working condition. Lamphon (2018) used 150 employees in his study while Maimunah (2020) used 50 employees in the study. However, the latter adopted exploratory and causal research design while the former employed a descriptive research design. Lira et al., (2016) on the contrary used 334 employees of public administration, Iqbal et al (2016) incorporated 150 employees in his study while Saeed (2016) used a population of 200 employees of banks with a quantitative approach.

The previous research, which was analyzed, produced inconsistent findings and employed several variables to support the effects of performance reviews on employee motivation. Khan (2013) investigated how performance review systems affect worker motivation. As a gauge of performance appraisal, the study took into account training in grading schedules and performance appraisal systems. Kimeu (2016) investigated how perceived factors influenced worker performance at the Kenyan county government of Machakos. Training, motivation, teamwork, and performance reviews are all aspects that affect employee performance. Arifin et al. (2019) investigated the influence of empowerment and motivation on job satisfaction and employee performance in the State Islamic University's public administration and planning bureau, utilizing empowerment and motivation to determine employee performance. Maritim (2016) investigated the variables affecting employees' motivation in the Kenya County Government, Nakuru County. The independent factors included effective discipline, fair treatment, performance-based rewards, and positive reinforcement. In Sahiwal, Pakistan's banking industry, Saeed et al. (2016) investigated the effects of performance evaluation and motivation on employees' productivity while taking performance appraisal system into account. Iqbal et al. (2016) conducted research on the effect of performance reviews on workers' performance in the banking sector of Dera Ghazi Khan using unskilled appraisers as the independent variable. Walela (2019) investigated how the

Namisindwa District Local Government's performance appraisal method affected workers' productivity while taking employee happiness and motivation into account. Majau and Wanjohi (2019) examined the elements affecting employees' work performance in county government departments' projects in Kenya's Meru County. The study took into account compensation, the workplace, the impact of training, and organizational culture. The research under consideration have made an effort to investigate performance evaluation and employee motivation utilizing various variables. Although employee motivation as assessed by the provision of prizes and promotions, improvement of employee pay, and development of employee contentment and enthusiasm for work, has not previously been examined, no studies are known to have taken into account the impact of these factors. Additionally, the studies were not carried out by the Kisumu County Government. These discrepancies made it necessary to research employee motivation and performance evaluation in a county government setting.

1.2 Statement of the problem

The county governments in Kenya have shown weak operation performance according to the Auditor General's report of 2019 where employees felt less motivated with the results of appraisal process and general administration. Particularly, in county government of Kisumu, industrial action like strikes and go-slow and many staff complains have been witnessed which resulted into poor service delivery by the employees. The poor services includes garbage collection, solid waste management and poor roads. Poor service delivery is equivalent to poor performance and low employee productivity. The pointer to this were lack of staff motivation, subjective performance appraisal, leadership methods and employee management methods. The report by the Office of Controller of Budget have shown Kisumu county own revenue collection for the first half of the year FY 2013/2014 to FY 2019/2020 have shown dwindling performance. The first half of FY

2019/2020, the county generated a total of Kshs. 363.96Million own sourced revenue. This shown a decrease of 10.2% when compared to 405.3Million reported during the same period in FY 2018/2019 which represented 25.3% of the annual target. The salaries for county employees were delayed and one of the contributing factor was revenue collections. The contracted health workers downed their tools after three months of probation where the county government failed their promise of deploying them to their work station after the said period. However, the county department of roads, transport and public work honored its staffs through recognition awards for the 99% of roads done in 2020-2021. The individual staffs were awarded for showing dedication, responsibility, respect and results. The other departments within the Kisumu county government (governance, finance education, health and county assembly) have never had such recognition, a show of selective implementation of performance reward system based on appraisal criteria by county departments. Gradual weakening of employee motivation negatively influence performance. Reviewed literature links performance appraisal and motivation. Many studies were done globally, regionally and locally majority using descriptive research methodology. Few studies reviewed investigated the relationship between performance appraisal and employees' motivation in the county governments. There is little known about how appraisal system criteria, appraisal feedback and employee training relate with employee motivation. The findings from these studies revealed mixed results with some studies revealing positive results while others negative results. However, there is no evidence on specific variables of this study; appraisal system criteria, appraisal feedback, employee training and employee motivation on the county government of Kisumu. The current study thus sought to study the influence of performance appraisal on employees' motivation at county government of Kisumu, Kenya.

1.3 Purpose of the study

The study sought to establish the influence of performance appraisal on employees' motivation at County Government of Kisumu, Kenya.

1.4 Objectives of the study

The overall objective of the research was to establish the influence of performance appraisal on employees' motivation at County Government of Kisumu, Kenya.

- i. Establish the influence of appraisal system criteria on employees' motivation at County Government of Kisumu, Kenya.
- ii. Determine the influence of appraisal system feedback on employees' motivation at County Government of Kisumu, Kenya.
- iii. Establish the influence of employee training on employees' motivation at County Government of Kisumu, Kenya.

1.5 Study Hypothesis

H₀1: Appraisal system criteria does not have a significant influence on employees' motivation at County Government of Kisumu, Kenya.

H₀2: Appraisal system feedback does not have a significant influence on employees' motivation at County Government of Kisumu, Kenya.

H₀3: Employee training does not have significant influence on employees' motivation at County Government of Kisumu, Kenya.

1.6 Scope of the study

The study examines the motivation and performance reviews of Kenyan county government employees. The county government of Kisumu, Kenya, was included in the study's geographical

scope. As of 2019, 1,155,574 people called it home, according to the National Census report. Kisumu county has a total land area of 20,859 square kilometers. The Kisumu County administration is located in Kisumu City, the inland port city in Kenya on the beaches of Lake Victoria. After Nairobi, the country's capital, and Mombassa, it ranks as Kenya's third-largest city. The largest city in western Kenya, Kisumu was formerly the seat of the Nyanza Province and is where the Lake Region Economic Block's proposed headquarters will be located. The county is significant for the study since it is the headquarter for the third city of Kenya and a metropolitan city with employees from across all ethnic background. It is expected to perform well and contribute to the country's GDP as well as reporting better working conditions for its employees. The respondents were employees from County Government of Kisumu comprising of supervisors and junior staff. They are directly involved in performance appraisal process and therefore affected positively or negative by the outcome of the process.

The time scope, different organizations are striving to get the value for money from the hired employees. The public sector and county government have enrolled performance measurement criteria that links work done against the set goals. The study period 2020-2022 is critical because it covers Covid-19 period and post Covid-19 period where different organizations learned the impact of employees' output towards achieving the goals set.

The subject scope of this study is limited to the field of human resource and administration. Organization which focus on taking care of their employees by creating a better working environment normally register maximum output. The incorporation of the components of performance appraisal which strategically focused through the set work standards build the foundation of the study.

1.7 Justification of the study

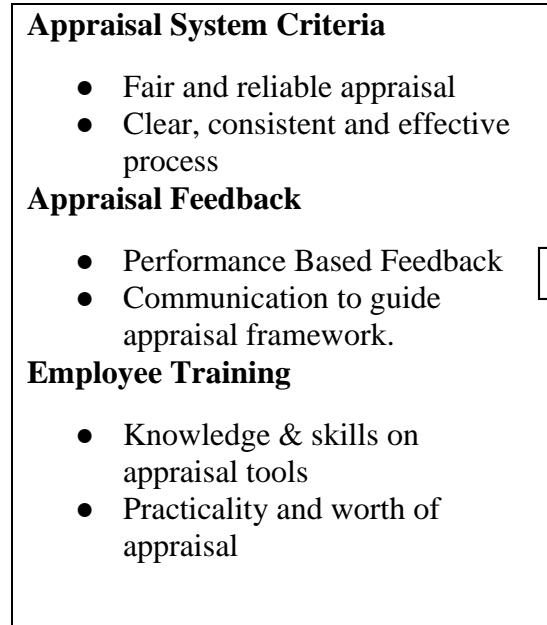
This study is relevant since the examined studies used various approaches and had inconsistent outcomes. There are no research on performance evaluation and employee motivation in county governments in Kenya, particularly when it comes to the use of evaluation system criteria, evaluation feedback, and staff training. Reviewed studies reported strong positive relationship, some weak relationship Singh et al., (2018), Faizal et al., and (2021) Prasad (2015) while others showed negative relationships Boadi (2016). Locally, the studies were carried out in national government, banking sector and learning institutions while majority of those studies were done in other countries using descriptive research design. The current study sought to sort the gap by studying the influence of performance appraisal on employees' motivation at county government of Kisumu, Kenya.

The research is of significance to academicians the field of research as it can be used as a base to further advance investigative research in Africa and the entire world. The study will help county government of Kisumu align organization goals with employee motivation parameter so as to register good performance. The study will help Human Capital Management to appreciate the roles of staff performance appraisal system and the effect it has on staff motivation so as to align the two. It will create awareness on staff issues within the county government through performance appraisal resulting into greater efficiency. It is important to understand how these issues affect staff motivation and lastly performance.

1.8 Conceptual Framework

Independent Variable

Performance Appraisal



Dependent Variable

Motivation

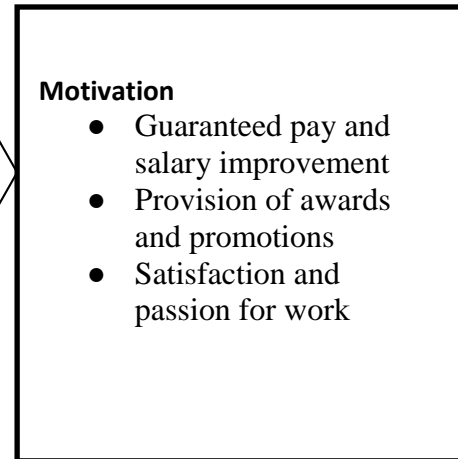


Figure 1.1 Conceptual Framework on performance appraisal on motivation (Adapted from Ndirang'u & Mbugua, 2016)

The figure 1.1 gives a framework demonstrating how variables in the study are conceptualized and related. The independent variables were appraisal system criteria, appraisal system feedback and employee training. The dependent variables being motivation measured through guaranteed payment and improvement of salaries, provision of awards & promotion and satisfaction and passion for work. Performance appraisal was expected to have an effect on employee motivation though previous studies have reported weak, positive and negative results Singh et al., (2018), Faizal et al., and (2021) Prasad (2015). Performance appraisal system criteria is expected to affect employee motivation (Locke, 1979). Appraisal feedback was expected to increase level of motivation in employees (Vroom, 1964). Employee training is expected to positively affect employees' level of motivation. (Locke, 1979). Goal setting theory stresses on significance of

employee motivation through setting of targets and providing appraisal feedback to the employees. Expectancy theory by Vroom 1964 advocates for motivation as a function of personal efforts which can be rewarded as this provides the basic feedback on an employee's strength and weakness. It was expected that there would be a relationship between performance appraisal and motivation of the employees of Kisumu County.

CHAPTER TWO

LITERATURE REVIEW

This chapter discusses earlier research that is relevant to the issue under study. The chapter examines the theories put forth in regard to the research issue. This chapter also examines the theoretical literatures created by contemporary scholars and the empirical literature associated with earlier investigations.

2.1 Theoretical Literature Review

The study was guided by the following theories; Goal setting and Expectancy.

2.1.1. Goal Setting Theory

According to Locke's (1968) theory, it is posited that individuals who possess well-defined objectives within a professional setting exhibit heightened levels of motivation. The establishment of explicit goals has been found to enhance work performance, resulting in better levels of outcomes compared to goals that lack specificity. The establishment of specific goals has been observed to have a significant impact on the internal morale of employees, hence serving as a motivating factor for them to effectively carry out their given tasks. The establishment of goals has the potential to significantly enhance an individual's motivation and performance. Individuals are more inclined to use their utmost effort and persistently strive towards their goals when they establish unambiguous and demanding targets, thereafter adhering to them. This practice has the potential to result in enhanced performance and achievement. According to Locke (1968), who also asserts that clearly stated goals and proper feedback really motivate individuals, people are more likely to achieve these goals when they are explicit and measurable. They work effectively

when they are exposed to challenging goals. They will be forced to work hard to accomplish the challenging goals and in the process they sharpen their skills, receive positive results and positive recognition. The end results being consistent employee engagement, production capacity and satisfaction.

