

**EFFECTS OF PERFORMANCE APPRAISAL ON PRODUCTIVITY IN
ORGANIZATIONS: A CASE STUDY OF PEMBE MILLERS LIMITED NAIROBI
INDUSTRIAL AREA**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University

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

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DEDICATION

I dedicate this project to my beloved family members, my dear husband Mr. Edwin Mwangi Macharia, My Sons Alex, Nathan and Ethan. To my father Mr. Munisi Swaleh, my in-laws Mr. and Mrs. Macharia, to my siblings Milka Wambui, Judy Njeri and Francis Kitaku, who have always stood by me.

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ABSTRACT

With a particular emphasis on Pembe Millers Limited in the Nairobi Industrial Area, this research investigated how performance assessment impacts organizational productivity. Four primary goals informed the research: The purpose of this study is to analyze how 360-degree feedback impacts overall company output. In order to learn how goal setting impacts company output. In order to find out how much of an impact assessment feedback quality has on company output. In order to determine how the incentive structure impacts organizational productivity. The researchers in this study used a descriptive research strategy. A total of 349 employees, including upper-level and middle-level managers as well as entry-level workers, were considered part of the target demographic. To guarantee representativeness, 105 respondents (30% of the target population) were chosen using a stratified random selection procedure. In order to gather data, we used structured questionnaires that used a 5-point Likert scale. Eleven participants, or 10% of the total sample, participated in a pilot study to check the research instruments' validity and reliability before the main study. For the sake of the participants' safety, the research followed all applicable ethical guidelines, such as those pertaining to informed permission, voluntary participation, privacy, anonymity, and confidentiality. In order to draw conclusions from the data, we used descriptive statistics in Excel, namely frequencies and percentages. Tables, bar graphs, and pie charts were used to display the data so they could be easily understood. The results showed that 57 percent of people thought peer reviews were helpful, and 58.1 percent agreed that assessments included input from several sources. However, only 49.5% believed supervisor ratings accurately reflected employee contributions, indicating concerns about bias. Regarding goal setting, 63.4% of respondents agreed that goals were specific and clearly defined, while 51.6% found objectives challenging yet achievable. However, 22.6% of employees felt excluded from the goal-setting process, highlighting a need for increased participation. Appraisal feedback quality was also a significant factor in productivity, with 61.3% of employees agreeing that performance feedback was timely, while 60.2% found it clear and easy to understand. However, 24.7% felt that managers lacked proper training in feedback delivery, pointing to a gap in leadership skills. The study also found that 60.2% of respondents believed financial incentives motivated them, while 59.1% valued non-financial rewards. However, concerns about fairness emerged, with only 51.6% agreeing that reward criteria were transparent and fair, and 49.5% believing bonuses were awarded based on merit. The study concluded that while performance appraisal positively influenced productivity, challenges such as bias in feedback, unclear goal-setting processes, inconsistent feedback delivery, and concerns about reward fairness needed to be addressed. The study recommended that Pembe Millers Limited improve transparency in 360-degree feedback, enhance employee participation in goal setting, train managers in feedback delivery, and establish clearer reward distribution criteria. Additionally, it suggested that the organization expand recognition programs, implement digital performance tracking systems, and conduct regular employee engagement surveys to ensure continuous improvement in the appraisal system. Future study was recommended to explore the influence of organizational culture on performance appraisal effectiveness would also be beneficial.

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ACRONYMS AND ABBREVIATIONS

360° FB	:	360-Degree Feedback
HRM	:	Human Resource Management
M&M	:	Middle & Management
PA	:	Performance Appraisal
PD	:	Productivity Development
PM	:	Performance Management
PMS	:	Performance Management System
SMEs	:	Small and Medium Enterprises

OPERATIONAL DEFINITION OF TERMS

360-Degree Feedback: A performance evaluation strategy that includes input from a wide range of stakeholders, including as superiors, peers, subordinates, and workers themselves, in order to provide an all-encompassing evaluation.

Appraisal Feedback Quality: The usefulness, understandability, and clarity of comments made during performance reviews in illuminating strengths and opportunities for growth for the evaluated staff.

Goal Setting: Goal setting is the process of guiding people to achieve precise, quantifiable, and linked objectives that contribute to company goals.

Performance Appraisal: The process of systematically assessing an employee's performance according to predetermined standards in order to boost output, pinpoint areas of strength and improvement, and define objectives for professional growth.

Productivity: Production efficiency is the degree to which workers are able to meet organizational objectives in a given time period while maintaining a consistent level of product quality and quantity.

Reward System: The goal of a well-designed program is to motivate and increase productivity by providing rewards to workers depending on their performance.

CHAPTER ONE INTRODUCTION

1.0 Introduction

This chapter provides a synopsis of all the studies that have looked at how performance review systems affect output. In it, you'll find the study's rationale, issue description, research aims, and questions. Also included is an explanation of why this research is important. The study's scope is established at last.

1.1 Background of the Study

The notion of performance evaluation has undergone considerable evolution, functioning as a crucial tool for controlling employee performance, improving productivity, and aligning personal ambitions with corporate aims (Ugoani, 2020). Appraisal systems are formally defined evaluations of an employee's work performance, designed to measure both qualitative and quantitative dimensions of job duties, emphasizing strengths and areas for development. (van Woerkom & Kroon, 2020). The correlation between assessment procedures and productivity is complex, since good evaluations may incentivize workers by affirming positive performance and addressing developmental requirements, hence cultivating a high-performance culture (van Woerkom & Kroon, 2020).

Performance appraisal systems are critical in influencing employee motivation and productivity across sectors globally. Studies conducted outside Africa highlight diverse approaches and challenges within specific industries, offering a broad understanding of this HR function. Dangol (2021) studied the service sector in Nepal, emphasizing how structured performance appraisal processes lead to better employee motivation and productivity. Findings revealed that regular and fair appraisals, combined with accurate job descriptions, positively influence employee morale and productivity. However, challenges such as appraiser bias and inadequate communication of appraisal goals were identified as potential barriers. DeNisi and Pritchard (2020) explored the corporate environment in the United States, focusing on integrating appraisal systems within broader performance management frameworks. Their study highlighted the motivational benefits of clear performance criteria, constructive feedback, and alignment with organizational goals. However, the authors

criticized the overemphasis on measurement precision at the expense of performance improvement.

Performance appraisal systems play a significant role in enhancing employee productivity and motivation across Africa. Research within the continent highlights the challenges and impacts of these systems, emphasizing sector-specific insights. Ibrahim (2019) explored the Open Performance Review and Appraisal System (OPRAS) within Arusha City Council, Tanzania. This study revealed that while OPRAS aimed to enhance motivation and productivity, its implementation faced significant challenges. Employees reported dissatisfaction due to a lack of fairness, transparency, and limited connection between appraisals and tangible rewards like salary increases or promotions. These factors undermined its effectiveness in motivating employees (Ibrahim, 2019).

Daniel (2019) analyzed performance appraisals in Nigeria's banking sector, focusing on Fidelity Bank Plc in Abuja. The study demonstrated that performance appraisals significantly impacted employee productivity. However, a disconnect between management's optimistic views and employees' perception of fairness and objectivity was identified. Employees expressed concerns over biases in the appraisal process and the limited influence of appraisals on professional development and salary adjustments (Daniel, 2019).

Multiple studies in different industries have shown that performance evaluation systems in Kenya have a substantial effect on employee engagement and output. At the East African Community, Labour, and Social Protection Ministry, Muriuki (2016) investigated how performance reviews affected employee motivation. The research found a significant positive relationship between performance reviews and staff motivation, suggesting that well-designed review processes boost morale and output. In order to maximize the results of appraisals, the research also stressed the need of training opportunities and improved feedback systems. Muthiani (2021) looked at the IT company Pesapal Organization and how their performance evaluation processes affected production. According to the results, performance reviews boost motivation by an average of 33.8% and productivity in the workplace by a substantial margin. The research did note, however, that unstructured

evaluations provide their own unique set of problems, such as decreased process performance and employee unhappiness.

The impact of the Kenya Revenue Authority's (KRA) personnel assessment practices on organizational performance was investigated by Nyamai and Minja (2023). Their research showed that the evaluation system's tools for goal-setting, planning, and feedback had a favorable influence on workers' output. Key performance indicators should be aligned with corporate objectives in order to increase overall performance, according to the research.

1.1.1 Performance Appraisal System

Performance appraisal systems have been defined by various scholars as critical tools in human resource management. DeNisi and Pritchard (2020) define a performance appraisal system as a formal process used to evaluate employee performance systematically, aiming to improve individual productivity and align it with organizational objectives. Mwema and Gachunga (2014) describe it as an organized approach to assessing employees' strengths, weaknesses, and developmental needs through established performance metrics. Ibrahim (2019) emphasizes that a performance appraisal system is a structured method of reviewing and providing feedback on employee performance to enhance motivation and identify growth opportunities. For this study, DeNisi and Pritchard's (2020) definition was adopted because it underscores the systematic and goal-oriented nature of performance appraisals, aligning with the study's focus on productivity improvement.

1.1.2 360-Degree Feedback

The concept of 360-degree feedback has been defined differently by various scholars. Zondo (2018) defines 360-degree feedback as a comprehensive performance appraisal system that collects feedback from multiple sources, including peers, subordinates, supervisors, and sometimes clients, to provide a well-rounded assessment. Maylett (2020) describes it as a structured process of gathering input from diverse evaluators to enhance employee self-awareness and accountability. Ekune and Anthony (2024) emphasize that 360-degree feedback is a multi-source evaluation method aimed at identifying performance gaps and promoting professional development through collaborative input. For the purpose

of this study, Zondo's (2018) definition was adopted because it emphasizes the multi-source nature of feedback, which is central to understanding its impact on productivity.

1.1.3 Goal Setting

Goal-setting theory has been defined in various ways by scholars. Locke and Latham (2013) describe goal-setting as the process of establishing specific and challenging objectives to enhance performance by providing clarity and motivation. Lunenburg (2011) emphasizes that goal-setting involves creating measurable and achievable targets that guide employee actions and foster alignment with organizational objectives. Harrington and McCaskill (2021) define it as the practice of formulating clear and actionable goals that promote perceived fairness and productivity in performance appraisal systems. For the purpose of this study, Locke and Latham's (2013) definition was adopted because it captures the dual focus on clarity and challenge, which are critical elements in linking employee performance with organizational productivity.

1.1.4 Appraisal Feedback Quality

Appraisal feedback quality has been defined in various ways in the context of performance appraisal systems. Khan (2019) defines it as the relevance, clarity, and constructiveness of feedback provided to employees during appraisals, aimed at helping them understand their performance and identify areas for improvement. Baird, Tung, and Su (2020) describe appraisal feedback quality as the degree to which feedback is timely, specific, and trust-building, thereby fostering employee empowerment and alignment with organizational goals. Njeru and Ochieng (2017) highlight it as the effectiveness of feedback delivery in enhancing employee understanding and motivation, emphasizing specificity and constructive tone as critical factors. For this study, Khan's (2019) definition was adopted because it highlights the practical components of feedback quality clarity, relevance, and constructiveness essential for improving productivity in organizations.

1.1.5 Reward System

The reward system has been defined by various authors in relation to its role in motivating employees and enhancing productivity. Idemobi, Ngige, and Ofili (2017) define a reward system as a structured framework that provides financial and non-financial incentives to

employees based on their performance to align their efforts with organizational objectives. Francis, Zirra, and Mambula (2020) describe it as a strategic approach to employee recognition and compensation aimed at fostering motivation and engagement. Sari and Susilo (2023) define a reward system as a comprehensive plan that integrates intrinsic and extrinsic rewards to improve employee performance while maintaining fairness and transparency. For this study, Idemobi, Ngige, and Ofili's (2017) definition was adopted as it highlights the structured nature of reward systems and their alignment with organizational objectives, which is key to understanding their impact on productivity.

1.1.6 Productivity

Productivity has been defined by various authors in relation to its significance in organizational performance. Donkor, Donkor, and Kwarteng (2021) describe productivity as the efficiency with which inputs, such as labor and resources, are converted into outputs that meet organizational objectives. Latham and Pinder (2021) define productivity as the measurable effectiveness of individuals or groups in achieving set goals within a specific time frame. Harrington and McCaskill (2021) emphasize that productivity reflects the ability to produce desired outcomes through optimal use of resources, aligned with organizational performance standards. For this study, Donkor, Donkor, and Kwarteng's (2021) definition was adopted because it highlights the input-output relationship critical for assessing how performance appraisal impacts organizational efficiency.

1.1.7 Pembe Millers

Pembe Flour Mills Ltd, established in 1989 in Nairobi's Industrial Area, is one of Kenya's leading manufacturers of fortified maize and wheat flour, as well as animal feeds. The company's product portfolio includes home baking flour, maize meal, biscuit flour, bakers flour, Atta Mark 1, and specialty flours for food processing industries (Afrotrade, 2023). Renowned for its consistent quality, Pembe Flour Mills became a household name in Kenya. Its use of high-quality ingredients and advanced automated technology ensured superior product standards (Afrotrade, 2023). Additionally, the company manufactured a range of animal feeds, supporting food security solutions beyond human consumption (Africa BZ, 2023). Headquartered on Lunga Lunga Road in Nairobi, Pembe Flour Mills

operated multiple branches across Kenya and garnered industry accolades, such as the Best Brand Award in 2016/2017 (Africa BZ, 2023).

