

**THE ROLE OF STAFF PERFORMANCE MANAGEMENT ON ORGANIZATION
PERFORMANCE IN TRANS NZOIA COUNTY GOVERNMENT KENYA**

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**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS IN PARTIAL
FULFILMENT OF THE REQUIRMENTS FOR THE AWARD OF THE DEGREE
OF BACHELOR OF COMMERCE IN HUMAN RESOURCE OF GRE TSA
UNIVERSITY**

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DECLARATION.

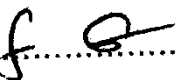
I, Livutsi Valentine, do hereby declare that this project is my original work and to the best of my knowledge it has not been presented to any other University for similar purpose or for any other degree award.

Signature .....

Date..... 6/12/2021

Supervisor's Declaration

I confirm that the work reported in this project was carried out by the student under my supervision as the University Supervisor

Signature .....

Date..... 06/12/2021

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DEDICATION

I dedicate this project to my parents for being supportive and financing my higher education program and being my source of motivation and aspiration.

ACKNOWLEDGEMENT

I would like to express my gratitude God for granting me knowledge on how to go about with this project, my parents for their unending support and my supervisor Dr. Odera Odhiambo for his support and guidance in this research and all the respondents who voluntarily participated in the study by filling the questionnaires.

TABLE OF CONTENTS

DECLARATION.....	Error! Bookmark not defined.
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	viii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem	2
1.3 Conceptual Framework.....	3
1.4 General objectives	4
1.5 Specific Objectives	4
1.6 Research Questions.....	4
1.7 Hypothesis	4
1.8 Significance of the Study.....	4
1.8.1 Academicians and Researchers	4
1.8.2 Government Policy Makers.....	5
1.9 Limitations of the study.....	5
1.10 Assumptions	5
CHAPTER TWO: LITERATURE REVIEW.....	6
2.1 Introduction	6
2.2 The concept of performance appraisal.....	6
2.3 The influence of training on organization performance.	7
2.4 The influence of reward and its significance on organization performance.....	8
2.5 The influence of promotion on organization performance	9
2.6 Theoretical framework	11
2.6.1 Expectancy theory.	11
2.6.2 Goal setting theory.	11
CHAPTER THREE: RESEARCH METHODOLOGY.	12

3.1 Introduction	12
3.2 Research Design	12
3.3 Study area	12
3.4 Target Population	12
3.5 Sampling Technique	12
3.6 Sample Size	13
3.7 Data Collection techniques	13
3.8 Data Analysis Methods.....	13
3.9 validity of measurement	14
3.10 logistical and Ethical considerations	14
CHAPTER FOUR: FINDINGS AND DISCUSSION.....	15
4.1 Introduction	15
4.2 General Information	15
4.2.1 Response Rate	15
4.2.2 Gender of the respondents.....	15
4.2.2 Age of Respondents	16
4.2.3 Level of Education	17
Figure 4.3: Level of Education of Respondents	17
4.3 Descriptive statistics	17
4.3.1 The influence training has on organization performance.....	17
Table 4.3: Descriptive Statistics on the influence of training has on organization performance.....	18
4.3.2 Effect of reward to organization performance.	18
Table 4.4: Descriptive Statistics on the Effect of rewards to organization performance..	18
4.3.3 The effect of promotion on organization performance	19
Table 4.2: Descriptive Statistics for the effect of promotion on staff performance in the county government of Trans Nzoia.....	19
4.4 Inferential statistics	20
4.4.1 Regression analysis	20

4.4.2 ANOVA ^a	20
Table 4.4: ANOVA ^a	20
4.4.3 Coefficients ^a	21
Table 4.5: Coefficient ^a	21
4.5.1 Training and organization performance	21
4.5.2 Reward and organization performance	21
4.5.3 Promotion and organization performance	21
CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATION	22
5.0 Introduction	22
5.1 Summary of the findings.	22
5.1.1 Training as a determinant of organization performance	22
5.1.2 Reward as a determinant of organization performance.....	23
5.1.1 Promotion as a determinant to organization performance	23
5.4 Conclusion.....	23
5.5 Policy Recommendation	24
5.6 Recommendation for Further Studies	24
REFERENCES.....	25
LETTER OF INTRODUCTION	28
QUESTIONNAIRE	29
APPENDICES.....	Error! Bookmark not defined.
WORKPLAN.....	Error! Bookmark not defined.
BUDGET	Error! Bookmark not defined.

ABSTRACT.

This study focused on the role of staff performance management on organization performance. Objectives of the study was to investigate the influence of training on organization performance, to determine whether reward has a significant influence to staff productivity and to establish the role of promotion on organization performance. To achieve the objective of the study, a case study research design was adopted. The population of this study targeted 180 employees from Trans- Nzoia County Government. In this, a sample size of 90 employees was considered. Both primary and secondary data was utilized for the purposes of this study. Primary data was collected through questionnaire. 100 questionnaires was used to collect data which 90 was, the remaining 10 had errors. Secondary data was gathered through a review of published literature about study. The data was analyzed using both descriptive and inferential statistics (SPSS) and results presented in figures and tables. The study showed that feedback, reward and training will influence staff productivity positively. This study will be beneficial to human resource managers on how to boost the staff productivity.

CHAPTER ONE: INTRODUCTION

This chapter contains background information, statement of the problem, conceptual framework, objectives and research questions, hypothesis of the study, significance of the study, limitation and assumptions of the study.

1.1 Background of the Study

Performance appraisal falls within the wider human resources management and it is focused on enhancing employee performance. Essentially, appraisal measure and evaluate employees' behavior, outcomes and development needs.

Adopting a performance appraisal system has been one of the desired instrument that can be used to improve the quality of an organization's work force performance whereby it considers critical aspect in human resources management in the events of the control process of administering proper administration (Binta, 2019).

