

PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE IN THE KENYAN HEALTH SECTOR: A CASE STUDY OF PHARMACY AND POISONS BOARD

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ABSTRACT

This study sought to determine the effect of performance appraisal on employee performance in the Kenyan health sector, with a specific focus on the Pharmacy and Poisons Board. The study was guided by objectives which included determining the effect of performance planning, regular feedbacks, performance diagnosis, and best fit compensation on employee performance. To achieve the objectives, both primary and secondary data were collected. A descriptive research design was employed, and the target population included managers and employees of the Pharmacy and Poisons Board in Kenya. The data was analyzed using descriptive and inferential approaches with the Statistical Package for Social Sciences software (SPSS). Questionnaire instruments were used to collect quantitative data, and the findings were presented using various tables, charts, and graphs. The findings revealed that performance planning had a significant positive effect on employee performance ($\beta = 0.174$, $p < 0.05$). Additionally, the study found that regular feedbacks positively influenced employee performance ($r = 0.659$, $p < 0.01$). Furthermore, the study revealed that performance diagnosis had a significant positive effect on employee performance ($r = 0.70$, $p < 0.01$). Regarding best fit compensation, the study found a strong positive relationship between these factors and employee performance ($\beta = 0.790$, $p < 0.001$). Based on these findings, it is recommended that organizations prioritize effective performance planning, establish mechanisms for regular feedback and coaching, ensure alignment between employee skills and job requirements, and implement fair and motivating compensation structures.

Keywords: Performance Appraisal, Employee Performance, Health Sector, Pharmacy and Poisons Board and Organizational Effectiveness.

INTRODUCTION

Performance appraisal is a pivotal tool within human resource practices utilized to evaluate employees' performance in the workplace (Alsuwaidi et al., 2021). Its primary objective is

to maintain employees' performance at desired levels by motivating them within the workplace environment defined by standards and regulations (Beer, Micheli & Besharov, 2022). Extensively researched in both developed and developing countries, performance appraisal has been acknowledged as a strong motivator (Ojeyinka & Odusanya, 2019), crucial for administrative decision-making, employee development, and organizational purposes (Choi & Moynihan, 2019). Within the current competitive business landscape, human resources stand as the most crucial asset defining an organization's status. To survive and thrive in global competition, organizations must motivate their employees through a robust performance appraisal system (Okolie & Orhero, 2020). The absence of a proper and consistent performance appraisal system within an organization can lead to failure and underperformance among its workforce (Saba, 2023). Maintaining the productivity and effectiveness of staff members demands periodic employee performance appraisals to manage, retain, motivate, and take appropriate actions (Krishna, Ramya & Kishore, 2021).

Performance appraisal has evolved into a more strategic approach for integrating HR activities and business policies worldwide, encompassing various activities that aim to assess, develop competence, enhance performance, and allocate rewards within organizations (Alsuwaidi et al., 2021). Recognized as a critical aspect in HR management and organizational control processes, a well-structured performance appraisal system significantly improves an organization's workforce performance (Vrchota et al., 2019). Proper planning of the appraisal process is vital to achieving organizational objectives, including workforce development, promotions, managerial role assignments, salary increments, influence and discipline, performance feedback, and educational needs determination (Veglianti, 2022).

In the United States, studies confirm the crucial role of performance appraisals in individual career development, pivotal job roles, and overall organizational enhancement. These appraisals are fundamental for staff motivation, attitude and behavior improvement, aligning individual and organizational goals, and fostering positive management-staff relationships (Farndale & Kelliher, 2013). However, many organizations grapple with low

productivity despite having an ostensibly effective performance appraisal system. In Nigeria, the observation is that ineffective appraisal systems contribute to organizational low productivity and performance (Sajuyigbe, 2017). It's often seen only from an evaluative perspective, neglecting its potential to foster growth and development through training, coaching, counseling, and feedback on appraisal information (Sajuyigbe, 2017).

While business leaders recognize the necessity of appraisal systems, they often find them disappointing (Daley, 2012). For management to ensure effective and efficient organizational functioning, assessing both the organization and individual employee performance is critical (Lengnick-Hall, Beck & Lengnick-Hall, 2011). Maximizing employee performance remains a primary challenge across various organizations, making performance appraisal seemingly inevitable (Daley, 2012). Modern organizations rely on performance measurement and analysis derived from the company's strategy, offering critical data about key processes, outputs, and outcomes (Simons, 2013). Unfortunately, tepid attitudes of management towards performance appraisal systems contribute to low productivity in many organizations (Sajuyigbe, 2017).

The success of a performance appraisal process hinges on the manager's commitment to conducting a useful and objective appraisal and the employee's willingness to respond to constructive suggestions and collaborate to achieve future goals (Rahman & Shah, 2012). Starting with the establishment of performance standards, clear communication of a manager's expectations regarding work performance to subordinates is crucial (Fletcher, 2010). In the competitive business world, organizations can only outperform competitors by enhancing themselves, and effective human resource management is pivotal to achieving this goal (Rothaermel, 2016). Enhancing the human resource system through a comprehensive performance evaluation strategy, while critical, remains underutilized by many organizations (Wanjala & Kimutai, 2015). The Pharmacy and Poisons Board stands as the national Drug Regulatory Authority in Kenya, mandated to regulate the trade in medicines and medical products. Operating under the Pharmacy and Poisons Act, cap 244 Laws of Kenya, the Board aims to implement regulatory measures ensuring the highest

standards of safety, efficacy, and quality for all drugs and medical devices, thus safeguarding consumers as mandated by Kenyan drug laws.

STATEMENT OF THE PROBLEM

Organizations are designed to execute specific tasks and employ diverse staff systems to achieve their objectives. To maintain expected outputs and standards, organizations must stay updated with both technological advancements and new knowledge (Mwema & Gachunga, 2014). In emerging nations, including Kenya, pharmacies have notably fallen below acceptable performance levels (Sajuyigbe, 2017). This pressing challenge necessitates these organizations to engage and update their staff to cope with the rapid pace of changes in these sectors. Strategies to manage these adaptations involve recruiting trainable staff, retraining existing staff, and providing on-the-job training, including exchange programs (Vlasin, 2016).

