EFFECTS OF PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE IN THE HEALTHCARE SECTOR IN KENYA: A CASE STUDY OF GETRUDES CHILDREN HOSPITAL IN NAIROBI

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE BACHELORS DEGREE IN MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA.

JUNE, 2018.
DECLARATION
This research project is my original work and has not been presented for a degree in any other university.

Signature: ...........................................  Date: ............................................

JUDY WAITHIRA KAGOTHO
BML/8/00212/2/2014

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

Signature: ...........................................  Date: ............................................

Mr. David Kanyanjua
The Management University of Africa
DEDICATION
I dedicated this project to all those who made it a success; my family and all those who selflessly supported this work. With tremendous love, I dedicated this project to my wonderful children Amani and Taji who have been my source of inspiration and have been patient with me for the periods that I was grossly involved in this great work. I specifically dedicate this work to my husband Mr. Charles Kimani who has tirelessly stood with me and made sure that I give all it takes to finish what I started. His patience, constructive criticism and encouragement have made it possible for me to conclude this research.
ACKNOWLEDGEMENT

My sincere appreciation to Management University of Africa fraternity for according me an opportunity to study at this notable university. In particular I want to appreciate my able supervisor Mr. David Kanyanjua whose support, guidance, patience and constructive criticism have enabled me to make this work as original as it can be. Through him I have experienced the meaning of true research and my knowledge of the subject under study has been broadened, making my research a reality. I also take this time to thank relatives and friends for their assistance and for making sure that my social life was intact. Without them all this project would not have been successful.
ABSTRACT
The main objective of this study was to determine the effects of performance appraisal on employee performance in the healthcare sector in Kenya a case study of Gertrude’s children hospital, with the objectives being to determine how performance appraisal feedback affects employee performance at Gertrude’s Children hospital; to establish how performance appraisal process affects employee performance at Gertrude’s Children hospital; to determine how performance appraisal goals affects employee performance at Gertrude’s Children hospital; To find out how performance appraisal methods affects employee performance at Gertrude’s Children hospital. The results obtained from this study will generate insight that will assist organizations in developing effective performance measurement strategies for it will enable the organization to identify and develop guidelines that will enhance effective staff appraisal that will improve staff performance and for academicians and scholars, the study findings was beneficial to forming the basis for future research on the subject, providing a critical examination of the field. This study was anchored on expectancy theory and Maslow’s Hierarchy of needs theory. The research design adopted was a descriptive research design that is cross sectional in nature. The study target populations were 250 staff of Gertrude’s Children hospital with the sample population of 100 employees. The researcher used questionnaires as the main data collection instrument that was pilot tested using the questionnaire on 25 staff based at Gertrude’s Pangani Clinic. The data was analysed by use of descriptive statistics. Specifically, means, averages and percentages was employed by the researcher. The data analysis tools were simple tabulations and presentations of the report using spreadsheets. The data is presented using tables, charts and graphs. Data was first coded and organized into concepts from which generalization was made of entire population. The study has established that performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. The findings indicate that performance appraisal and performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. The study also established that performance appraisal goals are critically important the purpose of the effective performance appraisal lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment. The study recommends that the management and the human resource department at Gertrude’s children hospital should clearly explain the purpose and the need for the assessment and they should train staff on how to give and receive feedback. Managers, supervisors and employees should be involved in the planning process of performance appraisal and the Performance appraisal policy should be easily accessible to all members of the staff and performance appraisal process in the organization should be more transparent and rational and finally the human resource manager at Gertrude’s children hospital should ensure that performance appraisal goals are able to identify training needs and it should be structured in such a way that it will identify the relevant and necessary trainings which when specified will ensure a better employee performance.
TABLE OF CONTENTS

DECLARATION..................................................................................................................ii
DEDICATION..................................................................................................................iii
ACKNOWLEDGEMENT .................................................................................................iv
ABSTRACT ......................................................................................................................v
LIST OF TABLES .............................................................................................................ix
LIST OF FIGURES ..........................................................................................................x
ACRONYMS AND ABBREVIATION ..............................................................................xi
OPERATIONAL DEFINITION OF TERMS ....................................................................xii
CHAPTER ONE..............................................................................................................1
INTRODUCTION .............................................................................................................1
1.0 Introduction ..............................................................................................................1
1.1 Background of the study ..........................................................................................1
1.1.1 Gertrude’s Children Hospital Background information .....................................3
1.2 Statement of the problem .........................................................................................3
1.3 Objectives ................................................................................................................4
1.3.1 Specific objectives ...............................................................................................4
1.4 Research questions ..................................................................................................4
1.5 Significance of the study .........................................................................................5
1.6 Scope .........................................................................................................................5
1.7 Chapter Summary ....................................................................................................6

CHAPTER TWO............................................................................................................7
LITERATURE REVIEW ..................................................................................................7
2.0 Introduction ..............................................................................................................7
2.1 Theoretical Literature Review ................................................................................7
2.1.1 Expectancy Theory ..............................................................................................7
2.1.2 Maslow’s Hierarchy of needs theory ..................................................................8
2.2 Empirical Literature Review ...................................................................................8
2.2.1 Performance Appraisal Feedback and Employee Performance ..........................8
2.2.2 Performance Appraisal Process and Employee Performance ............................10
2.2.3 Performance Appraisal Goals and Employee Performance ...............................11
2.2.4 Performance Appraisal Methods and Employee Performance ..........................12
2.3 Summary and Research Gaps ................................................................................14
2.4 Conceptual Framework .........................................................................................14
5.1.3 Performance Appraisal Goals and Employee Performance .......................................... 54
5.1.4 Performance Appraisal Methods and Employee Performance ............................... 55
5.2 Conclusion ...................................................................................................................... 56
5.3 Recommendations ....................................................................................................... 57
5.4 Suggestion for Further Studies ................................................................................... 58
REFERENCES ....................................................................................................................... 59
APPENDICES ....................................................................................................................... 62
APPENDIX I: LETTER OF INTRODUCTION ........................................................................ 62
APPENDIX II: RESEARCH STUDY QUESTIONNAIRES ..................................................... 63
APPENDIX III: INFORMED CONSENT FORM ................................................................. 68
LIST OF TABLES

Table 2.1: Table showing operationalization of variables .......................................................... 15
Table 3.1: Table showing target population.............................................................................. 18
Table 3.2: Table showing sample size .................................................................................. 18
Table 4.1: Table showing response rate .................................................................................. 23
Table 4.2: Table showing respondents gender ....................................................................... 24
Table 4.2: Table showing respondents age brackets ............................................................... 25
Table 4.3: Table showing respondents professional background ......................................... 26
Table 4.4: Table showing respondents highest level of education ........................................ 27
Table 4.5: Table showing years worked by respondents ......................................................... 28
Table 4.6: Table showing if performance appraisal feedback affect employee performance.. 29
Table 4.7: Table showing the extent which performance appraisal feedback affect employee performance at Gertrude’s Children hospital................................................................. 30
Table 4.8: Table showing respondents opinion on statement that relate to performance appraisal feedback at Gertrude’s Children hospital ................................................................. 32
Table 4.9: Table showing if performance appraisal process affect employee performance .... 35
Table 4.10: Table showing the extent which performance appraisal process affect employee performance at Gertrude’s Children hospital................................................................. 36
Table 4.11: Table showing respondents opinion on statement that relate to performance appraisal process at Gertrude’s Children hospital ................................................................. 37
Table 4.12: Table showing if performance appraisal goals affect employee performance..... 39
Table 4.13: Table showing the extent which performance appraisal goals affect employee performance at Gertrude’s Children hospital................................................................. 40
Table 4.14: Table showing respondents opinion on statement that relate to performance appraisal goals at Gertrude’s Children hospital ................................................................. 42
Table 4.15: Table showing if performance appraisal methods affect employee performance. 44
Table 4.16: Table showing the extent which performance appraisal methods affect employee performance at Gertrude’s Children hospital................................................................. 45
Table 4.17: Table showing respondents opinion on statement that relate to performance appraisal methods at Gertrude’s Children hospital ................................................................. 47
LIST OF FIGURES

Figure 2.1: Diagram showing the relationship between, Independent variables and Dependent Variables ................................................................. 15

Figure 4.1: Figure showing response rate ........................................................................ 23

Figure 4.2: Figure showing respondents gender .................................................................... 24

Figure 4.2: Figure showing respondents age brackets .......................................................... 26

Figure 4.3: Figure showing respondents professional background .................................... 27

Figure 4.4: Figure showing respondents highest level of education .................................. 28

Figure 4.5: Figure showing years worked by respondents ..................................................... 29

Figure 4.6: Figure showing if performance appraisal feedback affect employee performance 30

Figure 4.7: Figure showing the extent which performance appraisal feedback affect employee performance at Gertrude’s Children hospital .............................................................. 31

Figure 4.8: Figure showing respondents opinion on statement that relate to performance appraisal feedback at Gertrude’s Children hospital .............................................................. 33

Figure 4.9: Figure showing if performance appraisal process affect employee performance 35

Figure 4.10: Figure showing the extent which performance appraisal process affect employee performance at Gertrude’s Children hospital .............................................................. 36

Figure 4.11: Figure showing respondents opinion on statement that relate to performance appraisal process at Gertrude’s Children hospital .............................................................. 38

Figure 4.12: Figure showing if performance appraisal goals affect employee performance 40

Figure 4.13: Figure showing the extent which performance appraisal goals affect employee performance at Gertrude’s Children hospital .............................................................. 41

Figure 4.14: Figure showing respondents opinion on statement that relate to performance appraisal process at Gertrude’s Children hospital .............................................................. 43

Figure 4.15: Figure showing if performance appraisal methods affect employee performance ......................................................................................... 45

Figure 4.16: Figure showing the extent which performance appraisal methods affect employee performance at Gertrude’s Children hospital .............................................................. 46

Figure 4.17: Figure showing respondents opinion on statement that relate to performance appraisal methods at Gertrude’s Children hospital .............................................................. 48
ACRONYMS AND ABBREVIATION

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
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<td>PC</td>
<td>Performance Contract</td>
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<td>PA</td>
<td>Performance Appraisal</td>
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<td>PAS</td>
<td>Performance Appraisal System</td>
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<td>PM</td>
<td>Performance Management</td>
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<td>KPI</td>
<td>Key Performance Indicators</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td><strong>OPERATIONAL DEFINITION OF TERMS</strong></td>
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<td>-------------------------------------</td>
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<td><strong>Employee Motivation</strong></td>
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<td>: Is a psychological feature that arouses an employee to act towards realization of a certain goal and sustains goal directed behavior (Aguinis, 2009).</td>
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<td><strong>Human Resources Management</strong></td>
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<td>: Management of an organizations human capital. It deals with attraction, selection, training, assessment and rewarding of employees (Denny, 2010).</td>
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<td><strong>Performance</strong></td>
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<td>: It’s what an individual is expected to deliver within a given period of time (Dessler, 2008).</td>
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<td><strong>Performance Appraisal System</strong></td>
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<td>: Is the process which involves setting standards for employee’s performance which involves measuring performance, providing feedback and recommending areas for improvement (Dessler, 2008).</td>
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<td><strong>Service delivery</strong></td>
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<td>: Is a measure that involves efficiency in which labour is effectively used to give results (Kurt, 2014).</td>
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CHAPTER ONE
INTRODUCTION

1.0 Introduction
This section reviews the study background, problem statement, objectives, research questions, significance and scope of the study which explores the effects of performance appraisal on employee performance in the healthcare sector in Kenya with reference to Gertrude’s children hospital in Nairobi.