Goal-setting improves employee performance, according to the findings of earlier studies. To explain why and how goal setting affects work performance, these studies required a theoretical framework, but (Latham & Locke, 2007). According to Latham and Locke's (2007) argument, goal-setting can affect employees' behavior and productivity at work in the fields of organization and human resource management. defining clear goals is less beneficial than defining ones that are explicit and measurable. Consistently, the theory is one of the most influential framework in motivational psychology that positively influence employees' performance.

Employees are usually motivated to work when their supervisors share with them feedback from the appraisal process from their individual contribution pegged on their Key Performance Indices (KPI). The appraisal feedback from management and supervisors pinpoint the discrepancies in their output when compared to the assigned jobs. The theory postulates that an employee is committed to well spelt-goals and determined to work towards achieving the organizational goals. Management By Objective (MBO) is one of the examples where goal setting theory is applied. The employee appraisal system and Management By Objective is centralized on fulfilling the goals set and achieving the set targets. According to Locke (1990), there are a number of important variables that might have an impact on a person's performance, including fundamental goal qualities (such as specificity and challenge), moderators (such as ability, feedback, and goal commitment), and mediators (such as choice and effort). In one study, Latham (2003) noted that

people who create clear, difficult, but reachable goals do better than people who set vague goals or do not set any goals at all. In the meantime, people should be capable and dedicated to the task at hand if they want to perform better.

When employees are actively participating in the performance review process, they become more motivated. According to Locke (1990), ability refers to a person's skill or knowledge needed to do a task. People seek feedback to decide whether they need to work harder or try a new strategy. Regarding whether or not people are committed to achieving the goal, another factor is determination. In addition to expertise, feedback, and commitment, task complexity is considered to be important; this demonstrates that people do better when the tasks are easier. Additionally, situational resources—the supplies made available to aid individuals in achieving their goals—are essential. A person's perception that their activities would affect their performance and goals is also related to self-efficacy (Locke & Latham, 1990).

Specific and challenging goals along with appropriate feedback has positive effect on job performance. Moreover, employees are motivated to perform a task when their individual contribution is recognized even where the goals are superior and thought to be unachievable. The goals which are challenging usually leads to rewards such as recognition, promotions and salary increment. Goal setting theory is underpinning this study because it emphasizes on performance appraisal process that specify goals and align them with performance to motivate employees towards achieving the goals set by an organization promptly. Consequently, goal setting increases performance where they are specific and motivating and provides feedback on the work done. The goals are a pointer and barometer to how much work should be done with efforts commensurate assigned task (Locke & Latham, 2007).

2.1.2 Expectancy Theory

The theory is the brain child of Vroom (1969) and Ott (1989) which postulates that employees will be motivated to give their full work effort when they are convinced that the same efforts will result into a good performance coupled with reward system such as bonus, salary increment and job promotions which fulfill their personal goals. According to Vroom, workers can be motivated if they think that their efforts and results are positively correlated. Positive performance will lead to an attractive incentive that will meet their demands. Making the efforts worthwhile depends critically on the willingness to meet their requirements. An employee's performance is based on personal traits like personality, skills, knowledge, experience, and abilities. According to the expectation theory, employees act a certain manner based on the outcomes they anticipate from their actions. Employees usually choose behaviors that maximize their fulfilment and reduce their pain. As a manager, it means that employees will be committed to performance appraisal activities if they perceive that the reward of such engagement will be free and fair, fulfilling, desirable and they will gain out of it rather than losing (Vroom 1969).

Moreover, employees are motivated where they know how much they can reap from a given job based on the efforts similar to what others in similar roles will pocket (Ott, 1989). The theory is anchored on three concepts: Effort–performance linkage which is the chance of occurrence that putting efforts on a given task will lead to performance. Performance-reward linkage will mean that an individual's increase in performance will yield returns in terms of performance. Valence refers to the weight and return that can be realized from a given task. It factors in the goals and needs of the individual such as recognition and reward system. The theory states that where an organization lack proper reward system matching their efforts, they will be discouraged to action

thus reducing performance and they become less motivated. Management must discover what employees prioritize and must learn their emotional orientation concerning the reward system. How deep do employees desire extrinsic rewards (money, promotion, time-off, benefits) or intrinsic rewards (promotions). Organizations must discover what resources, training, or supervision employees need and must ensure that promises of rewards are fulfilled with the employees' awareness. Consistently, the more an employee values a reward system, the more motivated they will be to achieve it and the more efforts they will put to earn results. It is therefore prudent for management to help employees achieve the expected results: availing tools and good time to employees, assigning roles to employees who have the will to work and gained useful skills needed in the work and provision of encouragement and support.

The theory help in understanding motivation since employee's expectations are influenced by the certainty and feeling that their actions will result into rewards. Managers can tend to motivate employees when they understand that the amount of efforts will relate directly to the amount of reward received by employees and the value they attach to it. The theory is however criticized for; not explaining why sometimes human beings act against their best interest, it assumes external factors affecting employees i.e. employees facing personal life challenges may under-perform no matter the reward system.

Appraisal process that emphasizes on rewarding the efforts of employees, recognizing them and management's commitment towards their affairs usually motivates the employees. The theory points that employees tend to be more efficient when they are well trained on need to perform and self-evaluation. The theory is relevant for this study since it shows how provision of good working environment and capacity building enable employees to efficiently contribute to an organization.

Organizations must thus implement performance appraisal practices which encourage employee's inputs in the entire process since these will keep them motivated.

2.2 Empirical Review

2.3 Appraisal system criteria and motivation

Faizal et al. (2021) investigated the effects of performance reviews on employee motivation and retention in the banking industry. The researcher used a mono - approach in which he collected only one sort of information in terms of quality and quantity. It was combined with the deduction approach. The study's foundation was a descriptive research methodology and an explanatory rationale for the variable. The survey questionnaire was used to collect data. The survey elicited 80 responses, with 65 employees contacted. The survey questionnaire was created, delivered online, and analyzed using SPSS software. According to the data, performance appraisal has an effect on employee motivation. Appraisal methods have an impact on employee behavior and performance. If financial institutions appraise and create opportunities for employees to progress inside their organization, employee retention will be higher and work efficiency will increase. However, the study looked at employee motivation measured by how well the organization could retain them but failed to take care of employees' personal motivation towards self fulfilment. Furthermore, there is contextual difference between the two studies with the former focusing on banking sector. The current study will therefore adopt a correlational research design in establishing the influence of performance appraisal on motivation of employees of Kisumu county government.

Raboca et al. (2017) investigated the satisfaction of local government servants with the performance appraisal method and performance appraisal in Romanian local public organizations. A

sociological survey including 300 active civil officials in Romania was used for the study. The survey used 233 respondents who fully filled in the questionnaires representing 65%. A ten point Likert scale was adopted. It was determined that moral and ethical considerations (the system's justice and fairness) had an impact on technical factors, including the degree of satisfaction with the performance rating system. It was discovered that there is a relationship between government officials' motivation and level of satisfaction that is substantial but not very strong. However, the study mainly focused on the ethical and moral components (justice and fairness of the system) of performance appraisal, neglecting other aspects of incentive such as salary increases, the provision of prizes and promotions, and job satisfaction and passion.

Caesar (2018) investigated how two publishing companies' performance reviews affected staff motivation. The study used a qualitative, exploratory research design. 8 staff members from each company were purposefully selected by the researcher. Data was gathered using a structured interview in which respondents' one-on-one conversations were audio recorded. It was determined that performance reviews have an impact on workers' motivation and businesses' production. It was discovered that how fairness and objectivity are regarded by the workforce might have an impact on how well performance reviews motivate workers. While monetary and career-related incentives frequently tend to raise an employee's extrinsic motivation, non-monetary rewards frequently tend to increase their intrinsic motivation. Employees frequently feel emotionally satisfied after receiving appreciation awards, which increases their intrinsic motivation. Since the study focused on publishing enterprises, nothing is known regarding the impact of performance appraisal practices in Kisumu County.

Idowa (2017) looked at how well performance appraisal systems work and how they affect employee motivation. The study used a hybrid methodology and a positivist perspective for its

foundation. Shrines Communication employees were surveyed for the study, and the HR manager was questioned. Primary data was gathered through interviews and surveys. Excel and SPSS 20 were used to statistically evaluate quantitative data. The study's findings demonstrated that performance appraisals have a major positive impact on an organization's motivational efforts. Using many appraisal techniques also increases satisfaction, which in turn raises motivation levels. The study did not examine junior staff who are being evaluated and consequently impacted by the assessment process because it focused on human resource managers who are policy makers and implementers. The current study will concentrate on county government's junior staff.

The study conducted by Ndirangu and Mbugua (2016) examined the impact of the assessment system employed by the Kenyan Athi Water Services Board on the productivity of its employees. The present study employed a survey methodology in conjunction with a descriptive research design. In order to choose participants for the study, a combination of stratified sampling and random sampling methods were employed. The findings indicate that the execution of the assessment method has proven to be ineffective, as employees demonstrate a lack of involvement, resulting in diminished levels of satisfaction. Research findings have indicated that the provision of feedback and rewards can lead to enhancements in employee performance. The study, meanwhile, prioritized employee involvement in the evaluation procedure while overlooking the assessment training received by employees, the fairness of the criteria employed in the assessment, and the relevance of the feedback provided to employees.

Singh and Rana (2014) conducted a study examining the impact of performance reviews on the motivation levels of teachers in professional institutions located in the city of Dehradun. The research employed an ex-post facto survey design. A random sample of 170 teachers was selected from a population of 650 teachers distributed throughout seven professional institutes. The data

was collected via a questionnaire consisting of 26 structured questions, each on a five-point Likert scale. The internal reliability of the measurements was evaluated using the Guttman Split-half coefficient and Cronbach's alpha techniques. A total of 190 questionnaires were distributed, of which 170 were successfully retrieved, resulting in a response rate of 89.473%. The data was subjected to analysis using percentages, frequencies, and various analytical techniques. The findings demonstrated a favorable and significant correlation between teachers' motivation and performance evaluation. Employees that are part in goal-setting are driven and work hard to meet the level that has been established for them. Motivating factors were heavily influenced by goal-setting and performance feedback. The study was conducted in a different nation, and nothing is known regarding performance evaluation in Kisumu's county administration.

Singh et al. (2018) looked at how performance reviews affect employee drive. The study's participants were employed by Crest Steel and Power Pvt Ltd. The survey was conducted among department heads and personnel, and the sample size was 50 employees. Using a random sample procedure, the population was chosen. Through interviews and closed-ended questionnaires, both quantitative and qualitative methodologies were used. Cronbach's alpha served as confirmation for the reliability test. It was determined that managers and employees take performance reviews seriously because they view them as a crucial component of employee motivation and productivity. An organization must have a suitable performance evaluation system for its employees. Thus, performance evaluation has a determining influence on employee motivation. However, the current study looked at managers and employees as both being assessed but failed to investigate the role of supervisor/managers in appraising employees.

Odero and Makori (2018) explored the relationship between employee involvement and employee performance among part-time lecturers in Kenyan public universities. The study employed a

descriptive survey research approach to collect data from a sample of 60 part-time lecturers from four public universities in western Kenya. To gather information from the respondents for the study, structured questionnaires were used. The sample methods used were simple random sampling and stratified sampling. It was assessed descriptively with percentages, mean, and standard deviation, and inferentially with regression and Pearson's Product Moment Correlation test. Employee involvement and performance were shown to be strongly positively correlated ($r=0.665$; $p<0.01$). The overall difference in employee performance among part-time academics at public universities was explained by employee involvement at 44.2%. The study discovered that employee involvement has a significant impact on worker performance. In order to increase productivity, expansion, and competitiveness on both domestic and foreign markets, public institutions should put employee involvement initiatives into place, according to the study. However, the study only looked at the productivity of the lecturers and did not investigate whether part-time instructors were motivated by the appraisal process or created a pleasant working environment..