On a global scale, governments and organizations invest substantial funds annually in employee performance assessment. Despite performance appraisals existing for nearly a century, little is known about how employees' responses to these systems might impact crucial organizational factors. Previous studies have mainly focused on worker motivation and staff appraisal in government and business environments (e.g., Singh & Rana, 2014; Chemedo, 2012; Sajuyigbe, 2017; Malik & Aslam, 2013; Wanjala & Kimutai, 2015). Some evidence suggests that performance appraisals significantly and positively influence performance (Yip et al., 2012; Hamidi et al., 2010; Farndale & Kelliher, 2013).

However, there's comparatively less focus on the nature of performance appraisal practices within the healthcare sector in Kenya, specifically within the Pharmacy and Poisons Board. A significant gap exists in research regarding the impact of performance appraisals on employee performance in the Kenyan health sector, particularly within the pharmacy and poisons board. Most studies have concentrated on industrialized nations, overlooking emerging countries like Kenya in understanding the effects of performance appraisals on employee performance. Consequently, this study aims to scrutinize the influence of

performance appraisal on employee performance in the Kenyan health sector, specifically targeting the Pharmacy and Poisons Board.

OBJECTIVES OF THE STUDY

The main objective of the study was to determine the effect of performance appraisal on employee performance in the Kenyan health sector with specific focus to the pharmacy and poisons board.

Specific Objectives

The specific objectives of the study were:

- i. To determine the effect of performance planning on employee performance in the pharmacy and poisons board in Kenya
- ii. To establish the effect of regular feedbacks on employee performance in the pharmacy and poisons board in Kenya
- iii. To assess the effect of performance diagnosis on employee performance in the pharmacy and poisons board in Kenya
- iv. To evaluate the effect of best fit compensation on employee performance in the pharmacy and poisons board in Kenya

LITERATURE REVIEW

Theoretical Literature Review

Ability, Motivation and Opportunity Theory (AMO)

The Ability, Motivation, and Opportunity (AMO) theory postulates that an organization's performance is contingent upon employees' ability, motivation, and opportunity to participate. Enhancing these aspects within employees enables firms to gain a competitive edge by driving higher productivity and better organizational performance (Appelbaum, Bailey, Berg & Kalleberg, 2000). This theory emphasizes that well-motivated employees tend to work diligently, leading to improved organizational performance (Paauwe & Boselie, 2005). Numerous studies have examined the relationship between human resource practices and productivity, providing substantial support for the resource-based view and the Ability, Motivation, and Opportunity (AMO) theory. These studies demonstrate that when personnel

are adequately skilled, motivated, and provided with opportunities, they significantly contribute to the establishment's efficiency. For instance, Guthrie's (2001) study in New Zealand, involving 164 organizations, explored the link between 20 high-involvement job practices and organizational performance, including employee retention and productivity. The findings revealed that organizations implementing extensive high-involvement practices experienced increased productivity.

Similarly, a study conducted by Ramsay, Scholarios, and Harley (2000) in the United Kingdom examined the relationship between the use of HR management practices in an organization and various organizational performance outcomes such as financial performance, work productivity, and the quality of goods and services. The study found that the implementation of effective HR practices positively impacted workplace performance. In the context of the present study, the AMO theory was applied to investigate whether performance within the Pharmacy and Poisons Board in Kenya is influenced by factors such as performance diagnosis and best fit compensation. This research aimed to assess if the elements of the AMO theory play a role in determining performance within the specific activities of the Pharmacy and Poisons Board in Kenya.

Principal-Agent Theory

The principal-Agent Theory, as delineated by Gibbons and Waldman (1999), has been instrumental in comprehending work relationships. Extensive research has focused on understanding and addressing the inherent moral hazard issue associated with the principal-agent systems, which encapsulates the incentives for individual employees to pursue their own interests to the detriment of their employers. The bulk of this research is centered on financial management systems that provide incentives to prompt employees to act in the interest of their employers. The theory emphasizes the appropriate selection of potential employees, their performance, monitoring, and concludes with financial rewards to motivate employees (Karanja, Muathe, & Thuo, 2014). It has been embraced by business entities as one of the models grounded in business operations.

This theory finds the most widespread application in executive work settings, where agents wield significant control over their performance and where the effects of their performance can be readily observed. However, at the firm level, this theory is found to be of limited use in contexts where work performance might be less within the control of individuals (e.g., more influenced by supervisors or machines) and where individual performance might be challenging to measure (Gibbons & Waldman, 1999). Another approach to address the ethical peril issues linked with principal-agent structures in work selection involves the consideration of heterogeneity across employees in their capabilities, particularly their inclination towards hard work, which is sometimes categorized as imperceptible human capital (Huang & Cappelli, 2006).

In alignment with the application of this theory to the study, Petrie (2002) observed distinct principal-agent relationships in the implementation of performance across organizations. The theory is predicated on the premise that both the principal and the agent aim to maximize benefits. However, the principal faces challenges due to the lack of information, such as the true capacity of the agent. The agent sets targets that minimize the risk of not achieving them, while the principal aims to design a contract that is appealing to the agent while maximizing profits (Ssengooba, McPake, & Palmer, 2012). The central question in the theory revolves around how the principal can control the actions of the agent to ensure they align with the principal's best interests. In the context of the study, this theory was adopted to elucidate how the organization, specifically the Pharmacy and Poisons Board of Kenya, could influence employee actions by offering regular feedback, performance diagnosis, and compensation to steer employees towards acting in the best interests of the organization.

Existence, Relatedness, and Growth (ERG) Theory

The Existence, Relatedness, and Growth (ERG) Theory, developed between 1961 and 1978, underwent refinement and empirical validation by theorists during this period. Alderfer's work (1989) at a Pennsylvania plant contributed significantly to the enhancement of ERG theory. Empirical studies were expanded, refined, and presented in dissertations, enriching the understanding of ERG theory's core tenets. Afzal, Mahmood, Sherazi, Sajid, and Hassan (2013) conducted an empirical study examining the impact of societal factors on

motivational inclinations, finding support for ERG theory. Their research also noted variations in motivational preferences among genders and personality types.