1.2 Statement of the Problem

Pembe Flour Mills Ltd., a prominent player in Kenya's manufacturing sector, faced challenges in maintaining optimal productivity levels. In 2023, the company reported a 15% decrease in output compared to the previous year, raising concerns about operational efficiency (Afrotrade, 2023). This decline was particularly concerning given the manufacturing sector's critical role in Kenya's economic development, where productivity enhancements are essential for competitiveness and growth (World Bank, 2016).

A significant factor contributing to this productivity downturn was the company's performance appraisal system. Effective performance appraisals are vital for employee motivation and organizational performance (Wachiuri, 2018). However, at Pembe Flour Mills, the existing appraisal practices did not adequately address employee development needs, potentially leading to decreased morale and efficiency. This issue was exacerbated by the lack of regular performance monitoring and feedback mechanisms, which are crucial for maintaining high productivity levels (Nyoti, Mitalo, & Mamuli, 2024).

Furthermore, there was a gap in the existing literature regarding the impact of performance appraisal systems on productivity within Kenya's manufacturing sector. While studies examined this relationship in other industries, such as the tea industry (Messah, 2011), and in different economic contexts, there was limited research focusing specifically on manufacturing firms like Pembe Flour Mills. This contextual gap underscored the need for a targeted investigation to understand how appraisal practices influence productivity in this sector.

Addressing these challenges was imperative for Pembe Flour Mills to enhance its operational efficiency and contribute positively to Kenya's industrial growth. By identifying and rectifying deficiencies in the performance appraisal system, the company could improve employee motivation, aligning individual performance with organizational goals, and ultimately reversing the declining productivity trend.

1.3 Objectives of the Study

The general objective of this study was to investigate effects of performance appraisal on productivity in organizations. A case study of Pembe Milles Limited Nairobi industrial area.

1.3.1 Specific Objectives

- i. To examine the effects of 360-degree feedback on productivity at Pembe Millers Limited.
- ii. To determine the effects of goal setting on productivity at Pembe Millers Limited.
- iii. To examine the effects of appraisal feedback quality on productivity at Pembe Millers Limited.
- iv. To establish the effects of reward system on productivity at Pembe Millers Limited.

1.4 Research questions

- i. What is the effect of 360-degree feedback on productivity at Pembe Millers Limited?
- ii. How does goal-setting influence productivity at Pembe Millers Limited??
- iii. To what extent does the quality of appraisal feedback affect productivity at Pembe Millers Limited?
- iv. What is the effect of a reward system on the productivity at Pembe Millers Limited?

1.5 Significance of the Study

This research aims to provide light on the impact of performance reviews on goal-setting, feedback quality, and incentive systems, all of which contribute to employee productivity. In reaction to successful methods, the company may improve its management practices, which in turn may increase morale, production, and efficiency.

This study will aid Kenyan businesses in influencing policy by giving factual data on how different performance evaluation techniques affect output. This data may help policymakers develop initiatives to improve worker morale, which in turn would increase productivity and the economy's overall health.

By contributing new information to the current literature, this study will enhance our understanding of performance appraisals in Kenyan businesses. The findings of this study will pave the way for more research on how useful performance review systems are for companies. The findings of this study could open doors for future research in various African and global contexts.

1.6 Scope of the Study

Organizational productivity was the primary emphasis of this research as it related to performance assessment systems, more especially 360-degree feedback, goal-setting, appraisal feedback quality, and incentive systems. Taking place between November 2024 and February 2025, the research spanned four months. The Nairobi Industrial Area in Kenya is home to Pembe Mills Limited, the subject of the investigation. To acquire a full picture of the company's structure and performance, the research polled 349 employees, including upper-level managers, middle managers, and entry-level workers.

1.7 Chapter Summary

This chapter provided a synopsis of all the studies that looked at how performance evaluation methods affected output. The study's rationale, issue description, research aims, and questions were all part of it. Furthermore, the study's importance was detailed. At last, the study's scope was specified, which laid forth the groundwork for the investigation.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter provides a synopsis of the theoretical frameworks that supported the research, which include the theories of goal-setting, expectation, and equity. It lays up a theoretical framework, identifies research gaps, and reviews empirical studies on performance evaluation procedures and their effects on productivity. In addition, there are observable indicators that describe the operationalization of variables.

2.1 Theoretical Literature Review

Torraco (2016) states that in order to provide a basis for interpreting events and to explain the study environment, a theoretical review should seek out, assess, and combine various theoretical frameworks. In order to examine how performance evaluation systems affect productivity, this research relied on three important theories: Equity Theory, Goal-Setting Theory (Anchor Theory), and Expectancy Theory. All of these ideas worked together to provide a solid foundation for looking at the goals of the research.

2.1.1 Goal-Setting Theory

Goal-Setting Theory was developed by Edwin Locke and Gary Latham in 1990, emphasizing that specific, challenging goals and appropriate feedback are key drivers of motivation and productivity. According to Locke and Latham (1990), individuals are motivated when goals provide a clear direction for their efforts and align with organizational objectives. This theory was particularly relevant as an anchor theory because it addressed three research variables of the study that is goal-setting, appraisal feedback quality and 360-degree feedback on employee performance.

Research by Harrington and McCaskill (2021) aligned with Goal-Setting Theory by demonstrating that clear, specific, and challenging goals positively influence employee perceptions of appraisal fairness and productivity. However, the authors caution that overly rigid goals can result in employee stress if not adequately supported by effective feedback mechanisms. This insight supported the study's focus on how goal-setting influenced

productivity, as it underscored the importance of striking a balance between challenge and achievability.

In addition, Latham and Pinder (2021) discussed the impact of participatory goal-setting, where employees are involved in defining objectives. They argued that this practice enhances employee engagement and ownership of tasks, fostering higher productivity. This aligned with the study's investigation into appraisal feedback quality, as feedback is most effective when it reflects shared understanding and collaboration between employees and managers.

Moreover, Kimutai et al. (2022) highlighted the role of feedback in Goal-Setting Theory, stating that constructive and timely feedback is critical for aligning employee efforts with organizational goals. They agreed with Locke and Latham's tenets that feedback must be specific, actionable, and linked to predefined objectives to enhance productivity. This directly supported the research objective related to 360-degree feedback by demonstrating how multi-source feedback can enhance goal alignment and employee performance.

The link between performance evaluation systems and productivity may be better understood with the help of Goal-Setting Theory. The theory is directly applicable to the study's aims since it stresses the significance of well-defined goals, challenges, and feedback. Improving employee motivation and organizational results requires participative feedback methods and systematic goal-setting.

2.1.2 Expectancy Theory

Victor Vroom established the expectancy theory in 1964, which states that people exert themselves because they believe their efforts will be rewarded. The theory's three primary principles are as follows: valence, which refers to how much weight one gives to the reward; instrumentality, which means that one believes there is a connection between effort and performance; and expectancy, which means that one believes there is a relationship between effort and performance. Given that the research aimed to examine the system's effect on productivity, this theory was particularly relevant as it focused on the

psychological mechanisms through which incentives influence employee motivation and performance.

Research by Baird, Tung, and Su (2020) supported the applicability of Expectancy Theory in modern organizations, demonstrating that clear linkages between performance and rewards enhances employee motivation. They argued that organizations should ensure transparency in reward allocation to sustain trust and commitment, which directly influences productivity. This aligned with the study's focus on understanding how reward systems motivate employees at Pembe Millers and improve their output.

Both intrinsic and extrinsic incentives were also the subject of an analysis by Sari and Susilo (2023) of Expectancy Theory. They stressed that monetary incentives aren't the only kind of rewards that motivate workers; recognition and chances for professional growth are examples of intrinsic rewards. This study adds complexity to the analysis of Pembe Millers' incentive practices and suggests that a balanced approach is vital for preserving motivation and production.

Contrary to these supportive findings, Francis, Zirra, and Mambula (2020) argued that in some cases, instrumentality may fail if employees perceive a disconnect between performance evaluations and rewards. They emphasized the importance of consistent appraisal processes to reinforce the reward-performance link. This perspective underscored the need for structured reward systems, which Expectancy Theory predicted will enhance productivity when employees trust the system.

Expectancy Theory offered a robust foundation for analyzing how reward systems influenced productivity. Its tenets expectancy, instrumentality, and valence explained the psychological pathways through which rewards drive motivation and performance. This framework underscored the importance of transparency, balance, and consistency in reward systems, making it a valuable tool for this study's investigation of Pembe Millers' practices.

2.1.3 Equity Theory

Justice and fairness in the workplace were the primary tenets of John Stacy Adams's 1963 Equity Theory. People, according to the notion, measure their own input-output ratios in relation to others. Employees strive for fairness in the relationship between their contributions (skills, time, effort) and the rewards (income, perks, recognition) they get from their employer. How equity or perceived inequality affects employee motivation and productivity may be better understood with the help of this theory, which sheds light on the significance of fairness in performance evaluation systems.

Recent research by Khan et al. (2020) supported the relevance of Equity Theory in modern organizational practices, particularly in performance management systems. The study found that employees who perceived fairness in appraisals and rewards were more engaged and productive. This aligned with the study's focus on ensuring transparent and fair appraisal feedback to improve employee satisfaction and organizational outcomes. Khan et al. also emphasized that perceptions of inequity can lead to decreased motivation and productivity, highlighting the need for equitable practices at Pembe Millers.

Makhubela and Malatji (2023) further explored the implications of Equity Theory in South Africa's public sector, identifying significant challenges arising from perceived inequities in performance appraisals. They observed that such perceptions often result in workplace dissatisfaction and reduced productivity, stressing the importance of aligning reward systems and appraisal feedback with employee expectations. This finding complemented the study's objective of improving appraisal feedback quality by addressing fairness and justice in the process.

In contrast, Atintande (2019) critiques the application of Equity Theory in contexts where cultural differences influence perceptions of fairness. The study highlighted that what is considered fair in one setting may not align with perceptions in another, suggesting the need for context-specific approaches to implementing equitable practices. This perspective was particularly useful for Pembe Millers, where organizational culture plays a significant role in shaping employee expectations and perceptions.

In conclusion, Equity Theory provided a critical lens for examining the role of fairness in performance appraisal systems and its impact on productivity. By addressing issues of perceived inequity, the theory helped organizations design appraisal and reward systems that foster motivation, trust, and performance improvements.

2.2 Empirical Literature Review

According to Torraco (2020), an empirical literature review involves the systematic analysis and synthesis of existing studies that are based on observed and measured phenomena. It focuses on primary research findings and evidence to evaluate the relationships between variables and provides insights into how previous studies inform the current research. According to Torraco (2020), an empirical review serves as a crucial component of research as it highlights the trends, gaps, and methodological approaches in existing studies, forming a foundation for new investigations.

2.2.1 360-Degree Feedback and Productivity

Zondo (2019) looked into how the car manufacturing industry in South Africa benefited from 360-degree feedback in terms of efficiency. Using a combination of survey and interview methodologies, the research analyzed data from 150 workers and managers at three different car firms. The results showed that a 360-degree feedback system improved workers' self-awareness, social competence, and team output. Nevertheless, the research found that its direct effect on productivity was minimal since workers often did not take any concrete measures after receiving feedback. An further obstacle to the system's complete acceptance was the cultural reluctance to receive input from subordinates. There is a lack of knowledge on how 360-degree feedback may be more effectively included into performance evaluation systems that focus on productivity, even if Zondo's research shows that it can strengthen workplace relationships. The results of this study highlight the need of doing follow-up studies to determine how 360-degree feedback affects productivity in the workplace over the long run.

Ekune and Anthony (2024) investigated the impact of 360-degree feedback on productivity in the banking industry of Nigeria. Using a quantitative research strategy based on structured questionnaires, the study surveyed 200 workers across five institutions. The

findings demonstrated that by encouraging a culture of transparency and responsibility, 360-degree feedback considerably enhanced employee engagement, motivation, and job performance. The survey did find a few problems, however. Senior managers' opposition and a lack of follow-up procedures to apply feedback were two of them. While this study confirms that 360-degree feedback improves performance on an individual level, it doesn't say anything about expanding the system to bigger companies or using it in fields other than banking. This creates a knowledge vacuum about the contextual constraints of 360-degree feedback across different industries.

Researchers Sigei (2023) looked at how many Kenyan commercial banks used 360-degree feedback and how it affected productivity. In all, 150 participants from five different top banks participated in the study that took place in Nairobi. Using interviews and structured questionnaires, the research team used a descriptive survey approach to compile their findings. The results showed that workers' productivity increased as a result of better communication and collaboration brought about by 360-degree feedback. According to the research, workers appreciated receiving feedback from a variety of sources as it gave them a more complete picture of how they were doing. Nevertheless, the research pointed up a flaw in the execution, specifically with regard to the lack of procedures to guarantee the appropriate use of actionable feedback. The research did show that 360-degree feedback is beneficial, but it didn't look at how cultural elements in Kenyan banks affect whether or not the system is successful in implementing it.

Mwangi and Wanjiku (2022) investigated the impact of 360-degree feedback on organizational productivity in Kenya's manufacturing sector, focusing on companies in Nairobi. Using a mixed-methods approach, the study surveyed 200 employees from five manufacturing firms and conducted interviews with senior management. The results showed that 360-degree feedback enhanced employee self-awareness and identified performance gaps, leading to improved productivity. However, the study revealed challenges in integrating feedback into existing appraisal systems due to limited managerial commitment and resistance from employees unfamiliar with the method. This research highlights a gap in understanding how management training and employee sensitization

can support the adoption of 360-degree feedback. Additionally, it calls for further research on how industry-specific factors influence the system's effectiveness in different sectors.