1.1 Background of the study
Kurt (2014) explains performance appraisal as major issue of controversy when it comes to management circles. While managers use performance appraisal system but the outcomes is always a disappointment with the process and one of their function is to ensure organization are effective and efficient. In order for managers to achieve the organizational goals they individual levels of performance must be assessed. Brumbach (2008) define performance as a means of both results and behaviour, which comes on its own right and will or can be judged differently from results. Performance measurement is also referred to as performance appraisal is one exercises that human resources department most daunting task in most of the organizations that the HR department has to carry out in regular basis. If performance appraisal is not carried out perfectly it can cause ripples among staff and can be seen to be unfair and ineffective. Armstrong and Baron (2009) indicate that performance is a multidimensional construct which measurement is based on several factors.

Performance appraisal also have negative effects in organization and this has become an issue of concern in many organizations that have not put in place the right tools for staff performance measurement and in order to determine whether its strategy is being achieved organizations should put in place a good performance system. According to Armstrong (2009) line managers plays the most important duty to see that performance management succeed. Role of senior management is to manage and effectively deploy organizational resources in such a manner that they fulfil organizational objectives; there are many tools, frameworks and techniques that assist managers to meet their obligations. Leading organizations therefore strive to put the right performance measurement system which is value based, that help them set agree upon performance goals and give the desired outcomes. Performance measurements generates data that is used to gauge the direction in which organization is headed and it allow organization to design, control and account for staff performance as laid out in the organization strategy (Henri, 2014).
Studies carried out on performance measurements systems indicate that there is shift from traditional methods of staff appraisal, where staffs are engaged with questionnaires to fill in regards to their performance. The traditional approaches of appraisal staff were required to measure their own based on what are able to achieve with reference to job description, management would then rate staff based on the questionnaires without staff interaction. These methods are not effective because staff will obviously give wrong information. Appraisal system fall in two categories that is traditional methods (put emphasis on individual traits) and modern methods (put emphasis based on evaluation of work results) (Kurt, 2014).

A study conducted by Blasé and Blasé in 2013 in United States outlined that a number of employees report being victims of unfair performance evaluation. The outcome, information used; the interpersonal dynamics between an evaluator and an evaluatee and the procedure used of performance appraisal may impact on employee negatively. Unfair performance review may lead to the employee being fired and the emotional stress of losing a job as a result of an unsatisfactory performance appraisal can result to physical manifestations from exhaustion to cardiac and repository issues (Blase & Blase, 2013). Where performance appraisal is conducted properly both subordinates and supervisors have reported the outcome as beneficial and positive. According to Lindquist (2015) in the developed countries fairness of performance appraisal procedures may be associated with fairness outcomes. However according Fisher (2007) this is not an appropriate use of performance appraisal system because its outcomes are the determination of the appropriateness of pay increase.

A study conducted in South Africa by Fletcher (2004) believes that the general aims of Performance Appraisal also include Motivating staff, Succession planning and identifying potential, promoting manager-subordinate dialogue and formal assessment of unsatisfactory performance. However, Khan (2007) states that the fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases. From carrying out the performance appraisal, management then have to make choices in relation to retention, future assignments and training and developmental needs.

There are several studies that have been conducted in Kenya on appraisal system Awori (2007) conducted a research on performance appraisal in state corporations in Kenya, his findings indicated that the corporations use performance appraisal tools and the preferred choice was management by objectives as opposed to the balance scorecard; self-reviews,
upward and peer review. Magutu (2009) carried a study on effectiveness of performance appraisal system in Kenya with reference to Kabarak University and he established that performance appraisal is the only tangible metric way an organization can know the level of staff performance. Performance appraisal offers a value opportunity to focus on goals and work activities; to identify and correct existing problems and to encourage better performance in the future. Thus the performance of the entire organization is enhanced.

1.1.1 Gertrude’s Children Hospital Background information
The hospital was established in 1947 with land donation from Colonel Ewart Grogan in memory of his loving wife Gertrude Edith. Gertrude’s children hospital is a charitable trust which implies that all profit are ploughed back in the hospital. The organization is managed by board of trustees who offers their services voluntarily in running daily activities of the hospital and they are also responsible for all policy decisions and they don’t receive any rewards or emoluments for the charitable work they do. The monies the hospital receives are used for hospitals routine management.

In April 2008 the hospital marked its Diamond Jubilee which also marked as formal opening of new outpatient department that included Accident and emergency unit and the Doctors plaza. The means that the hospital can know offer one stop paediatric center that can provide all available treatment that a child can require.

1.2 Statement of the problem
For organization to ensure continued effectiveness and efficiency of its employees, every organization has to carry out staff performance appraisal from time to time so as to keep employees in check and replace, retrain, motivate and take any other appropriate action. The main challenge that many organization faces is how to maximise staff performance, performance appraisal therefore seems to be inevitable. In the absence of structured appraisal systems management will tend to judge work performance of employees in informal way. The human inclination to judge without structured appraisal system can create serious ethical, motivational and legal issues in the organization. Without a structured appraisal system there is no chance of ensuring that decisions made are fair, accurate, lawful and defensible.

Gertrude’s children hospital has continued with the performance appraisal system without establishing whether it has effects on employee performance and job satisfaction; the hospital
conducts performance appraisal that is objective based which focus on individual objectives and goals but does not assess the abilities and skills required to carry out their duties. Preliminary investigation at Gertrude children hospital shows that the use of appraisal results cannot be established and this is a major concern among staff members present during appraisals period and refer to them as a mere formality. A cursory observation reveals lack of consistency in the provision of feedback to staff members. To a great extent these are some of the reasons that defeat the purpose of performance appraisal and justify the assentation as confirmed by Kurt (2014) that some organization managers are often disappointed in performance appraisal system because the desired outcomes are hardly realised. In Gertrude’s children hospital performance appraisal is a periodical ritual and the level of seriousness and importance attached to it however is not known to the researcher it’s in this light that researcher is motivated to conduct the current study that’s intends to investigate effects of performance appraisal on employee performance in the healthcare sector in Kenya with reference to Gertrude’s children hospital.

1.3 Objectives
The main objective of the study was to investigate effects of performance appraisal on employee performance in the healthcare sector in Kenya with reference to Gertrude’s children hospital in Nairobi as study case.

1.3.1 Specific objectives
i. To determine how performance appraisal feedback affects employee performance at Gertrude’s Children hospital
ii. To establish how performance appraisal process affects employee performance at Gertrude’s Children hospital
iii. To determine how performance appraisal goals affects employee performance at Gertrude’s Children hospital
iv. To find out how performance appraisal methods affects employee performance at Gertrude’s Children hospital

1.4 Research questions
i. How does performance appraisal feedback affect employee performance at Gertrude’s Children hospital?
ii. In what ways does performance appraisal process affect employee performance at Gertrude’s Children hospital?
iii. In what ways does a performance appraisal goal affect employee performance at Gertrude’s Children hospital?

iv. How does performance appraisal method affect employee performance at Gertrude’s Children hospital?

1.5 Significance of the study

1.5.1 To the Management Gertrude’s Children hospital

The results obtained from this study will generate insight that can assist programmes in developing effective performance measurement strategies for it will enable the organization to identify and develop guidelines that will enhance effective staff appraisal that will improve staff performance.

1.5.2 To the Government

To the government the study will help in policy formulation in regardless to performance measurement in public institutions and will provide input when drafting the framework for consolidated regulation on staff appraisal.

1.5.3 To Academicians and Scholars

The findings will act as a reference point to other researchers in the same field thus facilitating their studies. To academicians and scholars, the study findings will be beneficial to forming the basis for future research on the subject, providing a critical examination of the field. The findings of this study will provide important information to future researchers interested in this area with references and relevant literature to complete their research work.

1.5.4 HR Professionals and Policy Makers

Furthermore the study will serve as a spring board to those who want to delve much into human resource planning and development. Finally this will give fore knowledge to management of other organizations before embarking on human resource planning and development.

1.6 Scope

The research was confined to Gertrude’s Children hospital head office located in Muthaiga. This study was carried out in the month of March to May 2018. The researcher sampled employees in all level of management and non-management staff in providing needed information. The study targeted 100 employees at Gertrude’s Children hospital.
1.7 Chapter Summary

The chapter provides study background and the setting required to put the research problem in to proper context and understanding, the chapter includes the outlines the background of the study, statement problem, study objectives, research questions, significance and study scope. Therefore this chapter guided as the principle upon which literature is reviewed, research carried out and analysis made.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
In this chapter the researcher has reviewed literature that explores what has been done on performance appraisal in relation to employee performance. Literature review comprises documentation of information that relates to the subject under investigation. Moreover, it helps determine new approaches and stimulates new ideas. The chapter further present theories related to the study, empirical literature review, research gaps, conceptual framework, operationalization of variables and chapter summary.

2.1 Theoretical Literature Review
The theoretical review is a logically described, developed and elaborated network of associations among variables deemed relevant to the problem situation identified (Sekaran, 2010).

2.1.1 Expectancy Theory
This theory was proposed by Victor Vroom in 1964 and it stress and focuses on outcomes. According to Lucas and Diener (2007) expectancy theory is a set of decision theories of work of motivation and performance. Perception plays a vital role in this theory because it emphasizes on cognitive ability to anticipate likely consequences that result from behavioural action (Krentner & Kinicki, 2011). As explained by Vroom (1964) the expectancy theory has two major assumptions that is individuals have a perception about the concerns that result from their interactive engagements and casual relations among the outcomes and second assumption is individual has effective reactions to certain outcomes that is both positive and negative value (Lucas & Diener, 2007).