The studies under consideration revealed conflicting findings regarding several motivational and performance appraisal factors. While some research revealed a weak association, others revealed a strong one. According to Faizal et al. (2021), there is a significant link between employee motivation and performance reviews. In a similar vein, Caesar (2018) discovered a significant positive association between employee intrinsic motivation and non-monetary incentives. According to Idowa's (2017) research, adopting more than one assessment technique results in higher satisfaction and, as a result, higher levels of motivation when an organization employs performance appraisal as a motivating tool. Singh et al.'s (2018) studies have consistently shown that performance evaluation has a dominant impact on employee motivation. Singh and Rana

(2014) found a strong and positive correlation between teachers' motivation and their performance evaluations. Additionally, Ndirangu & Mbugua (2016) found that omitting employee participation in the assessment system leads to unhappiness, rendering the implementation ineffective. In contrast, Raboca et al. (2017) discovered a significant but weak link between civil servants' motivation levels and their performance reviews. Employee involvement at 44.2%, according to Odero and Makori's (2018) study, had a significant impact on employee performance. With a population of 65 employees, Faizal et al. (2021) used a mono-method in which just one sort of information—both in terms of quality and quantity—was gathered. However, Raboca et al. (2017) conducted the study using a sociological survey that included 233 active Romanian civil officials. While Singh & Rana (2014) used an ex-post facto survey approach to examine how performance reviews affected the motivation of instructors at professional institutions in the city of Dehradun. However, none of the papers that were examined used a correlational study design to assess the link between employee motivation in county governments and performance reviews. Little is known about the relationships between employee motivation and the evaluation system criteria, the evaluation feedback, and employee training. The majority of these studies were conducted in other nations far from the county government, on already established nations, and in various industries.

2.4 Appraisal system feedback and motivation

Oyaro (2017) examined the factors influencing teachers' attitudes toward performance evaluation in Kenya's Imenti North Sub-County public secondary institutions. The study employed a descriptive survey research design. Within the context of the 40 public secondary schools, there existed a total of 423 educators, comprising both instructors and principals. The study utilized a sample size consisting of 32 principals, 127 teachers, and representing approximately 30% of the

total population. The questionnaires were administered to the populace by personal means. The reliability of the instruments was assessed using the test-retest methodology, while the face validity and content were improved through the utilization of a pilot research. The findings of the study revealed that teachers' perceptions towards performance evaluations were impacted by the feedback they got. The lack of feedback and insufficient sharing of outcomes has led to teachers developing a negative attitude towards the appraisal process. The way that teachers were trained affected how they viewed performance reviews. Teachers who received inadequate training developed a bad attitude toward performance reviews. However, the study did not examine extrinsic factors like payment of salary and promotion because it focused on instructors' attitudes, which is an intrinsic element. In addition, the study's environment was not county governments but rather teaching fraternities.

Boadi (2016) looked at personnel development and performance evaluation in the larger Metropolis's civil service. The study employed a descriptive research design. The sample consisted of a total of 102 respondents, out of which 81 provided responses. The population underwent stratified sampling in order to be partitioned. The primary data was collected through the use of a questionnaire, while the secondary data was obtained through an examination of relevant documentaries. The data was analyzed using SPSS software, utilizing both descriptive and inferential statistics. The findings of the study revealed the effectiveness of the performance appraisal process. Based on staff capacity and available resources, the goals were determined. The performance review, however, was handled as an event rather than a process, and there was a dearth of input. It was determined that the civil service's performance evaluation system is just, satisfactory, and goal-oriented. Feedback or reports from performance appraisals are given the least weight. In contrast, the current study will be carried out in the Kenyan county government

of Kisumu utilizing a correlational research design, emphasizing the strength of the associations between the variables.

Prasad (2015) investigated performance reviews as part of an empirical investigation on employee motivation and job satisfaction. Primary and secondary data were both used by the researcher. 115 respondents from a variety of sectors were used as the study's sample size. Data collection was helped through a questionnaire. Employees who had two years of work experience in the same organization and were given annual performance reviews were taken into consideration by the researcher. The results demonstrated that performance had a favorable impact on the working atmosphere and level of service. Performance appraisal assists employees in improving their performance by providing comments on areas that want improvement. By providing a motivating positive reinforcement, it also encourages people to keep doing well, therefore it should be carefully planned and implemented. The relationship between the criteria for the appraisal system, the appraisal feedback, employee feedback, and motivation, however, was not established by the researcher. Additionally, the study was conducted in the private sector, which uses different evaluation standards than the public sector.

Kihama and Wainaina (2019) analyzed employee performance appraisal comments and productivity in Kiambu County, Kenya. The study employed a descriptive research design. The whole population consisted of 972 individuals, however the study specifically targeted individuals in managerial and supervisory positions. The study employed a stratified sample technique to collect primary data, utilizing a questionnaire as the data collection instrument. To determine the validity and reliability of the questionnaire, 30 staff members participated in a pilot study. With the aid of SPSS version 23, data analysis was carried out using both descriptive and inferential statistics. The research found that supervisors provide their staff comments on their

performance reviews. Employees were able to increase their personal growth for superior performance thanks to feedback from supervisors regarding productivity. The study did not take into account junior employees, who are the last to use performance rating tools. Only management and supervisory personnel were taken into consideration for the study.

Kisang & Kirai (2016) investigated how performance reviews affected workers' motivation in Kenya's Equity Bank Commercial banks. The study used a descriptive research strategy that was exclusively case study-based. The census sampling encompassed the entirety of the 12 individuals in top management, 24 individuals in middle management, and 112 individuals in lower management. The data was collected by the utilization of a questionnaire. The data analysis was facilitated by employing SPSS version 22. The data was subjected to analysis through the utilization of descriptive statistics and theme analysis. The findings were then presented using frequency tables and bar graphs. The findings indicated that the motivation of employees was positively influenced by the implementation of objective performance evaluations and the provision of constructive feedback. Employee motivation was found to be favorably correlated with the impact of feedback. However, the current study will examine staff motivation and performance evaluation in the county administration of Kisumu.

Otieno (2016) investigated how labor productivity in the Homa-bay County Kenyan Ministry of Agriculture was impacted by performance reviews. The survey was designed to reach a total of 256 employees, from which a random sample of 156 responses was selected using Yamane's technique. The population was divided into distinct strata using the stratified random sampling technique. The direction of the relationships between the variables was determined using Pearson's correlation analysis. Based on the results of the study, a robust and statistically significant association has been observed between productivity and comments received during

performance reviews. The correlation between employee productivity and reward exhibited a high level of significance. However, the prior study solely focused on a single ministry within the Kisumu area, but the present study aims to encompass all nine ministries operating in the same region.

The studies under evaluation showed a tumultuous link between performance-related factors and part-time employment. For instance, research by Otieno (2016), Kisang & Kirai (2016), Prasad (2015), Kihama & Wainaina (2019), and Oyaro (2017) on the connection between motivation and feedback from the evaluation system indicated a high positive link. However, Boadi (2016) analyzed performance evaluation and employee development in the greater Metropolis civil service and found a little correlation between feedback from the appraisal system and employee motivation. Additionally, Oyaro (2017) took into account a sample of 32 principals and 127 teachers, or 30% of the population, whereas Boadi (2016) sampled 102 respondents and received 81 responses. Prasad (2015) used primary and secondary data. A sample size of 115 respondents who had worked for the same organization for two years and were subject to annual performance reviews was taken into account. The descriptive research design, which was solely a case study, was used by Kisang & Kirai (2016). All of the 12 top management, 24 middle management, and 112 lower management were included in the census sampling. In contrast to the current study, the majority of the examined studies conducted in Kenya focused on the teaching profession, the banking industry, and various national government agencies. The strength of the relationship between the county government's employee motivation and the performance appraisal system was not examined in any of the research we studied. By examining performance evaluation and staff motivation in the county government of Kisumu, the study aimed to close the gap.

2.5 Employee training and motivation

Kihara (2014) investigated the elements affecting managers' perspectives on performance evaluation at Kenya Electricity Generating Company Ltd. The study used a positivism-based cross-sectional research design. Since the population was manageable, the target population of 132 managers was obtained using the census approach. Utilizing questionnaires, primary data that was mostly quantitative was gathered. Microsoft Excel and SPSS applications were used to aid in the data analysis. The content validity of the instruments was established using the triangulation technique. The absence of adequate training, organizational culture, a lack of feedback, poorly implemented results, and managers' perceptions of unfairness in the appraisal process were all found to have an impact on managers' appraisal attitudes. However, performance of employees was the dependent variable while the current study stresses on how well will appraisal system motivate employees. The current study is employee centered rather than organization.

Omar et al. (2018) investigated the impact of motivation on Bahraini Market Regulatory Authority's human resource management performance. The researcher used a descriptive survey methodology to assess how motivation affected performance. At the Labour Market Regulatory Authority (LMRA), where 384 employees were chosen for the study, questionnaires were the primary method of data gathering. Out of 384 employees, 196 questionnaires were distributed using the random sampling technique, and 103 people, or 52.6% of the population, responded to the survey. With the help of SPSS version 22, the data was analyzed and a reliability test using Cronbach's alpha was conducted. It was determined that team building, financial incentives, and training had an impact on performance. To inspire employees and raise performance, it was essential to determine the real-world implications of the finding about raising self-efficacy among workers. It was determined that employees' performance and motivation are strongly and favorably

correlated. However, contrary to what the current study's hypothesis suggested, motivation (training, financial incentives, and team building) was the independent variable. Additionally, a different nation than the county government conducted the study.

Akuoko (2017) examined the use of performance evaluations as a tool for employee motivation in a handful of financial institutions in the Kumasi Ashanti region of Ghana. The decision was made to employ social surveys and exploratory research methods. The key data gathering instruments utilized in this study were both the pre-test and the post-test of the questionnaire. The quantitative analysis of the acquired data involved the utilization of both descriptive and inferential statistics. The study's population consisted of the 147 personnel from the six financial institutions that were registered. The researchers applied purposive sampling to select a sample of 12 respondents from the managerial staff, and stratified random sampling was employed to select a sample of 66 employees. The findings of the study indicate that when a performance appraisal system has both a fair procedure and fair outcomes, it becomes a very effective instrument for fostering employee motivation. When employees learn that their evaluations are transparent and that they are treated properly in terms of pay and promotion, they become more motivated. When people participated in goal planning, motivation and performance improved. Additionally, knowing how well they are doing at their employment helps encourage employees, and the majority of workers wanted their assessment ratings to be used for career development and training. Training aids in the growth of competence and skill, which results in benefits like promotions, pay raises, and bonuses. On the impact of performance review feedback on employees' motivation, however, nothing is known. The study focused mostly on intrinsic characteristics and ignored extrinsic motivational elements.

Olutu (2016) investigated the efficacy of performance appraisal procedures in Dodoma Municipal Council's public secondary schools. Using a cross-sectional design, a qualitative study was

conducted. Teachers, principals, and other education stakeholders were the intended audience for this survey. Simple random sampling was combined with a purposeful sampling design. Both face-to-face interviews and questionnaires were utilized to collect main data, along with secondary data. Using the test-retest procedure, the research instrument's reliability was evaluated. It was determined that although secondary school teachers were highly aware of public evaluations of their performance, there were difficulties with implementation that changed teachers' attitudes toward the system as a whole. Without a seminar or workshop, the deployment of the assessment system was carried out in order to inform the staff of its significance and the ways in which it can address various workplace issues. The study, however, is limited to public secondary schools in the Dodoma Municipal Council, and county governments, particularly the county government of Kisumu, are little-known..