2.2.2 Goal Setting and Productivity

Research by Mollel et al. (2023) looked at the National Food and Drug Administration Agency in Tanzania to see if their goal-setting processes correlated with production. The research used a quantitative method, polling 200 workers using pre-designed surveys. The results showed that by giving workers a feeling of purpose and direction, goal-setting procedures greatly increased productivity. Measurable goals that were in line with corporate objectives led to increased motivation and job ownership from employees. workers' disengagement was a direct result of the study's findings on participatory goal-setting, which revealed that workers were not adequately involved in the goal-setting process. If you want your staff to care about the results of their work, the authors suggest taking a more collaborative approach. Findings from this study call for further investigation into the efficacy of participatory goal-setting in raising efficiency in government agencies.

In their study of the oil and gas industry in Nigeria, Ekune and Anthony (2024) looked at how goal-setting affected productivity. Using a combination of survey and interview approaches, the research gathered information from 300 workers at three major oil corporations. The results showed that goal-setting increased productivity by making tasks more clear and holding people accountable. Compared to employees whose goals were vague or unspecific, those whose goals were both detailed and difficult did better. But the research also found that there were holes in the feedback systems, so workers weren't getting consistent updates on how they were doing, which stunted the effectiveness of goal-setting campaigns. To make goal-setting even more successful, the authors stressed the need to include continuous feedback. In high-stakes fields like oil and gas, this study highlights the need for more research into the effects of feedback and goal alignment on productivity.

Researchers Kuria and Obonyo (2021) looked at how the Kenyan Ministry of Health's goal-setting processes affected staff productivity. The study used a descriptive research approach and administered structured questionnaires to 150 workers, including department heads

and supervisors. Results showed that creating goals had a substantial impact on productivity, especially when those goals were well-defined, quantifiable, and in line with overall business aims. When employees could see how their work contributed to the bigger picture, they were more invested and understood their roles better. Most workers did not get enough direction on how to achieve their objectives, according to the survey, which highlighted a weakness in the feedback process. To make goal-setting frameworks more successful, Kuria and Obonyo suggested include methods for frequent feedback. Findings from this study call for more investigation into how feedback could improve goal-setting procedures.

Ngugi (2022) looked at manufacturing companies in Nairobi to see how goal-setting techniques affected staff productivity. The research used a cross-sectional survey approach, with 200 workers from 5 different manufacturing firms filling out questions. When workers worked together to establish objectives that were both demanding and attainable, they were more productive overall, according to the study. Employees' responsibility and ownership were both boosted by participatory goal-setting, which in turn led to better performance, according to the research. Nevertheless, the study found that there was a notable disconnect between personal objectives and organizational tactics, which reduced the overall effect on output. To guarantee alignment and optimize results, Ngugi recommended more research on how participatory goal-setting and strategic planning may work together.

2.2.3 Appraisal Feedback Quality and Productivity

Researchers Makhubela and Malatji (2023) examined the impact of assessment comment quality on staff productivity at the Department of Basic Education in Limpopo, South Africa. Fifty managers and employees participated in in-depth interviews for this qualitative study. The study's authors found that performance and motivation were both enhanced by timely, detailed, and constructive feedback. There was a large disparity in the study's results on the regularity of feedback delivery since many managers did not get enough training on how to provide suitable feedback. Employees' morale and output are negatively affected when they are unhappy with delayed or generic feedback. Management training programs, according to the authors, should include more regular and high-quality

feedback. Although the study did identify several helpful things, it failed to quantify the productivity gains from feedback, therefore additional empirical research is needed in this area.

At the Ghana Post Company Limited, Atintande (2019) looked at how the quality of assessment feedback correlated with production. This study used a descriptive research strategy to poll 120 workers from different divisions using pre-designed surveys. In order to assist employees understand their strengths and areas for growth, the results showed that feedback that was detailed, actionable, and given in a timely manner greatly improved performance. The research did find that there were no systems in place to follow up on comments and make sure they were considered. Employees felt the feedback was not credible since the evaluation procedure was not fair and not transparent. Having managers educated to provide objective assessments and implementing feedback follow-up mechanisms were both suggested as solutions by the research. There is a lack of knowledge on how to standardize feedback methods across various levels of an organization, according to this study.

Researchers Njeru and Ochieng (2019) looked at how the quality of assessment comments affected productivity in Kenya's National Treasury. One hundred workers participated in the research by filling out standardized questions as part of the descriptive survey design. Results showed that employees' performance increased dramatically after receiving timely, precise, and critical feedback. Workers were more inclined to up their game and better fit their efforts with company objectives after receiving constructive criticism. Disparities in feedback quality were one of the obstacles highlighted by the research, which also pointed to problems including inconsistent feedback delivery and an absence of standardized training for appraisers. Organizations should put money into educating managers to provide high-quality feedback and should set up feedback systems that encourage consistency and openness, according to the authors. The research might benefit from delving further into the effects of feedback quality on organizational productivity in the long run.

Mwema and Gachunga (2020) studied a subset of Kenyan WHO offices to determine the effect of evaluation feedback quality on production. The research used a mixed-methods strategy, polling 150 workers and also interviewing managers in detail. Employee morale and task performance were both boosted by timely, constructive feedback, according to the results. In order to increase trust and engagement among workers, the research also discovered that feedback has to be fair and clear. Notwithstanding these results, the research did reveal that feedback is not part of larger efforts to enhance performance. There should be a connection between the results of feedback and plans for staff development, according to the authors, who advocated for continuous feedback systems. The study's emphasis on global organizations is a major caveat as it could not accurately portray the inner workings of Kenyan businesses.

2.2.4 Reward Systems and Productivity

The effect of incentive programs on National Bank of Malawi production was the subject of research by Chawani (2023). One hundred twenty-two workers from various departments participated in the study via interviews and questionnaires, which formed the study's mixed-methods research strategy. A well-structured incentive system, including both extrinsic (bonuses and pay increases) and intrinsic (recognition and possibilities for career progression) rewards, considerably increased employee engagement and productivity, according to the results. Findings from the research highlighted the importance of openness in the compensation process for keeping employees trusting and invested. But as Chawani pointed out, there was a disconnect between pay and performance, which made it hard for productivity gains to continue. If we want fair distribution and long-term incentive, the research says we should use performance-based awards. Though useful, the studies only looked at banks and other financial organizations, so we don't know much about how other industries' incentive systems work.

In order to improve public sector employee performance in Nigeria, Francis, Zirra, and Mambula (2020) investigated the function of incentive programs. Two hundred workers from three government agencies participated in the descriptive research that formed the basis of the study. The findings proved that monetary incentives, such as bonuses and

allowances, greatly improved workers' efficiency and output. Nevertheless, the research also showed that recognition and job stability, which are not monetary benefits, were very important in keeping employees motivated. A key constraint that often led to employee unhappiness, according to the study, was an absence of openness and fairness in the allocation of rewards. To make sure that compensation plans are in line with employee expectations, the authors suggested creating fair and organized plans. The research found a hole in its coverage of the topic by not giving enough attention to how organizational culture and incentives interact to boost productivity.

Schindler Limited is a global corporation with headquarters in Nairobi, Kenya. Odhiambo (2020) looked studied how performance management methods, such as incentive schemes, affected staff productivity at the company. One hundred workers participated in the research by filling out standardized questions as part of the descriptive survey design. Positive effects on employee motivation and performance were associated with well-implemented incentive systems, especially those in which awards were linked to quantifiable performance indicators. Combining monetary incentives like bonuses with non-monetary perks like chances for professional development increased engagement and happiness among employees. The research did find that there was a lack of openness and consistency in the incentive system, which contributed to the appearance of partiality at times. To make things more equitable and productive overall, Odhiambo suggested tying incentive programs to specific performance metrics. The study's findings may not be applicable to smaller businesses in Kenya since they are based on a global corporation.

Njeru (2020) studied the National Registration Bureau in Kenya to see how incentive programs affected worker productivity in the public sector. In this cross-sectional study, researchers surveyed 150 workers using both open-ended questions and focus groups. A combination of extrinsic incentives, like pay raises, and intrinsic rewards, like public acclaim, greatly increased motivation and output from workers. However, the research found that obstacles to the incentive system's successful implementation included insufficient financing and inefficient bureaucracy. To meet the demands of a diversified workforce, Njeru suggested instituting a hybrid compensation system that combines

monetary and non-monetary benefits. There is a lack of knowledge on how to standardize public institution incentive systems to get fair outcomes, according to the research.

2.3 Summary and Research Gaps

The empirical reviews above demonstrated that performance appraisal systems, including 360-degree feedback, goal-setting, appraisal feedback quality and reward systems, played a significant role in enhancing employee productivity. Studies conducted in Africa and Kenya indicated that these components can positively influence motivation, task performance, and organizational efficiency when implemented effectively. Research in South Africa and Nigeria highlighted the value of multi-source feedback and well-structured reward systems in motivating employees, while Kenyan studies emphasized the importance of participatory goal-setting and constructive feedback in fostering productivity.

Despite these findings, several gaps remained. First, there was a limited focus on how contextual factors, such as organizational culture or industry-specific challenges, affected the implementation and success of these systems. This gap was evident in studies like those in Malawi and Kenya’s public sector, where inconsistencies in reward allocation and appraisal practices hindered their effectiveness. These gaps underscored the need for comprehensive studies that integrate feedback mechanisms with reward systems, and explored the interplay between appraisal practices and productivity.

Table 1: Summary and Research Gaps

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
Zondo (2019)	Investigated the effect of 360-degree feedback on productivity in South Africa’s automotive sector.	Enhanced self-awareness, interpersonal skills, and team performance, but lacked direct productivity impact. Cultural	Lack of actionable steps following feedback; need for longitudinal research to assess long-term impacts.	Explored how actionable steps and cultural factors can be addressed to integrate 360-degree feedback effectively.

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
		resistance to feedback noted.		
Ekune and Anthony (2024)	Examined 360-degree feedback in Nigeria's banking sector and its impact on productivity.	Improved motivation, engagement, and task performance; challenges included lack of follow-up and senior management resistance.	Limited scalability of 360-degree feedback across organizations and sectors.	Investigated contextual factors and scalability in integrating 360-degree feedback within diverse industries.
Sigei (2023)	Explored adoption of 360-degree feedback in Kenyan commercial banks and its effect on productivity.	Enhanced communication and teamwork; employees valued feedback, but lack of follow-up mechanisms hindered effectiveness.	Did not explore cultural factors influencing adoption in Kenyan banks.	Addressed cultural influences on the adoption and success of 360-degree feedback in organizational settings.
Mwangi and Wanjiku (2022)	Investigated the impact of 360-degree feedback on productivity in Kenya's manufacturing sector.	Enhanced self-awareness and identified performance gaps, but challenges included managerial resistance and lack of sensitization.	Lack of research on management training and industry-specific factors influencing feedback integration.	Assessed how management training and sensitization can support the effective adoption of 360-degree feedback.
Mollet et al. (2023)	Examined the relationship between goal-setting and productivity in Tanzania's public sector.	Clear and specific goal-setting enhanced productivity, motivation, and task ownership. Limited participatory goal-	Lack of participatory goal-setting; need for further research on its role in enhancing productivity.	Explored participatory goal-setting and its role in fostering productivity in private organizations.

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
		setting reduced engagement.		
Ekune and Anthony (2024)	Investigated goal-setting and productivity in Nigeria's oil and gas sector.	Specific and challenging goals improved clarity and accountability. Lack of regular feedback hindered full effectiveness of goal-setting.	Need for feedback mechanisms and alignment of goals in high-stakes industries like oil and gas.	Addressed feedback integration and alignment in goal-setting to ensure sustained productivity.
Kuria and Obonyo (2021)	Studied the impact of goal-setting on productivity in Kenya's Ministry of Health.	Specific and measurable goals enhanced motivation and task clarity. Inadequate feedback limited goal-setting effectiveness.	Limited exploration of feedback's role in enhancing goal-setting practices in public institutions.	Investigated feedback mechanisms to optimize goal-setting in private manufacturing sectors like Pembe Millers.
Ngugi (2022)	Explored goal-setting practices and productivity in Nairobi's manufacturing sector.	Collaborative and challenging goal-setting enhanced ownership and performance. Limited alignment of individual goals with organizational strategies.	Lack of integration between participatory goal-setting and strategic planning in manufacturing.	Addressed alignment of participatory goal-setting with strategic goals to enhance productivity.
Makhubela and Malatji (2023)	Investigated the impact of appraisal feedback quality on productivity in South Africa's Department of Basic Education.	Clear, constructive, and timely feedback improved employee motivation and performance. Lack of managerial training led to inconsistent feedback quality.	Did not measure productivity outcomes quantitatively; need for training programs to ensure consistent feedback.	Explored quantitative impacts of feedback quality and enhance manager training for consistent feedback delivery.