According to this theory individual are motivated to perform by two expectations. Expectancy is the probability that the effort will always lead to desired performance and second expectancy is that particular performance will lead to preferred outcomes. While some efforts will not be rewarded, the employee will not be motivated with to perform specific task. Expectancy theory relies upon motivators to clarify the causes of behaviour at a work station, external rewards are viewed as motivators that fuel behaviour as opposed to intrinsic motivators when behaviour are driven from internal forces. The above theory facilitated understanding that employee motivation and job performance.
2.1.2 Maslow’s Hierarchy of needs theory

Maslow’s Hierarchy of needs theory places employee’s needs into five categories which include basic physical needs, needs for personal growth and career growth and development. According Maslow employers should meet each level of employee’s needs, for the employee to fully commit to organizational goals. Employers who fail to meet employees need at any level of the hierarchy can easily create lack of fulfilment in staff professional lives which cause them to eventually try to fill these needs on their own way which is possibly finding a new employer who can provide better opportunities to satisfy their needs (Juan, 2010).

Maslow’s Hierarchy of needs theory was adopted in the model framework for development purpose and it does not assume the decision making that is rational, but rather it incorporates both unforced and thoughtful decision making. Human behaviour is assumed to follow a consistent, reasonable and often automatic path which may be biased, irrational and inaccurate (Folan & Browne, 2015). Human behaviour is based on various behavioral criteria such as occurrence, extent and contradiction. Interest behaviour in this study applied the underlying theory to launch and decide the dynamics under the current study. This theory applies to this study because an individual growth is the key vehicle for organizational success. Managers should attempt to identify individual employee needs and foster employee satisfaction. If managers do so employees will progress toward self-actualization and permitting the organisation to be all that it should be.

2.2 Empirical Literature Review

The empirical review highlights the past studies on the variables of the study. This includes the studies conducted on employee performance among employees and performance appraisal system. It reviews the aspects of job performance, employee motivation, staff training and employee performance.

2.2.1 Performance Appraisal Feedback and Employee Performance

In 2017 Emerald publishing limited conducted a study on positive outcomes of negative feedback: succeeding with performance appraisals, the main objective of the paper was to review the latest trends and management development across the globe and pinpoint the practical implications from cutting edge case studies and research studies. The methodology approach was a preparation by independent writers who added their own impartial comments and placed the articles in context. The findings indicate that organizations which endeavour to
constantly improve are best placed to gain competitive edge over their competition and performance appraisal and performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. But until appraisal feedback becomes a reality some staff will always underperform therefore organizations must be able to address the issues to avoid alienating those employees who are willing to pull their weight. And negative feedback remains an important part of appraisal mix (Emerald Publishing Limited, 2017). The methodology used for this study was biased because the approach was a preparation by independent writers who added their own impartial comments and placed the articles in context.

Kuvaas (2011) carried a research on the interactive role of performance appraisal reactions and regular feedback and his intentions were to test the relationship between performance appraisal reactions and staff outcomes in terms of affective organizational commitment and workplace performance. The study adopted a cross sectional survey of 803 from three organizations located in Norway. His study established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work performance was moderated by regular feedback that’s suggest formal performance appraisal cannot compensate for low levels of regular feedback (Kuvaas, 2011).

Robinson and Fink (2009) established that there are a number of flaws in the evaluation process. However, formal performance appraisal programmes have often yielded disappointing and unsatisfactory results. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programes. The issues should not dwell on whether to scrap but rather it should be to make them better. The irony is that time becomes an enemy when performance appraisal feedback are not dealt with openly. In order to prevent the larger problem continuous feedback and documentation are very important. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.
2.2.2 Performance Appraisal Process and Employee Performance

Longenecker, Frink and Caldwell (2014) conducted a study on current US trends in formal performance appraisal process in a cross section of manufacturing firms and service firms in their study the authors identified the current trends that have emerged from improved opportunities that exists for companies that are currently engage in the practice of formally appraising their employess. Their study targeted 183 firms in the US that were reviewed by a panel of three people and their contents were analyzed to identify the formal performance appraisal process, rating and procedure to opportunity for improvement. That data that was collected was analyzed using qualitative analysis that revealed the average rating procedure that had been in place for more than five years, the purpose of the performance appraisal process and indentification trainings and development. The study also established that organizations employ a wide variety of performance criteria in assessing their employees. The data obtained to form the actual formal performance appraisal process of organizations were rather limited and the researchers provided critical insights into the current practice limiting potential generalizability. The social implication of the study suggest that companies can do a much better job of equipping their staff to more effectively reap the organizational benefits of this key practice (Longenecker, Frink, & Caldwell, 2014).

Zhang, Zheng and Li (2012), conducted a study on performance appraisal process and organizational citizenship behaviour. The objective of their study was examine how performance appraisal process is associated with organizational citizenship behaviour, the study was anchored on two theories namely impression management theory and social exchange theory, the study used commitment as mediator and rating reward as moderator. The researchers used a multi source sample of 777 and examined the mediating role of affective commitment with structural equation modeling and Sobel tests and the moderating role of rating – reward linkage with ordinary least squares regression model. The study found out that there is a relationship between performance appraisal process and organizational citizenship behaviour mediated by affective commitment and perceived rating reward linkage strengthened the direct association between organizational citizenship and performance appraisal process where as it weakened the relationship between affective commitment and appraisal process (Zhang, Zheng, & Li, 2012).
2.2.3 Performance Appraisal Goals and Employee Performance

Empirical studies show that effective performance appraisal lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment. A study conducted by Pettijohn and Taylor (2009) examined the relationship between performance appraisal and sales performance and they established that if performance appraisal are properly conducted the outcome have positive impacts a similar study was conducted by Daley (2003) conducted an investigation on general performance appraisal practices focussing on the use of explicit performance standards and the study established that there is a strong relationship between performance appraisal system that have been adopted as means of implementing pay for performance schemes and the productivity incentives that these system provided. In another study by Omusebe, Gabriel and Douglas (2013) found out that there was a positive and significant effect between employee efficiency and performance appraisal in mumias sugar company. Walsh (2003) conducted a study on perceived satisfaction and fairness of performance appraisal in the United States. The study was investigating the employee’s reaction to satisfaction and fairness with the existing performance appraisal tools. The data obtained from four hundred and forty respondents from two organizations and the findings of the study established that respondents perceived that the performance appraisal tools to be fair as nine out of ten scales used for measuring reaction.

Yang (2008) conducted a study on individual performance and his findings were that individuals performance are had to verify, he asserts that organization can use rewards based on rewards and direct bonuses on individual performance if employee performance is noticeable. With agreement with Yang (2008) Bishop (2011) carried an investigation of employee performance and he revealed that recognition, acknowledgment and reward of performance of employees direct discrimination between employee productivity. Asim (2013) also carried a study on effects of employee motivation on employee performance, and the findings and conclusion were if staff are more motivated their performance will definitely increase.

In developed nations studies have shown that there is a shift from a micro analytical approach to a macro strategic approach perspective that is organizational performance. This is explained by a study by Delaney and Huselid (2006) in their studies of profit and non profit firms in the United States the study established that there is a positive associations between human resources management practices such as staff training, staff selections and job
performance to perceptual organization performance measure. Conversely micro analytical research to determine the relationship of employee attitudes and behaviour with performance has also created interest in the field of performance management particular in developed world. Studies have shown that there is a strong relationship between performance and personal factors such as motivations, commitments, competency and job satisfaction as well as the introduction of performance related pay (Elorza, Aritzeta, & Ayestaran, 2011).

2.2.4 Performance Appraisal Methods and Employee Performance

A study conducted by Evans and Bae (2018) on Simulation based analysis of forced distribution performance appraisal system in identification of best performing employees within their organization, the objective of the study was to quantify the limitations of a performance appraisal system in the identification of the best qualified individuals to future requirements of the organization. The methodology adopted by their study was an exploratory study using discrete event simulation based on the assignment, promotion and evaluation of 2,500 officers in the US army. The data that was obtained provided a basis for estimating simulation with the inputs that included system structures, policy constrains, human behaviour and system dynamics. They found out that effect of system dynamics and system structures on the outcome of employees and suggested that decreasing the number of a rater’s subordinates has a significant effect on the accuracy of the performance appraisal method, however the researchers allowed organization leadership to evaluate the possible consequences associated with evaluation policy prior to policy implementation. This study advances a framework in assessing effect of system dynamics and system structures and the extent to which it enhances the accuracy of organization performance appraisal system (Evans & Bae, 2018).

Mutunge (2013) conducted a study to investigate staff perception on the effectiveness of performance appraisal system at Teachers service commission in Nairobi Kenya, the study adopted a descriptive research survey method, the research used stratified random sampling technique was used to arrive at 49 staff out of the possible 3000. That the researcher collected data from, the study established that the performance appraisal system used at teachers service commission is simple and has been consistence of time and all staff members are subjected to the same standards as far as the performance appraisal system is concerned. However, the study also established that the performance appraisal system does not seem to involve all the
staff during the process of development. It also had a number of loopholes that encourage subjective evaluation of the staff some of the loopholes includes lack of clarity on the parameters used, lack of knowledge of the appraise, personal differences between appraise and appraiser among others. She recommends that the performance appraisal system at teachers service commission needs a total overhaul since it has quite a number of loop holes that should be addressed and also needs to be reviewed in order to ensure that it’s based on ideals that are more realistic (Mutunge, 2013).

Another study conducted by Nyaoga (2010) on the effectiveness of performance appraisal system in private universities in Kenya with reference to Kabarak University. He established that performance appraisal tool that performance appraisal is the only tangible metric way an organization can know the level of staff performance of its diverse employees. The respondents indicated that they were aware that the type of performance appraisal system used in the organizations was not based on any serious formal purpose for which they were designed for. According to Nyaoga (2010) the effectiveness of performance appraisal in private universities were only based on training on the staff involved in the rating process and are multi rating system. He concluded by saying that because the performance appraisal system in this universities were not effective and they exist just as a matter of formalities, the organizations could not measure employees performance hence making it difficult to achieve the organization objective. Awori (2007) conducted a research on performance appraisal in state corporations in Kenya, his findings indicated that the corporations use performance appraisal tools and the preferred choice was management by objectives as opposed to the balance scorecard; self-reviews, upward and peer review.

Mackenzie (2008) also investigated the performance appraisal system for organization success. The objective of his study was to examine the issues associated with performance appraisal and to identify proven and suitable methodologies that will result to a process that is suitable, equitable, and credible and the one that reinforces the desired organization directions. This was attained by evaluating the need for performance appraisal, problems associated with various methodologies and examining the qualities that need to be measured in both terms of organization and individual and finally identifies the means of improving organization performance. The study established that current process within the study organization focused on dealing with diminished performance issues and subsequently the efforts of the individual are not necessarily aligned with the desired organizational direction.
and little incentive exists amongst managers to challenge the current process and encourage risk taking to improve service delivery.