Afzal et al. (2013) incorporated ERG theory, alongside Herzberg and Maslow's theories, to advocate for monetary compensation over benefits for Indian officials. The argument was grounded in ERG empirical evidence supporting the reward of officials with cash rather than perquisites. It posited that as individuals fulfill their growth needs, they regress to lower-level existence needs, which can be satisfied through monetary means. Liu and Zhang (2008) supported the idea that relatedness, existence, and growth needs in an agrarian society could be met by recruiting educated, upwardly mobile talent, observing the adverse effects of talent loss on the agricultural community.

Mulder (2007) employed ERG theory to provide support and applied the theory to expound on his observations of scholars in professional schools in the Netherlands. The study revealed that scholars appeared to be trapped in a regression phase called the De-motivation Sequence and suggested that scholars' educational needs were tied to their existence desires. Existing literature indicates that ERG theory serves as a framework to understand internal perspectives that drive individuals toward specific behaviors. The elements of existence, relatedness, and growth have been developed through both qualitative and quantitative empirical studies to comprehend how employees may enhance their work performance. The present study harnesses the ERG theory to focus on improving organizational performance through human resource management programs such as compensation and benefits, career development, and performance evaluation. The study aims to leverage ERG theory as a lens to understand how these HR practices influence and cater to the fundamental needs of employees, ultimately impacting their performance within the organizational setting.

Empirical Literature Review

Performance Planning and Employee Performance

Malik and Aslam (2013) conducted a study in the telecom industry of Pakistan, focusing on performance planning and its impact on worker motivation. Their findings emphasized the significance of performance planning as a potent tool that can guide organizations to

achieve their ultimate goals by enhancing employee efficiency and effectiveness. The study highlighted that performance planning assisted managers in identifying the gap between desired and actual performance, allowing for the rectification of deficiencies through necessary training. However, the study did not delve into whether performance evaluation and appropriate training could motivate employees and whether this motivation had a direct relationship with improved performance and increased organizational competitiveness, which was the aim of the study.

In a similar vein, Darmawan et al. (2020) adopted a comprehensive approach, combining data analysis and employee surveys to evaluate the effectiveness of performance planning strategies. Their findings illustrated a robust positive correlation between well-defined performance planning processes and improved employee performance. The study emphasized that when performance planning was combined with continuous feedback mechanisms and targeted training programs, it not only motivated employees but also significantly contributed to the organization's competitive advantage, particularly in the dynamic tech industry. While the latter study was conducted within a technology corporation, its insights underscored the potential benefits of performance planning that extend beyond industry boundaries. The findings suggest that effective performance planning, when integrated with continuous feedback and appropriate training, can significantly enhance employee motivation and organizational performance, leading to a competitive edge. These insights could hold value for organizations such as the Pharmacy and Poisons Board in Kenya, serving as a framework to improve employee performance and overall organizational competitiveness.

Regular Feedbacks and Employee Performance

Henderson et al. (2019) conducted a comprehensive study using a mixed-methods approach, combining quantitative analysis of performance data and qualitative interviews with employees. The study found that consistent and constructive feedback significantly contributed to enhancing employee performance. Employees who received regular feedback not only demonstrated improved task efficiency but also displayed higher levels of job satisfaction and motivation. The quality of feedback was highlighted as a crucial

factor, with specific and actionable feedback being more effective in driving performance improvements. However, this study primarily focused on feedback and did not delve into other crucial factors like compensation and performance planning, which are central to the present study's objectives within the Pharmacy and Poisons Board in Kenya.

Onyije (2015) conducted a study examining the impact of regular feedback on employee productivity in Niger Delta University. The study revealed that the lack of regular feedback could indeed influence employee productivity. Utilizing a survey design, the research found a significant correlation between performance appraisal through feedback and employee productivity, suggesting that an effective appraisal system could bolster employee morale, especially when assessments were conducted fairly. Additionally, the findings highlighted the impact of performance criteria on the relationship between performance appraisal and employee productivity. The study concluded that performance appraisal should provide an accurate and meaningful rating of an employee's performance against predefined standards, emphasizing that employees should be evaluated based on performance factors rather than personal attributes. It is noteworthy that the study differed from the present one in terms of methodology, as the present study utilized a descriptive research design as opposed to the survey design employed by Onyije (2015).

Performance diagnosis and Employee Performance

Sinelnikov, Inouye, and Kerper (2015) focused on the connection between the impression of performance appraisal conclusions and worker engagement in a business organization setting. The study revealed the challenges many organizations face in measuring performance determination and linking its impact to financial outcomes. A notable gap emerged between the perspectives of executive managers and middle managers in this area, with top executives appearing more optimistic about employee engagement levels compared to the sentiment among middle management. However, this study did not specifically determine the direct relationship between performance diagnosis and the actual performance of employees, which is an objective of the present study focusing on the Pharmacy and Poisons Board in Kenya.

Niati, Siregar, and Prayoga (2021) undertook a comprehensive approach, using data analysis of performance metrics and surveys from both employees and their supervisors. Their findings showcased that a structured performance diagnosis process, coupled with targeted coaching interventions, had a notably positive impact on employee performance. Employees who underwent a formal diagnosis process, identifying their strengths and areas for improvement and received personalized coaching, demonstrated significant improvements in their job performance. The study emphasized the importance of setting clear performance goals during coaching sessions to align individual development with organizational objectives. However, this study, while exploring the relationship between diagnosis, coaching, and performance, did not delve into other factors such as compensation and performance planning, which are key areas of focus in the present study concerning the Pharmacy and Poisons Board in Kenya.

Best Fit and Compensation and Employee Performance

Iqbal, Ahmad, Haider, Batool, and Ul-ain (2013) conducted a study on the impact of performance appraisal on employee performance, incorporating motivation as a moderator variable. Motivation was assessed through pay benefits and the work environment. The study recognized that employee performance is a significant concern in organizations. Using sampling methods, the study selected 150 employees as the sample. Primary data was collected through standard surveys, and the relationship was analyzed using SPSS and Amos Programming. The results indicated a correlation between performance appraisal and employee performance. Additionally, compensation was found to be related to increased employee performance in the studied organizations. However, this study did not encompass other constructs such as planning, diagnosis, and coaching, which the present study focused on concerning the Pharmacy and Poisons Board in Kenya.