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
Atintande (2019)	Examined appraisal feedback quality and productivity at Ghana Post Company Limited.	Specific, actionable feedback enhanced performance. Lack of follow-up mechanisms and transparency reduced effectiveness.	Need for standardized feedback mechanisms across organizational levels and training for unbiased evaluations.	Investigated standardized feedback systems and managerial training for unbiased and actionable feedback.
Njeru and Ochieng (2019)	Studied the effect of appraisal feedback quality on productivity at the National Treasury of Kenya.	Constructive feedback significantly improved employee performance. Inconsistencies in feedback delivery hindered overall effectiveness.	Limited exploration of the long-term impacts of feedback quality on organizational productivity.	Examined long-term effects of appraisal feedback quality on productivity in private manufacturing sectors.
Mwema and Gachunga (2020)	Analyzed the influence of appraisal feedback quality on productivity in WHO offices in Kenya.	Timely and constructive feedback enhanced task performance and morale. Lack of integration into broader performance plans limited effectiveness.	Limited focus on local Kenyan firms; research centered on international organizations.	Investigated local dynamics in manufacturing firms and link feedback outcomes to performance improvement plans.
Chawani (2023)	Investigated the impact of reward systems on productivity in the National Bank of Malawi.	Well-structured reward systems with intrinsic and extrinsic rewards enhanced motivation and productivity. Transparency was crucial.	Alignment between rewards and individual performance was lacking; focused only on the financial sector.	Investigated performance-based rewards in manufacturing firms and ensure alignment with individual productivity.
Francis, Zirra, and	Explored the role of reward	Financial and non-financial rewards	Limited focus on how	Analyzed the role of

Author of the Study	Focus of the Study	Summary of Findings	Knowledge Gaps	Focus of the Current Study
Mambula (2020)	systems in employee performance in Nigeria's public sector.	improved motivation and productivity, but lack of transparency hindered effectiveness.	organizational culture interacts with reward systems to sustain productivity.	organizational culture in reward systems within Kenyan manufacturing industries.
Odhiambo (2020)	Examined reward systems and productivity at Schindler Limited, a multinational firm in Nairobi, Kenya.	Financial and non-financial rewards enhanced engagement and motivation. Transparency issues led to perceptions of favoritism.	Focused on a multinational organization, limiting generalizability to local firms in Kenya.	Investigated reward systems' impact on productivity in local Kenyan manufacturing organizations.
Njeru (2020)	Investigated reward systems' impact on productivity at Kenya's National Registration Bureau.	Intrinsic and extrinsic rewards improved motivation, but funding and bureaucratic inefficiencies hindered implementation.	Lack of standardization of reward systems across public institutions in Kenya.	Explored hybrid reward systems that integrate financial and non-financial rewards in the manufacturing sector.

2.4 Conceptual Framework

According to Ravitch and Riggan (2019), a conceptual framework provides a structured approach to research by identifying and describing key variables, their interconnections, and the overall context of the study. It serves as a blueprint for the research process, helping to clarify the research questions and align the methodology with the study's purpose. In the current study, the conceptual framework will illustrate how performance appraisal components; 360-degree feedback, goal-setting, appraisal feedback quality, and reward systems affect productivity within the context of Pembe Millers.

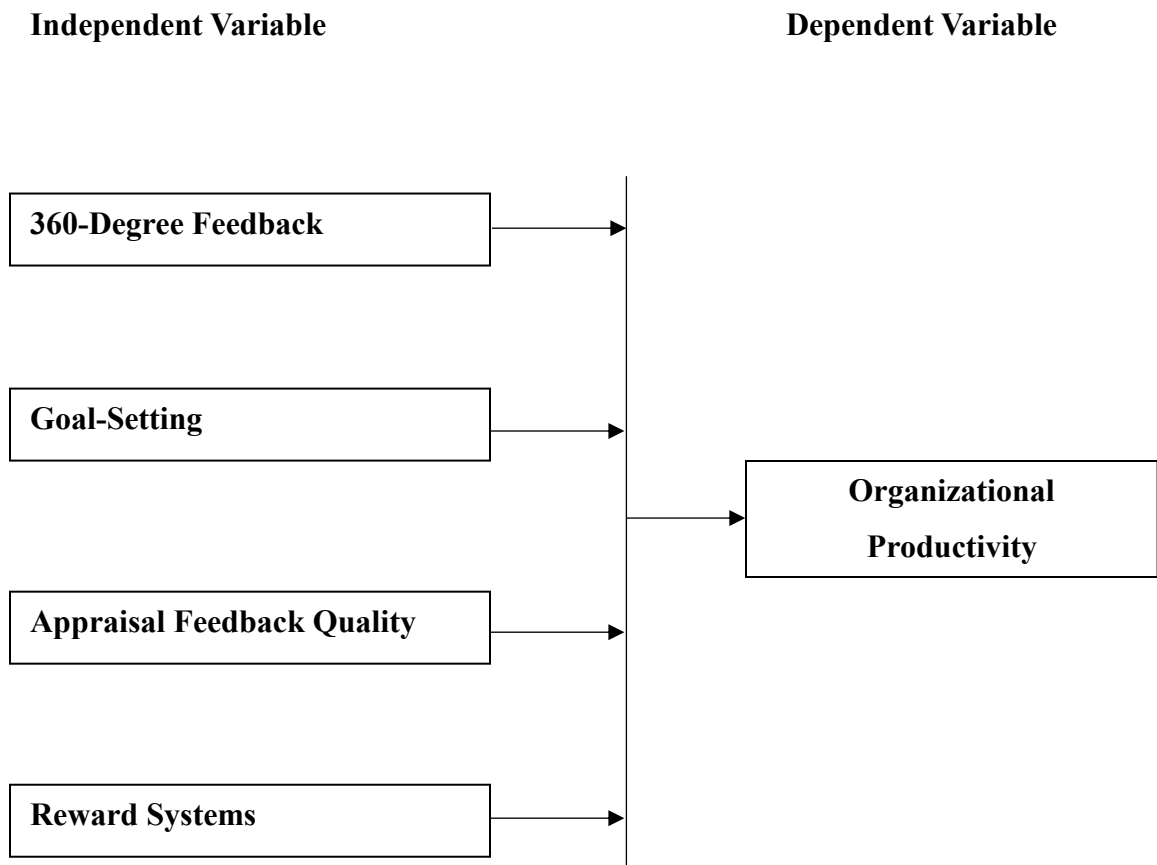


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

According to Saunders et al. (2019), operationalization involves translating abstract concepts into measurable indicators or metrics to facilitate data collection and analysis. This process ensures clarity in research design by specifying how each variable will be measured, enhancing the validity and reliability of the study. In the current study, performance appraisal components such as 360-degree feedback, goal-setting, appraisal feedback quality, and reward systems were operationalized using specific metrics.

Table 2: Operationalization of Variables

Variable	Indicators	Measurement Scale	Analysis Tool
360-Degree Feedback	<ul style="list-style-type: none"> ➤ Multi-source feedback ➤ Peer evaluations ➤ Supervisor ratings ➤ Subordinate input ➤ Client reviews 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Goal-Setting	<ul style="list-style-type: none"> ➤ Specific goals ➤ Measurable targets ➤ Goal clarity ➤ Challenging objectives ➤ Employee involvement 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Appraisal Feedback Quality	<ul style="list-style-type: none"> ➤ Timely feedback ➤ Feedback clarity ➤ Actionable insights ➤ Constructive criticism ➤ Manager training 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Reward System	<ul style="list-style-type: none"> ➤ Financial incentives ➤ Non-financial rewards ➤ Transparent criteria ➤ Performance bonuses ➤ Recognition programs 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Organizational Productivity	<ul style="list-style-type: none"> ➤ Task completion rate ➤ Output quality ➤ Employee efficiency ➤ Revenue growth ➤ Goal achievement 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables

2.6 Chapter Summary

In this section, we took a look at the theories that served as the study's foundation, such as the Equality Theory, Goal-Setting Theory, and Expectancy Theory. It offered a theoretical framework, surveyed empirical research on performance evaluation procedures and their effects on productivity, and uncovered knowledge gaps. Also included were quantifiable indications for the operationalization of variables.

CHAPTER THREE RESEARCH METHODOLOGY

3.0 Introduction

This section lays out the study methodology, which includes the research strategy, population of interest, sampling method, sample size, and tools and processes for gathering data. The document guarantees a reliable and methodical approach to studying productivity and performance assessment procedures by additionally covering topics like ethical issues, data analysis methodologies, and pilot testing.

3.1 Research Design

According to Creswell and Creswell (2023), a research design is a structured blueprint for collecting, evaluating, and interpreting data. This strategy guarantees that the research is organized and adheres to all the required procedures. It provides a methodical framework for answering research questions by guiding the selection of methodology, sample processes, and equipment, all of which contribute to the findings' validity and dependability. Having a clear strategy is essential for maintaining consistency and transparency in the research process, according to Saunders, Lewis, and Thornhill (2019).

This study's technique was descriptive in nature. The current state of phenomena, extensive data collection, and the discovery of variable correlations may all be adequately addressed by a descriptive research technique. Using a descriptive research approach, researchers may systematically collect data, describe patterns, and provide a comprehensive analysis of the subject being studied (Saunders, Lewis, & Thornhill, 2019). This strategy was effective in revealing the impact of Pembe Millers Limited's performance evaluation procedures on production.

The ability to combine qualitative and quantitative data was another advantage of descriptive research methods; this allowed for a more in-depth analysis of potential confounding variables. Creswell and Creswell (2023) state that descriptive designs are ideal for pattern and correlation seeking research, especially in organizational settings with many interrelated variables.

3.2 Target Population

Any and all things or people that a researcher intends to learn more about are collectively known as the target population. Everyone who is eligible to participate in the study and whose information might help answer the research questions is the target group, say Creswell and Creswell (2023). To guarantee that study results are relevant, accurate, and applicable, Saunders, Lewis, and Thornhill (2019) stress the need of identifying the target group.

Three hundred and forty-nine individuals from all levels of management and lower-level employees at Pembe Millers Limited made up the study's target group. This heterogeneous group captured a wide range of viewpoints on productivity and performance rating methods, ensuring thorough data gathering from all levels of the firm.

All stakeholders immediately affected by performance assessment techniques were considered when choosing this target group, therefore it was a good fit for studying how they affect productivity. To ensure a comprehensive knowledge of the assessment system's efficacy, the research included people from all levels of management, taking into consideration the distinct experiences and responsibilities of each group. The results were more reliable and applicable since the population was well-aligned with the study's aims.

Table 3: Target Population

Category	Frequency	Percentage
Top Management	62	17.77
Middle Level Management	168	48.14
Junior Staff	119	34.10
Total	349	100

3.3 Sample and Sampling

According to Creswell and Creswell (2023), a study's sample is a selection of people drawn from the larger population in an effort to achieve a representation of that total. To make

sure the data is representative of the whole population, researchers use a technique called sampling to choose this subset (Creswell & Creswell, 2023). Researchers may save time and money without sacrificing quality or relevance when they use sampling, say Saunders, Lewis, and Thornhill (2019).

The study used a stratified random sampling approach to choose participants. The level of management present (e.g., senior, middle, and junior staff) is one criterion that may be used in stratified random sampling to choose a subset of a population from a larger population. This means the findings may be applied to a wider range of people (Saunders, Lewis, & Thornhill, 2019).

Respondents were chosen at random from each stratum once the population was stratified. Because it collected a variety of viewpoints and experiences from various levels of the organization, this method was appropriate. Stratified random sampling, say Creswell and Creswell (2023), makes sure that results are reflective of the population as a whole by increasing the sample's representativeness. Out of a total of 349 employees, 105 participated in the survey, making about 30% of the population. The research included each group's distinct perspectives on performance assessment techniques and productivity by stratifying the population into various tiers.

Table 4: Sample Size

Category	Target Population	Sample Size
Top Management	62	19
Middle Level Management	168	50
Junior Staff	119	36
Total	349	105

3.4 Data Collection Instruments

In order to compile the data needed for this study, researchers used 5-point Likert scale questionnaires. With the Likert scale, people could indicate how much they agreed or

disagreed with certain claims, going from "strongly disagree" to "strongly agree." This method worked well for gauging Pembe Millers Limited employees' thoughts, feelings, and views on performance review procedures and how they affected output.

Reasons for using these surveys include their capacity to efficiently gather data from a wide sample while simultaneously guaranteeing answer uniformity and comparability. Questionnaires, say Saunders, Lewis, and Thornhill (2019), are a flexible way to gather data as they are simple to distribute and provide accurate, measurable results. The use of structured questionnaires allows researchers to get standardized data at a low cost and with little room for bias (Cresswell & Creswell, 2023) in the data they obtain.

To keep things simple, consistent, and easy to analyze, the questionnaire for this research will only include closed-ended items. Respondents are able to express their thoughts and feelings most accurately using closed-ended questions since they provide predetermined response alternatives.

3.5 Pilot Study

Prior to conducting the major study, researchers sometimes do a smaller-scale preparatory investigation known as a pilot study to ensure that the research instruments are feasible, reliable, and valid. Creswell and Creswell (2023) state that researchers may enhance the study's design, adjust research equipment, and discover possible data collecting issues via a pilot study.

Eleven respondents chosen at random from Pembe Millers Limited (representing 10% of the total sample) participated in the pilot research. To ensure that the study was free of bias, these individuals did not take part in the actual research. In the pilot research, a subset of the target population filled out the questionnaire and had their thoughts on its length, relevance, and clarity evaluated. In order to make sure the questionnaire measures the factors we were looking for, we utilized the data to tweak its design and enhance its questions.

There were three primary goals that the pilot research set out to accomplish. In order to be sure that the findings would be consistent across all respondents, it first checked the questionnaire's dependability. The second step was to check whether the questions were valid and true indicators of the target components. Third, the pilot research resolved any potential logistical concerns that may impact the main study, including difficulties with scheduling, instructions, and answer forms.