2.3 Summary and Research Gaps
Performance appraisal offers a value opportunity to focus on goals and work activities; to identify and correct existing problems and to encourage better performance in the future. Leading organizations therefore strive to put the right performance measurement system which is value based, that help them set agree upon performance goals and give the desired outcomes. Performance measurements generates data that is used to gauge the direction in which organization is headed and it allow organization to design, control and account for staff performance as laid out in the organization strategy.

There are several studies that have been conducted in Kenya on appraisal system Awori (2007) conducted a research on performance appraisal in state corporations in Kenya. Makawiti (2011) carried out a study on perceptions of academic staff in Kenyan public universities on the application of performance appraisal results in training and promotion decisions. A similar study was conducted by Kagendo (2012) on factors affecting performance appraisal of teachers in public secondary schools in Ruiru, Magutu (2009) carried a study on effectiveness of performance appraisal system in Kenya with reference to Kabarak University. From the researcher’s observation, none of these local studies have investigated performance appraisal effects on employee performance in the health sector in Kenya; it’s in this light that current study intends to investigate effects of performance appraisal on employee performance in the healthcare sector in Kenya the research will there for be aiming to fill this gap.

2.4 Conceptual Framework
A theoretical framework introduces and describes the theories that attempt to explain the research problem under study with a keen focus on the specific variables being sought in the study, the conceptual framework comprises of independent variables that are four in number and one dependent variable.
2.5 Operationalization of variables

Table 2.1: Table showing operationalization of variables

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Independent Variable</th>
<th>Type of Data Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Evaluating Feedback</td>
<td>Performance Appraisal</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>• Measuring Feedback</td>
<td>Performance Appraisal Feedback</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>• Providing information to staff</td>
<td>Performance Appraisal</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>• Peer review</td>
<td>Performance Appraisal Process</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>• Self-review</td>
<td>Performance Appraisal</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>• Forced choice rating</td>
<td>Performance Appraisal</td>
<td>Descriptive statistics</td>
</tr>
</tbody>
</table>
• Critical incident review

• Workshops trainings
• Seminars Trainings
• Mentoring
• Coaching

• Based Anchored Rating Scales
• Trait Scale
• Management by Objectives
• 360 Degrees Appraisal method

2.6 Chapter Summary
This chapter has outline literature that’s its main was to critically select and determine the most appropriate studies that will give a clear account of all past theoretical undertaking that relates to study variables. The literature sets out to explore and analyse how performance appraisal affects employee performance and challenges that come with it. It is aimed at providing a theoretical and conceptual basing from which a methodology for research is developed, an analytical framework chosen, relevant data collected and consequent analyses carried out towards drawing conclusions on the area under study.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
This section of the research study describes and outlines the methodology that was adopted and use in the study in order to meet the main study objective. Study approach offers and clarification into what type of research this study is all about. It also defines study population and the specific sampling methods to be used, data analysis and collection methods. The chapter also include design, pilot study, validity, reliability and ethical consideration.

3.1 Research Design
Orodho (2009) defines research design as general layout that is used to answer research questions. The research problem was conducted using a descriptive research design that is cross sectional in nature. The study sought to describe a situation through the study of variable relationships. The study describes and defines the subject matter by profiling issues under study (Cooper & Schindler, 2008). According to Borg and Gall (2009), a research design that is descriptive is appropriate for studies that have specific issues where problems have been defined.

The researcher adopted this method in obtaining the most relevant, recent and in depth information on the study topic. This also helped the researcher to critically analyse the problem in question with a view of drawing more specific and detailed information that is useful to the research study.

3.2 Target Population
Borg and Grall (2009) described target population as common set of study units which the researcher wishes to generalize results. The study target populations of this study were staff of Gertrude’s Children while the study population were 250 employees. According to Cooper and Schindler (2008) target populations are units that have observable characteristics that the study uses to generalize the finding.
Table 3.1: Table showing target population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior managers</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>70</td>
<td>28</td>
</tr>
<tr>
<td>Non-management staff</td>
<td>160</td>
<td>64</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.3 Sample and sampling technique

A stratified proportion sampling was employed to obtain a suitable unit representative of analysis. This was because of the heterogeneity of the population and respondents all had equal opportunity of participation. Cooper and Schindler (2008) argue that a stratified proportional sample will increase efficiency and submit enough data for analysis. This method is cost effective, fast track data collection, and access to the unit of analysis and fundamentals of the research. Sampling that is random stratified was adopted in choosing the respondents. Borg and Grall (2009) observed that sample drawn randomly is unbiased and all the populations have an equal chance of being selected.

Table 3.2: Table showing sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Managers</td>
<td>20</td>
<td>8</td>
<td>8%</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>70</td>
<td>28</td>
<td>28%</td>
</tr>
<tr>
<td>Non-Management Staff</td>
<td>160</td>
<td>64</td>
<td>64%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
3.4 Instruments
The researcher used questionnaires as the main data collection instrument. A questionnaire is an instrument of research that contains questions on the variables of the study (Borg & Grall, 2009). Cooper and Schindler (2008) describe questionnaires as a list of standard questions prepared to fit certain inquiry. According to Orodho (2008) questionnaires measures likelihood of straight, blunt and even answers. The researcher used questionnaires which are more efficient and economical tool for descriptive research for the sample size that is chosen. Questionnaires were adopted because they are superior to interviews because of social communication operates strongly in face to face situation that my hinder an individual from expressing what they feel. The researcher used likert-type format of questionnaires and were further be divided into two sections, Part A captured demographic information while Part B was organized according to research questions.

3.5 Pilot study
Pilot study is defined as a small scale preliminary study that is carried out on order to evaluate the study research instruments (Orodho, 2008). The purpose of the pilot study is to establish the reliability and validity of study questionnaires and The purpose of pre-testing the research instrument is to verify whether the questionnaire are clear to the respondents, establish whether the feedback form would effectively address the data needed for the study, assess and identify any problems respondents would encounter in completing the questionnaire that may not have been foreseen when constructing the questionnaire. The researcher administered the questionnaire to 10 respondents from the target population randomly as recommended by Cooper and Schindler (2008), that pilot study should be 10% of the target population. The pilot testing was conducted using the questionnaire on 10 staff based at Gertrude’s Pangani Clinic branch. The pilot group was carried out through random sampling.

3.5.1 Validity
The researchers used both content and face visibility to ascertain validity of the questionnaire. Cooper and Schindler (2008) describe validity as the correctness, capacity of interpretations founded on study finding. The research conducted the pilot study to validate the study questionnaire. Content validity draws an extrapolation from assessment scores to large domain of similar to those on the test. Gillham (2008) explains that understanding and
expertise protected by items tested in large area dynamics. The research study supervisor also went through the questionnaire to assess the validity.

3.5.2 Reliability test
Reliability of the questionnaire was tested through a pilot study in which the questionnaires are pre-tested to a sample group similar to the actual sample. According to Cooper and Schindler (2008) a questionnaire has the same expectation-that is reliably does what it is designed to do every time is used. If the questionnaire is consistent over time and yields similar results each time it is used, it is reliable. They say that because of economy in time and labour, the procedure for extracting an estimate of reliability should be obtained from the administration of a single test. According to Orodho (2009) a reliability test of research instruments is one that consistently produces the expected results. Cooper and Schindler (2008) points out that instrument reliability refer to the level of internal consistency or the stability of the measuring devices. This is important in finding out any deficiencies in the questionnaire and rectifying them before the actual questionnaire are issued out. The study used co-efficient of 0.6 or above for all constructs that was considered adequate for the study. The construct multiple of reliability is Cronbach alpha; according to Kombo and Tromp (2009).

3.6 Data collection procedure
The researcher used questionnaires to collect data especially primary data as outlined by Saunders, Lewis and Thornhill (2009). A questionnaire is an instrument of research that contains questions on the variables of the study. The researcher used questionnaires which are more efficient and economical tool for descriptive research for the sample size that is chosen. This way it was easier to identify the level by which the respondent agreed or disagreed (Saunders, Lewis & Thornhill, 2009). The study used secondary data for literature review; these materials used included books, journals, reports, and magazine. The researcher will collect primary data for this study report and use secondary data for literature review.

3.7 Data Analysis and Presentation
Descriptive statistics such as mean and frequency distribution was used to analyse the data. Inferential statistics was used in drawing conclusions. Data in the questionnaire was analysed using frequency distributions and percentages to determine the respondent’s responses. The
data was analysed by use of descriptive statistics. Specifically, means, averages and percentages were employed by the researcher. The data analysis tools were simple tabulations and presentations of the report using spreadsheets. The data is presented using tables, charts and graphs. Data was analysed using both qualitative and quantitative methods. Data was first coded and organized into concepts from which generalization was made of entire population. Data was then tabulated and frequencies calculated on each variable under study and interpretations made from the field findings. Percentages were then be calculated and interpretation made.

3.8 Ethical Consideration
The researcher undertook various steps to certify that the research observes research principles values. Research authorization permit was obtained from the Permission that was sought from the participating institutions, Management University of Africa and Gertrude’s children hospital.

3.8.1 Informed consent
Participants were asked to sign the consent forms in order to participate in the research. The researcher ensured that through the principle of informed consent. The researcher sought consent from the Gertrude’s children hospital before administering the questionnaires.

3.8.2. Voluntary participation
Participants were asked to consent to participate in the research, for which they are free to participate or not to. The researcher explained to the respondents that the information that they give was used only for the study. The researcher also explained that meaningful data for this study was achieved if they contributed their views about research topic.

3.8.3 Confidentiality
The researcher explained to the respondents that the data that is being gathered in this study will be treated in confidence and that the findings are meant for a project of Management University of Africa. The researcher explained to the respondents that the data will be coded and no one, whatsoever, related the data to the respondents for both external and internal audiences of the project.
3.8.4 Privacy

The potential respondents were not identified by name. Confidentiality of respondents was treated as a matter of priority. Further, the researcher engaged the respondents before agreeing to answer the questions of this study.

3.8.5 Anonymity

The researcher accorded the respondents their due respect while at the same time ensuring that they answer the questions to the expectations of the study, interjecting questions, intelligibly. The researcher picked respondents without any discrimination. This helped the researcher to receive truly anonymized respondents even to the researcher herself. This was achieved through self-administered questionnaires with an anonymous method of return.

3.9 Chapter Summary

This section outlines the methodology used in this study by offers and explanation into what type of research this study is all about. It also defines study population and the specific sampling methods to be used, data analysis and collection methods, study design, pilot study, validity, reliability and ethical consideration. This chapter outlines procedure to be used in the study.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

The section of the research study provides research study findings as outlined in the study questionnaires in order to meet the study objectives with the aim of to investigate effects of performance appraisal on employee performance in the healthcare sector in Kenya with reference to Gertrude’s children hospital in Nairobi. The chapter is sectioned into respondent’s demographic information, responses on study variables and limitations of the study.