For the county government of Trans Nzoia to achieve its objectives, planning of the appraisal process is considered as an important tool for its management staff and employees to perform well as anticipated by the county's mission and vision. These will incorporate the aspects of work force development that will factor in the idea of improvements, assignments in managerial positions, promotions, persuasion and punishment, personnel's performance feedback and above all the aspect of salary increment.

Staff performance appraisals can be considered as one of the important factors in identifying the staff talents and capacities by reflecting on the staff advancements, their desired plans and goals. For that reason, the county government of Trans Nzoia need to detect the employees' efficiency so that their manpower improves and increase the overall products and service delivery. This will further help in making positive changes on the workforce to ensure that the production and services delivery are well organized Maggaji et al (2019).

It should be noted that appraisal structures that are complex or impractical will derail the organizational performance and furthermore brings in the aspects of confusion, frustration, and nonuse in the entire areas of the organization. Additionally, the systems that are not specifically relevant to the job may bring in issues of wasted time and resources for the staff to deliver upon vital areas where performance is key.

Successful appraisal programs or processes identify and evaluate only the critical behaviors which in turn will contribute to the job success. The systems that misses those behaviors are

mostly likely to be invalid and inaccurate in the process of ensuring critical issues are handled.

Performance appraisal remains relevant in the current society and should be conducted at regular intervals in the process of evaluating the employee's performance. It is very important for the staff to understand the exact goals that they are pursuing for them to apply the appraisal processes Wulan et al (2019).

The results obtained from the performance appraisal can be used to discuss performance and progress of personnel in line to his or her set goals in the organization. As earlier mentioned, the staff's performance strengths and weaknesses are identified, and an individual is subjected to the vital plans in the event of ensuring all necessary corrections are done timely for the organizations to perform better. The validity of the performance appraisal processes must be valid for the accurate results. There must be a clear link between the performance standard for a job and an organization's goals and this should be measured accurately by the method.

According to Kihama et al (2019), all the appraisers must be thoroughly trained in purpose and utilization of the performance appraisal system. Therefore, the best staff performance appraisal and management is the essences of organizational growth and offer the desired outcome. Through this, the organization can evaluate its management staff and determine job-relevancy, strengths, measurement, and development Bazza et al (2019). The employees' weaknesses can be identified, measured and the actions taken to ensure better performance and desired results are achieved.

An accurate staff performance appraisal ensures a good diagnostic level of job performance via the human resource integration and proper policies adherence. From that approaches, better training and development programs can be conducted so that desired outcome is met for the organization. Proper adjustments like promotions can be done from the results of accurate performance appraisals. This research topic remains relevant to the current organizational staff performance.

1.2 Statement of the Problem

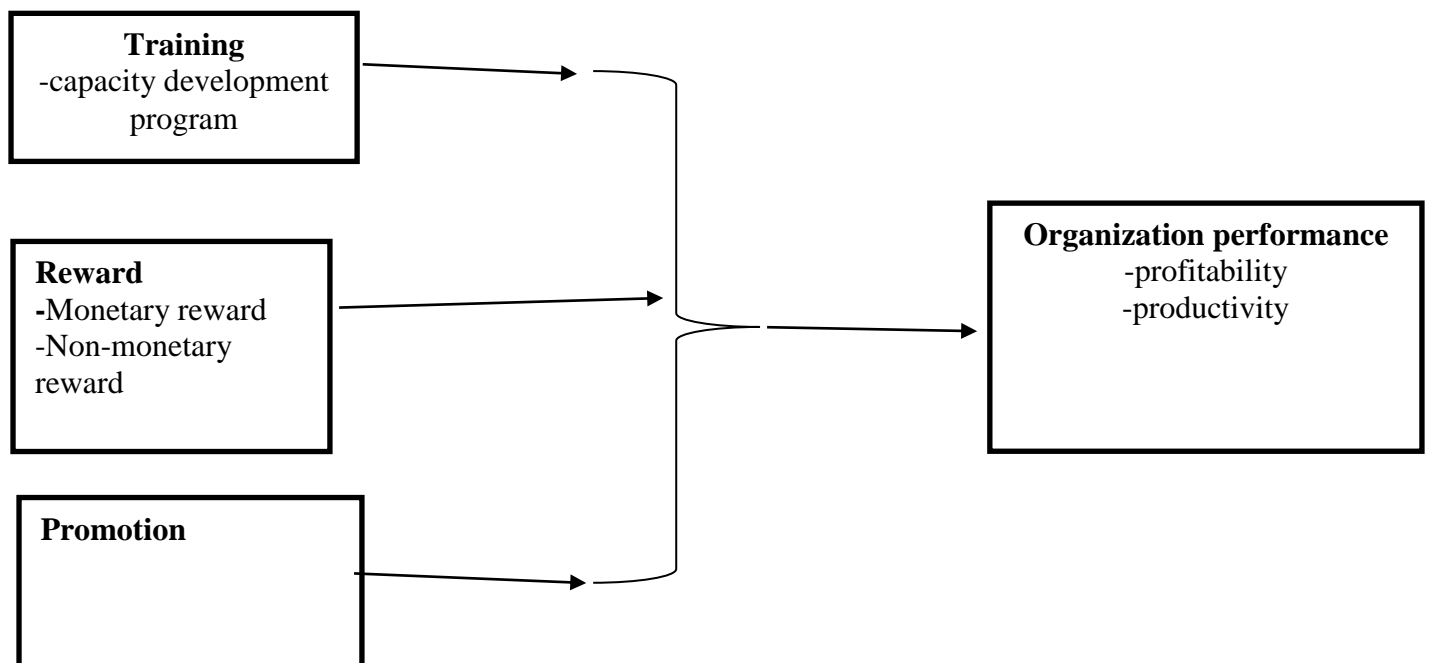
Staff performance appraisals plays a vital role in the process of determining the human resources management is fully utilized. In the recent years, staff performance appraisals have been seen in evaluating the performance of employees and staff with desired outcomes. The staff performance has been aided further by use of accurate results from the performance appraisals. It offers the desired targets and enables the management to make critical

adjustments to its staff especially in monitoring the performance cycle. It also alerts the managers on the need for the training and development in specific areas where the performance is poor.