3.5.1 Validity

According to Saunders, Lewis, and Thornhill (2019), validity refers to the extent to which a research instrument measures what it is intended to measure, ensuring the accuracy and relevance of the data collected. According to Creswell and Creswell (2023), validity is critical in research as it determines the credibility of findings and their applicability to the study's objectives.

This research included many metrics to ensure its validity. To begin, we made sure the questionnaire was content-valid by basing its design on a comprehensive literature analysis that included all areas of performance evaluation and productivity. To ensure the questionnaire accurately reflects the study variables, the research supervisor examined it. The second step was to operationalize the variables according to well-established theories, which helped with construct validity. To make sure the survey was in line with the goals of the research, each question was associated with a particular concept.

3.5.2 Reliability

According to Saunders, Lewis, and Thornhill (2019), reliability refers to the consistency and stability of a research instrument in measuring what it is intended to measure across different situations and time. According to Creswell and Creswell (2023), a reliable instrument yields consistent results when administered to similar groups under similar conditions.

Using a test-retest strategy and computing Cronbach's alpha values, we evaluated the questionnaire's reliability. Eleven participants filled out the survey in its first iteration as a test project. In order to check if the respondents' answers were consistent over time, we

gave the same instrument to them again after a week. We calculated Cronbach's alpha for the whole instrument and for each sub-scale after analyzing data from both administrations. All things considered, the Cronbach's alpha coefficient was 0.85, which is a very consistent result. Sections dealing with goal-setting, evaluation feedback quality, incentive systems, and 360-degree feedback all have Cronbach's alpha values between 0.80 and 0.87, according to sub-scale results. These findings provided credence to the questionnaire's use for the primary research by demonstrating its ability to accurately assess the target constructs.

3.6 Data Collection Procedure

In order to guarantee efficacy and precision, the data gathering procedure for this research was structured and methodical. The Management University of Africa provided the researcher with a letter of permission. This letter was the official green light to conduct the study. After that, the researcher officially asked permission to perform the study by presenting the authorization letter to the management of Pembe Millers Limited.

We used a stratified random sample method to choose 105 people to fill out the surveys. Assuring participants of their privacy and providing them with detailed instructions on how to fill out the survey, we made sure that everyone understood the goals of the research. Each survey included a one-week time limit for respondents. That everyone had enough time to provide complete and correct replies was the goal of this schedule. Research assistants gathered the finished surveys after the allotted week had passed. To make sure the data was comprehensive and consistent, the researcher looked over it.

3.7 Data Analysis and Presentation

We used descriptive statistics, namely percentages and frequencies, to examine the data that we gathered. Because of this method, the researcher was able to successfully synthesize and understand the data. For our investigation, we relied on Microsoft Excel, a powerful yet user-friendly tool for statistical calculations and graphing.

To make the data easy to grasp and interpret, we used tables, bar graphs, and pie charts. Tables summarized the data numerically by percentage and frequency, while bar graphs

and pie charts offered visual representations of the data, facilitating comparison and interpretation of important results. This hybrid approach to data presenting improved readability and made insights available to a wider audience.

3.8 Ethical Considerations

According to Creswell and Creswell (2023) ethical considerations in research refer to the principles and guidelines that ensure the protection of participants' rights, the integrity of the research process, and the credibility of the findings. Saunders, Lewis, and Thornhill (2019) emphasize that adhering to ethical standards safeguards the welfare of participants and enhances the validity and reliability of the research.

3.8.1 Informed Consent

Creswell and Creswell (2023) emphasize that participants must voluntarily agree to participate after being provided with clear and comprehensive information. In this study, all participants were given a consent form outlining the study's objectives, data collection methods, and their right to withdraw at any time. Their consent was documented before any data collection began.

3.8.2 Voluntary Participation

According to Saunders, Lewis, and Thornhill (2019), one of the most important aspects of doing research in an ethical manner is encouraging participants to provide their informed consent without worrying about negative consequences. We assured participants that there would be no repercussions for refusing or dropping out of the research.

3.8.3 Confidentiality

Researchers should take precautions to keep data safe and restrict access to approved users (Creswell and Creswell, 2023) before releasing it. All data used in this research was saved digitally in encrypted files and any physical copies were kept in a safe place. The aim of this study was the only utilization of the participants' replies.

3.8.4 Privacy

Saunders et al. (2019) state that privacy protection ensures that data collection is limited to what is necessary for the study's objectives. This study only collected information relevant to performance appraisal practices and productivity, avoiding personal or sensitive data unrelated to the research focus.

3.8.5 Anonymity

Anonymity fosters confidence and promotes forthright answers, according to Creswell & Creswell (2023). To avoid linking specific answers to particular participants, this research did not record their identities and instead coded all data.

3.9 Chapter Summary

Included in this chapter's description of the study methodology were the following: descriptive research design, population of interest, sampling strategy, sample size, and methods for collecting data. To provide a legitimate and methodical approach to examining performance assessment techniques and productivity, it also addressed ethical issues, data analytic methodologies, and pilot testing.

CHAPTER FOUR RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

In this section, we provide the results of the research. Lastly, the paper does a good job of pointing out the problems that came up while doing the research.

4.1 Presentation of Research Findings

Visual aids such as tables, graphs, and pie charts make it simple to understand and make sense of the study's results. We examine each goal independently. Based on these results, we may make some inferences and provide some suggestions on how Pembe Millers Limited's performance assessment has affected productivity.

4.1.1 Response Rate

With 93 out of 105 responders (or 88.6% of the total) taking part, the survey had a very high response rate. Due to the large sample size, we may assume that the results are accurate and reflective of the staff of Pembe Millers Limited. The results of the research must fairly represent the impact of performance evaluation on productivity, as the low percentage of workers who did not respond (11.4% of the total) shows that they were actively involved.

Table 5: Response Rate

Category	Frequency	Percentage
Response	93	88.57
Non-Response	12	11.43
Total	105	100

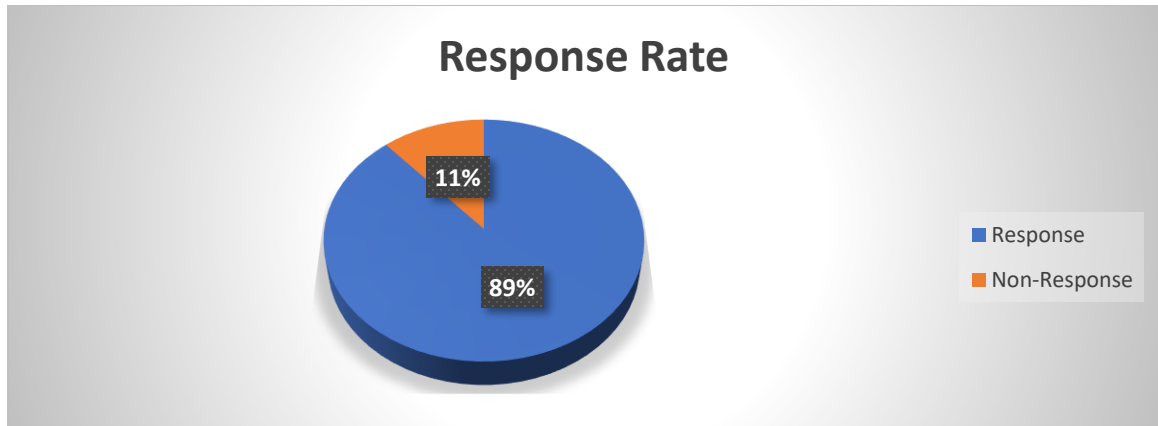


Figure 2: Response Rate

The study achieved a high response rate, with 93 out of 105 respondents participating, representing an 88.6% response rate. This high level of participation suggests that the findings are reliable and representative of the workforce at Pembe Millers Limited. The minimal non-response rate (11.4%) indicates strong engagement from employees, ensuring that conclusions accurately reflect the effects of performance appraisal on productivity. According to Mugenda and Mugenda (2003), a response rate above 70% is considered excellent for generalizing findings to the target population.

4.1.2 Background Information

The study gathered background information on respondents to ensure a comprehensive analysis of how demographic and professional characteristics influenced perceptions of performance appraisal and productivity. Understanding gender, age, education level, and job position helped in identifying trends, disparities, and biases in appraisal outcomes. This data ensured that findings were representative of the workforce at Pembe Millers Limited and provided insights into whether appraisal methods were equally effective across different employee groups, ultimately contributing to recommendations for improving productivity. Collecting demographic information is essential in research, as it describes the study sample and allows for the exploration of how demographic variables may moderate dependent variables (Salkind, 2010).

4.1.2.1 Gender Distribution of the Respondents

The study collected information on the gender distribution of respondents to understand the demographic composition of employees at Pembe Millers Limited. This was relevant to determine whether gender influenced perceptions of performance appraisal and productivity. Analyzing gender distribution also helped ensure diversity in responses and assess whether appraisal systems affected male and female employees differently. This information contributed to a comprehensive understanding of appraisal effectiveness across different demographic groups.

Table 6: Gender Distribution of the Respondents

Category	Frequency	Percentage
Male	54	58.06
Female	39	41.94
Total	93	100

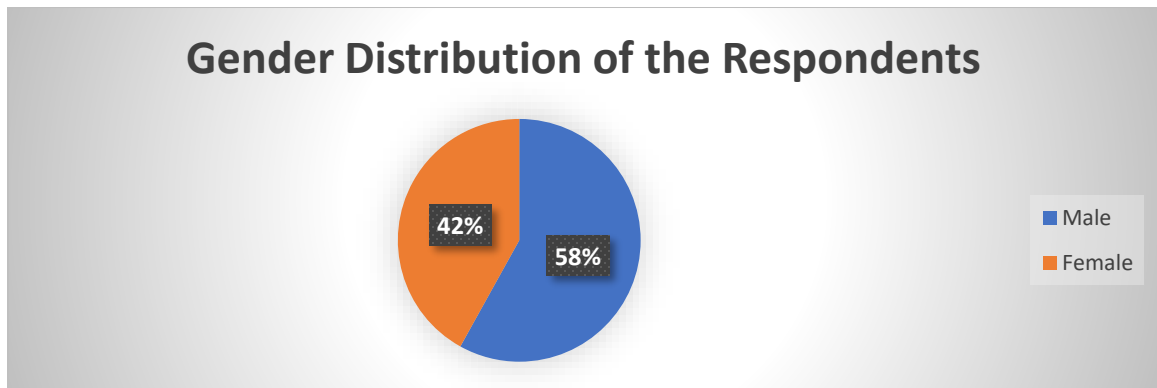


Figure 3: Gender Distribution of the Respondents

The study found that 54 (58.1%) of the respondents were male, while 39 (41.9%) were female. This indicates that the workforce at Pembe Millers Limited is male-dominated, though there is significant female representation. The gender distribution suggests that both perspectives were captured in the study, ensuring a balanced analysis of the effects of performance appraisal on productivity across genders. Collecting and analyzing gender distribution in research is essential, as it allows for the identification of potential disparities

and biases in outcomes, ensuring that findings are representative and applicable to all groups (Creswell, 2014).

4.1.2.2 Age Bracket Range of the Respondents

The study collected information on the age bracket of respondents to analyze how different age groups perceived performance appraisal and its impact on productivity. This was essential in determining whether factors such as experience, career stage, or generational differences influenced responses to 360-degree feedback, goal setting, appraisal feedback quality, and reward systems. Understanding age distribution also helped assess whether appraisal practices were effective across all age groups or required adjustments for specific demographics.

Table 7: Age Bracket Range of the Respondents

Category	Frequency	Percentage
18-25	14	15.05
26-35	38	40.86
36-45	27	29.03
Over 45	14	15.05
Total	93	100

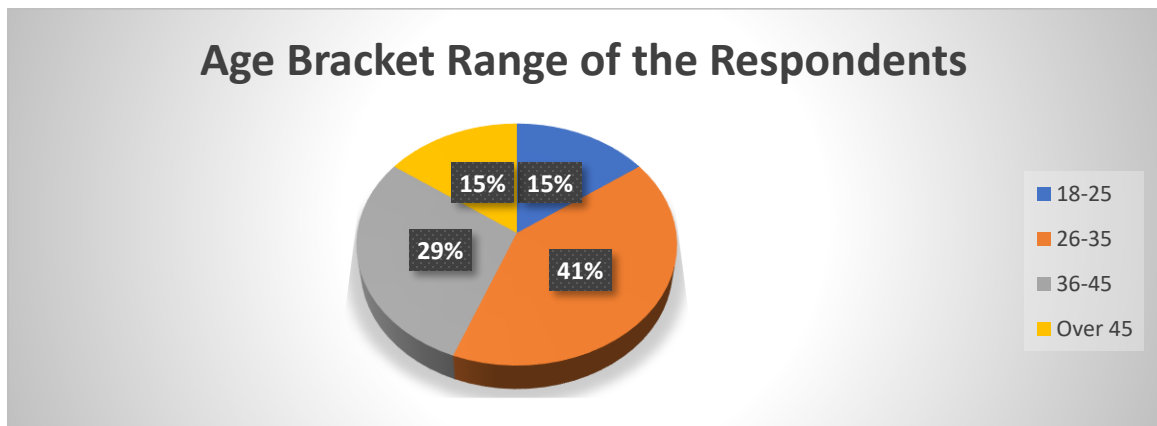


Figure 4: Age Bracket Range of the Respondents

According to the results, the youngest age group was 26–35 (represented by 38 out of 93 respondents, or 40.9%), followed by 36–45 (represented by 27 respondents, or 29.0%). Fourteen people, or 15.1% of the total, fell into the age brackets of 18–25 and 45 and above, respectively. Based on this distribution, it seems that most of Pembe Millers Limited's employees are in their twenties and thirties. This might affect how employees view performance reviews, goal-setting, and compensation plans that are tailored to different levels of experience and career progression. Creswell (2018) argues that researchers must take demographic factors like age into account when conducting studies since they reveal linkages and trends that affect the results.