Selvarajan and Cloninger (2012) examined whether performance appraisals motivate employees to improve performance and suggested that some organizations are dissatisfied with their performance appraisal processes. This implies that the performance appraisal process might not be an appropriate system for addressing employee motivation. The study found that performance appraisal was not considered critical in creating a positive work

environment and improving service quality. However, this study used motivation to measure the impact of performance appraisals, while the present study explored additional constructs such as coaching, best fit, and compensation in its evaluation within the context of the Pharmacy and Poisons Board in Kenya.

RESEARCH DESIGN AND METHODOLOGY

The study employed a descriptive survey research design to examine the impact of performance appraisal on employee performance within the context of the Kenyan health sector, focusing specifically on the Pharmacy and Poisons Board. The target population comprised senior managers, middle-level managers, and non-management staff. Stratified random sampling was used to select 124 participants, divided across three strata based on the categories of the target population. Data was collected using questionnaires, developed based on research objectives and subjected to content validity by experts. A pilot study was conducted to refine the instruments, ensuring their accuracy and reliability. Overall, the methodology used both quantitative and qualitative tools, allowing for the analysis of the relationship between performance appraisal and employee performance through statistical measures such as Pearson correlation and regression analysis.

The data collection process involved self-administered questionnaires and was supported by trained research assistants. The analysis was conducted using descriptive statistics such as means and percentages and presented through tables, charts, and graphs. Inferential statistics, including correlations and regression analyses, were used to understand the relationships between study variables. Ethical considerations were prioritized through measures like ethical approval, confidentiality, voluntary participation, and the assurance of the right to withdraw from participation without adverse consequences.

RESEARCH FINDINGS AND DISCUSSIONS

The research aimed to sample a total of 124 participants, including senior-level managers, middle-level managers, and non-management staff, from the Pharmacy and Poisons Board in Kenya, as shown in Figure 1.

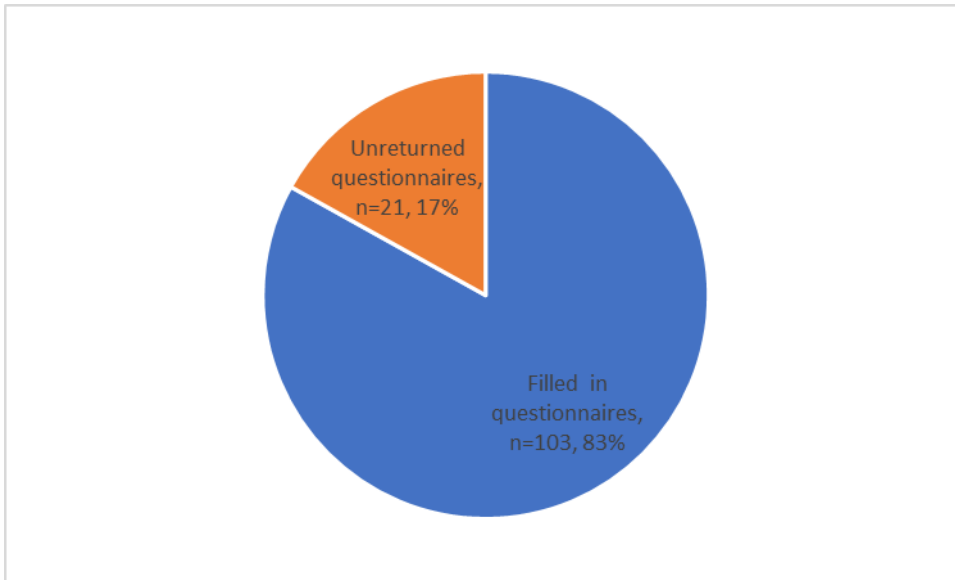


Figure 1: Response Rate

Despite the target of 124 participants, complete data was obtained from only 103 respondents who fully filled out their questionnaires, resulting in a response rate of 83%. This response rate was considered sufficient for the purpose of data analysis, as indicated by Garg and Kothari (2014), who state that a 50% response rate is adequate for reporting and analysis, 60% is good, and a response rate of 70% or higher is excellent.

Descriptive Statistics for Regular Feedbacks

The findings from Table 1 provide descriptive statistics on regular feedback practices within the organization. Each item in the table represents a specific aspect of regular feedback, and respondents were asked to indicate their level of agreement or disagreement.

Table 1: Descriptive Statistics on Regular Feedbacks

	SD	D	N	A	SA	Mean	Std. Dev.
There are regularly scheduled employee performance reviews in the organization	0.0%	40.8%	9.7%	36.9%	12.6%	3.21	1.117
The organization usually has regular meetings with me to discuss on set goals	30.1%	4.9%	20.4%	25.2%	19.4%	2.99	1.518
New goals are usually set for me after achieving the previous goals	6.8%	37.9%	8.7%	31.1%	15.5%	3.11	1.260
I am usually rewarded when a good job is done	12.6%	32.0%	20.4%	26.2%	8.7%	2.86	1.197
I am usually encouraged to share my thoughts about the organization	21.4%	24.3%	14.6%	23.3%	16.5%	2.89	1.414
My individual's performance in the workplace is usually observed	20.4%	23.3%	12.6%	28.2%	15.5%	2.95	1.403
I am usually given chance to perform a self-assessment in the organization	16.5%	32.0%	12.6%	28.2%	10.7%	2.84	1.297
After an activity or project, feedback is usually given immediately	19.4%	24.3%	10.7%	32.0%	13.6%	2.96	1.379
Composite Mean and Std. Dev.						2.98	1.132

Regarding the presence of regularly scheduled employee performance reviews, a significant proportion of respondents (40.8%) expressed disagreement, suggesting that such reviews are not consistently implemented in the organization. However, a substantial number of respondents (36.9%) agreed and 9.7% strongly agreed that there are regularly scheduled performance reviews. The mean rating for this item was 3.21, indicating a moderate level of agreement among respondents who acknowledged the existence of performance reviews. In terms of regular meetings to discuss set goals, a notable percentage of respondents (30.1%) strongly disagreed, indicating that they do not usually have such meetings. This suggests a potential gap in communication and goal alignment within the organization. Conversely, a substantial proportion of respondents (25.2%) strongly agreed, indicating that regular goal-setting meetings are implemented. The mean rating for this item was 2.99, suggesting a low level of agreement.