Performance appraisals help reinforce good performance, alert managers to the need for training and development in certain areas or the need to help a poorly performing personnel and establish systems or reward and promotions all geared towards improving performance.

Siregar (2019) and Hayati and Sari (2019), focused on the effects of staff performance appraisals on organizational level and they all conclude that the system of using performance appraisals often motivate staff's attitudes in the event of improving their productivity. Additionally, another study conducted by Bhattachary (2018) focused on staff performance evaluations to act as a strategic management style of managing staffs. Their findings indicated that the staff appraisals recorded a balanced approach towards managing problems of the staff performance. Other studies conducted by Hult (2017) and Greenan (2016) exhausted on the topic about effect of performance appraisals on staff perceptions of organizational, market performance of the firm.

1.3 Conceptual Framework.



Independent variables

Dependent variables

1.4 General objectives

The main purpose of the research study was to investigate the role of staff performance management on organization performance.

1.5 Specific Objectives

1. To investigate the influence of training on organization performance.
2. To determine whether reward has a significant influence on organization performance.
3. To investigate if promotion has influence on organization performance.

1.6 Research Questions

The following research question helped to achieve the objective of the study.

1. What is the influence of training on organization performance?
2. In what ways has reward significantly influence organization performance?
3. To what extent does promotion influence organization performance?

1.7 Hypothesis

Ho 1: training has no effect on organization performance.

Ho 2: reward has no role in organization performance.

Ho3: promotion has no significant influence on organization performance.

1.8 Significance of the Study

The study will benefit various stakeholders.

1.8.1 Academicians and Researchers

The study will help the academicians and researchers in determining the knowledge among the public and individual researchers in performance appraisal process. Furthermore, researchers will know the essence of the appraisal tools in employees' performance and how

best to apply them if well supported by other findings. The study investigates the need for the performance appraisal tools and supports the ideas put forward by other similar studies. Additionally, the findings also help in improving the knowledge in the study of organizational performance and other related tools.

1.8.2 Government Policy Makers

The study will help in addressing and amending future government policies in the event of ensuring better performance amongst employees. Strong policies will often make a stable government and hence a healthy competitive advantage. Finally, the decision makers will have made informed decision to ensure better polices.

1.9 Limitations of the study

Research involved finances to fund for transportation, typing, printing and data analysis. All these made it expensive and it was a challenge to the researcher.

1.10 Assumptions

1. The employees gave honest result throughout the study.
2. The research adhered to rules and regulations of the organization.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presented the literature review according to the objective of the study which investigated the extent of staff performance appraisals in measuring their overall performance. The section ensured scholarly articles and journals guided by the specific research questions. These entailed: the role of feedback staff productivity in the county government of Trans Nzoia, the influence of training on staff productivity and finally the determination on whether reward has significance on staff productivity.

2.2 The concept of performance appraisal

The history and evolution of performance Appraisal as a way of checking on the employee performance can be traced back to the reign of 2nd caliph of Islam, identified as Hazrat Umar (634- 644 A.D /13-23 AH). In his reign he laid down the foundations of many State institutions and come up with several administrative laws and regulations that remain relevant up to the current living society. His system of employees' evaluation is still adopted by many nations and organizations today. It is taken as a role model of assessing the way of true administration.

In his leadership and management style, Hazrat Umar, before appointing an officer for any task, would follow up some vital steps and investigate the officers' potentials and capabilities for the specific assignment. The position or promotion would then be given to the honesty and integrity of the officer. However, the officer of any status found to have demonstrated any kind of negligence or have done something contrary to the task's expectation would be forfeited his or her role and another person assigned.

Therefore, the task performance depended on the individuals' effort to do better and outshine others. It has been a notable trend that when a reasonable performance appraisal systems are applied with adequate standards and practices, then the outcome can be used to ensure that

the organizational goals and objectives are well met and achieved especially in offering relevant feedback that can be used to drive forward the organizational needs and operations. Additionally, poorly formulated and executed performance appraisals can be dangerous to any working environment where employees and managers can easily leave their assigned responsibilities Abramo et al (2017).

2.3 The influence of training on organization performance.

Training is process of enhancing work performance and take the outcome to improve current or special employees' knowledge, skills and attitudes towards certain area of professionalism. The person may be encouraged to do his job accurately and avoid human like errors for the better part of the organization Elnaga & Imran (2014). The need for doing the job accurately, effectively and above all professionally the organization must incorporate the idea of training so that the overall work quality is adequately enhanced.

Training seek to set activities aimed at facilitating the learning of knowledge, skills and attitude amongst employees Halawi & Haydar (2018). Their current job performance is further improved in the organization. The underlying idea of employee commitment refers to the relative emotional strength of employees' identification with and involvement in a organization. Therefore, when organization embrace this belief, all workers stay on point and perform with respect to the performance appraisal system.

According to the research and findings conducted by Asfaw et al (2015) the managerial support on coworker relationship, and role ambiguity. Conclusively, various issues like training and development will often seek to improve the morale and performance of the employees in both knowledge and skills to aid in better performance for the attainment of the organizational goals and objectives. For an organization to work and satisfy its customers a conducive working environment must be sort out where the workers commitment is well streamlined and lined up to offer the best job quality and outcome.