4.1 Presentations of the findings

4.1.1 Response rate

Table 4.1: Table showing response rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incomplete questionnaires</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Complete questionnaire</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.1: Figure showing response rate
The researcher distributed a total of 100 questionnaires to the respondent and 85% of the questionnaires were completely filled up while 15% were not fully completed. This gave a response rate of 85% that was used to analyse the study variable. Orodho (2008) explain 50% reaction is satisfactory and 60% is good awhile any response above 70% is perfect for the research. The response rate determination was important because it clearly enabled the researcher to know the exact number of questionnaires that would be valid for analysis as shown in table 4.1 and figure 4.1

4.1.2 Respondents Demographic Information

Table 4.2: Table showing respondents gender

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>47</td>
<td>55</td>
</tr>
<tr>
<td>Male</td>
<td>38</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2: Figure showing respondents gender

The gender characteristics of respondents were dominated by females at 55 % as shown in figure 4.1 and table 4.1 males were 45% from the above responses indicates that issues under
study were responded by all genders and there is no single opinion can be ascribed to any particular gender. This shows that all genders had almost equal representation in the study but female were slightly more than 50% in the study.

Table 4.2: Table showing respondents age brackets

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18years – 25years</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>26years – 30years</td>
<td>11</td>
<td>13%</td>
</tr>
<tr>
<td>31years - 35years</td>
<td>21</td>
<td>25%</td>
</tr>
<tr>
<td>36years – 40years</td>
<td>25</td>
<td>29%</td>
</tr>
<tr>
<td>41years – 50years</td>
<td>14</td>
<td>16%</td>
</tr>
<tr>
<td>51years and Above</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
As shown in table 4.2 and figure 4.2 respondents were asked to indicate their age brackets as indicated in the provided scale the responses were as follows the majority of them indicated their age bracket as 36 years to 40 years at 29%, followed by 31 years to 35 years at 25%, 41 years to 50 years were 16% while 51 years and above were 11% and 18 years to 25 years were 6%. This shows that the majority of the respondents were in the peak of their careers and they are active age groups.

Table 4.3: Table showing respondents professional background

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Doctor</td>
<td>13</td>
<td>15%</td>
</tr>
<tr>
<td>Nurse</td>
<td>31</td>
<td>36%</td>
</tr>
<tr>
<td>Clinical officer</td>
<td>20</td>
<td>24%</td>
</tr>
<tr>
<td>Pharmacist</td>
<td>12</td>
<td>14%</td>
</tr>
<tr>
<td>Administrators</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Figure 4.3: Figure showing respondents professional background

As tabulated in table 4.3 and shown in figure 4.3 respondents were required to indicate their professional background and the response were as follows 15% indicated they were medical doctors, 36% indicated that they were nurses, 24% were clinical officers while 14% were pharmacists and 11% were hospital administrators. This can be interpreted that all sections of the organization were adequately presented in the study.

Table 4.4: Table showing respondents highest level of education

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>8</td>
<td>9%</td>
</tr>
<tr>
<td>Diploma</td>
<td>30</td>
<td>35%</td>
</tr>
<tr>
<td>Degree</td>
<td>25</td>
<td>29%</td>
</tr>
<tr>
<td>Master</td>
<td>16</td>
<td>19%</td>
</tr>
<tr>
<td>PhD</td>
<td>6</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Respondents were asked to indicate their highest level of education they have attained, as shown in figure 4.4 and table 4.4 the majority had diploma at 35%, respondents with degree level of education at 29%, respondents with master level of education were 19%, certificate level education were 9% while PhD were 7%. This shows that as respondents level of educations is adequate to answer and interpret research questions and also is a clear indication that the organization is equipped with skilled and qualified personnel.

Table 4.5: Table showing years worked by respondents

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>12</td>
<td>14%</td>
</tr>
<tr>
<td>3 years – 5 years</td>
<td>31</td>
<td>36%</td>
</tr>
<tr>
<td>6 years – 10 years</td>
<td>27</td>
<td>32%</td>
</tr>
<tr>
<td>11 years and Above</td>
<td>15</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
As shown in table 4.5 and figure 4.5 respondents were asked to indicate the number of years they had worked in the organization, the majority of the respondents had worked for 3 to 5 years, followed by respondents who had worked for 6 years to 10 years and at 32% while the ones who had worked for 11 years and above were 18% and 14% had been in the organization for less than 2 years. This shows that the respondents have been in the organization long enough to understand and respond to study variables effectively and thus the information to be provided are reliable.

4.1.3 Performance Appraisal Feedback

Table 4.6: Table showing if performance appraisal feedback affect employee performance

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>62</td>
<td>73</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
As shown in table 4.6 and figure 4.6 respondents were required to indicate if performance appraisal feedback affects employee performance in the organization. A majority of them at 73% indicate Yes while 27% indicated No it doesn’t. This shows that the majority of the respondent agreed that appraisal feedback has a significant influence in staff performance. According to the respondent’s performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relation to previously established standards and expectations.

Table 4.7: Table showing the extent which performance appraisal feedback affect employee performance at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great Extent</td>
<td>24</td>
<td>28%</td>
</tr>
<tr>
<td>Great Extent</td>
<td>27</td>
<td>32%</td>
</tr>
<tr>
<td>Moderate Extent</td>
<td>11</td>
<td>13%</td>
</tr>
<tr>
<td>Little Extent</td>
<td>14</td>
<td>16%</td>
</tr>
<tr>
<td>Very Little Extent</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
As tabulated in table 4.7 and shown in figure 4.7 respondents were required to indicate to what extent performance appraisal feedback affects employee performance at Gertrude’s Children hospital. 28% of the respondent indicated to very great extent, 32% indicated great extent, 13% indicated moderate extent while 16% indicated little extent and 11% indicated very little extent.
### Table 4.8: Table showing respondents opinion on statement that relate to performance appraisal feedback at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agreed</th>
<th>Agreed</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does performance appraisal have impact on employee performance in your organisation</td>
<td>30 35%</td>
<td>32 38%</td>
<td>11 16%</td>
<td>9 11%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Performance appraisal feedback is implemented in your organization</td>
<td>31 36%</td>
<td>25 29%</td>
<td>14 16%</td>
<td>9 11%</td>
<td>6 7%</td>
</tr>
<tr>
<td>Performance appraisal feedback is used for improving staff performance</td>
<td>25 29%</td>
<td>31 36%</td>
<td>9 11%</td>
<td>14 16%</td>
<td>6 7%</td>
</tr>
<tr>
<td>Performance appraisal feedback is used for improving next section appraisal</td>
<td>32 38%</td>
<td>30 35%</td>
<td>11 16%</td>
<td>6 7%</td>
<td>3 5%</td>
</tr>
<tr>
<td>Are staff in your organization look forward to performance appraisal feedback</td>
<td>11 16%</td>
<td>6 7%</td>
<td>30 35%</td>
<td>32 38%</td>
<td>3 5%</td>
</tr>
</tbody>
</table>
Figure 4.8: Figure showing respondents opinion on statement that relate to performance appraisal feedback at Gertrude’s Children hospital

Bar Graph showing respondents opinion on statement that relate to performance appraisal feedback at Gertrude’s Children hospital

- Does performance appraisal have impact on employee performance in your organisation
- Performance appraisal feedback is implemented in your organization
- Performance appraisal feedback is used for improving staff performance
- Performance appraisal feedback is used for improving next section appraisal
- Are staff in your organization look forward to performance appraisal feedback

As shown in table 4.8 and figure 4.8 on a likert scale measure respondents were asked their opinion on some statement in regard to performance appraisal feedback at Gertrude’s Children hospital. The first statement inquired was if performance appraisals have impact on employee performance in the organisation 35% of the respondents strongly agreed, 38% agreed, and 16% disagreed while 11% strongly disagreed. The second question asked was if performance appraisal feedback is implemented in respondent’s organization 36% of the...
respondents strongly agreed, 29% agreed, 16% disagreed while 11% strongly disagreed and 7% were not sure. The third question sought was if performance appraisal feedback is used for improving staff performance 29% of the respondents strongly agreed, 36% agreed, 11% disagreed while 16% strongly disagreed and 7% were not sure. The fourth question inquired was if performance appraisal feedback is used for improving next section appraisal 38% of the respondents strongly agreed, 35% agreed, 16% disagreed while 7% strongly disagreed and 5% were not sure and the fifth and the final statement asked was if staff in respondents organization look forward to performance appraisal feedback 16% of the respondents strongly agreed, 7% agreed, 35% disagreed while 38% strongly disagreed and 5% were not sure. The research findings are in line with other studies that have established that performance appraisal feedback affects employee performance.

Kuvaas (2011) established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work performance was moderated by regular feedback that’s suggest formal performance appraisal cannot compensate for low levels of regular feedback. Robinson and Fink (2009) established that there are a number of flaws in the evaluation process. However, formal performance appraisal programmes have often yielded disappointing and unsatisfactory results. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programes. The issues should not dwell on whether to scrap but rather it should be to make them better. The irony is that time becomes an enemy when performance appraisal feedback are not dealt with openly. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.
4.1.4 Performance Appraisal Process

Table 4.9: Table showing if performance appraisal process affect employee performance

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>68</td>
<td>80%</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.9: Figure showing if performance appraisal process affect employee performance

As shown in table 4.9 and figure 4.9 respondents were required to indicate if performance appraisal process affects employee performance in the organization. A majority of them at 80% indicate Yes while 20% indicated No. This shows that the majority of the respondent agreed that appraisal process has a significant influence in staff performance. According to the respondent’s performance appraisal process are critically important the purpose of the performance appraisal process is identification employee trainings.
Table 4.10: Table showing the extent which performance appraisal process affect employee performance at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great Extent</td>
<td>28</td>
<td>33%</td>
</tr>
<tr>
<td>Great Extent</td>
<td>25</td>
<td>29%</td>
</tr>
<tr>
<td>Moderate Extent</td>
<td>15</td>
<td>18%</td>
</tr>
<tr>
<td>Little Extent</td>
<td>10</td>
<td>12%</td>
</tr>
<tr>
<td>Very Little Extent</td>
<td>7</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.10: Figure showing the extent which performance appraisal process affect employee performance at Gertrude’s Children hospital

As tabulated in table 4.10 and shown in figure 4.10 respondents were required to indicate to what extent performance appraisal process affects employee performance at Gertrude’s Children hospital. 33% of the respondent indicated to very great extent, 29% indicated great
extent, 18% indicated moderate extent while 12% indicated little extent and 8% indicated very little extent.