Jaworski et al. (2018) examined the influence of training satisfaction, employee benefits, and incentives on the commitment of part-time workers. The research conducted a survey among individuals employed as part-time hotel workers in order to examine the potential impact of training approach and duration on their level of satisfaction with the training program. The study also investigated the impact of receiving perks and incentives, together with training satisfaction, on work commitment. The association between training programs implemented in hospitality organizations and various benefits has been established. These benefits encompass heightened levels of staff happiness, improved visitor contentment, and potential cost savings. Regrettably, there is a prevailing lack of initiative among firms to adopt effective training methodologies, particularly when it comes to part-time employees. The study revealed that the level of satisfaction with training was influenced by the implementation of work shadowing and on-the-job training. The level of commitment exhibited by individuals was influenced by several factors such as

specific rewards, incentives, and satisfaction derived from training. The study primarily examined the commitment exhibited by individuals employed on a part-time basis, while neglecting to include additional aspects that may serve as motivators, such as increased remuneration, the presence of incentives and opportunities for advancement, as well as overall job satisfaction and personal enthusiasm. Consequently, the emphasis was placed on productivity rather than the individual growth and advancement of each employee.

In Kabul, a study was done by Hamidi (2019) at an Afghan wireless communication enterprise to investigate the influence of performance evaluations on employee motivation. A total of 100 questionnaires, utilizing a five-point Likert scale, were distributed randomly among the respondents. Out of the total number of employees, 91 individuals provided responses to all 25 questions included in the questionnaires. The investigation utilized both primary and secondary data. The utilization of descriptive research analysis, correlation coefficient, and regression analysis for data analysis was facilitated by the Statistical Package for the Social Sciences (SPSS). The findings of the study revealed a significant correlation between performance evaluation and employee motivation, suggesting that the process of evaluating employee performance has an influence on both employee satisfaction and motivation. The motivation of employees was shown to increase when their skills and capabilities were improved through the implementation of training programs and initiatives focused on career development. The current knowledge regarding the scope of performance appraisal comments and the criteria employed for evaluating employees remains undisclosed within county governments.

Chebets (2016) looked into the factors that affect employees' productivity in the Kenyan county administration, specifically in the case of Bung'oma County. Design of a descriptive survey. 5,900 county government employees were the target group. Using the stratified sample technique, the population was divided into strata, and 375 staff members were then selected using simple random selection using Yamane's formula. The primary tool for data collection was a questionnaire, and the reliability coefficient was calculated using the Pearson Product Moment and correlation coefficient calculation. It was determined that the firm did not schedule routine training for its personnel, which had a significant negative impact on their performance. It was also shown that working circumstances had an impact on performance since they raise employee morale. The study was carried out in county government using performance as a dependent variables. However, the current study will be done in county government of Kisumu using motivation as the dependent variable.

The above reviewed studies on training of employees and motivation revealed inconsistency in methodology, context and geographical area. Kihara (2014) adopted cross-section research design based on positivism paradigm. The target population were 132 managers gathered through census method. Inconsistently, Akuoko (2017) used exploratory research, social survey method, stratified random sampling method to select 66 employees while purposive sampling was used to select 12 respondents from the managerial staffs. Olutu (2016) used cross-sectional design was adopted in a qualitative study. The target population were public secondary school teachers, head teachers and education stakeholders. Purposive sampling design was employed together with simple random sampling. Chebets (2016) used descriptive survey research design. The targeted population were 5,900 employees of county government. The population was grouped into strata using stratified sampling technique after which simple random sampling with the help of Yamane's

formula was used to arrive at 375 staffs. Hamidi (2019) used five –point Likert scale questionnaire which were 100 were distributed to the respondents randomly. The questionnaires had 25 questions which 91 of employees replied. Omar et al., (2018) employed random sampling technique and 384 employees, 196 questionnaires were distributed and yielding a total of 103 respondents, 52.6% of the population. There is little known about how appraisal system criteria, appraisal feedback and employee training relate with employee motivation. Moreover, the focus of many studies was on private sectors and not county government. The current study therefore used stratified random sampling and correlational research design to study performance appraisal and employee motivation at Kisumu county government.

CHAPTER THREE

RESEARCH METHODOLOGY

This section outlines the research methodology tools that the researcher used to carry out the study and advance the study's goals. The study region, target population, sample frame, data collecting, data analysis, and research ethics are all covered in this section.

3.1 Research Design

Kothari (2004) states that the conceptual framework for data collection, measurement, and analysis is provided by research design. Mugenda and Mugenda (2003) employed a correlational research methodology in their study, allowing for the evaluation of the magnitude of the association between many variables. The utilization of the correlational approach in this study was deemed noteworthy and justified, as it facilitated the researcher's investigation into the impact of performance reviews on the motivation levels of employees within the Kisumu County Government.

3.2 Study Area

This research was conducted at the Kisumu County Government. Kisumu County is located at Kisumu City, the Kenyan inland port city on Lake Victoria and the county's capital. After Nairobi, the country's capital, and Mombassa, it is the third-largest city in Kenya. The major city in western Kenya, Kisumu is also the county seat of Kisumu County, the immediate past capital of Nyanza Province, and the future site of the Lake Region Economic Block. According to the 2019 National Census, there are 1,155,574 people living there. Kisumu county has a total land area of 20,859 square kilometers. The county is crucial for the study since it serves as the administrative center for the third city in Kenya and is a large city with workers of all ethnic backgrounds. It is

anticipated that it will operate efficiently, boost the GDP of the nation, and report improved working conditions for its staff.

3.3 Target Population

According to Kothari (2004), a population is a unit of analysis that has the features that the researcher wants to examine. Population, according to Mugenda & Mugenda (2003), is the total group of people who share the same traits and are being studied in any field of study. The county government of Kisumu personnel were the study's target population. 876 employees are the target group, according to the County Report for 2021. The county government employees from the 8 departments formed the center of the research.

Table 3.1: Population Distribution

Departments	Supervisors	Junior staffs	Total
1 Governance & Admin	4	56	60
2 Finance & Planning	3	34	37
3 Energy	3	84	87
4 Education	4	56	60
5 Roads	5	101	106
6 Health	28	218	246
7 County Assembly	12	88	100
8 City Hall	18	162	180
Total	77	799	876

(County Report, 2021)

3.4 Sample and Sampling Techniques

Sampling is the process of choosing parts, like individuals from a population, such that the outcomes reflect the overall population being studied. According to the stratified random sampling

technique used in the study (Kothari 2004, each unit of the population has an equal probability of being chosen from the population while having its characteristics taken into consideration). The supervisors and employees who are all directly involved in the performance review process were chosen using a purposeful sample technique. The researcher collected samples from each of the 8 departments, including both supervisors and employees.

The researcher adopted Yamane's formula (cited in Njugi & Muna 2021) as follow:

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size and e is the margin of error

$$n = \frac{876}{1 + 876(0.05)^2}$$

However, for large populations of over 10,000, a precision of between 0.01 and 0.05 is normally used. Since this could form an appropriate sample size, a precision value of 0.039014 was adopted to suit a suitable sample size of 375 respondents.

Therefore, a sample of 375 were selected from a population of 876 employees.

3.5 Data Collection Methods

3.5.1 Data Type and Source

The research involved primary data. The researcher obtained primary data on performance appraisal and employee motivation from the directors, supervisors and junior staffs involved in

performance appraisal process. Supervisors develop appraisal criteria and thereafter evaluate and appraise the staff and provide feedback to the employees. This was done to make sure that only personnel in charge of the functions responded to queries, enabling the study to gather pertinent data. We used both quantitative and qualitative data.

3.5.2 Data Collection Procedure

The primary data was collected through the utilization of structured questionnaires employing a five-point Likert scale. The participants were limited to selecting the appropriate options provided in the structured questions of the surveys. The researcher also conducted interviews with the staff members. The university sent an introductory letter to the county government. Two research assistants who assisted the process handed these to each employee. Prior to the actual process, a pre-visit to the county government headquarters at Prosperity House was made in order to become familiar with the authority and identify any obstacles.

3.5.3 Data Collection Instrument

Structured questionnaires were used to gather the main data on employee motivation and performance evaluation. The respondents could only check the proper boxes on the questionnaires' structured questions. Primary data are those that are gathered for the first time in their original form and character and are unprocessed, whereas secondary data are those that have already been gathered and have undergone statistical analysis (Kothari, 2004). The most popular method when respondents can be reached and are willing to cooperate is a questionnaire. According to Mugenda & Mugenda (2003), questionnaires are particularly cost-effective in terms of both time and money.

There were four sections in the questionnaire. General information on the respondents was included in the first area, whilst the other three sections concentrated on the study's three goals: employee training, appraisal system criteria, and feedback. The aims of the questionnaire were used to organize it.

3.5.4 Reliability of Research instruments

Reliability is the term used to describe the extent to which a measurement instrument continually yields reliable outcomes following research endeavors. In order for an instrument to be considered reliable, it is imperative that it demonstrates consistent measurement capabilities. According to Kothari (2004), it is imperative for a researcher to provide consistent results while giving the same instrument in identical conditions on multiple occasions. Consequently, it is imperative that the results of both trials exhibit congruity. The Cronbach's Alpha method, which examined the Cronbach's Alpha coefficients, was used to determine the dependability. Cronbach's Alpha scores of 0.7 and above are deemed to be an acceptable level, hence confirming reliability, according to Brymann & Bell (2003). The findings on reliability are presented as shown in Table 3.1 below.

Table 3. 2: Reliability Statistics

Constructs	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Appraisal System Criteria	0.885	.884	8
Appraisal Feedback	0.798	.797	8
Continuous improvement	0.812	.811	8
Employee Motivation	.773	.772	12
Overall Reliability	.822	.821	36

From the findings on reliability statistics, it is clear that the highest reliability coefficient was for the appraisal system criteria construct ($\alpha=.885$) followed by continuous improvement ($\alpha=.811$),

appraisal feedback ($\alpha=.798$) and finally that of employee motivation ($\alpha=.772$). It can also be noted that the overall reliability coefficient was high ($\alpha=.822$) which shows that the overall instrument (Questionnaire) was reliable.

3.5.5 Validity of the research instrument

Validity is the degree to which a research tool actually measures what it purports to assess in the eyes of the researcher (Kothari, 2004). In order to establish the content validity of the instrument, a pilot research was carried out in the county of Vihiga. The county was picked because of its close proximity to the Kisumu County Government. Moreover, the county had fairly implemented result oriented appraisal system which were used in employee promotion, training and employee selection (Mwandihi, Amuhaya & Sakwa, 2018). Twenty questionnaires were distributed to respondent who are staffs to ascertain whether the words used are logical, understandable and relevant to the respondent. A research instrument is valid depending on how the questions are structured in line with the objectives of the study yielding consistency of results (Mugenda & Mugenda, 2003). Face validity of the instrument was ascertained through review by two human resource experts from the Department of Business Administration Maseno University and Professionals in the area of Human Capital. (Mwandihi, Iravo, & Sakwa, 2018)

3.6 Data Analysis

According to Kothari (2004), the process of data analysis involves the systematic examination, refinement, manipulation, and representation of data with the purpose of identifying significant insights, formulating hypotheses, and facilitating informed decision-making. The researcher ensured the appropriate graphical and numerical representation of the results, employing both descriptive and inferential statistics in the process of data analysis. The Statistical Package for the Social Sciences (SPSS) was employed to facilitate the study of the data. The composite mean was

determined through the application of descriptive analysis and afterwards employed in the regression analysis. The impacts of the three independent factors on the dependent variable were identified through the utilization of regression analysis.

Model Specification

The multiple regression analysis was adopted to test cross sectional data:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y = Dependent Variable (Motivation)

X₁ = Appraisal System Criteria (ASC)

X₂ = Appraisal Feedback (AF)

X₃ = Continuous improvement (CI)

β₀ = Y intercept in the equation

β₁ = Size and direction of causal effect of X₁, the independent variable (Appraisal system criteria) on Y, the dependent variable (Motivation).