It should be noted that the organizational goals can be achieved if the employees are fully committed to their jobs and the working environment are set for them to work with incentives. According to the research study conducted by Sasidaran (2018), most of the reputable organizations lose their employees on grounds of employee dissatisfaction and changes that occur in the same firms as a result of poor knowledge and skills for encouraging and motivating the workers.

2.4 The influence of reward and its significance on organization performance.

The system of reward management simply refers to the strategies, processes and policies needed to ensure that the employees in an organization are recognized and rewarded on their commitment via both the non-financial and financial means. In other terms, the reward processes in a working environment means that the management should be included which in turn involves the design, implementation and maintenance of reward systems which target both the organization and its stakeholders.

Ainsworth et al (2016), a reward system should be effective and efficient by allowing the working to appreciate the system of offering their best back. The workers outcome matters a lot and it encourages the business owners to design the rewarding metrics in the best of their knowledge. Conclusively, the essence of using and applying the reward management entail the whole aspect of ensuring that workers in the working environment are equitably, fairly and consistently rewarded in line with their duties, responsibilities and achievement. According to Nazir et al (2016) the process of rewarding the employees in an organization does not entirely mean that the pay rise and benefits are given to them but also the non-financial rewards like the learning and development, praise and recognition are packaged and given to them as well.

Constructively, Njanja et al (2017) put more emphasizes on the recognition and appreciation are other integral components of rewards management that must in turn be concentrated as part of the reward to the said employees. Karami et al (2012), maintaining the reward systems and processes

throughout the employee working life plays a vital role and, in most cases, it ensures that the management offer a fair distribution of rewards and the employee recognition. Additionally, according to Sawitri et al (2016), the researcher noted that the reward management often gives morale to the workers and encourage them to achieve the corporate goals. Consequently, the reward management strategy of a company should be designed in a way that it attracts and retains the right employees, and this can only be applied when the right parameters are used adequately.

Following the main outcome of the research conducted by Massingham & Tam (2015), the aim of reward management always takes into consideration the business goals and the main mission and vision so that rewarding, and rating becomes easier to identify. These will further develop and stimulate working culture and environment where the employee performance is taken as the best outcome form the workers. Aladwan et al (2015) notes that the best and timely ways of giving rewards to the employees' often leads to improved commitment as well as achievement of organizational goals. Best rewarding culture will also influence the variable where the organizational ethics and job performance becomes the best ways to go for when workers behaviors are taken for promotion and others like bonuses.

Reward can be in form of monetary or non-monetary. Monetary rewards are money and material objects. It should be noted that the best way to use money as a reward is to give exact bonus according to the employees' performance. On the other hand, non-monetary rewards are not part of the employee pay. It may include, flex time, time off, scholarships or insurance.

2.5 The influence of promotion on organization performance

Promotion in simple term is an act of placing an employee or simply moving him or her to a more important job or rank or job group as defined by the job or workers structure in an organization. Some things often accompany the promotion of workers for instance the incentives, salary or wedges increment allowances, accommodation, company cars etc. The sole purpose of promotion in any business organization seek to motivate the workers in line with the core pillars

of the organizational goals Albert et al (2016). Additionally, some specific job positions have been identified to carry excellent promotion prospects which conforms to the firms and the desires of workers in any business environment.

This therefore transforms to the core definition of the job promotion as the best ways where workers can advance from one job position to another where the job often carries a higher salary range, more job responsibilities' and a higher job title. The need for job promotion may further result in an employee taking on responsibility for managing other human resource and hence the need for job performance appraisal to evaluate the rate and improve on strengths and weaknesses. The management levels will always entail the decision-making authority where they are all tie to the promotion as well. It should be noted that the essence of promoting the employees from one job level or category to another on an organizational chart is part of the performance appraisal followed by many firms.

Many of the employees have positive view on what promotion bring on their way. Often, promotion accompanies more benefits and seen as desirable since it foster the sense of the god pay, responsibility, authority and the ability to influence the outside competitive environment. Furthermore, the status of the employee is raised and respected hence contributing to a higher esteem from the employer.

It should be noted that according to the research survey conducted by Mehta(2016), promotion brings in the essence of recognition for employees whose major contributions to the firms is to bring in the more effective and visible changes to ensure that the customers or clients have a different view of the organization. Contrary to that Abramo et al (2017), obliged to have a different opinion as the need of promotion open ways and derail the essence of the accurate changes as works may lose focus on their role and fight for the top position with minimal or less qualifications.

To avoid such conflicts in a working environment employer are challenged to provide alternative ways of ensuring that promotion is done in an effective manner not to demoralize others. Promotion will remain to be one of the powerful communication tools within an organization for workers to gain morale and deliver more. Therefore, promotion must be available to all the working environment to ensure that the employees' performance is geared in positive direction.

The human workforce will be persuaded to give their best in their jobs if they are motivated via such lines as promotion. The processes of being motivated means to be moved to the next level and do something better.

2.6 Theoretical framework

2.6.1 Expectancy theory.

According to Daft (2003), desire to achieve depends on expectations and ability to perform and to receive desired rewards. Usually, there is a relationship between effort, performance and outcomes. Specific types of rewards needs varies between different individuals. If expectancy is high, level of productivity will be high.

2.6.2 Goal setting theory.

Locke (2002), suggested that, setting a goal is a significant source of productivity due to motivation it creates. Employees are motivated when they know what is expected from them. Robbins (2000) stated that, employees will perform better when they get frequent feedback on how they are performing towards achieving their goals.

CHAPTER THREE: RESEARCH METHODOLOGY.

3.1 Introduction

In this research section, the chapter three seek to answer questions on how data will be collected and how best it can be analyzed. This chapter covers the following: research design, study area, target population, sampling technique, sample size, data collection technique and data analysis method, validity of measurement and logical and ethical considerations.