Table 4.11: Table showing respondents opinion on statement that relate to performance appraisal process at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agreed</th>
<th>Agreed</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a member of the staff do you look forward to performance appraisal in your organization</td>
<td>25 29%</td>
<td>31 36%</td>
<td>9 11%</td>
<td>14 16%</td>
<td>6 7%</td>
</tr>
<tr>
<td>Are staff able to express their grievances after performance appraisal in your organization</td>
<td>31 36%</td>
<td>25 29%</td>
<td>14 16%</td>
<td>6 7%</td>
<td>9 11%</td>
</tr>
<tr>
<td>Is staff promotion associated with performance appraisal process in your organization</td>
<td>32 38%</td>
<td>31 36%</td>
<td>9 11%</td>
<td>14 16%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Performance appraisal process is a two way process in my organization</td>
<td>11 16%</td>
<td>6 7%</td>
<td>30 35%</td>
<td>32 38%</td>
<td>3 5%</td>
</tr>
</tbody>
</table>
As shown in table 4.11 and figure 4.11 on a licket scale measure respondents were asked their opinion on some statement in regard to performance appraisal process at Gertrude’s Children hospital. The first statement inquired was if staff members look forward to performance appraisal in respondent’s organization. 29% of the respondents strongly agreed, 36% agreed, and 11% disagreed while 16% strongly disagreed and 7% were not sure. The second question asked was if staff able to express their grievances after performance appraisal in respondents
organization 36% of the respondents strongly agreed, 29% agreed, 16% disagreed while 7% strongly disagreed and 11% were not sure. The third question sought was if performance appraisal feedback is used for improving staff performance 29% of the respondents strongly agreed, 36% agreed, 11% disagreed while 16% strongly disagreed and 7% were not sure. The fourth question inquired was if performance appraisal process is a two way process in my organization 16% of the respondents strongly agreed, 7% agreed, 35% disagreed while 38% strongly disagreed and 5% were not sure.

Other studies are in agreement with the findings such as Longenecker, Frink and Caldwell (2014) established that organizations employ a wide variety of performance criteria in assessing their employees. The data obtained to form the actual formal performance appraisal process of organizations were rather limited and the researchers provided critical insights into the current practice limiting potential generalizability. Another study by Zhang, Zheng and Li (2012), found out that there is a relationship between performance appraisal process and organizational citizenship behaviour mediated by affective commitment and perceived rating reward linkage strengthened the direct association between organizational citizenship and performance appraisal process where as it weakened the relationship between affective commitment and appraisal process.

4.1.5 Performance Appraisal Goals

Table 4.12: Table showing if performance appraisal goals affect employee performance

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>75</td>
<td>88</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>
As shown in table 4.12 and figure 4.12 respondents were required to indicate if performance appraisal goals affect employee performance in the organization. A majority of them at 88% indicate Yes while 12% indicated No. This shows that the majority of the respondent agreed that performance appraisal goals have a significant influence in staff performance. According to the respondent’s performance appraisal goals are critically important the purpose of the effective performance appraisal lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment.

Table 4.13: Table showing the extent which performance appraisal goals affect employee performance at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great Extent</td>
<td>40</td>
<td>47%</td>
</tr>
<tr>
<td>Great Extent</td>
<td>21</td>
<td>25%</td>
</tr>
<tr>
<td>Moderate Extent</td>
<td>12</td>
<td>14%</td>
</tr>
<tr>
<td>Little Extent</td>
<td>10</td>
<td>12%</td>
</tr>
<tr>
<td>Very Little Extent</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Figure 4.13: Figure showing the extent which performance appraisal goals affect employee performance at Gertrude’s Children hospital

As tabulated in table 4.13 and shown in figure 4.13 respondents were required to indicate to what extent performance appraisal goals affects employee performance at Gertrude’s Children hospital. 47% of the respondent indicated to very great extent, 25% indicated great extent, 14% indicated moderate extent while 12% indicated little extent and 2% indicated very little extent.
| Table 4.14: Table showing respondents opinion on statement that relate to performance appraisal goals at Gertrude’s Children hospital |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
|                                 | Strongly Agreed | Agreed | Disagreed | Strongly Disagreed | Not Sure |
| Is organization training policy linked to performance appraisal goal? | 32 | 37% | 38 | 44% | 9 | 10% | 5 | 6% | 2 | 2% |
| Does performance appraisal goal identify staff training needs in your organization | 31 | 36% | 25 | 29% | 14 | 16% | 6 | 7% | 9 | 11% |
| Performance appraisal goals are used for improving staff performance | 31 | 36% | 35 | 41% | 10 | 12% | 6 | 7% | 3 | 4% |
| Performance appraisal goals are well documented in HR Policies | 35 | 41% | 38 | 44% | 7 | 8% | 4 | 5% | 1 | 1% |
| Does your organization achieve performance appraisal goals after the process | 29 | 34% | 25 | 29% | 8 | 9% | 13 | 15% | 10 | 12% |
As shown in table 4.14 and figure 4.14 on a licket scale measure respondents were asked their opinion on some statement in regard to performance appraisal goals at Gertrude’s Children hospital. The first statement inquired was if organization training policy linked to performance appraisal goal 37% of the respondents strongly agreed, 44% agreed, and 10% disagreed while 6% strongly disagreed and 2% were not sure. The second question asked was if performance appraisal goal identify staff training needs in the organization 36% of the respondents strongly agreed, 29% agreed, 16% disagreed while 7% strongly disagreed and 11% were not sure. The third question sought was if performance appraisal goals are used for improving staff performance 36% of the respondents strongly agreed, 41% agreed, 12% disagreed while 6% strongly disagreed and 4% were not sure. The fourth question inquired
was if performance appraisal goals are well documented in HR Policies 41% of the respondents strongly agreed, 44% agreed, 8% disagreed while 7% strongly disagreed and 1% were not sure and finally the respondents were asked if organization achieve performance appraisal goals after the process 34% of the respondents strongly agreed, 29% agreed, 9% disagreed while 15% strongly disagreed and 12% were not sure.

Pettijohn and Taylor (2009) established that if performance appraisal are properly conducted the outcome have positive impacts. Omusebe, Gabriel and Douglas (2013) found out that there was a positive and significant effect between employee efficiency and performance appraisal in mumias sugar company. Walsh (2008) established that respondents perceived that the performance appraisal tools to be fair as nine out of ten scales used for measuring reaction. Yang (2008) asserts that organization can use rewards based on rewards and direct bonuses on individual performance if employee performance is noticeable. With agreement with Yang (2008) Bishop (2011) carried an investigation of employee performance and he revealed that recognition, acknowledgment and reward of performance of employees direct discrimination between employee productivity.

4.1.6 Performance Appraisal Methods

Table 4.15: Table showing if performance appraisal methods affect employee performance

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>62</td>
<td>73</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Figure 4.15: Figure showing if performance appraisal methods affect employee performance

As shown in table 4.15 and figure 4.15 respondents were required to indicate if performance appraisal methods affect employee performance in the organization. A majority of them at 73% indicate Yes while 27% indicated No it doesn’t. This shows that the majority of the respondent agreed that appraisal methods have a significant influence in staff performance. The study established that that the performance appraisal methods used at Gertrude’s children hospital is simple and has been consistence of time and all staff members are subjected to the same standards as far as the performance appraisal system is concerned.

Table 4.16: Table showing the extent which performance appraisal methods affect employee performance at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great Extent</td>
<td>24</td>
<td>28%</td>
</tr>
<tr>
<td>Great Extent</td>
<td>27</td>
<td>32%</td>
</tr>
<tr>
<td>Moderate Extent</td>
<td>11</td>
<td>13%</td>
</tr>
<tr>
<td>Little Extent</td>
<td>14</td>
<td>16%</td>
</tr>
<tr>
<td>Very Little Extent</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Figure 4.16: Figure showing the extent which performance appraisal methods affect employee performance at Gertrude’s Children hospital

As tabulated in table 4.16 and shown in figure 4.16 respondents were required to indicate to what extent performance appraisal methods affects employee performance at Gertrude’s Children hospital 28% of the respondent indicated to very great extent, 32% indicated great extent, 13% indicated moderate extent while 16% indicated little extent and 11% indicated very little extent.
Table 4.17: Table showing respondents opinion on statement that relate to performance appraisal methods at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agreed</th>
<th>Agreed</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does performance appraisal system in your organization add value to employee performance</td>
<td>38 44%</td>
<td>35 37%</td>
<td>9 10%</td>
<td>5 6%</td>
<td>2 2%</td>
</tr>
<tr>
<td>Does performance appraisal method identify staff training needs in your organization?</td>
<td>31 36%</td>
<td>25 29%</td>
<td>14 16%</td>
<td>6 7%</td>
<td>9 11%</td>
</tr>
<tr>
<td>Performance appraisal method used in my organization is easily understood by staff</td>
<td>35 41%</td>
<td>31 36%</td>
<td>10 12%</td>
<td>6 7%</td>
<td>3 4%</td>
</tr>
<tr>
<td>Do agree that performance appraisal system adopted in your organization is effective</td>
<td>29 34%</td>
<td>25 29%</td>
<td>8 9%</td>
<td>13 15%</td>
<td>10 12%</td>
</tr>
</tbody>
</table>
As shown in table 4.17 and figure 4.17 on a licket scale measure respondents were asked their opinion on some statement in regard to performance appraisal goals at Gertrude’s Children hospital. The first statement inquired was if performance appraisal systems in their organization add value to employee performance. 44% of the respondents strongly agreed, 37% agreed, and 10% disagreed while 6% strongly disagreed and 2% were not sure. The second question asked was if performance appraisal method identify staff training needs in your organization. 36% of the respondents strongly agreed, 29% agreed, 16% disagreed while 7% strongly disagreed and 11% were not sure. The third question sought was if performance appraisal method used in my organization is easily understood by staff. 41% of the respondents strongly agreed, 29% agreed, 16% disagreed while 7% strongly disagreed and 7% were not sure. The fourth question was if do agree that performance appraisal system adopted in your organization is effective. 44% of the respondents strongly agreed, 36% agreed, 12% disagreed while 7% strongly disagreed and 7% were not sure.
The appraisal method used in my organization is easily understood by staff. 41% of the respondents strongly agreed, 36% agreed, 12% disagreed while 6% strongly disagreed and 4% were not sure. The fourth and the final question inquired was if the respondents agreed if performance appraisal system adopted in their organization is effective. 34% of the respondents strongly agreed, 29% agreed, 9% disagreed while 15% strongly disagreed and 12% were not sure with agreement with other studies; Evans and Bae (2018) found out that decreasing the number of a rater’s subordinates has a significant effect on the accuracy of the performance appraisal method, however, the study advances a framework in assessing effect of system dynamics and system structures and the extent to which it enhances the accuracy of organization performance appraisal system.