Regarding the practice of setting new goals after achieving previous ones, respondents expressed varied perspectives. While a significant proportion (37.9%) disagreed, a substantial number (31.1%) agreed and 15.5% strongly agreed with the statement. This suggests a need for clearer goal-setting practices to ensure continuous progress and growth. The mean rating for this item was 3.11, indicating a moderate level of agreement. In terms of rewards for a job well done, the findings revealed a mixed response. While a significant proportion of respondents (32.0%) disagreed, a notable percentage (26.2%) agreed and 8.7% strongly agreed that they are usually rewarded for good performance. This suggests potential gaps in recognition and reward systems within the organization. The mean rating for this item was 2.86, indicating a low level of agreement.

The findings related to the encouragement of sharing thoughts about the organization showed mixed responses as well. While a substantial proportion of respondents (23.3%) agreed that they are encouraged to share their thoughts, a significant percentage (21.4%) strongly disagreed. This suggests potential variations in the organization's culture of openness and feedback. The mean rating for this item was 2.89, indicating a low level of agreement. Regarding the observation of individual performance in the workplace, respondents expressed diverse views. While a notable percentage (28.2%) agreed that their performance is usually observed, a substantial proportion (23.3%) expressed disagreement. This indicates potential variations in monitoring and feedback practices within the organization. The mean rating for this item was 2.95, suggesting a low level of agreement.

In terms of self-assessment opportunities, respondents had varied perspectives. While a notable percentage (32.0%) disagreed, a significant proportion (28.2%) agreed that they are usually given a chance to perform self-assessments. This suggests potential gaps in self-evaluation practices within the organization. The mean rating for this item was 2.84, indicating a low level of agreement. Regarding the timing of feedback after an activity or project, respondents expressed diverse views. While a significant proportion (24.3%) disagreed, a notable percentage (32.0%) agreed that feedback is usually given immediately. This suggests potential variations in the timeliness of feedback within the organization. The mean rating for this item was 2.96, indicating a low level of agreement.

Descriptive Statistics for Performance Diagnosis

Table 2: Descriptive Statistics on Performance diagnosis

	SD	D	N	A	SA	Mean	Std. Dev.
Teams are self-assured that the association will act on their commendations.	2.9%	32.0%	5.8%	42.7%	16.5%	3.38	1.181
There is a T&D policy that ensures employees are exposed to relevant skills to improve performance	19.4%	5.8%	19.4%	27.2%	28.2%	3.39	1.450
The participants of my team frequently specify how we can get better results	7.8%	23.3%	19.4%	35.0%	14.6%	3.25	1.194
Staff members on my team back each other in learning new skills	5.8%	26.2%	14.6%	35.9%	17.5%	3.33	1.208
My organization encourages dialogue	17.5%	19.4%	15.5%	31.1%	16.5%	3.10	1.369
In my organization teams attract multiple skills	17.5%	21.4%	10.7%	29.1%	21.4%	3.16	1.433
In my organization teams generate relevant knowledge	14.6%	22.3%	7.8%	31.1%	24.3%	3.28	1.424
I often adjust my standpoints and ideas about my job via consultations with experts	19.4%	22.3%	9.7%	30.1%	18.4%	3.06	1.434
I discuss standpoints with my colleagues	19.4%	18.4%	9.7%	33.0%	19.4%	3.15	1.438
My organisation facilitates an environment for building trust	16.5%	16.5%	13.6%	34.0%	19.4%	3.23	1.381
We are encouraged to ask each other what we think	13.6%	24.3%	8.7%	34.0%	19.4%	3.21	1.369
Teams revise their thinking as a result of group discussions or information collected.	14.6%	23.3%	17.5%	25.2%	19.4%	3.12	1.360
Composite Mean and Std. Dev.						3.22	1.154

Table 2 above provides descriptive statistics on performance diagnosis within the organization. Each item in the table represents a specific aspect of performance diagnosis, and respondents were asked to indicate their level of agreement or disagreement. Regarding the assurance of teams that the association will act on their commendations, a small percentage of respondents (32%) expressed a disagreement, while a significant proportion (42.7%) agreed with this statement. This indicates a general sense of confidence among teams that their recommendations will be taken into consideration. The mean rating for this item was 3.38, suggesting a moderate level of agreement. In terms of the existence of a training and development (T&D) policy that ensures employees are exposed to relevant skills for performance improvement, a notable percentage of respondents (28.2%) strongly agreed, while a smaller proportion (19.4%) expressed strong disagreement. This suggests that there is a mix of opinions regarding the effectiveness of the T&D policy in the organization. The mean rating for this item was 3.39, indicating a moderate level of agreement.

The findings related to teams frequently specifying how to achieve better results revealed varied perspectives. While a significant proportion of respondents (35.0%) agreed with this statement, there were also respondents who disagreed (23.3%). This suggests potential variations in the level of active participation and suggestion-sharing within teams. The mean rating for this item was 3.25, suggesting a moderate level of agreement. In terms of staff members supporting each other in learning new skills, a substantial percentage of respondents (35.9%) agreed, indicating a positive teamwork dynamic for skill development. However, there were also respondents who expressed disagreement (26.2%). This suggests potential variations in the level of collaboration and support within teams. The mean rating for this item was 3.33, indicating a moderate level of agreement.

Regarding the encouragement of dialogue within the organization, the findings revealed a mixed response. While a significant percentage of respondents (31.1%) agreed with this statement, there were also respondents who expressed disagreement or neutrality. This suggests potential variations in the organizational culture and the extent of open communication. The mean rating for this item was 3.10, indicating a moderate level of

agreement. In terms of teams attracting multiple skills, a notable proportion of respondents (29.1%) agreed, indicating a perception that teams consist of individuals with diverse skill sets. However, there were also respondents who expressed disagreement (21.4%). This suggests potential variations in the composition and skill diversity within teams. The mean rating for this item was 3.16, suggesting a moderate level of agreement.