3.2 Research Design

The study utilized descriptive design for illustrating the traits for the sample population. The answers to the question especially on ‘what’ which precedes explanatory research can be taken to ensure tangible results are found. The dependent variable will be the organizational performance that are core indicators for determining the critical level of achieving the goals for any firm or organization Turner, Burton (2015).

3.3 Study area

The research was conducted in Trans-Nzoia county government, the headquarters office is located in Trans- Nzoia East Sub-county in Kitale town. The organization was of interest because they conduct performance appraisal and they are well performing. The researcher wanted to know if performance appraisal contributed to the performance.

3.4 Target Population

In this research 180 employees was used as the target population. The population for the study entailed one hundred and sixty staff members or employees, ten line managers and ten subordinate workers

3.5 Sampling Technique

Sampling technique is a method, or an approach employed to select components of the sample that has a wholesome representative view for the whole population Kalagnanam &

Diwekar (2015). The researcher relied on simple random sampling, because, the method is known to be one of the best approaches for achieving the outcome for the entire representative sample Mehrez (2018). The investigator picked the respondents from all levels of the organization.

3.6 Sample Size

The subsets of sampling are also represented in units from the said population and it does not include the whole set of sampling unit Chow (2017). According to Mugenda & Mugenda (2003), a sample size of 10-50% is appropriate for a research. In this case, the researcher used 50% giving a sample size of ninety (90) employees.

3.7 Data Collection techniques

This research study utilized the primary data for data collection and questionnaires was used in capturing information from the intended target population The questionnaires was designed in four parts, the first one will help to gain insight about the background information and then the research approaches in open ended. The close ended questions gave the investigator a chance to probe the participants to give adequate and more information basically the (opinions) and recommendation concerning the performance appraisals and staff productivity. The questions were designed according to the research questions.

3.8 Data Analysis Methods

Descriptive analysis such as mean, standard deviation and frequency was employed to analyze quantitative analysis. Statistical package for Social Sciences (SPSS) was used to analyze the data. The relationship between variables was established by use of multiple regression analysis. This is because it was one dependent variable against three independent variables.

Regression analysis equation was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where, Y- organization performance

α - regression constant

$\beta_1, \beta_2, \beta_3$ - coefficient of independent variable

X_1 - training

X_2 - reward

X_3 - promotion

3.9 validity of measurement

The supervisor from Greta University validated the measurement that were presented in proposal writing before the researcher went ahead to collect data in the county. The content validity was guaranteed as the questions in the questionnaires proved to be appropriate for the research

3.10 logistical and Ethical considerations

- 1) The researcher adhered to all code of conduct of the organization
- 2) Data collected was not disclosed to sources that may need it for wrong use.
- 3) The findings and conclusion was presented without manipulation.
- 4) The confidentiality of the respondents were protected.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study and discuss on role of staff performance management on organization performance.

4.2 General Information

4.2.1 Response Rate

Table 4.1: Response Rate

Response Rate	Distribution	
	Frequency	Percentage
Questionnaires Issued	100	100
Questionnaires Returned	95	95
Questionnaires Not Returned	5	5
Questionnaires with Errors	5	5
Questionnaires Used	90	90

Source- (Author, 2017)

90 questionnaires was used. As shown in the table above, the rate of response was high and ninety five questionnaires were returned though five had interpretation errors. It translated to ninety percent of the respondents being used for the research while ten percent was not used either because they were not returned or because they had errors.

4.2.2 Gender of the respondents

The research study sought to establish the gender of the respondents. In line to the data gathered, the gender with higher respondents were female at 68% with the male respondents 32%. This therefore indicated that the most employees at the company are female or female were willing to give feedback to the research study in the county government of Trans-Nzoia. The category of respondents according to gender is shown in figure 4.1

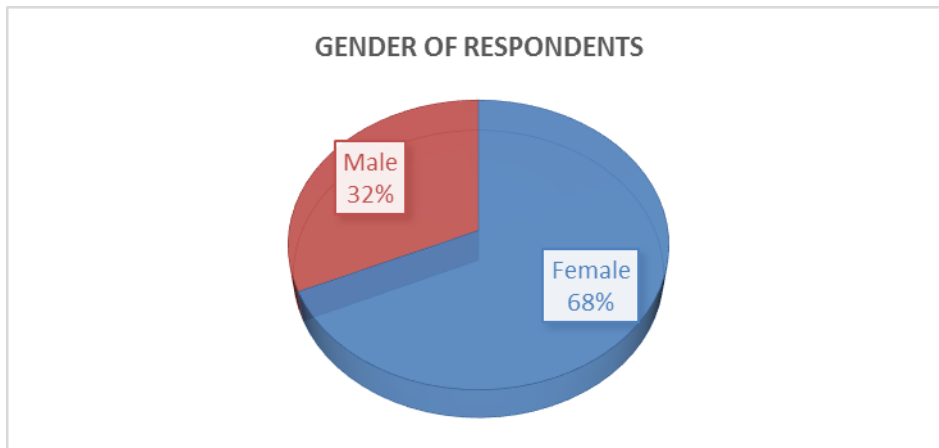
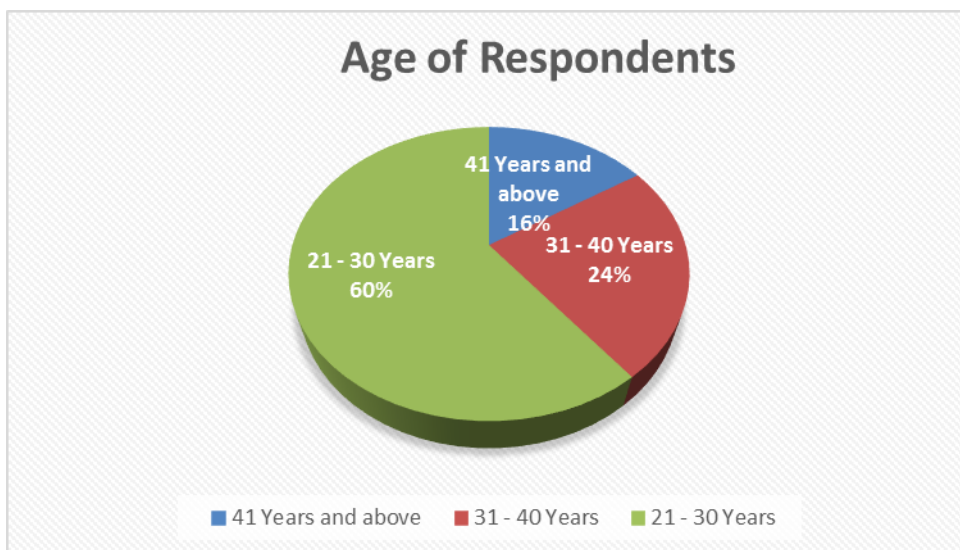