4.1.2.3 Highest Level of Education

The study gathered information on the highest level of education of respondents to assess how educational background influenced perceptions of performance appraisal and productivity. This was important in understanding whether employees with different educational qualifications responded differently to 360-degree feedback, goal setting, appraisal feedback quality, and reward systems. Education level could also indicate employees' ability to interpret and utilize feedback effectively, which could impact overall productivity and the effectiveness of appraisal systems.

Table 8: Highest Level of Education

Category	Frequency	Percentage
Primary School	4	4.30
Secondary School	9	9.68
Diploma	28	30.11
Bachelor's Degree	38	40.86
Master's Degree	10	10.75
Doctorate Degree	2	2.15
Technical Certification	2	2.15
Total	93	100

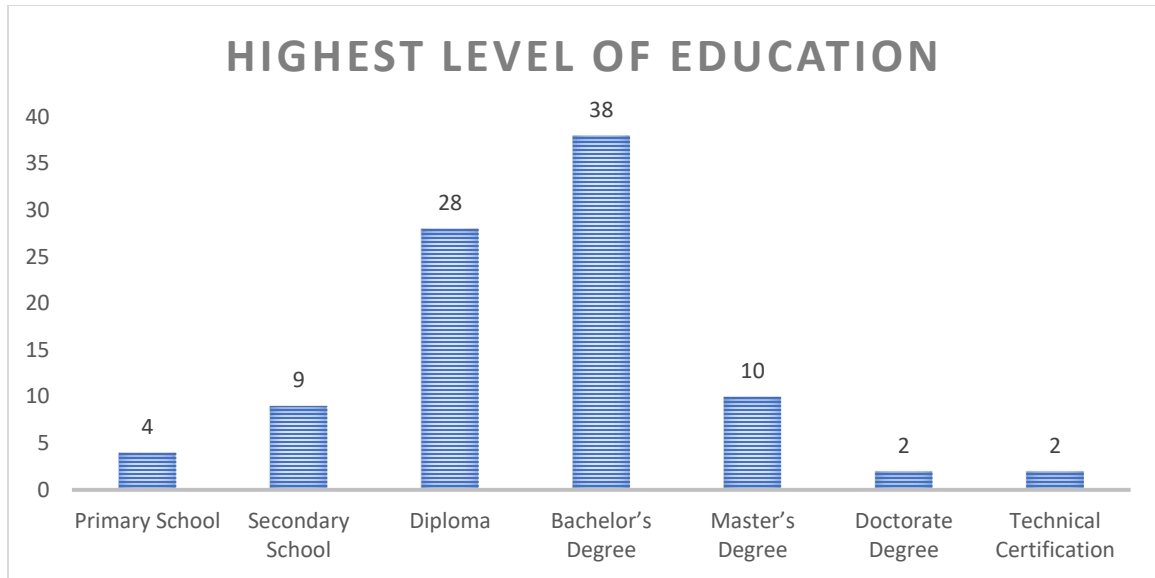


Figure 5: Highest Level of Education

The study found that the majority of respondents had a Bachelor's degree (38 or 40.9%), followed by those with a Diploma (28 or 30.1%). A smaller number had a Master's degree (10 or 10.8%), while only 2 (2.2%) held a Doctorate or Technical Certification. Respondents with Secondary (9 or 9.7%) and Primary education (4 or 4.3%) were the least represented. This suggests that most employees at Pembe Millers Limited have formal education, which may influence their understanding and response to performance appraisals and productivity strategies. According to Kothari (2004), education levels influence individuals' ability to interpret and respond to structured workplace processes.

4.1.2.4 Level of Operation in the Organization

The study collected information on the respondents' level of operation in the organization to examine how performance appraisal effects varied across different hierarchical levels. This was important in determining whether employees in managerial, supervisory, or operational roles perceived 360-degree feedback, goal setting, appraisal feedback quality, and reward systems differently. Understanding these variations helped assess whether appraisal practices were effectively tailored to different job levels and whether adjustments were needed to enhance overall productivity.

Table 9: Level of Operation in the Organization

Category	Frequency	Percentage
Top Management	7	7.53
Middle Level Management	24	25.81
Junior Staff	62	66.67
Total	93	100

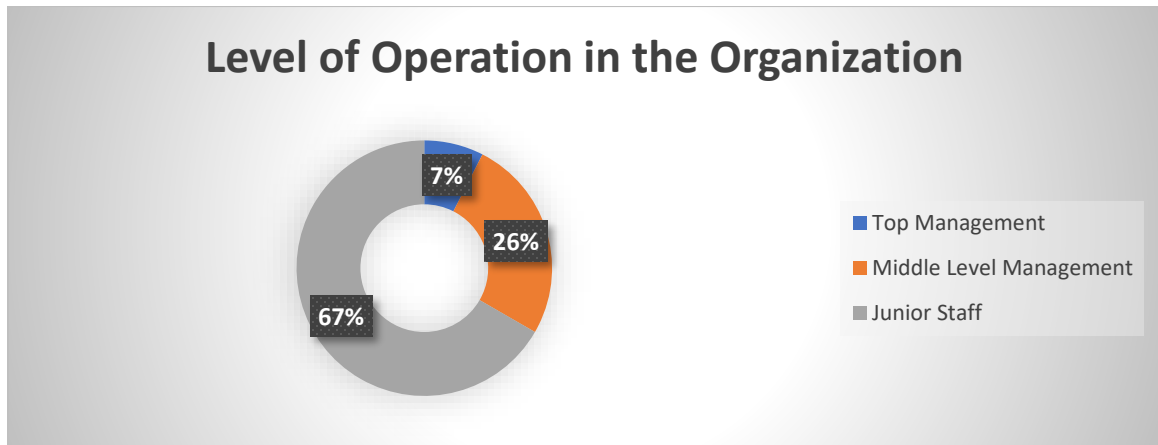


Figure 6: Level of Operation in the Organization

The study found that the majority of respondents (62 or 66.7%) were junior staff, followed by 24 (25.8%) in middle-level management, and only 7 (7.5%) in top management. This distribution suggests that most insights on performance appraisal and productivity at Pembe Millers Limited come from employees directly involved in daily operations. The responses from different levels provide a comprehensive view of how appraisal systems impact productivity across the organizational hierarchy. According to Bryman (2016), analyzing organizational hierarchy in research helps to capture diverse perspectives on workplace policies and management effectiveness.

4.1.3 Study Objectives

The study focused on the four objectives 360-degree feedback, goal setting, appraisal feedback quality, and reward systems because these are key components of an effective performance appraisal system that directly influence employee productivity. 360-degree feedback was examined to assess how multi-source evaluations impact employee performance. Goal setting was included to determine its role in motivation and productivity. Appraisal feedback quality was analyzed to understand its effect on employee improvement. Lastly, the reward system was studied to evaluate its influence on motivation and job performance.

4.1.3.1 360-Degree Feedback

The purpose of the research was to determine the effect of 360-degree feedback on productivity by analyzing the effects of obtaining performance reviews from various sources. This was critical for figuring out whether workers had a more accurate view of their strengths and development areas after receiving thorough feedback. It was also useful in figuring out if Pembe Millers Limited's productivity increased as a result of increased responsibility, motivation, and professional development brought about by multi-source feedback.

4.1.3.1.1 The organization uses multi-source feedback when undertaking appraisal

This research sought to answer the question, "Did the organization use multi-source feedback in appraisals?" by looking at how often and from what sources workers got input on their performance reviews. To determine if the evaluation was thorough and equitable, this was crucial. Pembe Millers Limited was able to assess the efficacy of multi-source feedback in boosting productivity, recognizing employees' strengths and areas for improvement, and encouraging personal growth thanks to this understanding of its application.

Table 10: The organization uses multi-source feedback when undertaking appraisal

Category	Frequency	Percentage
Strongly Agree	21	22.58
Agree	33	35.48
Neutral	18	19.35
Disagree	14	15.05
Strongly Disagree	7	7.53
Total	93	100

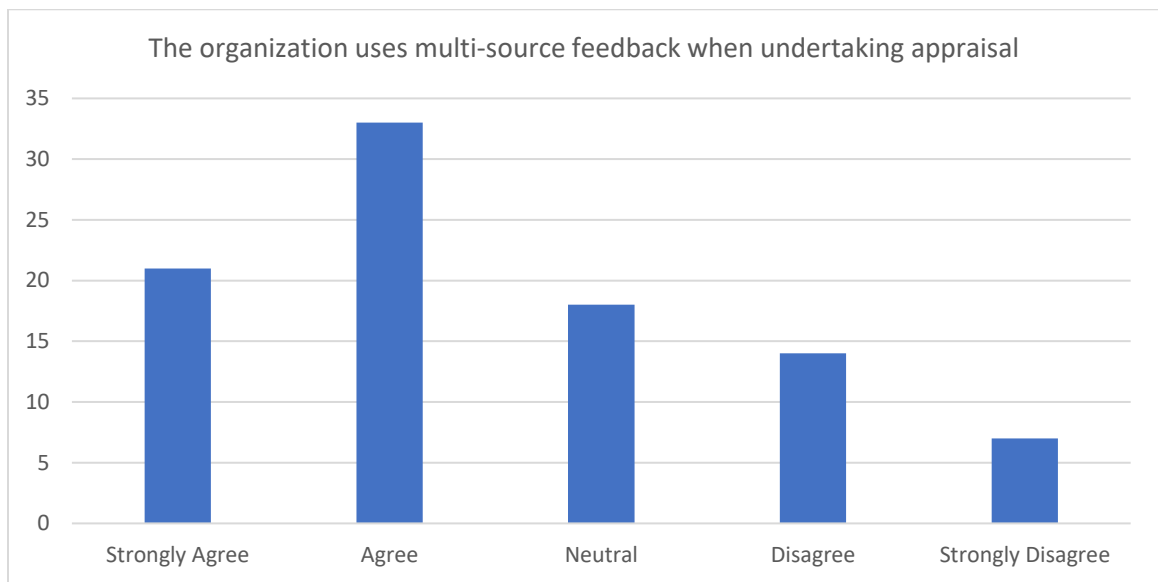


Figure 7: The organization uses multi-source feedback when undertaking appraisal

The study found that 54 (58.1%) of respondents agreed that Pembe Millers Limited uses multi-source feedback in performance appraisals, while 21 (22.6%) disagreed. This suggests that multi-source feedback is utilized, but inconsistencies exist in its application. Ekune and Anthony (2024) found that 360-degree feedback significantly improved employee engagement and task performance by fostering accountability, aligning with these findings. Similarly, Mwangi and Wanjiku (2022) noted that multi-source feedback enhances self-awareness and performance but faces resistance in integration, indicating the need for structured implementation.

4.1.3.1.2 Peer evaluations provide valuable insights into work performance

The study examined whether peer evaluations provided valuable insights into work performance to assess the effectiveness of feedback from colleagues in enhancing employee productivity. Peer evaluations were considered important in identifying strengths and weaknesses that supervisors might overlook. This helped determine if peer feedback contributed to employee growth, collaboration, and accountability. Understanding its impact allowed the study to evaluate whether incorporating peer reviews into the appraisal system improved overall performance at Pembe Millers Limited.

Table 11: Peer evaluations provide valuable insights into work performance

Category	Frequency	Percentage
Strongly Agree	23	24.73
Agree	30	32.26
Neutral	22	23.66
Disagree	12	12.90
Strongly Disagree	6	6.45
Total	93	100

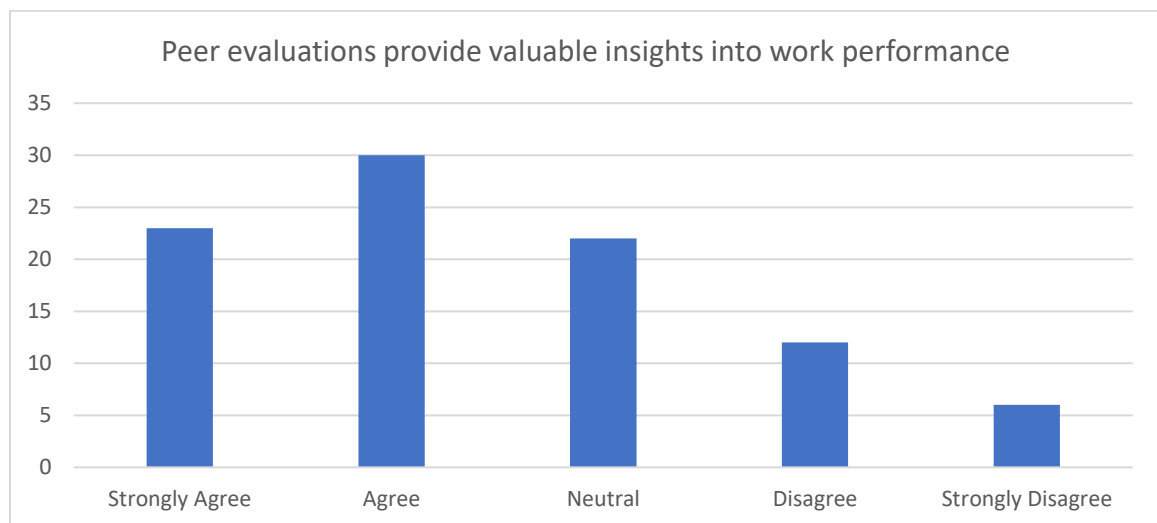


Figure 8: Peer evaluations provide valuable insights into work performance

The study found that 53 (57%) of respondents agreed that peer evaluations provide valuable insights into work performance, while 18 (19.4%) disagreed. This suggests that peer evaluations are beneficial, but concerns about fairness and accuracy remain. Sigei (2023) found that employees valued multi-source feedback as it provided a holistic view of performance, supporting the effectiveness of peer evaluations. Similarly, Zondo (2019) emphasized that 360-degree feedback improves teamwork and interpersonal skills, reinforcing the value of peer assessments in enhancing productivity.