The findings related to teams generating relevant knowledge revealed varied perspectives. While a significant proportion of respondents (31.1%) agreed, there were also respondents who disagreed or expressed neutrality. This suggests potential variations in knowledge creation and sharing practices within teams. The mean rating for this item was 3.28, indicating a moderate level of agreement. Regarding the adjustment of standpoints and ideas through consultations with experts, a notable percentage of respondents (30.1%) agreed, indicating a willingness to seek input from experts. However, there were also respondents who disagreed or expressed neutrality. This suggests potential variations in the extent of seeking external expertise for personal and professional growth. The mean rating for this item was 3.06, suggesting a moderate level of agreement.

In terms of discussing standpoints with colleagues, the findings revealed mixed responses. While a substantial percentage of respondents (33.0%) agreed, there were also respondents who expressed disagreement or neutrality. This suggests potential variations in the level of peer-to-peer discussions within the organization. The mean rating for this item was 3.15, indicating a moderate level of agreement. Regarding the facilitation of an environment for building trust, a significant percentage of respondents (34.0%) agreed, suggesting a positive perception of trust-building within the organization. However, there were also respondents who expressed disagreement or neutrality. This suggests potential variations in the level of trust and psychological safety within teams. The mean rating for this item was 3.23, indicating a moderate level of agreement.

The findings related to encouraging asking each other's thoughts revealed mixed responses. While a notable percentage of respondents (34.0%) agreed, there were also respondents who disagreed or expressed neutrality. This suggests potential variations in the level of open

inquiry and feedback-seeking within the organization. The mean rating for this item was 3.21, indicating a moderate level of agreement. Regarding teams revising their thinking through group discussions or collected information, respondents expressed varied perspectives. While a significant proportion (25.2%) agreed, there were also respondents who disagreed or expressed neutrality. This suggests potential variations in the extent to which group discussions contribute to revised thinking and decision-making. The mean rating for this item was 3.12, suggesting a moderate level of agreement.

Descriptive Statistics for Best Fit Compensation

Table 3 provides descriptive statistics on best fit compensation within the organization. Each item in the table represents a specific aspect of best fit compensation, and respondents were asked to indicate their level of agreement or disagreement.

Table 3: Descriptive Statistics on Best Fit Compensation

	SD	D	N	A	SA	Mean	Std. Dev.
Performance appraisal gives recognition for good performance	11.7%	37.9%	9.7%	38.8%	1.9%	2.82	1.135
Performance appraisal suggests changes to improve the organization services and outcomes	26.2%	18.4%	19.4%	15.5%	20.4%	2.85	1.485
Performance appraisal is fair to all employees supervised	12.6%	32.0%	11.7%	33.0%	10.7%	2.97	1.264
Performance links promotion to performance achievement	15.5%	28.2%	8.7%	33.0%	14.6%	3.03	1.354
Performance in the organization integrates communication processes to ensure that employees are familiar with the department's recognition program	23.3%	21.4%	4.9%	27.2%	23.3%	3.06	1.539
The reward philosophy, strategies and policies promotes staff motivation	11.7%	29.1%	10.7%	27.2%	21.4%	3.17	1.368
Rewards are paid out on time	15.5%	27.2%	11.7%	33.0%	12.6%	3.00	1.321
Rewards are utilized to recognize high performing employees	16.5%	24.3%	7.8%	27.2%	24.3%	3.18	1.460
There are clear promotion and pay increment structures	18.4%	21.4%	7.8%	28.2%	24.3%	3.18	1.480
There is equity and fairness in apportioning rewards	16.5%	25.2%	12.6%	27.2%	18.4%	3.06	1.392
The existing salary is motivational	16.5%	19.4%	10.7%	33.0%	20.4%	3.21	1.405
The reward structure has both intrinsic and extrinsic rewards	21.4%	22.3%	11.7%	21.4%	23.3%	3.03	1.498
Composite Mean and Std. Dev.						3.05	1.219

Regarding the recognition of good performance through performance appraisal, a large percentage of respondents (37.9%) expressed disagreement, while a notable proportion (38.8%) agreed that performance appraisal provides recognition for good performance. However, a small percentage (1.9%) strongly agreed with this statement. The mean rating for this item was 2.82, indicating a low level of agreement to the statement. In terms of performance appraisal suggesting changes to improve organization services and outcomes, the findings revealed varied perspectives. While a notable percentage of respondents (20.4%) strongly agreed with this statement, there were also respondents who expressed a strong disagreement (26.2%). This suggests potential variations in the extent to which performance appraisal is utilized as a tool for improvement. The mean rating for this item was 2.85, suggesting a low level of agreement.

The findings related to the fairness of performance appraisal to all supervised employees showed diverse responses. While a substantial proportion of respondents (33.0%) agreed that performance appraisal is fair to all employees, there were also respondents who expressed disagreement (32%). This suggests potential variations in perceptions of fairness in the appraisal process. The mean rating for this item was 2.97, indicating a low level of agreement. Regarding the link between performance and promotion, respondents expressed varied perspectives. While a significant proportion (33.0%) agreed that performance is linked to promotion, there were also respondents who expressed disagreement (28.2%). This suggests potential variations in the extent to which performance directly influences career advancement. The mean rating for this item was 3.03, suggesting a moderate level of agreement.

The findings related to the integration of communication processes to ensure employees are familiar with the department's recognition program revealed diverse responses. While a notable percentage of respondents (23.3%) strongly agreed with this statement, there were also respondents who expressed disagreement (21.4%). This suggests potential variations in the effectiveness of communication strategies regarding recognition programs. The mean rating for this item was 3.06, indicating a moderate level of agreement. Regarding the promotion of staff motivation through reward philosophy, strategies, and policies, a

significant percentage of respondents (27.2%) agreed with this statement, indicating a perception that the reward framework contributes to staff motivation. The mean rating for this item was 3.17, indicating a moderate level of agreement. In terms of rewards being paid out on time, a notable percentage of respondents (33.0%) agreed, suggesting a perception that rewards are timely disbursed within the organization. However, there were also respondents who expressed disagreement (27.2%). This suggests potential variations in the timeliness of reward distribution. The mean rating for this item was 3.00, suggesting a moderate level of agreement.