Figure 4.1: Gender

4.2.2 Age of Respondents

The research study sought to establish the range of age of the participants involved in the study. The figure below illustrates the age where the participants sought to draw their age.



The findings illustrate that 60% of the respondents were between 21 and 30 years of age while 24 % of the respondents were in the range of 31 to 40 years of age. 16 % of the respondents were above 41 years. From the country government of Trans-Nzoia, the findings show that the majority of the employees are between 21 to 30 years of age and they participated most in ensuring that the research study was successful.

4.2.3 Level of Education

The study sought to establish the level of education of the respondents involved in the survey. Table 4.4 provides a summary of the study findings.

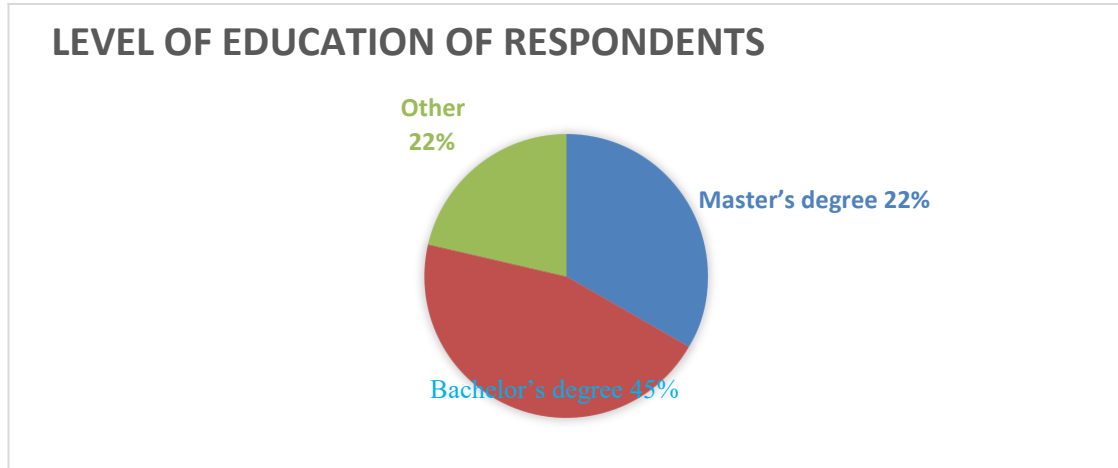


Figure 4.3: Level of Education of Respondents

Figure 4.4 shows that 45% of the respondents have Bachelor's degrees while 33% of the respondents have master's degrees. 22% of the respondents fall in other categories – postgraduate, diploma and high school level of education. We can therefore deduce that most of the organization staff possesses a Bachelor degree.

4.3 Descriptive statistics

4.3.1 The influence training has on organization performance

A scale of 1-5 was used to select the appropriate answer from the alternatives; *1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5- Strongly Agree*. From the results an average Score was calculated; 1- 2.5 – *Small Extent*, 2.5 – 3.5 - *Average*, 3.5 – 5 – *Large Extent*

Table 4.3: Descriptive Statistics on the influence of training has on organization performance.

	N	Mean	SD
Have had several forms of training on my job career in the county	90	2.33	1.028
I often undergo job training and the outcome is favorable	90	3.02	.975
In your opinion, do you think training has helped improve your job performance?	90	4.45	.593
Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity?	90	4.17	.853

From the findings, respondents had varying agreements on how the training rating scale contributes to staff productivity; the mean is between 2 and 5. The respondents partially agreed that they have had several forms on their job evidently by (M=2.33). The respondents agreed that the outcome of training is favorable by a mean of (M=3.02). The respondents strongly agreed that training has improved their performance, this is evident by (M=4.45). Also, from the findings, respondents agreed that they would require training for motivation towards performance (M=4.17).

4.3.2 Effect of reward to organization performance.

The third objective was set at establishing the effects reward on the county staff productivity performance. A scale of 1-5 was used to select the appropriate answer from the alternatives; *1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5- Strongly Agree*. From the results an average score was calculated; *1- 2.5 – Small Extent, 2.5 – 3.5 - Average, 3.5 – 5 – Large Extent*

Table 4.4: Descriptive Statistics on the Effect of rewards to organization performance.