β₂ = Size and direction of effect of X₂, the independent variable (Appraisal feedback) on Y, the dependent variable (Motivation)

β₃ = Size and direction of effect of independent variable (Continuous improvement) X₃ on Y, the dependent variable (Motivation)

ε = Residual in the equation

3.7 Ethical Considerations

According to Brymann and Bell (2007), it is the researcher's duty to evaluate any potential harm critically, as well as its effects on research participants and measures to reduce it. Before beginning the study, the researcher asked the county administration for approval. Before data collecting could begin, a letter outlining the project was issued to the management of the chosen institutions by the university. To ensure that all respondents' identities and responses were kept private and anonymous during data collection, the questionnaires were not designed to include names of any respondents.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

The findings and discussions that followed data analysis for the study's primary goal and under the direction of specific goals are presented in this chapter. The goal of the study was to determine how performance reviews affected county government workers' motivation in Kisumu, Kenya. The results of the study's objectives, demographic data, and response rate are described in the following sections.

4.2 Response Return

375 questionnaires in all were sent out to the respondents, which included supervisors and less experienced employees. The results are displayed in Table 4.1 below.

Table 4. 1: Response Return Rate

Sample	Response	Return Rate
375	372	99.2%

From the total of 375 questionnaires that were administered, a total of 372 questionnaires were fully filled and return. Therefore a response return rate of 99.2% was obtained, which is high, hence only 0.8% did not return the questionnaire. According to Njugi and Muna (2021), a high response return exceeding 60% is indicative of sufficient data for analysis and is a good representative of the sample size as well as the population. The high response rate was attributed

to the adequate time taken to distribute questionnaires, planning, simplicity of the questionnaire and availability of the respondents.

4.3 Demographic Information

The departments and categories, years of employment, and highest level of education of the survey respondents were listed under their demographic information. These are displayed using frequency counts and percentages as seen in Table 4.2.

Table 4. 2: Demographic Information of the Study Respondents

Departments	Supervisors	%	Junior Staff	%	Total	%
Governance & Admin	4	6.1	15	7.3	25	6.7
Finance & Planning	3	4.5	9	4.4	17	4.4
Energy	3	4.5	22	10.7	30	7.9
Education	4	6.1	15	7.3	25	6.7
Roads	5	7.6	25	12.1	38	10.1
Health	23	34.8	56	27.2	114	30.6
County Assembly	11	16.7	23	11.2	51	13.6
City Hall	13	19.7	41	19.9	74	19.8
Total	66	24.0	206	74.0	372	100.0

Years of working experience	Frequency	Percent
1-2 years	41	11.0
3-4 years	78	21.0
5-6 years	142	38.2
7-8 years	89	23.9
9 years and more	22	5.9
Total	372	100.0
What is your highest level of education?	Frequency	Percent
Certificate	20	5.5
Diploma	127	33.8
Degree	183	49.3
Masters	22	5.9
PHD	20	5.5
Total	372	100.0

Source (Field Survey Data, 2022)

The majority of participants, specifically 206 participants (74%), were classified as junior staff, whilst the minority, consisting of 66 individuals (24%), held supervisory positions. The majority of the participants, including 19.8%, identified themselves as health workers. This was closely followed by 19.8% of respondents who reported being employed by the city hall, while 13.6% indicated their occupation as county assembly workers. Finance and planning personnel constituted the lowest percentage, at 4.4%, while government and administration workers accounted for a slightly higher proportion of 6.7%. Based on the results, it was seen that a significant proportion of the participants, specifically 142 individuals (38.2%), reported having a professional experience ranging from 5 to 6 years. This was followed by 23.9% of respondents who indicated having a professional experience of 7 to 8 years, and 21.0% who reported a professional experience of 3 to 4 years. Hence, a significant proportion of the participants possessed a professional background spanning from three to eight years, indicating a satisfactory level of expertise in the area under investigation. Ultimately, the results indicate that a significant proportion of the respondents, specifically 183 individuals (49.3%), possessed a degree as their highest level of schooling. This was closely followed by 127 respondents (33.8%) who reported having a diploma. The number of other categories was limited. Hence, the participants possess a formal educational background and possess the requisite expertise to provide responses according to the topic matter of the study.

4.4 Employee Motivation at County Government of Kisumu

The study outcome was employee motivation at county government of Kisumu. This was measured using four subscales which were: guaranteed payments and improvements of salaries, provision of award and promotions and improved working conditions. Thus, on a scale of 1 to 5, respondents were asked to rate how much they agreed or disagreed with statements regarding

each of the three metrics. A score of 1 indicated highly disagreement, a score of 2 disagreement, a score of 3 neither agreeing nor disagreeing, a score of 4 agreement, and a score of 5 strongly agreement. As shown in Table 4.3, the data are presented using frequency counts, percentages, averages, and standard deviation.

Table 4. 3: Employee Motivation Rating

	1	2	3	4	5	M	STD
Guaranteed payments and improvement of salaries							
My salary and allowances are paid on time.	134(36)	174(46.8)	20(5.4)	30(8.1)	14(3.8)	1.9	.97
Salary I receive is linked to the work I do.	81(21.8)	184(49.5)	59(15.9)	32(8.6)	16(4.3)	2.2	.96
I receive additional payment when my performance exceeds my targets.	145(39)	94(25.3)	99(26.6)	16(4.3)	18(4.8)	2.0	1.05
The current employment benefits package is fair and equitable.	35(9.4)	120(32.3)	31(8.3)	129(34.7)	57(15.3)	3.1	1.28
Provision of award and promotion							
There are opportunities for attending seminars, workshop and tours sponsored by county government for good performance.	107(28.8)	142(38.2)	22(5.9)	85(22.8)	16(4.3)	2.3	1.20
You are provided with individual awards for better performance.	39(10.5)	157(42.2)	137(36.8)	20(5.4)	19(5.1)	2.5	0.89
Employees who perform well in their role are fairly promoted and rewarded.	59(15.9)	178(47.8)	101(27.2)	22(5.9)	12(3.2)	2.4	0.97
County government use reward-based performance system that is made known to all employees	99(26.6)	116(31.2)	127(34.1)	21(5.6)	9(2.4)	2.3	1.02
Improved working conditions							
County government provide suitable job match to employee to meet employee preference.	57(15.3)	145(39)	119(32)	41(11)	10(2.7)	2.5	1.00
I am allowed to review my career plan annually to meet short term and long term goals of the county government.	99(26.6)	181(48.7)	69(18.5)	11(3)	12(3.2)	2.1	.99
County government is informative to employee on current changes, trends and future expectation	131(35.2)	186(50)	18(4.8)	26(7)	11(3)	1.9	.97
County government value employee's personal suggestions on what constitute a good working environment.	162(43.5)	79(21.2)	100(26.9)	21(5.6)	10(2.7)	2.1	1.12

Source (Field Survey Data, 2022)

The first way to figure out how motivated employees are was to ask the people who took part in the study how they felt about promised payments and salary increases. The mean value is the average rating of employee motivation. A mean value above 3.0 indicates a high level of motivation among employees, suggesting that they are highly motivated. Conversely, a mean value below 3.0 indicates a low level of motivation among employees, implying a lack of motivation. Based on the results, a significant proportion of the participants (n=100, 36.8%) reported that their wages and allowances were consistently disbursed punctually. This observation is further supported by a relatively low mean score (M=1.9, STD=.97), suggesting a general trend of timely payment. The majority of respondents, specifically 139 individuals (51.1%), expressed disagreement with the notion that their wage was correlated with the nature of their profession. This sentiment was further supported by a low mean score of 2.2 and a standard deviation. The results of the study indicate a low rating (M=2.0, STD) with a significant proportion of the participants, specifically 110 individuals (40.4%), expressing strong disagreement regarding the receipt of additional compensation for surpassing their performance targets. Based on the results, it was observed that the statement on the fairness and equity of the existing employment benefits package had a high rating (M=3.1, STD=1.28). However, it is important to note that there were significant variances from the mean response, as evidenced by the standard deviation. Additionally, a majority of respondents (91, or 33.5%) expressed disagreement with this statement. The second indicator of employee motivation pertained to the giving of awards and promotions. Additionally, four items were utilized to measure these variables. Based on the results, a significant proportion of the participants, namely 105 individuals (38.6%), expressed their disagreement regarding the existence of possibilities provided by the county government for attending seminars, workshops, and tours as a means to enhance performance. This sentiment was further supported

by a relatively low mean score of 2.3, with a standard deviation of 1.20. The results of the study reveal that a significant proportion of the participants, specifically 116 individuals (42.6%), expressed disagreement with the provision of individual rewards as a means to enhance their performance. This sentiment is further supported by a relatively low mean score of 2.5 (standard deviation = 0.089). Based on the results, it is evident that a significant proportion of the participants, specifically 128 individuals (constituting 47.1% of the sample), expressed disagreement with the notion that employees who demonstrate strong performance in their respective positions receive equitable promotion and recognition. This sentiment is further supported by a relatively low mean score of 2.4, with a standard deviation of .97. The findings revealed a significant dissatisfaction among employees with the county government's utilization of a reward-based performance system, with a majority of 156 respondents (57.4%) expressing disagreement or strong disagreement.

The third metric assessing employee motivation involved the enhancement of working circumstances, as evidenced by the utilization of four specific indicators. The findings indicate that a significant proportion of the participants, specifically 105 individuals (38.6%), expressed disagreement with the county government's ability to offer work positions that align with employees' preferences. This sentiment is further supported by a relatively low mean score of 2.5, with a standard deviation of 1.00. A significant proportion of the participants, specifically 130 individuals (constituting 47.8% of the total sample), expressed their disagreement regarding the availability of an opportunity to annually assess their career plan in order to align it with the short-term and long-term objectives of the county government. This sentiment was further supported by a relatively low mean score of 2.1, with a standard deviation of .99. Based on the results, a

significant majority of the respondents (36.8%, n=100) expressed strong disagreement on the county government's effectiveness in providing employees with information on current developments, trends, and future expectations. This sentiment is reflected by a relatively low mean score ($M=1.9$, $SD=.97$). In conclusion, a significant proportion of the participants (43.0%, n=117) expressed that the county government places importance on considering employees' personal suggestions regarding the elements that contribute to a favorable working environment. This sentiment is further supported by a relatively low mean score ($M=2.1$, $SD=1.12$). Based on the aforementioned facts, it can be inferred that the employee motivation rating in Kisumu county is quite low.

The overall aim of the study was to establish the influence of performance appraisal on employees' motivation at County Government of Kisumu, Kenya. Therefore the mean subscale of employee's motivation was regressed against each of the subscales of performance appraisal. These included appraisal system criteria, appraisal feedback and continuous improvement. The findings are presented as shown in Table 4.4.

Table 4. 4: Influence of Performance Appraisal on Employee Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.746 ^a	.557	.552	.33368	.557	112.314	3	368	.000	1.701

a. Predictors: (Constant), ET, ASC, AF
b. Dependent Variable: employees' motivation

Model	Coefficients ^a				T	Sig.	Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta				Tolerance	VIF
1	(Constant)	.215	.216		.998	.319		
	ASC	.383	.065	.309	5.883	.000	.601	1.665
	AF	.313	.061	.292	5.161	.000	.518	1.932
	ET	.221	.033	.319	6.793	.000	.751	1.331

a. Dependent Variable: employees' motivation

KEY: ASC-Appraisal System Criteria, AF-Appraisal Feedback, CI-Continuous improvement

Source: (Field Survey, 2023)

The results indicate a significant association (R=.746) between performance appraisal variables and employee motivation. Moreover, the results indicate that performance appraisal explains 55.7% of the variation in employee motivation, a statistically significant finding (R Square=.557, F (3, 368)=112.314, p<.05). Hence, the performance appraisal component constitutes 55.7% of the total, while the remaining 44.3% represents the variation attributed to other variables not included in the current model. Upon analyzing the model coefficient outcomes, it is evident that continuous improvement exhibited the most robust and statistically significant impact on employee motivation ($\beta=.319$, $P<.05$). Subsequently, assessment system criteria ($\beta=.309$, $p<.05$) and appraisal feedback ($\beta=.292$, $p<.05$) followed suit, albeit with slightly lower coefficients. This implies that the many components that comprise performance

appraisal exhibited a noteworthy and favorable impact on the level of motivation experienced by employees. Therefore, it can be observed that enhancing performance appraisal has a positive impact on employee motivation.