4.1.3.1.3 Supervisor ratings accurately reflect contribution to the organization

The study examined whether supervisor ratings accurately reflected employees' contributions to the organization to assess the reliability and fairness of managerial evaluations in the appraisal process. This was important in determining if supervisors provided objective assessments that aligned with employee performance and organizational goals. Understanding this helped evaluate whether supervisor feedback effectively guided employee improvement and productivity at Pembe Millers Limited or if biases and inconsistencies affected appraisal outcomes.

Table 12: Supervisor ratings accurately reflect contribution to the organization

Category	Frequency	Percentage
Strongly Agree	18	19.35
Agree	28	30.11
Neutral	26	27.96
Disagree	13	13.98
Strongly Disagree	8	8.60
Total	93	100

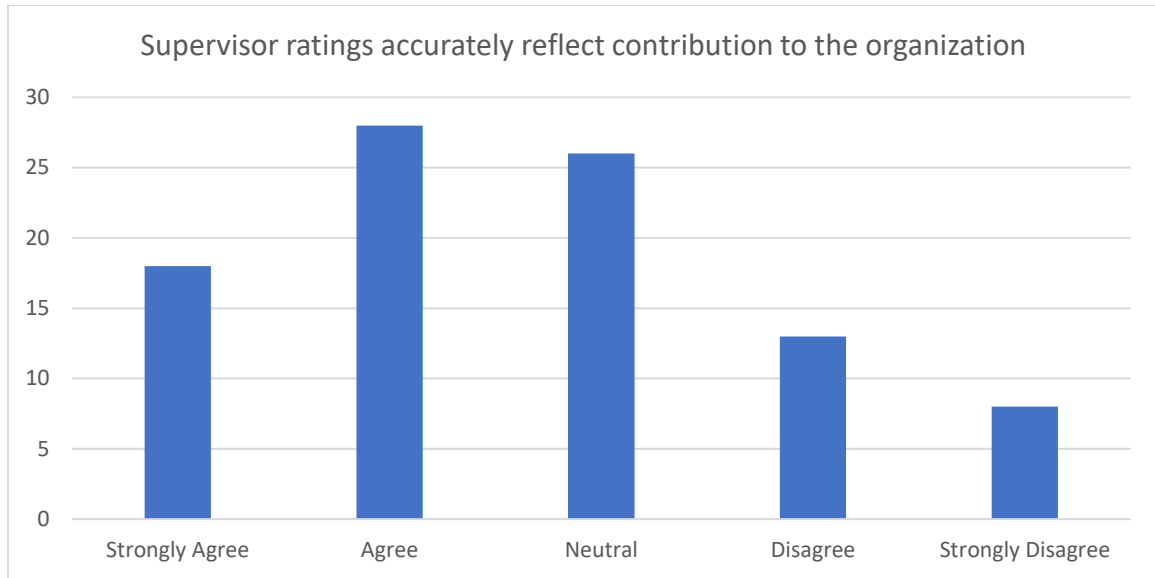


Figure 9: Supervisor ratings accurately reflect contribution to the organization

The study found that 46 (49.5%) of respondents agreed that supervisor ratings accurately reflect employee contributions, while 21 (22.6%) disagreed. This suggests that while supervisor evaluations are trusted, concerns about bias exist. Mwangi and Wanjiku (2022) found that managerial commitment to feedback is critical for its effectiveness, mirroring the need for unbiased and accurate supervisor ratings. Additionally, Ekune and Anthony (2024) noted that supervisor feedback fosters a culture of openness but often lacks proper follow-up mechanisms, highlighting the need for structured feedback implementation.

4.1.3.1.4 Subordinate input improves the quality of the appraisal process

The study examined whether subordinate input improved the quality of the appraisal process to assess the value of upward feedback in performance evaluations. This was important in determining if employees' perspectives on their supervisors contributed to a more comprehensive and fair appraisal system. Understanding this helped evaluate whether incorporating subordinate feedback enhanced leadership effectiveness, accountability, and overall productivity at Pembe Millers Limited.

Table 13: Subordinate input improves the quality of the appraisal process

Category	Frequency	Percentage
Strongly Agree	20	21.51
Agree	30	32.26
Neutral	23	24.73
Disagree	12	12.90
Strongly Disagree	8	8.60
Total	93	100

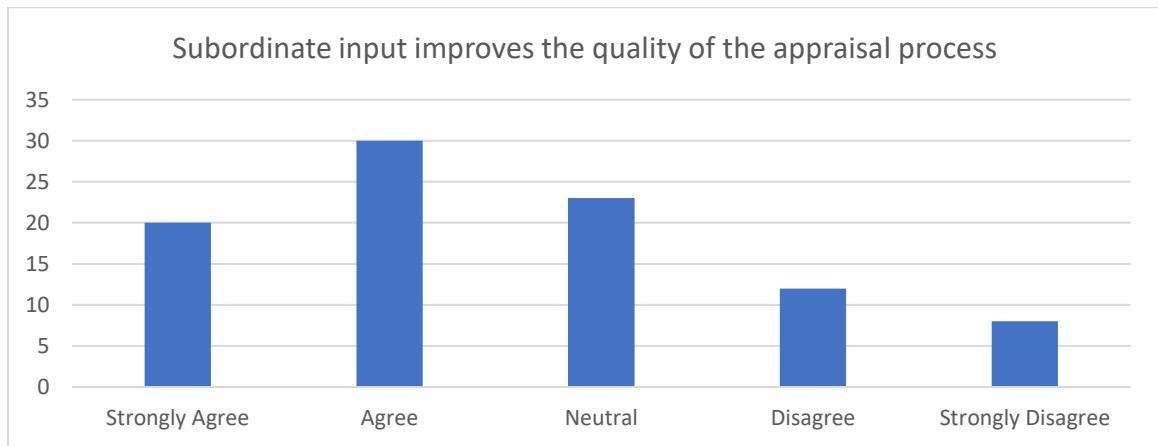


Figure 10: Subordinate input improves the quality of the appraisal process

The study found that 50 (53.8%) of respondents agreed that subordinate input improves the quality of the appraisal process, while 20 (21.5%) disagreed. This suggests that subordinate feedback is valued but faces challenges related to credibility and managerial acceptance. Zondo (2019) found that cultural resistance to receiving feedback from subordinates was a key barrier to its effectiveness, aligning with these findings. Similarly, Sigei (2023) noted that subordinate feedback enhanced communication and teamwork, but its implementation required proper mechanisms to ensure its impact on productivity.

4.1.3.1.5 Client reviews are effectively incorporated into performance appraisal

The study examined whether client reviews were effectively incorporated into performance appraisals to assess the role of external feedback in evaluating employee performance. This

was important in determining if customer satisfaction and service quality influenced appraisal outcomes. Understanding this helped evaluate whether client feedback contributed to a more holistic appraisal system, improving employee accountability, service delivery, and overall productivity at Pembe Millers Limited.

Table 14: Client reviews are effectively incorporated into performance appraisal

Category	Frequency	Percentage
Strongly Agree	15	16.13
Agree	27	29.03
Neutral	25	26.88
Disagree	18	19.35
Strongly Disagree	8	8.60
Total	93	100

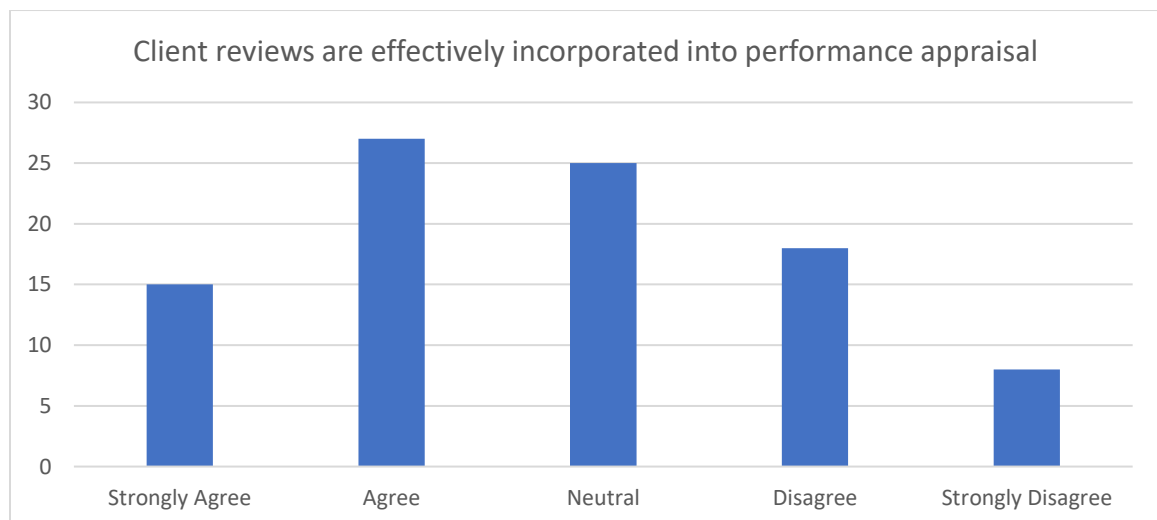


Figure 11: Client reviews are effectively incorporated into performance appraisal

The study found that 42 (45.2%) of respondents agreed that client reviews are effectively incorporated into performance appraisals, while 26 (28%) disagreed. This suggests that while client feedback is used, inconsistencies in its application remain. Ekune and Anthony (2024) found that external feedback systems improve performance accountability but

require strong follow-up mechanisms, supporting these findings. Mwangi and Wanjiku (2022) also highlighted that integrating client feedback into appraisals enhances productivity but faces challenges in proper implementation within structured appraisal systems.

4.1.3.2 Goal-Setting

The purpose of the research was to determine whether or not goal-setting at Pembe Millers Limited increased motivation and productivity among workers. Providing staff with well-defined goals and expectations is an essential part of performance management. Finding out if having clear objectives improved concentration, responsibility, and productivity on the work was the primary aim of the research. This knowledge was useful for determining if the SMART framework—goals that are defined by the following: precise, measurable, attainable, relevant, and time-bound—led to greater productivity and success for the business.

4.1.3.2.1 Goals are specific and clearly defined

The study examined whether goals were specific and clearly defined to assess their effectiveness in guiding employee performance and productivity. Clearly defined goals help employees understand expectations, prioritize tasks, and stay focused on achieving organizational objectives. This was important in determining whether goal-setting at Pembe Millers Limited contributed to motivation, efficiency, and measurable performance improvements, ultimately enhancing overall productivity.

Table 15: Goals are specific and clearly defined

Category	Frequency	Percentage
Strongly Agree	25	26.88
Agree	34	36.56
Neutral	17	18.28
Disagree	12	12.90
Strongly Disagree	5	5.38
Total	93	100

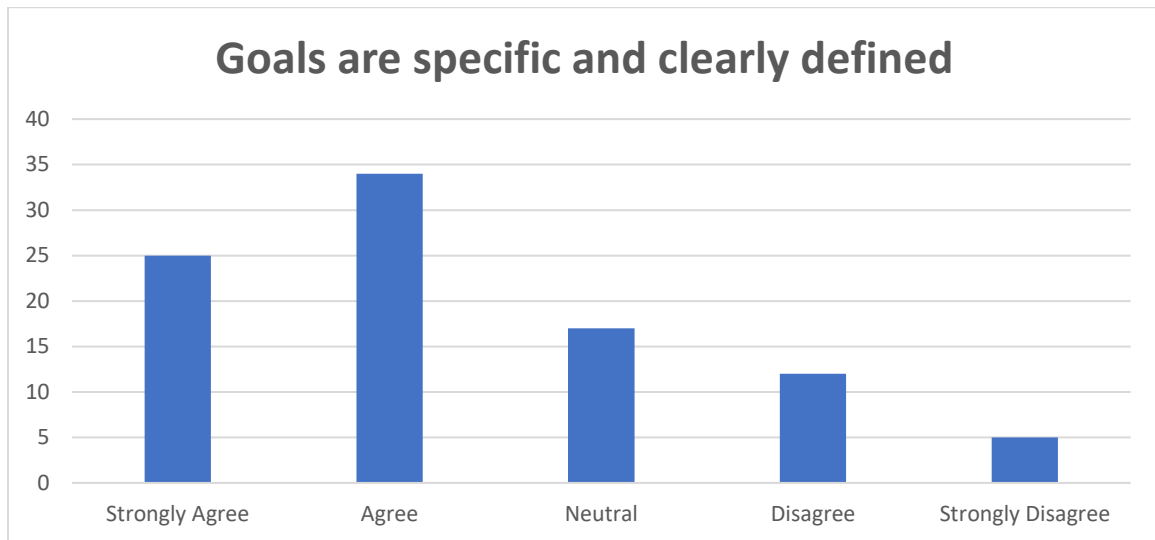


Figure 12: Goals are specific and clearly defined

The study found that 59 (63.4%) of respondents agreed that goals are specific and clearly defined, while 17 (18.3%) disagreed. This suggests that most employees understand their goals, but inconsistencies in communication exist. Mollel et al. (2023) found that clear and specific goal-setting significantly enhances productivity by providing direction and focus, aligning with these findings. Similarly, Ekune and Anthony (2024) emphasized that specific goals improve task clarity and accountability, reinforcing the need for structured goal-setting in organizations.