	N	Mean	SD
How best do you agree in receiving any reward or form of appreciation from your boss on job performance?	90	4.36	.577
Would you refer someone to your county who love rewards on job satisfaction	90	3.81	.671
Have you ever been rewarded on what you did best and how did you feel? Do you recommend to other employees	90	3.95	.379
Reward exercise is held regularly in the county of Trans Nzoia motivating the employees.	90	4.10	.790
Reward in the county government of Trans Nzoia is based on valuable assets that lasts	90	4.19	.594

From the findings, respondents agreed that reward-based appraisals contribute to county government productivity; there was a bit more consensus reward-based appraisal as opposed to feedback rating scale. The mean is between 3 and 5. The respondents agreed that they receive rewards from the boss (M=4.36). The respondents were neutral about referring someone who loves reward to work at the county evidently by (M=3.81). The respondents were neutral on how they felt when they were rewarded and if they can recommend rewards on other employees (M=3.95). Respondents agreed that reward exercise is held regularly and it motivates the employees (M=4.10). Respondents were in agreement that rewards in the county were value based assets that last (M=4.19).

4.3.3 The effect of promotion on organization performance

The third objective was to analyze the effect of promotion on organization performance. To achieve this, the respondents were required to give the appropriate answer from the alternatives, 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Table 4.2: Descriptive Statistics for the effect of promotion on staff performance in the county government of Trans Nzoia

	N	MEAN	SD
Has the employee promotion affected your work performance?	90	4.10	.617
Opportunities for promotion are unlimited in my county.	90	3.93	.607
The promotion policy is fair	90	4.24	.532
Promotion exercise is held regularly in the county of Trans Nzoia.	90	4.86	.472
Promotion in my working place is based on the work performance	90	4.12	.395
The promotion policy is based on individual's qualification	90	3.93	.601

From the findings, respondents had varying responses on how promotion contributed to Trans-Nzoia county performance; the mean ranges from 3 to 5. In general, by use of the scale, most of variables were strongly agreed upon. It was therefore deduced that the employee promotion affected work performance (M= 4.10). Respondents further neutral in harmony that the Opportunities for promotion are unlimited in my county with the evidence of (M =3.93). Respondents also agreed to a large extent that the promotion policy is fair evidently by (M=4.24). Promotion exercise is held regularly in the county of Trans Nzoia. (M=4.86) Promotion in my working place is based on the work performance (M=4.12). Respondents' response was neutral that the promotion policy is based on individual's qualification (M=3.93)

4.4 Inferential statistics

4.4.1 Regression analysis

Multiple linear regression analysis was used to determine the relationship between the dependent variables and the independent variables (training, reward and promotion) the results are indicated in the table below

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Change Statistics				
					R Square Change	F Change	Df 1	df 2	Sig. F Change
1	.721 ^a	.520	.503	.872	.520	31.06	3	31	.000

a Predictors: (constant), Training, Reward, promotion

The coefficient of determinant R^2 was 0.520 explaining the variation in organization performance. This indicates that the independent variables contributed to 52.0% to staff productivity. Other factors that was not included in the study contributed to 48.0%

4.4.2 ANOVA^a

Table 4.4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.675	3	23.559	31.016	.000 ^b
	Residual	65.324	86	.760		
	Total	136.000	89			

a. **Dependent variable: staff productivity**

b. **Predictor: (Constant), training, reward, promotion**

An ANOVA analysis was done between staff performance management and organization performance. The results indicated that, the regression model had a level significance of 0.000 and F value of 31.016 at 5% level of significance (0.05) which indicate that, there is a significant relationship between independent and dependent variable.

4.4.3 Coefficients^a

Table 4.5: Coefficient^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	95.0% confidence for B
						Lower Bound
	B	Std. Error	Beta			
1 (Constant)	-1.456	.416		-3.512	.001	-2.286
	.341	.102	.283	3.337	.001	.138
	.485	.105	.364	4.633	.000	.277
	.585	.141	.342	4.143	.000	.304

^a Dependent Variable: how does staff performance management affect organization performance?

The results indicate that, training, reward and promotion at 95% confidence level had a positive relationship with staff productivity. The independent coefficient were, 0.485, 0.85 and 0.341

4.5.1 Training and organization performance

The second objective was to determine whether there was a relationship between training and feedback. The model indicated that training had a positive relationship to staff productivity with a beta value of (B =0.485, p-value 0.000). The p-value of 0.000 at a level significance of 0.05 is representing a positive relationship.

4.5.2 Reward and organization performance

The third objective was to assess if reward positively affect staff productivity. According to the model, reward affect productivity with a beta value of (B =0.585, p-value 0.000). The p-value of 0.05at a level significance indicated a positive value.

4.5.3 Promotion and organization performance

The first objective was to determine the relationship between feedback and staff productivity. The model indicated that feedback had a positive relationship to staff productivity with a beta value of (B =0.341, p-value 0.001). The p-value of 0.001 was fit because the value was less than 0.05 therefore, at 0.005 significant level the relationship between feedback and staff productivity is significant.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This section will bring forth a discussion of the findings, the conclusions arrived at, recommendation which based on the objectives of the study and areas for further studies will be identified.

The general objective of the research was to investigate the role of staff performance management in measuring the organization performance of county government of Trans Nzoia. The study was guided by the following specific objectives: to determine the role of training has in organization performance, to investigate the influence of reward on organization performance and to determine promotion has a significantly influence on organization performance

A descriptive research was used and the research used questionnaires to collect data. The target population was 180 respondents from the employees of county government of Trans Nzoia. 100 questionnaires were distributed and only 95 were filled. The response rate was 95% Data was analyzed using both descriptive and inferential statistics by using SPSS and the results were presented in figures and tables.

5.1 Summary of the findings.

5.1.1 Training as a determinant of organization performance

From the results, the respondents partially agreed that, they have had several forms on their job, the outcome of training is favorable, training has improved their performance and that they would require training for motivation towards performance. The aggregate mean was above 2.33. The results confirmed there was a relationship between training and organization performance. This was evident by beta value (0.485) and p-value (0.000). The p-value of 5% confirmed a positive relationship between training and organization performance.