Mutunge (2013) established that the performance appraisal system does not seem to involve all the staff during the process of development. It also had a number of loopholes that encourage subjective evaluation of the staff some of the loopholes includes lack of clarity on the parameters used, lack of knowledge of the appraise, personal differences between appraise and appraiser among others. Nyaoga (2010) established that performance appraisal tool that performance appraisal is the only tangible metric way an organization can know the level of staff performance of its diverse employees. According to Nyaoga (2010) the effectiveness of performance appraisal in private universities were only based on training on the staff involved in the rating process and are multi rating system. Awori (2007) established that the corporations use performance appraisal tools and the preferred choice was management by objectives as opposed to the balance scorecard; self-reviews, upward and peer review.

4.2 Limitations of the Study
The constraint of suspicion facilitated poor cooperation from respondents. Occasionally, the research encountered respondent who did not cooperate. The researcher also anticipates that respondents were not willing to give out unbiased information due to fear of victimization. Respondents were reluctant to disclose required info with fear of being victimised by the management. In this case, the researcher guaranteed the respondents of the privacy of the data that they provided and sought authority from management to undertake research in the firm. The study limitations was addressed by the researcher who personally talk to the respondents and explain that the research is purely for academic purposes and the identity of the
respondents would not be revealed under any circumstance and the management is aware about the research.

4.3 Chapter Summary
This chapter has outlined data presentation from the information collected from the field, the data is presented in form of tables and figures and the information has been described using descriptive statistics and the study has established the relationship between independent variable and dependent variable. The study has established that performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. According to the respondent’s performance appraisal process are critically important the purpose of the performance appraisal process is identification employee trainings. The study also established that performance appraisal goals are critically important the purpose of the effective performance appraisal lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment, and finally the study established that that the performance appraisal methods used at Gertrude’s children hospital is simple and has been consistence of time and all staff members are subjected to the same standards as far as the performance appraisal system is concerned.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction
This segment of the study contains research study summary, recommendations and conclusion
based on study aim and objective which was to determine the effects of performance appraisal
on employee performance in the healthcare sector in Kenya with reference to Gertrude’s
children hospital in Nairobi as study case.

5.1 Summary of the Findings
The researcher distributed a total of 100 questionnaires to the respondent and 85% of the
questionnaires were completely filled up. This gave a response rate of 85% that was used to
analyse the study variable. The gender characteristics of respondents were dominated by
females at 55% and males were 45% all genders had almost equal representation in the study
but female were slightly more. Respondents were required to indicate their age brackets as
indicated in the provided scale the majority indicated their age bracket as 36 years to 40 years
at 29%, followed by 31 years to 35 years at 25%, 41 years to 50 years were 16% while 51
years and above were 11% and 18 years to 25 years were 6%. Respondents were also required
to indicate their professional background and 15% indicated they were medical doctors, 36%
indicated that they were nurses, 24% were clinical officers while 14% were pharmacist and
11% were hospital administrators. The study asked the respondents to indicate their highest
level of education attained, the majority had diploma at 35%, respondents with degree level of
education at 29%, respondents with master level of education were 19%, certificate level
education were 9% while PhD were 7% and finally the respondents were asked to indicate the
number of years they had worked in the organization, the majority of the respondents had
worked for 3 to 5 years, followed by respondents who had worked for 6 years to 10 years and
at 32% while the ones who had worked for 11 years and above were 18% and 14% had been
in the organization for less than 2 years.

5.1.1 Performance Appraisal Feedback and Employee Performance
Respondents were required to indicate if performance appraisal feedback affects employee
performance in the organization and 73% indicate Yes it does while 27% indicated No it
doesn’t. The respondent agreed that appraisal feedback has a significant influence in staff
performance and performance appraisal feedback are critically important because the process
offers organizations a valuable opportunity to measure how each staff in relations to
previously established standards and expectations. Respondents were required to indicate to what extent performance appraisal feedback affects employee performance at Gertrude’s Children hospital. 28% of the respondent indicated to very great extent, 32% indicated great extent, 13% indicated moderate extent while 16% indicated little extent and 11% indicated very little extent.

On a licket scale measure respondents were asked their opinion on some statement in regard to performance appraisal feedback at Gertrude’s Children hospital. The first statement inquired was if performance appraisals have impact on employee performance in the organisation 35% of the respondents strongly agreed, 38% agreed, and 16% disagreed while 11% strongly disagreed. The second question asked was if performance appraisal feedback is implemented in respondent’s organization 36% of the respondents strongly agreed, 29% agreed, 16% disagreed while 11% strongly disagreed and 7% were not sure. The third question sought was if performance appraisal feedback is used for improving staff performance 29% of the respondents strongly agreed, 36% agreed, 11% disagreed while 16% strongly disagreed and 7% were not sure. The fourth question inquired was if performance appraisal feedback is used for improving next section appraisal 38% of the respondents strongly agreed, 35% agreed, 16% disagreed while 7% strongly disagreed and 5% were not sure and the fifth and the final statement asked was if staff in respondents organization look forward to performance appraisal feedback 16% of the respondents strongly agreed, 7% agreed, 35% disagreed while 38% strongly disagreed and 5% were not sure.

The research findings are in line with other studies that have established that performance appraisal feedback affects employee performance. Kuvaas (2011) established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work performance was moderated by regular feedback that’s suggest formal performance appraisal cannot compensate for low levels of regular feedback. Robinson and Fink (2009) established that there are a number of flaws in the evaluation process. However, formal performance appraisal programmes have often yielded disappointing and unsatisfactory results. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programes. The issues should not dwell on whether to scrap but rather it should be to make
them better. The irony is that time becomes an enemy when performance appraisal feedback are not dealt with openly. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.

5.1.2 Performance Appraisal Process and Employee Performance
Respondents were required to indicate if performance appraisal process affects employee performance in the organization. 80% indicate agreed it does while 20% disagreed. The majority of the respondent agreed that appraisal process has a significant influence in staff performance and process is critically important the purpose of the performance appraisal process is identification employee trainings. Respondents were required to indicate to what extent performance appraisal process affects employee performance at Gertrude’s Children hospital. 33% of the respondent indicated to very great extent, 29% indicated great extent, 18% indicated moderate extent while 12% indicated little extent and 8% indicated very little extent.

On a likert scale measure respondents were asked their opinion on some statement in regard to performance appraisal process at Gertrude’s Children hospital. The first statement inquired was if staff members look forward to performance appraisal in respondent’s organization. 29% of the respondents strongly agreed, 36% agreed, and 11% disagreed while 16% strongly disagreed and 7% were not sure. The second question asked was if staff able to express their grievances after performance appraisal in respondents organization. 36% of the respondents strongly agreed, 29% agreed, 16% disagreed while 7% strongly disagreed and 11% were not sure. The third question sought was if performance appraisal feedback is used for improving staff performance. 29% of the respondents strongly agreed, 36% agreed, 11% disagreed while 16% strongly disagreed and 7% were not sure. The fourth question inquired was if performance appraisal process is a two way process in my organization. 16% of the respondents strongly agreed, 7% agreed, 35% disagreed while 38% strongly disagreed and 5% were not sure.

Other studies are in agreement with the findings such as Longenecker, Frink and Caldwell (2014) established that organizations employ a wide variety of performance criteria in assessing their employees. The data obtained to form the actual formal performance appraisal process of organizations were rather limited and the researchers provided critical insights into
the current practice limiting potential generalizability. Another study by Zhang, Zheng and Li (2012), found out that there is a relationship between performance appraisal process and organizational citizenship behaviour mediated by affective commitment and perceived rating reward linkage strengthened the direct association between organizational citizenship and performance appraisal process where as it weakened the relationship between affective commitment and appraisal process.

5.1.3 Performance Appraisal Goals and Employee Performance
Respondents were required to indicate if performance appraisal goals affect employee performance in the organization 88% agreed while 12% had a contrary opinion. The respondent agreed that performance appraisal goals have a significant influence in staff performance and appraisal goals lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment. Respondents were required to indicate to what extent performance appraisal goals affects employee performance at Gertrude’s Children hospital. 47% of the respondent indicated to very great extent, 25% indicated great extent, 14% indicated moderate extent while 12% indicated little extent and 2% indicated very little extent.

On a licket scale measure respondents were asked their opinion on some statement in regard to performance appraisal goals at Gertrude’s Children hospital. The first statement inquired was if organization training policy linked to performance appraisal goal 37% of the respondents strongly agreed, 44% agreed, and 10% disagreed while 6% strongly disagreed and 2% were not sure. The second question asked was if performance appraisal goal identify staff training needs in the organization 36% of the respondents strongly agreed, 29% agreed, 16% disagreed while 7% strongly disagreed and 11% were not sure. The third question sought was if performance appraisal goals are used for improving staff performance 36% of the respondents strongly agreed, 41% agreed, 12% disagreed while 6% strongly disagreed and 4% were not sure. The fourth question inquired was if performance appraisal goals are well documented in HR Policies 41% of the respondents strongly agreed, 44 % agreed, 8% disagreed while 7% strongly disagreed and 1% were not sure and finally the respondents were asked if organization achieve performance appraisal goals after the process 34% of the respondents strongly agreed, 29 % agreed, 9% disagreed while 15% strongly disagreed and 12% were not sure.
Other studies support the findings such as Pettijohn and Taylor (2009) established that if performance appraisal are properly conducted the outcome have positive impacts. Omusebe, Gabriel and Douglas (2013) found out that there was a positive and significant effect between employee efficiency and performance appraisal in Mumias sugar company. Walsh (2008) established that respondents perceived that the performance appraisal tools to be fair as nine out of ten scales used for measuring reaction. Yang (2008) asserts that organization can use rewards based on rewards and direct bonuses on individual performance if employee performance is noticeable. With agreement with Yang (2008) Bishop (2011) carried an investigation of employee performance and he revealed that recognition, acknowledgment and reward of performance of employees direct discrimination between employee productivity.

5.1.4 Performance Appraisal Methods and Employee Performance
Respondents were required to indicate if performance appraisal methods affect employee performance in the organization 73% agreed while 27% disagreed. This shows that the majority of the respondent agreed that appraisal methods have a significant influence in staff performance and study established that the performance appraisal methods used at Gertrude’s children hospital is simple and has been consistence of time and all staff members are subjected to the same standards as far as the performance appraisal system is concerned. Respondents were required to indicate to what extent performance appraisal methods affects employee performance at Gertrude’s Children hospital 28% of the respondent indicated to very great extent, 32% indicated great extent, 13% indicated moderate extent while 16% indicated little extent and 11% indicated very little extent.