4.5 Appraisal System Criteria

The first objective of the study was to establish the influence of appraisal system criteria on employees' motivation at County Government of Kisumu, Kenya. Respondents were therefore asked to indicate the extent to which selected factors influenced their attitude towards performance appraisal. Each statement was rated from 1 to 5, with 1 denoting strong disagreement, 2 agreeing, 3 disagreeing, 4 agreeing, and 5 strongly agreeing. Table 4.5 presents the results of the ratings (respondents' opinions).

Table 4. 5: Appraisal System Criteria

Appraisal System Criteria	1	2	3	4	5	M	STD
The appraisal system utilized by the County government aids in evaluating staff performance.	131(35.2)	147(39.5)	66(17.7)	14(3.8)	14(3.8)	1.9	.94
The performance appraisal system emphasizes each employee's qualities.	94(25.3)	156(41.9)	94(25.3)	14(3.8)	14(3.8)	2.1	.92
My department's existing performance appraisal procedure is satisfactory to me.	91(24.5)	168(45.2)	77(20.7)	22(5.9)	14(3.8)	2.1	.92
Performance appraisal process is free from biasness and favoritism.	111(29.8)	156(41.9)	57(15.3)	18(4.8)	30(8.1)	2.1	1.05
The performance appraisal system contributes to employee's career development and individual growth.	109(29.3)	94(25.3)	129(34.7)	40(10.8)	372(100)	2.3	1.12
Appraisal procedure is based on real, accurate and rigorous information.	235(63.2)	22(5.9)	29(7.8)	10(2.7)	372(100)	2.1	.87
Supervisors and directors are usually involved in obtaining, analyzing and recording information about employees' potential.	114(30.6)	96(25.8)	6(1.6)	12(3.2)	372(100)	2.1	1.06
Appraisal methods affect our commitment to the organization.	217(58.3)	37(9.9)	11(3)	4(1.1)	372(100)	2.0	.82

Source (Field Survey Data, 2022)

Table 4.5 displays the percentages, frequencies, means, and standard deviations of the observed data. A number above 3.0 indicates a favorable or high rating on the appraisal system, whilst a score below 3.0 indicates a less favorable or poor appraisal system. In the context of standard deviation (STD), a standard deviation number greater than 1 indicates a substantial degree of variability in the observed data, whereas a standard deviation value less than 1 suggests a relatively limited amount of variability in the collected responses. Based on the obtained mean response of 1.9 (SD=.94), it can be inferred that the employee appraisal system employed by the County government effectively assesses the performance of its employees. The aforementioned findings are further supported by a significant majority of 111 individuals, accounting for 40.8% of the total ratings, who expressed disagreement with the notion that the employee appraisal system effectively assesses performance. The majority of respondents (117, 43.0%) expressed disagreement with the notion that the performance appraisal system emphasizes the quality of each employee. This sentiment is supported by a low mean score of 2.1 (STD=.92). Similarly, a majority of respondents (127, 46.7%) disagreed with their satisfaction level regarding the current performance appraisal system in their department. The results of the study reveal that the performance appraisal process is susceptible to prejudice and partiality, as evidenced by a significant majority of respondents (44.1%, n=120) and a low mean score (M=2.1, SD=1.05). Regarding career development and individual growth, the results reveal a lack of support for the notion that performance appraisal systems contribute to employees' career development and individual growth. This is evidenced by a low mean score of 2.3 and a standard deviation of 1.12. Additionally, it was found that the evaluation process, which relies on genuine, precise, and thorough information, obtained a low grade (M=2.1, STD=.87). The results of the study revealed a relatively low mean rating of 2.1, with a standard deviation of 1.06, for the statement indicating

the involvement of supervisors and directors in the acquisition, analysis, and documentation of information pertaining to employees' potential. Ultimately, the results indicate that the utilization of assessment methodologies did not have a significant impact on the participants' level of commitment to the organization. This was evident from the majority of respondents, specifically 16 individuals (57.4%), who reported a low mean score of 2.0 and a low standard deviation of .82. In addition to the descriptive data, additional analysis was conducted to evaluate the objective hypothesis as outlined in the coming sections.

4.5.1 Appraisal System Criteria and Employee Motivation

The first null hypothesis, H_{01} , stated that Appraisal system criteria does not have a significant influence on employees' motivation at County Government of Kisumu, Kenya. Therefore employee motivation was regressed against the mean sub scale of appraisal system criteria. The findings are presented as shown in Table 4.6.

Table 4. 6: Effect of Appraisal System Criteria on Employee Motivation

Model Summary^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F Change	df1	df2	Sig. F Change
1	.605 ^a	.366	.364	.39767	.366	155.922	1	370	.000
a. Predictors: (Constant), ASC									
b. Dependent Variable: Employee Motivation									
Coefficients^a									
Model	Unstandardized Coefficients			Standardized Coefficients		t	Sig.		
		B	Std. Error	Beta					
1	(Constant)	.849	.245		3.460	.001			
	ASC	.751	.060	.605	12.487	.000			
a. Dependent Variable: Employee Motivation									

KEY: ASC-Appraisal System Criteria, Source: (Field Survey, 2023)

The results presented in Table 4.7 indicate that the criteria used in the assessment system have a statistically significant and positive impact on employee motivation ($\beta=.605, p<.05$). This implies that there is a positive correlation between the increment in appraisal system criteria and the improvement in employee motivation, with a coefficient of 0.605 units per one unit increment on the scale. The results indicate that the criteria used in the assessment system account for 36.6% of the variance in employee motivation (R Square=.366, $F(1, 370)=155.922, p<.05$). The obtained results from the unstandardized model coefficient ($B=.383, p<.05$) provide strong evidence that, when controlling for other variables, the evaluation system criteria significantly influences employee motivation. Hence, the improvement of the criteria of the assessment system by a unit results in a corresponding increase in employee motivation by a magnitude of 0.838 units. The significance of assessment system criteria as a factor of employee motivation is evident, as enhancing these criteria leads to heightened levels of employee motivation. When employees receive adequate appreciation, they experience a sense of validation, which subsequently motivates them to sustain their diligent job efforts. The findings presented align with the research conducted by Faizal et al. (2021), which demonstrated a significant impact of performance assessments on employee motivation. The manner in which an employee is assessed has implications for both their conduct and productivity. Higher employee retention rates and increased work productivity can be achieved by financial institutions through the evaluation of personnel and the provision of opportunities for growth within the organization. Furthermore, the findings shown in this study are consistent with the research conducted by Raboca et al. (2017), which demonstrated that moral and ethical factors, specifically the system's justice and fairness, influenced technical factors such as the level of satisfaction with the performance rating system. The findings align with the research conducted by Idowa (2017), which examined the efficacy of performance appraisal methods and

their impact on employee motivation. According to Idowa's research, the utilization of several appraisal techniques leads to increased satisfaction and therefore higher levels of motivation within organizations that employ performance appraisal as a means of motivation. The observed parallels between the activities of the study participants and those documented in previous investigations may be attributed to their near-identical nature. Therefore, it can be asserted that the employee appraisal criteria have a substantial and positive impact on the motivation of employees in Kisumu County.

4.5.2 Appraisal Feedback and Employee Motivation

The study's second goal was to ascertain how the County Government of Kisumu, Kenya's appraisal system feedback affected its employees' motivation. Therefore, respondents were asked to rate how much the under-reported elements affected their perception of performance evaluation. Each claim received a score between 1 to 5, with 1 being a strong disagreement, 2 a disagreement, 3 neither, 4 an agreement, and 5 a strong agreement. The results are given using frequency counts, percentages, averages, and standard deviations as indicated in Table 4.7.

Table 4. 7: Employee Appraisal Feedback

Appraisal Feedback	1	2	3	4	5	M	STD
Supervisors and directors usually seek for employee feedback after appraisal process to capture their thoughts.	114(30.6)	109(29.3)	107(28.8)	18(4.8)	24(6.5)	2.2	1.12
There is a regular evaluation and performance feedback on quarterly basis so that employees may have a chance for improvement.	162(43.5)	94(25.3)	57(15.3)	37(9.9)	22(5.9)	2.0	1.15
Performance appraisal results have impact on my behavior, attitude and morale.	90(24.2)	168(45.2)	74(19.9)	24(6.5)	16(4.3)	2.1	0.94
Feedback process is usually confidential, fair and with objectivity.	160(43)	66(17.7)	90(24.2)	30(8.1)	26(7)	2.1	1.17
I consistently receive the performance evaluation outcomes I was hoping for and typically concur with them.	203(54.6)	78(21)	57(15.3)	13(3.5)	21(5.6)	1.9	1.20
Employee input is solicited in order to assess the level of technical proficiency and job procedure.	57(15.3)	174(46.8)	118(31.7)	10(2.7)	13(3.5)	2.4	0.95
Your manager talks to you constantly about how you are doing.	94(25.3)	143(38.4)	104(28)	23(6.2)	8(2.2)	2.2	1.00
Directors and supervisors usually summon employees who register unsatisfactory performance so as to correct, boost and motivate them to perform.	134(36)	144(38.7)	58(15.6)	27(7.3)	9(2.4)	2.1	1.06

Based on the data presented in Table 4.7, it can be observed that a significant proportion of the participants, specifically 85 individuals (31.3%), expressed strong disagreement with the notion that supervisors and directors typically fail to solicit employee feedback following the appraisal process in order to gather their perspectives. This finding is further supported by a relatively low

mean score of 2.2, with a standard deviation of 1.12. The results of the study indicate that a significant proportion of employees, namely 124 individuals (45.6%), expressed strong disagreement with the existence of a consistent system for evaluating performance and providing feedback on a quarterly basis, which would allow employees the opportunity to enhance their performance. This finding was further substantiated by a mean score of 2.1 (SD=1.15), indicating a substantial level of variability in the responses. The results of the study reveal that the feedback process is typically characterized by confidentiality, fairness, and impartiality. This is supported by a low mean score of 2.1 (standard deviation = 1.17) and a significant proportion of participants (123, or 45.2%) strongly disagreeing with the statement. In addition, a significant proportion of the participants, specifically 127 individuals (representing 46.7% of the total sample), expressed disagreement over the influence of performance appraisal outcomes on their behavior, attitude, and morale. This sentiment was further supported by a relatively low mean score of 2.1, accompanied by a standard deviation of 0.94, indicating a limited degree of variability in responses around the mean value. The majority of participants, comprising 145 individuals (equivalent to 53.3% of the sample), expressed strong disagreement over their consistent attainment of anticipated outcomes from performance evaluations. Additionally, they generally indicated agreement with the evaluation results, as evidenced by a mean score of 1.9 and a standard deviation of 1.20. Based on the results, it was shown that there is a lack of employee feedback in assessing their level of technical knowledge and job procedures (M=2.4, STD=0.95). This sentiment was also expressed by a significant majority of the participants, with 124 individuals (45.6%) disagreeing with this practice. The findings of this study reveal that a significant proportion of the participants, specifically 103 individuals representing 37.9% of the total sample, expressed their disagreement with the frequency of communication from their managers regarding their

performance. This lack of communication is further supported by the low mean score of 2.2, with a standard deviation of 1.00. Ultimately, the results indicate that a significant majority of 104 individuals (38.2%) expressed disagreement with the notion that directors and supervisors typically summon employees who exhibit bad performance in order to rectify the situation, enhance their performance, and provide motivation. Additional research was conducted to examine the null hypothesis H02, which posits that the feedback provided by the appraisal system does not exert a substantial impact on the motivation of employees at the County Government of Kisumu, Kenya. The achievement of this objective was facilitated through the utilization of a straightforward linear regression model, wherein the variable of employee motivation was regressed against the criteria employed for performance rating. The results are provided in Table 4.8 as depicted below.