5.1.2 Reward as a determinant of organization performance

From the findings, the respondents agreed that they receive rewards from the boss, they will refer someone who loves reward to work at the county, they can recommend rewards on other employees and that reward exercise is held regularly and it motivates the employees. The aggregate mean was above 3.81. The results confirmed that there was a strong relationship between reward and staff productivity. It was evident by, beta value (0.585) and p-value (0.000). The p-value at 0.05 level of significance indicated a positive relationship between reward and staff productivity.

5.1.1 Promotion as a determinant to organization performance

From the findings, the respondents agreed that the employee promotion affected work performance. Respondents further neutral in harmony that the Opportunities for promotion are unlimited in the county. Respondents also agreed to a large extent that the promotion policy is fair. Promotion exercise is held regularly in the county of Trans Nzoia, Promotion in the working place is based on the work performance and promotion policy is based on individual's qualification. All the response were above the aggregate mean of 3.93.

The beta value of (0.341) and p-value of 0.001. The p-value of 0.001 at a significance level of 5% (0.005) is significant. This result shows that there is a strong relationship between feedback and staff productivity.

5.4 Conclusion

The study concluded that there was significant relationship between independent and dependent variable. This is to mean that staff performance management affect organization performance this was seen through the descriptive and regression analysis where the relationship between variables were analyzed. The employees considered training, reward and promotion as factors to motivate them to work and be more productive.

Employees must be trained to make them know their weaknesses and improve on them. DeNisi & Kluger, (2000). Training is an essential factor to staff productivity according to the finding of the research. Also, employees should be reward, this will make them productive. Performance appraisal should be conducted so as to motivate employees to be more productive.

5.5 Policy Recommendation

County government of Trans Nzoia need to continue set objectives especially on rewards to achieve organizational goals that are clearly understood and aligned to its missions and visions. The county government need to continue reviewing their goals to reflect the dynamic business environment and compete fairly with other performing counties. There is a need proper documentation to ensure area of reference if needed.

The senior management need to evaluate feedback and the reviews need to better align to the organizational achievement of its goals. While using feedbacks, the key areas can be identified for further scrutiny and improvement. Additionally, the mechanism of follow up can be drawn for an effective workforce.

5.6 Recommendation for Further Studies

The purpose of the survey was to investigate the extent of staff performance management in measuring organization performance in the county government of Trans Nzoia. For that reason, there is a need to undertake similar study in other counties of Kenya so as to generalize the findings.

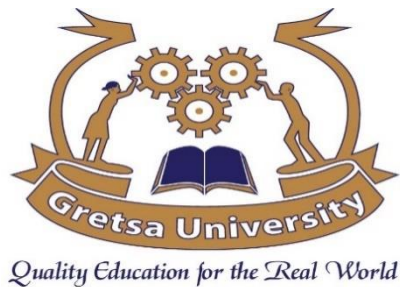
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LETTER OF INTRODUCTION



Livutsi Valentine
Gretsa University
PO BOX 3-0100
Thika, Kenya.

Dear Sir/Madam

RE: PERMISSION TO COLLECT DATA FOR ACADEMIC RESEARCH PROJECT.

I am an undergraduate student at Gretsa University pursuing Bachelor of Commerce in Human Resource Management. As part of the requirement of my course by the institution is to undertake a research project within my study area. My interest is to research about the role of performance appraisal in staff productivity in your organization.

Your participation in this study is key and it will be highly appreciated. I humbly request you to take your few time to fill the questions provided.

Thank you.
Sincerely,
Livutsi Valentine

QUESTIONNAIRE

The Effect of Performance appraisal on employee productivity and work Performance

Kindly answer all the questions either by ticking in the boxes or writing in the spaces provided.

Please Tick (✓) the box that corresponds to your answer

Section A. General Information

1. Gender

Male	Female

2. Age

Less than 20yrs	21-25 years	26-30 Years	31- 35 years	36 - 40 years	Above 41 years

3. Highest Level of education attained

Primary Level	Secondary level	Bachelor's Degree	Master's degree	PhD

Section B: To what extent has the role of feedback affected staff productivity?

Using a scale 1-5 tick the appropriate answer from the alternatives, *1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5- Strongly Agree*

SN	Statement	1	2	3	4	5
1	Objectives are well set and understood in the county about employ promotion.					
2	Accurate and specific feedback is received from the performance manag on past performance-based appraisals.					
3	The performance appraisal system helps to identify the strengths a weaknesses of the employee					
4	Evidence of performance is well documented and available for reference whenever any county employee requires.					
5	There exists the right tools and environment for giving the feedback to t management in setting the county set objectives.					

If you have any additional comments regarding the effect of performance appraisal on employee productivity, please answer them in the space provided

Section C: What is the influence of training on staff productivity?

SN	Statement	1	2	3	4	5
6	Have had several forms of training on my job career in the county					
7	I often undergo job training and the outcome is favorable					
8	In your opinion, do you think training has helped improve your job performance?					
9	Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity?					

If you have any additional comments regarding the effect of performance appraisal on employee productivity, please answer them in the space provided

Section D: In what ways has reward significantly influence staff productivity?

SN	Statement	1	2	3	4	5
10	How best do you agree in receiving feedback or any form appreciation or reward from your boss on job performance?					
11	Would you refer someone to your county who love rewards on job satisfaction					
12	How did you feel when you were rewarded? Do you recommend other employees					
13	Reward exercise is held regularly in the county of Trans Nzoia and motivates the employees.					
14	Reward in the county government of Trans Nzoia is based on the valuable assets that lasts					

If you have any additional comments regarding the effect of performance appraisal on employee productivity, please answer them in the space provided

Thank you for your participation