On a likert scale measure respondents were asked their opinion on some statement in regard to performance appraisal goals at Gertrude’s Children hospital. The first statement inquired was if performance appraisal systems in their organization add value to employee performance 44% of the respondents strongly agreed, 37% agreed, and 10% disagreed while 6% strongly disagreed and 2% were not sure. The second question asked was if performance appraisal method identify staff training needs in your organization 36% of the respondents strongly agreed, 29% agreed, 16% disagreed while 7% strongly disagreed and 11% were not sure. The third question sought was if performance appraisal method used in my organization is easily understood by staff 41% of the respondents strongly agreed, 36% agreed, 12% disagreed while 6% strongly disagreed and 4% were not sure. The fourth and the final
question inquired was if the respondents agreed if performance appraisal system adopted in their organization is effective 34% of the respondents strongly agreed, 29% agreed, 9% disagreed while 15% strongly disagreed and 12% were not sure with agreement with other studies.

Evans and Bae (2018) found out that effect of system dynamics and system structures on the outcome of employees and suggested that decreasing the number of a rater’s subordinates has a significant effect on the accuracy of the performance appraisal method, however, the study advances a framework in assessing effect of system dynamics and system structures and the extent to which it enhances the accuracy of organization performance appraisal system. Mutunge (2013) established that the performance appraisal system does not seem to involve all the staff during the process of development. It also had a number of loopholes that encourage subjective evaluation of the staff some of the loopholes includes lack of clarity on the parameters used, lack of knowledge of the appraise, personal differences between appraise and appraiser among others. Nyaoga (2010) established that performance appraisal tool that performance appraisal is the only tangible metric way an organization can know the level of staff performance of its diverse employees. According to Nyaoga (2010) the effectiveness of performance appraisal in private universities were only based on training on the staff involved in the rating process and are multi rating system. Awori (2007) established that the corporations use performance appraisal tools and the preferred choice was management by objectives as opposed to the balance scorecard; self-reviews, upward and peer review.

5.2 Conclusion
The study has established that performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. The findings indicate that performance appraisal and performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. But until appraisal feedback becomes a reality some staff will always underperform therefore organizations must be able to address the issues to avoid alienating those employees who are willing to pull their weight. The study also established that performance appraisal goals are critically important the purpose of the effective performance appraisal lead to important outcomes such as job satisfaction, employee productivity, quality work and employee trust and commitment, and finally the study
established that that the performance appraisal methods used at Gertrude’s children hospital is simple and has been consistence of time and all staff members are subjected to the same standards as far as the performance appraisal system is concerned.

In order for leaders to achieve the organizational goals they individual levels of performance must be assessed. If performance appraisal is not carried out perfectly it can cause ripples among staff and can be seen to be unfair and ineffective. Performance appraisal also have negative effects in organization and this has become an issue of concern in many organizations that have not put in place the right tools for staff performance measurement and in order to determine whether its strategy is being achieved organizations should put in place a good performance system.

5.3 Recommendations

The study recommends that the management and the human resource department at Gertrude’s children hospital should clearly explain the purpose and the need for the assessment and they should train staff on how to give and receive feedback. The HR department should ensure that feedback is confidential this will ensure that employees believes that process is honest and open. Managers, supervisors and employees should be involved in the planning process of performance appraisal and the Performance appraisal policy should be easily accessible to all members of the staff.

The Human Resource Manager at Gertrude’s children hospital should ensure that performance appraisal process in the organization is more transparent and rational and in some incidents there should be self-appraisal and where the needs arise staff should be counselled in order understand what is expected from them. The HR officer should ensure that there is clarity in terms of job responsibility to each and every employee so as to know what is expected from them. The study also recommends that as way of monitoring employee performance the Management of Gertrude’s children hospital should conduct performance appraisal at least four times in a year.

The Human Resource Manager at Gertrude’s children hospital should ensure that performance appraisal goals are able to identify training needs and it should be structured in such a way that it will identify the relevant and necessary trainings which when specified will ensure a better employee performance.
The management and the human resource department at Gertrude’s children hospital should use multiple performance appraisal methods in staff evaluations, the method chosen should undergo various review and should be evaluated on the effects in relation to employee performance. The Management should not use only one type of performance appraisal method because each method has its own strengths and weakness it’s there for recommend that HR department should use combinations of methods in order to achieve the goals of the process.

5.4 Suggestion for Further Studies
The study suggests that similar research should be conducted in public hospitals in order to confirm and verify this finding. And the recommended title should be effects of performance appraisal on employee performance in the healthcare sector in Kenya with reference to Kenyatta National hospital in Nairobi as study case.
REFERENCES


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Sir/ Madam

My name is Judy Waithira Kagotho I study at Management University of Africa as part of requirement to graduate with a degree in Management and Leadership I am conducting a study title : EFFECTS OF PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE IN THE HEALTHCARE SECTOR IN KENYA: A CASE STUDY OF GETRUDES CHILDREN HOSPITAL IN NAIROBI. For this reason I humble request you to assist in filling the attached questionnaire to the best of your knowledge. The information that you will provide is strictly for academic and shall not be used for any other purpose and your names shall not appear in this study. Your input will go a long way to facilitate this research study.

Thank you

JUDY WAITHIRA KAGOTHO
BML/8/00212/2/2014
The Management University of Africa
SECTION A: BASIC INFORMATION
RESPONDENT INFORMATION

1. Indicate your gender     Female [ ]  Male [ ]

2. Indicate the age bracket that describe your age?

18years to 25years [ ]  26years to 30years [ ]  31years to 40years [ ]  41years to 50years [ ] Over 50 years [ ]

2. What is your Professional Background (Tick only one)?

Medical Doctor [ ]  Nurse [ ]

Clinical officer [ ]  Pharmacist [ ]

Others (Specify) ………………………………………

3. Indicate your highest education level (Tick only one)?

Certificate [ ]  Diploma [ ]  Degree [ ]  Masters [ ]  Degree [ ]  PhD [ ]

4. How long have you worked in this organization?

Less than 2 years ( ) 3 to 5 years ( ) 6 to 10 years ( ) above 11 years ( )

SECTION B: STUDY VARIABLES
PERFORMANCE APPRAISAL FEEDBACK

5. Do you agree that performance appraisal feedback affect employee performance at Gertrude’s Children hospital?

Yes ( ) No ( )

Briefly explain your answer .................................................................................................................................
...........................................................................................................................................................................
...........................................................................................................................................................................

63
6. To what extent does performance appraisal feedback affect employee performance at Gertrude’s Children hospital?

Very Great Extent (   ) Great Extent (    ) Moderate Extent (    ) Little Extent (    ) Very Little Extent (    )

7. Please indicated your opinion on the following statement on performance appraisal feedback at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does performance appraisal have impact on employee performance in your organisation</td>
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<tr>
<td>Performance appraisal feedback is implemented in your organization</td>
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<tr>
<td>Performance appraisal feedback is used for improving staff performance</td>
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<tr>
<td>Performance appraisal feedback is used for improving next section appraisal</td>
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<tr>
<td>Does staff in your organization look forward to performance appraisal feedback</td>
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</table>

**PERFORMANCE APPRAISAL PROCESS**

8. Does performance appraisal process affect employee performance at Gertrude’s Children hospital?
9. To what extent does performance appraisal process affect employee performance at Gertrude’s Children hospital?

Very Great Extent ( )  Great Extent ( )  Moderate Extent ( )  Little Extent ( )  Very Little Extent ( )

10. Please indicated your opinion on the following statement on performance appraisal process at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a member of the staff do you look forward to performance appraisal in your organization</td>
<td></td>
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<tr>
<td>Are staff able to express their grievances after performance appraisal in your organization</td>
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<tr>
<td>Is staff promotion associated with performance appraisal process in your organization</td>
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<tr>
<td>Performance appraisal process is a two way process in my organization</td>
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</tbody>
</table>
PERFORMANCE APPRAISAL GOALS

11. Does a performance appraisal goal affect employee performance at Gertrude’s Children hospital? Yes ( ) No ( )

Briefly explain your answer ……………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………

12. To what extent does a performance appraisal goal affect employee performance at Gertrude’s Children hospital?

Very Great Extent ( ) Great Extent ( ) Moderate Extent ( ) Little Extent ( ) Very Little Extent ( )

13. Please indicated your opinion on the following statement on performance appraisal goal at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is organization training policy linked to performance appraisal goal?</td>
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<tr>
<td>Does performance appraisal goal identify staff training needs in your organization</td>
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<tr>
<td>Performance appraisal goals are used for improving staff performance</td>
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<td>Performance appraisal goals are well documented in HR Policies</td>
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<tr>
<td>Does your organization achieve performance appraisal goals after the process</td>
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</table>
PERFORMANCE APPRAISAL METHODS

14. Does performance appraisal method affect employee performance at Gertrude’s Children hospital??

Yes ( ) No ( )

Briefly explain your answer …………………………………………………………………………………
………………………………………………………………………………………………….
………………………………………………………………………………………………….

20. To what extent does performance appraisal method affect employee performance in your organization?

Very Great Extent ( )  Great Extent ( )  Moderate Extent ( )  Little Extent ( )  Very Little Extent ( )

Please indicated your opinion on the following statement on performance appraisal method at Gertrude’s Children hospital

<table>
<thead>
<tr>
<th>Does performance appraisal system in your organization add value to employee performance?</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does performance appraisal method identify staff training needs in your organization</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance appraisal method used in my organization is easily understood by staff</td>
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<td></td>
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<tr>
<td>Do agree that performance appraisal system adopted in your organization is effective</td>
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</tbody>
</table>

Thank you for participation in answering this questionnaire
APPENDIX III: INFORMED CONSENT FORM

I ……………………………………………… of …………………………………….. Do hereby consent to participate in the research study being conducted by JUDY WAITHIRA KAGOTHO on the topic EFFECTS OF PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE IN THE HEALTHCARE SECTOR IN KENYA: A CASE STUDY OF GETRUDES CHILDREN HOSPITAL IN NAIROBI and I understand the purpose of this research and I will give views and I acknowledge that

a) Upon submission of my filled questionnaire it shall be coded

b) Any information that I will provide and give will not be made public in any form that could reveal my identity to other party and it shall remain anonymous.

c) The result of this study was used for academic purpose and maybe reported in academic and management journals.

d) Results obtain after the study shall not be given to any person or body without my request.

e) That I am free to withdraw my consent any time during the study in which my participation in the research study will cease immediately and any information that I had provided will not be used.

Date………………………………….. Signature ……………………………………..

Witness Signature ………………………………….. Data ……………………………………..