Regarding the utilization of rewards to recognize high-performing employees, a significant proportion of respondents (27.2%) agreed, indicating a perception that rewards are effectively used to acknowledge high performance. The mean rating for this item was 3.18, indicating a moderate level of agreement. The findings related to the clarity of promotion and pay increment structures also revealed diverse responses. While a notable percentage of respondents (28.2%) agreed that there are clear structures for promotion and pay increments, there were also respondents who expressed disagreement (21.4%). This suggests potential variations in the transparency and understanding of promotion and compensation processes. The mean rating for this item was 3.18, indicating a moderate level of agreement. Regarding the equity and fairness in apportioning rewards, respondents expressed varied perspectives. While a significant proportion (27.2%) agreed, there were also respondents who expressed disagreement (25.2%). This suggests potential variations in the perception of fairness in the distribution of rewards. The mean rating for this item was 3.06, indicating a moderate level of agreement.

In terms of the motivational impact of the existing salary, respondents expressed diverse views. While a notable proportion (33.0%) agreed that the existing salary is motivational, 19.4% of the respondents expressed a disagreement to the statement. This suggests potential variations in the perceived impact of salary on motivation. The mean rating for this item was 3.21, indicating a moderate level of agreement. The findings related to the reward structure consisting of both intrinsic and extrinsic rewards revealed varied perspectives. While a notable percentage of respondents (23.3%) strongly agreed, there were also respondents who

expressed disagreement (22.3%). This suggests potential variations in the balance and effectiveness of intrinsic and extrinsic rewards within the organization. The mean rating for this item was 3.03, indicating a moderate level of agreement.

Descriptive Statistics for Employee Performance

Table 4 presents descriptive statistics on employee performance within the organization. Each item in the table represents a specific factor that may influence employee performance, and respondents were asked to indicate their level of agreement or disagreement. The responses were categorized into Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), and Strongly Agree (SA).

Table 4: Descriptive Statistics on Employee Performance

	SD	D	N	A	SA	Mean	Std. Dev.
Lack of consultation on issues regarding employee welfare make employees not perform well	16.5%	29.1%	12.6%	39.8%	1.9%	2.82	1.186
When employees are frequently pressed down for minor mistakes, they feel discouraged hence making their performance low	27.2%	23.3%	14.6%	14.6%	20.4%	2.78	1.501
Lack of formal structure of addressing employees' personal needs makes them discouraged	19.4%	28.2%	7.8%	35.0%	9.7%	2.87	1.341

When leaders are detached from the juniors, they are motivated to work hence increasing job performance

	SD	D	N	A	SA	Mean	Std. Dev.
Encouraging employees' opinion before making decisions has make employees work better	19.4%	26.2%	4.9%	27.2%	22.3%	3.07	1.490
Encouraging team sharing responsibilities and meeting deadlines has improved employees performance	18.4%	25.2%	6.8%	32.0%	17.5%	3.05	1.424
Delegating tasks wisely, effectively and frequently has improved the performance of the organization	22.3%	18.4%	10.7%	37.9%	10.7%	2.96	1.379
Encouraging staff to choose what part of the work they take makes employees motivated to work better	18.4%	26.2%	11.7%	24.3%	19.4%	3.00	1.428
The management involves all employees in all decisions	15.5%	31.1%	8.7%	29.1%	15.5%	2.98	1.365
Composite Mean and Std. Dev.						2.95	1.223

Regarding the impact of lack of consultation on issues regarding employee welfare on performance, a notable percentage of respondents (39.8%) agreed that employees do not

perform well when they are not consulted. However, there were also respondents who expressed disagreement (29.1%). This suggests that employee performance may be affected by the extent to which their welfare concerns are considered. However, the mean rating for this item was 2.82, indicating a low level of agreement. In terms of employees feeling discouraged and experiencing lower performance when frequently criticized for minor mistakes, the findings revealed diverse perspectives. While a notable proportion of respondents (20.4%) strongly agreed with this statement, there were also respondents who disagreed (23.3%). This suggests potential variations in the impact of criticism on employee motivation and performance. The mean rating for this item was 2.78, suggesting a low level of agreement.

The findings related to the lack of a formal structure for addressing employees' personal needs indicated mixed responses. While a significant percentage of respondents (35.0%) agreed with this statement, there were also respondents who expressed disagreement (28.2%). This suggests potential variations in the importance of addressing personal needs in relation to employee morale and performance. The mean rating for this item was 2.87, indicating a low level of agreement. Regarding the impact of leaders being detached from juniors on employee motivation and performance, a significant proportion of respondents (31.1%) agreed that employees are motivated to work better when leaders are involved. This suggests potential variations in the leadership style and its impact on employee performance. The mean rating for this item was 3.07, suggesting a moderate level of agreement.

The findings related to encouraging employees' opinions before making decisions revealed mixed responses. While a notable percentage of respondents (27.2%) agreed, there were also respondents who disagreed (26.2%). This suggests potential variations in the extent to which employee input is valued and integrated into decision-making processes. The mean rating for this item was 3.07, indicating a moderate level of agreement. In terms of the impact of encouraging team sharing responsibilities and meeting deadlines on employee performance, respondents expressed diverse perspectives. While a significant proportion (32.0%) agreed, there were also respondents who disagreed (25.2%). This suggests potential variations in the effectiveness of teamwork and deadline-oriented approaches in enhancing employee

performance. The mean rating for this item was 3.05, indicating a moderate level of agreement.

Regarding the impact of wise, effective, and frequent task delegation on organizational performance, a notable percentage of respondents (37.9%) agreed, indicating a perception that task delegation contributes to improved performance. However, the mean rating for this item was 2.96, suggesting a low level of agreement overall. The findings related to the impact of encouraging staff to choose their work assignments on employee motivation and performance revealed varied perspectives. While a notable proportion of respondents (24.3%) agreed, there were also respondents who expressed disagreement (26.2%). This suggests potential variations in the extent to which employee autonomy and choice contribute to performance improvement. The mean rating for this item was 3.00, indicating a moderate level of agreement. Regarding the involvement of all employees in decision-making processes, respondents expressed diverse views. While a significant proportion (31.1%) disagreed, there were also respondents who agreed (29.1%). This suggests potential variations in the level of employee involvement and its impact on performance and satisfaction. The mean rating for this item was 2.98, indicating a low level of agreement to the statement.