Table 4. 8: Effect of Appraisal System Feedback on Employee Motivation

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F	df1	df2	Sig. F Change
1	.644 ^a	.415	.413	.38203	.415	191.519	1	370	.000
a. Predictors: (Constant), AF									
Coefficients^a									
Model	Unstandardized Coefficients			Standardized Coefficients		t	Sig.		
		B	Std. Error	Beta					
1	(Constant)	1.091	.204		5.339	.000			
	AF	.692	.050	.644	13.839	.000			
a. Dependent Variable: Employee Motivation									

KEY: AF-Appraisal Feedback, Source (Field Survey, 2023)

The results indicate that the evaluation criteria explain 41.5% of the variance in employee motivation, as evidenced by an R2 value of .415. This relationship is statistically significant, as indicated by an F-statistic of 191.519 with 1 degree of freedom in the numerator and 370 degrees

of freedom in the denominator ($F(1, 370)$). The p-value associated with this finding is less than .05, further supporting its significance. This implies that a substantial portion of the variability in employee motivation can be attributed to appraisal feedback, while the remaining variability (58.5%) is attributable to other variables that are not included in the current model. Furthermore, the results indicate that appraisal feedback has a statistically significant and positive impact on employee motivation ($\beta=.644, p<.05$). This suggests that for every unit increase in appraisal feedback, there is a corresponding improvement of 0.644 units in employee motivation, as measured by the employed scale. The unstandardized coefficient for the model, as presented in Table 4.4, demonstrates that after controlling for all other variables, evaluation feedback has a distinct positive effect on employee motivation, with an increase of 0.313 units ($B=0.313, p<.05$). This suggests that the appraisal comments provided by research groups have been acknowledged to a certain degree, resulting in a beneficial impact on employee motivation. Therefore, it may be deduced that the provision of assessment input significantly influences employee motivation. Consequently, the null hypothesis is rejected in favor of the alternative hypothesis, indicating the presence of a significant impact. The findings indicated above align with the research conducted by Oyaro (2017), which revealed that instructors' attitudes towards performance evaluation were impacted by the feedback they received. The findings align with the research conducted by Boadi (2016), which concluded that performance evaluations in the civil service are reasonable, satisfactory, and outcome-driven. Similarly, Prasad (2015) demonstrated that performance evaluations aid employees in enhancing their performance by offering feedback on areas requiring development. These findings further support the conclusions of previous studies conducted by Kihama and Wainaina (2019), Kisang and Kirai (2016), and Otieno (2016), which collectively validate the notion that the involvement of the assessment system has a beneficial impact on

employee motivation. The data presented in this study provide support for the goal-setting and expectation theories, both of which acknowledge the influence of the appraisal system on employees. Based on the available evidence, it can be inferred that the provision of system appraisal feedback has a notable and constructive impact on employee motivation.

4.5.2 Continuous improvement and Motivation

The third objective of the study sought to establish the influence of continuous improvement on employees' motivation at County Government of Kisumu, Kenya. The first step entailed respondents rating on 8 items to measure continuous improvement. Therefore respondents were asked to indicate the extent to which the 8 under-listed factors influenced their attitude towards performance appraisal. Each statement was given on a range of 1 = strongly disagree, 2 = disagree, 3 = neither, 4 = agree, and 5 = strongly agree. The findings are presented as shown in Table 4.9 that follows.

Table 4. 9: Continuous improvement in Kisumu County

Continuous improvement	1	2	3	4	5	M	ST D
Staffs in our organization undergo regular capacity assessment.	100(26.9)	165(44.4)	57(15.3)	36(9.7)	14(3.8)	2.1	.99
I feel training structure is not synchronized with my training needs.	159(42.7)	132(35.5)	61(16.4)	10(2.7)	10(2.7)	1.8	.90
I believe that training is an important element of performance.	130(34.9)	155(41.7)	37(9.9)	36(9.7)	14(3.8)	2.0	1.02
The county government offers training to enhance employees' skills so they can accomplish their goals.	116(31.2)	123(33.1)	95(25.5)	22(5.9)	16(4.3)	2.2	1.03
Employee input and consultation are used to identify training requirements.	126(33.9)	123(33.1)	56(15.1)	56(15.1)	11(3)	2.1	1.03
Our productivity is impacted when we are given duties that are above our capabilities.	121(32.5)	112(30.1)	95(25.5)	24(6.5)	20(5.4)	2.1	1.05
The county government conduct frequent training to employees which is relevant to their jobs.	36(9.7)	126(33.9)	130(34.9)	58(15.6)	22(5.9)	2.7	.98
I am provided with adequate skills and abilities to perform my work.	81(21.8)	130(34.9)	76(20.4)	73(19.6)	12(3.2)	2.5	1.16

Based on the data presented in Table 4.7, it can be observed that a significant proportion of the respondents, specifically 125 individuals (46.0%), expressed their disagreement with the notion that staff members in their respective organizations undergo frequent capacity assessments. This finding is further supported by a low mean score of 2.1 and a standard deviation of .99, indicating a lack of substantial variation in the responses. The majority of participants, comprising 118 individuals (43.4%), expressed strong disagreement with the notion that the training framework aligns poorly with their training requirements. This sentiment is further supported by a low mean score of 1.8, with a standard deviation of 0.90. It is evident from the data that a significant proportion of the respondents, specifically 116 individuals (42.6%), expressed disagreement with the notion that they perceive training as a crucial factor influencing performance. This sentiment is further supported by a relatively low mean score of

2.0, with a standard deviation of 1.02. Based on the findings, a significant proportion of participants, specifically 91 individuals (representing 33.5% of the sample), expressed disagreement with the notion that the county government provided training opportunities aimed at improving employees' competencies in order to surpass their performance objectives. The data exhibited a low mean value ($M=2.2$, $STD=1.03$) and demonstrated a notable level of variability, as evidenced by the large standard deviation. This finding provides more support for the argument. Furthermore, a significant proportion of participants, namely 97 individuals (representing 35.7% of the sample), expressed disagreement with the inclusion and consultation of staff members in the process of identifying training requirements. This sentiment is further supported by a relatively low mean score of 2.1, accompanied by a standard deviation of 1.03, indicating a considerable level of variability in responses. Nevertheless, the findings of this study reveal that a significant proportion of the participants, specifically 93 individuals (constituting 34.2% of the total sample), provided a favorable evaluation. This is evidenced by the mean rating of 2.1, with a standard deviation of 1.05. These results suggest that certain assigned tasks were deemed manageable by these respondents and did not hinder their overall productivity. Based on the findings, it was observed that a significant proportion of the participants, specifically 99 individuals (36.4%), expressed ambivalence about the frequency of training provided by the county government in relation to the applicability of their job roles. This sentiment is reflected by a relatively low mean score of 2.7, with a standard deviation of .98. A significant proportion of participants, specifically 92 individuals (constituting 33.8% of the sample), expressed disagreement with the assertion that they possessed the requisite abilities and proficiencies to effectively perform their respective roles. The finding was further reinforced by a low mean ($M=2.5$, $SD=1.16$) and a high standard deviation. The outcomes of

this study indicate that questions exhibiting a low standard deviation tend to receive low ratings on the measure of ongoing advancement. This suggests that there is minimal variability in the responses provided to these questions.

A simple linear regression model was also carried out in order to test the null hypothesis which stated that H_03 : Continuous improvement does not have significant influence on employees' motivation at County Government of Kisumu, Kenya. Therefore employee motivation was regressed against the continuous improvement subscale and the findings presented as shown in Table 4.10 below.

Table 4. 10: Influence of Continuous improvement on Employee Motivation

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F	df1	df2	Sig. F Change
1	.572 ^a	.327	.325	.40960	.327	131.478	1	370	.000
a. Predictors: (Constant), ET									
Coefficients^a									
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.			
		B	Std. Error	Beta					
1	(Constant)	2.362	.136		17.312	.000			
	ET	.397	.035	.572	11.466	.000			

a. Dependent Variable: Employee Motivation

KEY: ET-Continuous improvement, Source (Field Survey, 2023)

From the findings, it emerged that continuous improvement significantly accounted for 32.7% variance in employee motivation, which is indicated by statistics in Table 4.10, ($R^2=.327$, $F(1, 370)=131.478$, $p<.05$).The model findings in Table 4.4 indicates continuous improvement positively enhances their motivation such that more training of employees improves their motivation by a magnitude of 0.221 units. Furthermore, findings using model coefficients shows that continuous improvement has a positive and significant effect on employee motivation ($\beta=.572$, $p<.05$). This implies that a one improvement continuous improvement positively enhances

employee motivation by a magnitude of 0.572 units as per the scale used. From these findings, it can be noted that continuous improvement has a positive influence on employee motivation, therefore the null hypothesis is rejected and an alternative hypothesis that continuous improvement has a positive influence on employee motivation adopted. It can thus be noted from these findings that when employees are trained, they not only gain papers to their advantage but also gain in terms of motivation. In comparison to the previous findings, the current study finding are in line with Kihara (2014) and Omar et al., (2018) findings which supports that continuous improvement improves their motivation. The findings also concurs with those of Akuoko (2017) which shows that training helps in developing competence and expertise leading to rewards such as promotion, salary and bonuses. Furthermore, the findings agree with those of Olutu (2016) as well as Jaworski et.al. (2018) findings which concluded that continuous improvement positively improved their motivation. Following these concurrence with the aforementioned findings and others such as Chebet (2016) and Hamidi (2019), it can be concluded that continuous improvement improves their motivation. These findings can thus be fed into the overall model,

Table 4. 11: Overall Model Results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F Change	df1	df2	Sig. F Change
1	.746 ^a	.557	.552	.33368	.557	112.314	3	368	.000
a. Predictors: (Constant), ET, ASC, AF									
Coefficients^a									
Model	Unstandardized Coefficients			Standardized Coefficients		T	Sig.		
		B	Std. Error	Beta					
	(Constant)	.215	.216			.998	.319		
1	ASC	.383	.065	.309		5.883	.000		
	AF	.313	.061	.292		5.161	.000		
	ET	.221	.033	.319		6.793	.000		
a. Dependent Variable: Motivation									

This model was further fit as follows $Y = \beta_0 + 0.383X_1 + 0.313X_2 + 0.221X_3$, in which Y= Dependent Variable (Motivation), X_1 = Appraisal System Criteria (ASC), X_2 =Appraisal Feedback (AF), X_3 = Continuous improvement (CI). This means that for every one unit improvement in appraisal system criterial, employee motivation improves by a magnitude of 0.383 units according to the scale used. Similarly, for every one unit improvement in appraisal feedback, employees are motivated by a magnitude of 0.313 units and finally, improving continuous improvement by one unit leads to 0.221 units improvement in employee motivation. The overall variance in employee motivation that was accounted for by appraisal system was 55.7 percent, which is high thus implying that appraisal system positively enhances employee motivation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The summary, findings, and suggestions for further research are presented in this chapter along with the study's conclusions and recommendations. The purpose of this study was to determine how performance reviews affected employees' motivation in the Kenyan County Government of Kisumu.

5.2 Summary of Findings

The first objective of the study was to establish the influence of appraisal system criteria on employees' motivation at County Government of Kisumu, Kenya. Descriptive findings revealed that appraisal system criteria was practiced to a very small extent in the county. Using multiple and simple linear regression models, the findings revealed that appraisal system criteria however had a positive and significant effect on employee motivation.

The second objective of the study sought to determine the influence of appraisal system feedback on employees' motivation at County Government of Kisumu, Kenya. This was achieved through descriptive and correlational analysis. Using descriptive statistics, the findings revealed a low rating on appraisal system feedback, implying that there was low appraisal system feedback in the county. Further findings using simple linear and multiple linear regression analyses revealed that appraisal system feedback had a positive and significant effect on employee motivation.

The third objective of the study sought to establish the influence of continuous improvement on employees' motivation at County Government of Kisumu, Kenya. Continuous improvement in Kisumu county was found to be less practiced as revealed from the low rating using descriptive statistics. Findings using simple and multiple regression analyses revealed that continuous improvement had a positive and significant influence on employee motivation. These findings were also in line with the findings from previous studies and were well guided by the theory.