Effect of Performance Appraisal on Employee Performance

In the context of this study, regression analysis was conducted to further explore the relationships between the independent and dependent variables. By fitting a regression model to the data, the study estimated the strength and direction of these relationships and assessed the extent to which the independent variables explained the variability in the dependent variable. The regression model summary in Table 5 provides important information about the overall fit and performance of the regression model used in the analysis. The table includes various statistical measures that help evaluate the effectiveness of the model in explaining the variability in the dependent variable.

Table 5: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 ^a	.805	.797	.55104

a. Predictors: (Constant), Best Fit Compensation, Performance Planning, Regular Feedbacks, Performance diagnosis

The R value represents the correlation coefficient between the observed values of the dependent variable and the predicted values from the regression model. In this case, the R value is 0.897, indicating a strong positive relationship between the independent variables (best fit compensation, performance planning, regular feedbacks, performance diagnosis) and the dependent variable (employee performance). The R Square value, also known as the coefficient of determination, measures the proportion of variance in the dependent variable that can be explained by the independent variables. In this model, the R Square value is 0.805, indicating that approximately 80.5% of the variability in employee performance can be attributed to the independent variables included in the model. The Adjusted R Square value takes into account the number of predictors in the model and adjusts the R Square value accordingly. In this case, the Adjusted R Square value is 0.797, suggesting that the model provides a good fit to the data and is not overly influenced by the inclusion of unnecessary predictors.

Table 6: Regression ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.945	4	30.736	101.223	.000 ^b
	Residual	29.758	98	.304		
	Total	152.702	102			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Best Fit Compensation, Performance Planning, Regular Feedbacks, Performance Diagnosis

The regression ANOVA table in Table 6 provides information about the overall significance and goodness-of-fit of the regression model. The regression sum of squares, which represents the variation in the dependent variable (employee performance) explained by the regression model, is 122.945. The model has 4 degrees of freedom, indicating the number of predictors included in the model. The mean square is calculated by dividing the sum of squares by the degrees of freedom, resulting in a value of 30.736. The F-value in the ANOVA table is a ratio of the mean square for the regression model to the mean square for the residuals (error term). In this case, the F-value is 101.223, indicating a highly significant result. The significance level (Sig.) of the F-value is reported as .000, which is less than the conventional alpha level of .05, suggesting that the regression model as a whole is

statistically significant in predicting employee performance.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.123	.177		.693	.490
	Performance Planning	.179	.078	.174	2.311	.023
	Regular Feedbacks	.155	.076	.154	2.058	.042
	Performance diagnosis	.171	.077	.168	2.225	.028
	Best Compensation	.779	.061	.790	12.726	.000

a. Dependent Variable: Employee Performance

The regression coefficients in Table 7 provide information about the relationships between the independent variables (performance planning, regular feedbacks, performance diagnosis, best fit compensation) and the dependent variable (employee performance). The constant term in the regression model is .123, with a standard error of .177. This represents the expected value of the dependent variable when all independent variables are zero. However, in this case, the constant term is not statistically significant ($t = .693$, $\text{Sig.} = .490$), indicating that it does not significantly contribute to the prediction of employee performance. The unstandardized coefficient for performance planning is .179, with a standard error of .078, indicating that a one-unit increase in performance planning is associated with a .179 standard deviation increase in employee performance. The t-value is 2.311, and the significance level is .023, suggesting that performance planning has a statistically significant positive effect on employee performance.

Similarly, the unstandardized coefficient for regular feedbacks is .155, with a standard error of .076, indicating that a one-unit increase in regular feedbacks is associated with a .155 standard deviation increase in employee performance. The t-value is 2.058, and the significance level is .042, suggesting that regular feedbacks have a statistically significant positive effect on employee performance. The unstandardized coefficient for performance diagnosis is .171, with a standard error of .077. This indicates that a one-unit increase in performance diagnosis is associated with a .171 standard deviation increase in employee

performance. The t-value is 2.225, and the significance level is .028, suggesting that performance diagnosis have a statistically significant positive effect on employee performance. Lastly, the unstandardized coefficient for best fit compensation is .779, with a standard error of .061, indicating that a one-unit increase in best fit compensation is associated with a .779 standard deviation increase in employee performance. The t-value is 12.726, and the significance level is .000, indicating that best fit compensation have a highly statistically significant positive effect on employee performance. As per the SPSS results in the table above, the following multiple regression equation was generated:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

$$Y = 0.123 + 0.179X_1 + 0.155X_2 + 0.171X_3 + 0.779X_4$$

CONCLUSION

Performance planning was found to significantly impact employee performance, emphasizing the importance of aligning individual skills with organizational objectives. Also, regular feedbacks demonstrated their crucial role in improving employee performance, highlighting the significance of continuous communication and guidance. Additionally, performance diagnosis was established as a key factor in enhancing employee performance by addressing individual skill gaps through targeted coaching. Finally, best fit compensation showed a substantial positive influence on employee performance, emphasizing fair and competitive remuneration as vital for improved performance. Altogether, these determinants, encompassing performance planning, regular feedbacks, performance diagnosis, and best fit compensation, play integral roles in fostering employee growth, motivation, and overall enhanced performance within the Pharmacy and Poisons Board.

RECOMMENDATIONS

The study suggests that managers and supervisors should receive comprehensive training and ongoing support to effectively implement performance planning strategies, continuously reviewing and updating these frameworks to adapt to changing job requirements. Effective feedback mechanisms are also crucial, requiring managers to be equipped with the necessary skills to foster open communication channels, enabling continuous feedback exchange to empower employees. Moreover, targeted coaching and mentoring programs should be established and continually assessed to support employee development and align with

organizational objectives. Evaluating and updating compensation structures to ensure competitiveness and performance-based incentives is equally essential. The study underscores the importance of a supportive work environment that prioritizes ongoing communication, employee development, and recognition, emphasizing teamwork, trust, and mutual respect to ultimately drive improved employee performance.

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