5.3 Conclusions

From the first objective of the study, it was established that appraisal system criteria has a positive and significant effect on employees' motivation at County Government of Kisumu, Kenya. A good appraisal system takes care of employee's actual performance without any prejudice or witch-hunting and therefore there is proper justice. This is likely to enhance their motivation as they remain positive about it hence knowing that in the event of rewards or any action, there is a good system that is right. Therefore, they remain motivated. Following this, the null hypothesis that appraisal system criteria does not have a significant influence on employee motivation was rejected and an alternative hypothesis which states that appraisal criteria has a significant influence on employee motivation adopted. It can thus be concluded that appraisal system criteria has a positive and significant influence on employee motivation.

The second objective of the study established that appraisal system feedback had a positive influence on employees' motivation at County Government of Kisumu, Kenya. However, it can be noted that there is a low appraisal system feedback among employees. Whereas it have a positive effect, it is not fully satisfactory. The study however concludes that appraisal system feedback has a positive and significant influence on employee motivation. Therefore, the null

hypothesis which states that appraisal system feedback does not have a significant influence on employee motivation was rejected and alternative hypothesis adopted. The conclusion that appraisal system feedback has a positive and significant influence on employee motivation supports findings from previous studies in different settings.

The final objective of the study revealed that continuous improvement has a positive and significant influence on employees' motivation at County Government of Kisumu, Kenya. However, it was clear that there was little training although with positive impact among employees motivation. The null hypothesis that continuous improvement does not have a significant influence on their motivation was therefore rejected. It is worth to note that when employees are trained, they gain knowledge and skills that are necessary for their improvement in performance. This kind of empowerment therefore makes them to remain positive and motivated hence improving their motivation. It can thus be concluded that continuous improvement has a positive and significant influence on their motivation.

5.4 Recommendations

From the first objective of the study, it is recommended that the county government comes up with effective, efficient and more advanced system appraisal criteria that will satisfy employees to maintain a positive attitude in their leadership and hence remain motivated.

It is worth to note from the second objective that there is low system appraisal feedback. The county executive should implement or come up with the better system appraisal feedback to get adequate views from employees and hence improve their motivation.

Finally, the study recommends that the executive and management in the county should increase the number of trainings so as to motivate employees through such empowerment.

5.5 Suggestions for further studies

The study suggests further studies as follows

- i. Studies should be carried out on the effect of appraisal system on public institutional performance
- ii. Studies on the relationship between employee motivation and work life balance among private learning institutions are timely
- iii. A study to be carried out on other factors such as individual, human resource and institutional factors that influence employee motivation and organizational performance.

5.6 Limitations

Whereas the study accomplished its objectives, a few limitations were noted as follows,

- i. First, the study was limited to data collection at the county, which is more specific and cannot be generalized to other areas. However, this is the area experiencing more problems hence carried out at the county.
- ii. The second limitation was time constraints, which was limited to a 2 year period. This was however necessary in order to finish the study and be more economic.
- iii. The third limitation was the human resource area, and specifically appraisal system in the county. The study however found it important since this is the concept that has not been fully explored.

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APPENDICES

Appendix I: Introductory Letter

Jacob Apoll

Dear Sir/Madam

RE: REQUEST FOR RESEARCH DATA

My name is Jacob Apoll. I am a postgraduate student at Maseno University, in the school of Business and Economics. I am currently carrying out a study on performance appraisal on in Kisumu a requirement for the partial fulfilment of Masters of Science Degree in Human Resource Management.

I kindly request you to spare a few minutes of your time and help in filling the attached questionnaire to the best of your knowledge. The information given will be treated with utmost confidence it deserves and will only be used exclusively for academic purposes.

Yours faithfully

Jacob Apoll
MSC/BE/00116/020

Appendix II: Questionnaire

Dear Participants,

Kindly help in filling this questionnaire. Information obtained from the study will be treated with utmost confidentiality and strictly used for academic purposes. You are requested **NOT** to write your name on the questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

1) Please answer the following questions regarding general information.

Name of department/ ministry	
Your role/profession/occupation	
Number of years at work	

2) What is your highest level of education?

- a) Certificate
- b) Diploma
- c) Degree
- b) Master Degree
- c) PHD

SECTION B: Appraisal System Criteria

To what extent do the under-listed factors influence your attitude towards performance appraisal?

Each statement gives the range of 1 = strongly disagree, 2 =disagree, 3 = neither, 4 = agree, and 5 = strongly agree.

Appraisal System Criteria	1	2	3	4	5
The system used to appraise employees helps to evaluate the performance of employees at the County government.					
The performance appraisal system stresses on the quality of each employee.					
I am satisfied with the current performance appraisal system of my department					
Performance appraisal process is free from biasness and favoritism.					
The performance appraisal system contributes to employee's career development and individual growth.					
Appraisal procedure is based on real, accurate and rigorous information.					
Supervisors and directors are usually involved in obtaining, analyzing and recording information about employees' potential.					
Appraisal methods affect our commitment to the organization.					

SECTION C: Appraisal Feedback

To what extent do the under-listed factors influence your attitude towards performance appraisal?

Each statement gives the range of 1 = strongly disagree, 2 = disagree, 3 = neither, 4 = agree, and 5 = strongly agree.

Appraisal Feedback	1	2	3	4	5
Supervisors and directors usually seek for employee feedback after appraisal process to capture their thoughts.					
There should be a regular evaluation and performance feedback on quarterly basis so that employees may have a chance for improvement.					
Performance appraisal results have impact on my behavior, attitude and morale.					
Feedback process is usually confidential, fair and with objectivity.					
I always get the expected results of the performance evaluation and usually agree with the evaluation results.					
Feedback is sought from employee to determine the degree of technical know-how and job process.					
Your manager communicate with you frequently about your performance.					
Directors and supervisors usually summon employees who register unsatisfactory performance so as to correct, boost and motivate them to perform.					

SECTION D: Employee Training

To what extent do the under-listed factors influence your attitude towards performance appraisal? Each statement gives the range of 1 = strongly disagree, 2 = disagree, 3 = neither, 4 = agree, and 5 = strongly agree.

Employee Training	1	2	3	4	5
Staffs in our organization undergo regular capacity assessment.					
I feel training structure is not synchronized with my training needs.					
I believe that training is an important element of performance.					
Training provided by county government offer to improve employees' skills in order to surpass their targets.					
Staffs are involved and consulted in coming up with training needs.					
Some of the tasks we are given are beyond our capacities and affects our productivity.					
The county government conduct frequent training to employees which is relevant to their jobs.					
I am provided with adequate skills and abilities to perform my work.					

SECTION D: Employee Motivation

To what extent do you agree with the following statements? Each statement gives the range of

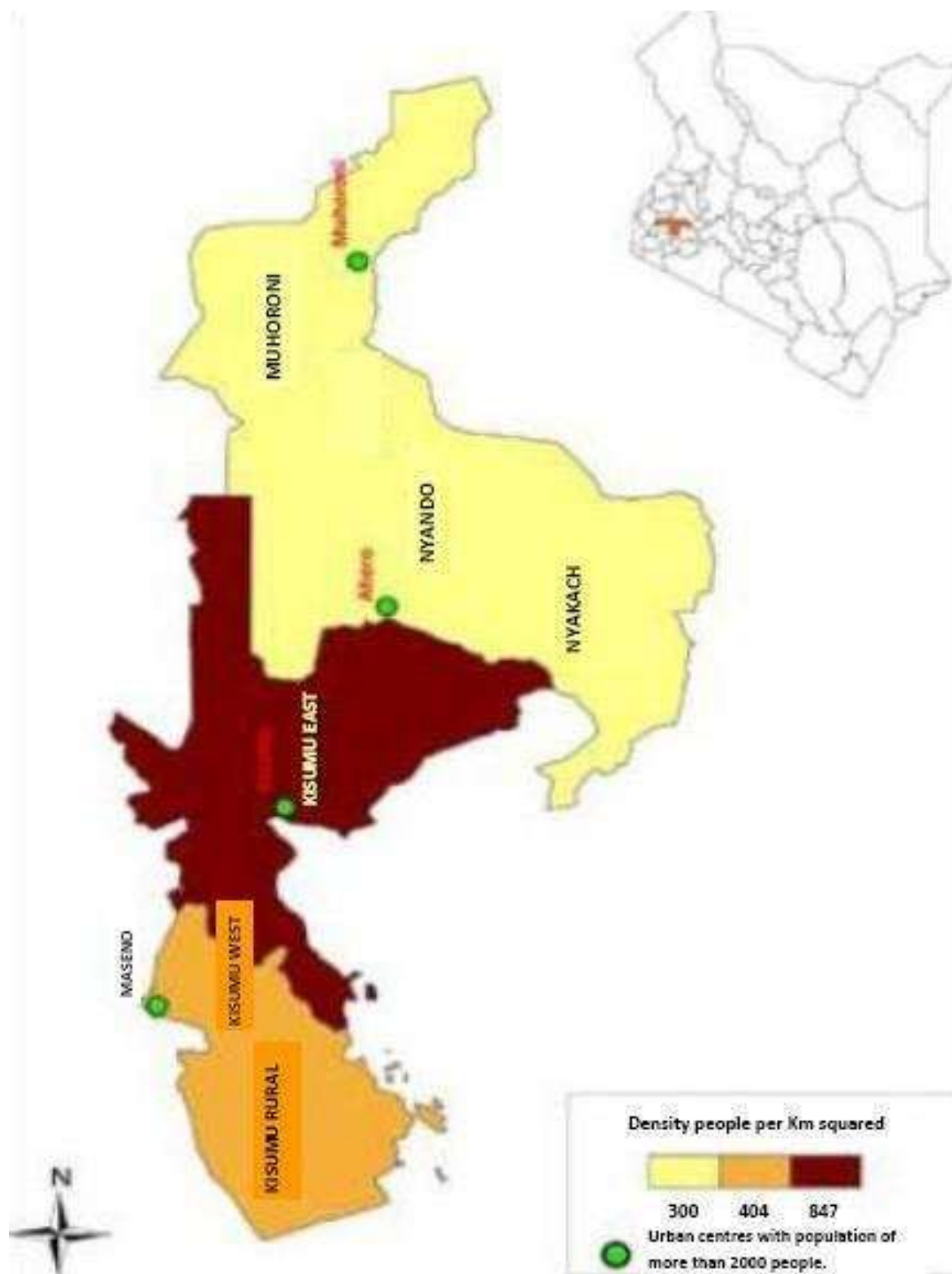
1 = strongly disagree, 2 = disagree, 3 = neither, 4 = agree, and 5 = strongly agree.

Guaranteed payments and improvement of salaries	1	2	3	4	5
My salary and allowances are paid on time.					
Salary I receive is linked to the work I do.					
I receive additional payment when my performance exceed my targets.					
The current employment benefits package is fair and equitable.					
Provision of award and promotion					
There are opportunities for attending seminars, workshop and tours sponsored by county government for good performance.					
You are provided with individual awards for better performance.					
Employees who perform well in their role are fairly promoted and rewarded.					
County government use reward-based performance system that is made known to all employees					
Improved working conditions					

<p>County government provide suitable job match to employee to meet employee preference.</p>					
<p>I am allowed to review my career plan annually to meet short term and long term goals of the county government.</p>					
<p>County government is informative to employee on current changes, trends and future expectation</p>					
<p>County government value employee's personal suggestions on what constitute a good working environment.</p>					

Appendix III: Research Map of Study Area (Kisumu County)







Appendix V: Research Budget

ACTIVITIES	ITEMS PER QTY	COST PER UNIT	TOTAL COST
Research proposal preparation.	1	40,000/=	40,000/=
Printing.	55 pages	10	3,300
Data collection materials.	10 Pens	20	200
	3 Rims	500	1,500
Meals.	30 days	2,000	30,000
Transportation.	30 days	400	26,000
Questionnaire Preparation.	400 pieces	100	40,000
Data processing, analysis and presentation.	15 days	1,340	20,100
Report writing, printing and binding.	6 copies	2,000	12,000
TOTALS			143,100