4.1.3.2.2 Assigned measurable targets that track progress effectively

The purpose of the research was to evaluate the function of set goals in performance management and productivity by determining if they were measurable and whether they efficiently monitored progress. Employees may track their progress, find places to grow, and maintain motivation using measurable goals. This was critical for understanding if Pembe Millers Limited's goal-setting process established measurable standards for employee performance, which in turn encouraged responsibility and the pursuit of ever-increasing efficiency.

Table 16: Assigned measurable targets that track progress effectively

Category	Frequency	Percentage
Strongly Agree	21	22.58
Agree	32	34.41
Neutral	23	24.73
Disagree	12	12.90
Strongly Disagree	5	5.38
Total	93	100

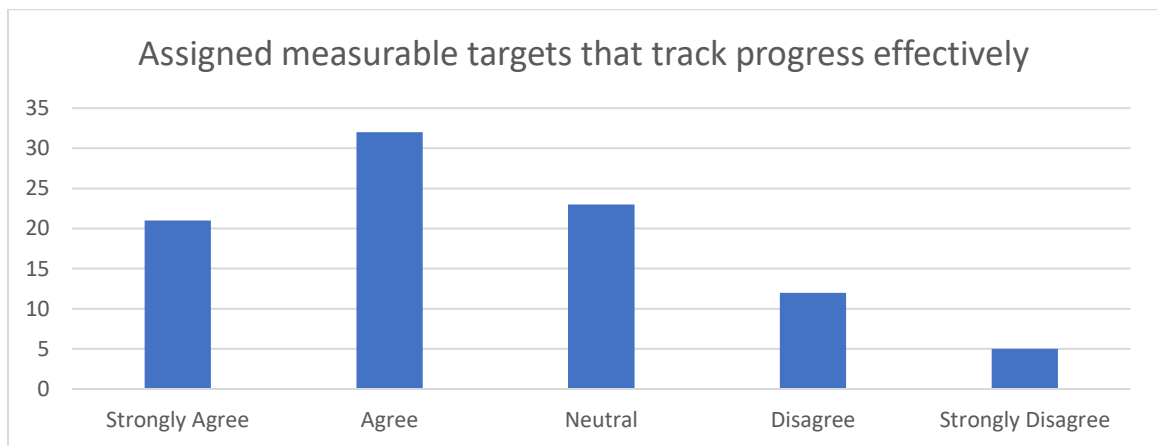


Figure 13: Assigned measurable targets that track progress effectively

The study found that 53 (57%) of respondents agreed that assigned targets are measurable and effectively track progress, while 17 (18.3%) disagreed. This suggests that while most employees recognize measurable targets, some feel they are unclear or inconsistently applied. Kuria and Obonyo (2021) found that goal measurability significantly influences productivity, particularly when goals align with organizational objectives. Ngugi (2022) similarly emphasized that employees perform better when their goals are well-defined and progress tracking mechanisms are in place.

4.1.3.2.3 The goals set have sufficient clarity to guide performance

The study examined whether the goals set had sufficient clarity to guide performance to assess their effectiveness in directing employee efforts and improving productivity. Clear

goals help employees understand expectations, reduce ambiguity, and align their work with organizational objectives. This was important in determining whether goal-setting at Pembe Millers Limited provided a structured framework for performance, ensuring employees remained focused and motivated to achieve desired outcomes.

Table 17: The goals set have sufficient clarity to guide performance

Category	Frequency	Percentage
Strongly Agree	22	23.66
Agree	31	33.33
Neutral	22	23.66
Disagree	12	12.90
Strongly Disagree	6	6.45
Total	93	100

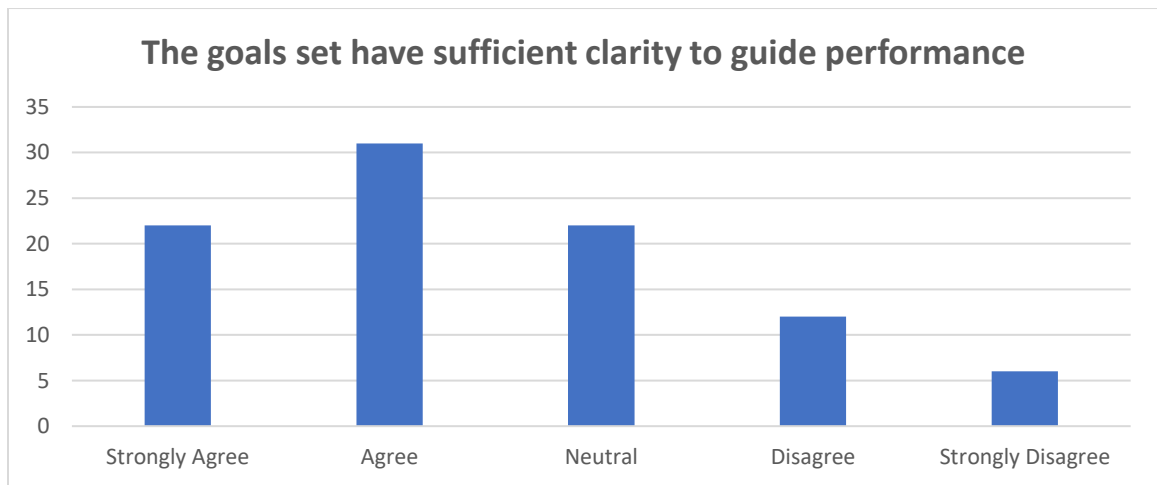


Figure 14: The goals set have sufficient clarity to guide performance

The study found that 53 (57%) of respondents agreed that goals have sufficient clarity to guide performance, while 18 (19.4%) disagreed. This suggests that although most employees understand their goals, a notable portion remains uncertain. Ekune and Anthony (2024) highlighted that employees perform better when given specific and challenging goals, supporting the need for greater goal clarity. Mollel et al. (2023) similarly found that

poorly communicated goals reduce employee engagement, reinforcing the importance of refining goal-setting processes.

4.1.3.2.4 The objectives worked towards are challenging but achievable

The study examined whether the objectives employees worked towards were challenging but achievable to assess their impact on motivation and productivity. Well-balanced goals push employees to improve performance without causing frustration or burnout. This was important in determining whether goal-setting at Pembe Millers Limited encouraged growth, innovation, and efficiency while maintaining employee engagement and job satisfaction.

Table 18: The objectives worked towards are challenging but achievable

Category	Frequency	Percentage
Strongly Agree	19	20.43
Agree	29	31.18
Neutral	25	26.88
Disagree	13	13.98
Strongly Disagree	7	7.53
Total	93	100

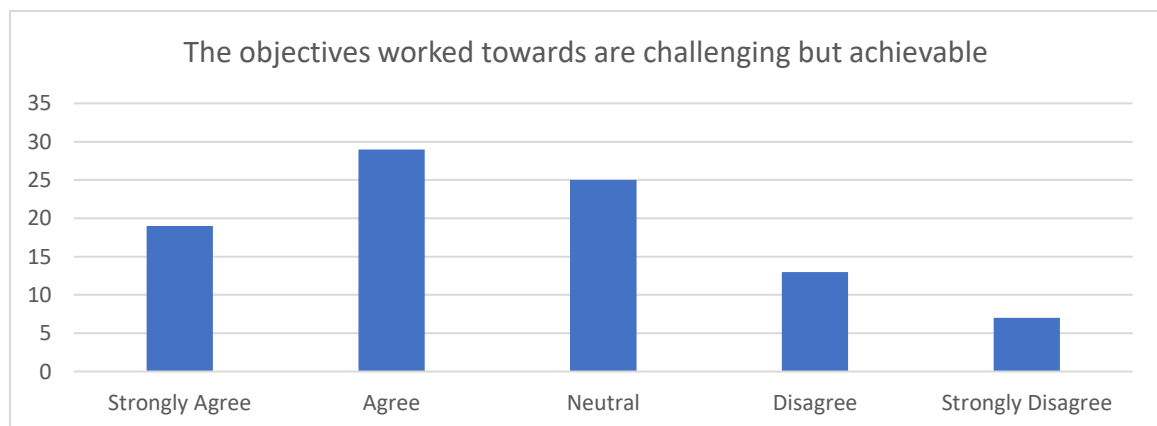


Figure 15: The objectives worked towards are challenging but achievable

The study found that 48 (51.6%) of respondents agreed that objectives were challenging but achievable, while 20 (21.5%) disagreed. This suggests that while most employees find objectives reasonable, some may perceive them as too difficult or insufficiently ambitious. Ngugi (2022) found that challenging but achievable goals enhance accountability and performance, aligning with these findings. Similarly, Kuria and Obonyo (2021) emphasized that employees are more motivated when goals are directly linked to organizational success and individual performance expectations.

4.1.3.2.5 Actively involved in setting performance goals

The purpose of the research was to determine the effect of employee engagement on motivation and productivity by looking at how actively workers were engaged in establishing performance targets. Participation in the goal-setting process increases employee buy-in, dedication, and responsibility. As a result, this was critical in figuring out if Pembe Millers Limited's participatory goal-setting increased engagement, enhanced performance on the job, and harmony with company aims.

Table 19: Actively involved in setting performance goals

Category	Frequency	Percentage
Strongly Agree	20	21.51
Agree	30	32.26
Neutral	22	23.66
Disagree	14	15.05
Strongly Disagree	7	7.53
Total	93	100

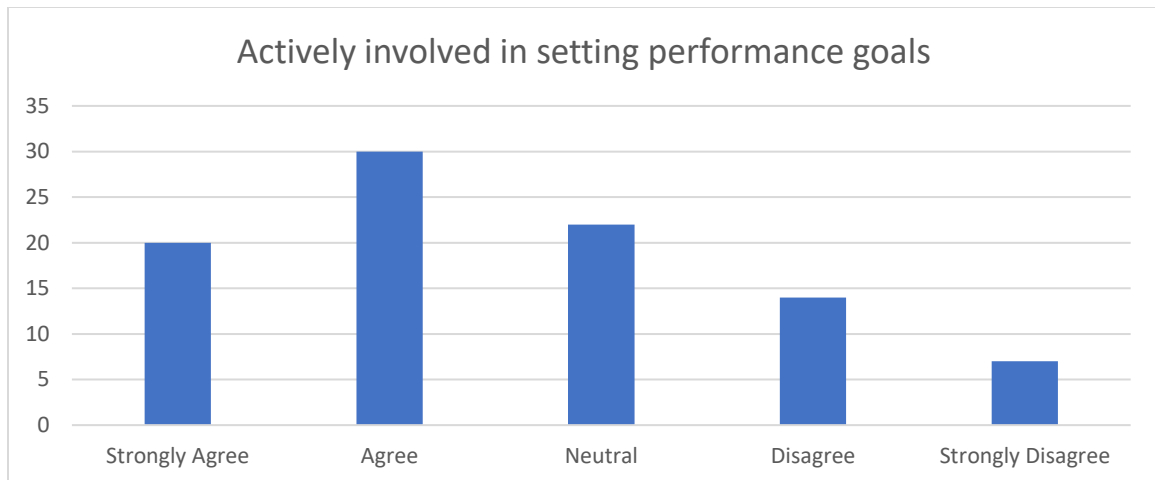


Figure 16: Actively involved in setting performance goals

The study found that 50 (53.8%) of respondents agreed that they are actively involved in setting performance goals, while 21 (22.6%) disagreed. This suggests that while more than half of employees participate in goal-setting, some feel excluded, indicating a need for more inclusive processes. Ngugi (2022) found that participatory goal-setting enhances employee engagement and performance, supporting these findings. Additionally, Mollel et al. (2023) noted that minimal employee involvement in goal formulation reduces motivation and investment in objectives, highlighting the importance of increasing employee participation.

4.1.3.3.3 Appraisal Feedback Quality

The study examined appraisal feedback quality to assess its impact on employee performance and productivity. High-quality feedback is essential for employee growth, motivation, and continuous improvement. The study aimed to determine whether the feedback provided at Pembe Millers Limited was timely, specific, and constructive. Understanding appraisal feedback quality helped evaluate its role in guiding employees toward achieving organizational goals and enhancing overall productivity.

4.1.3.3.1 Received feedback on performance in a timely manner

The study examined whether employees received feedback on their performance in a timely manner to assess its effectiveness in driving productivity and improvement. Timely feedback allows employees to make necessary adjustments, reinforce positive behaviors,

and correct mistakes promptly. This was important in determining whether the appraisal process at Pembe Millers Limited supported continuous development, motivation, and overall organizational efficiency.

Table 20: Received feedback on performance in a timely manner

Category	Frequency	Percentage
Strongly Agree	22	23.66
Agree	35	37.63
Neutral	18	19.35
Disagree	12	12.90
Strongly Disagree	6	6.45
Total	93	100

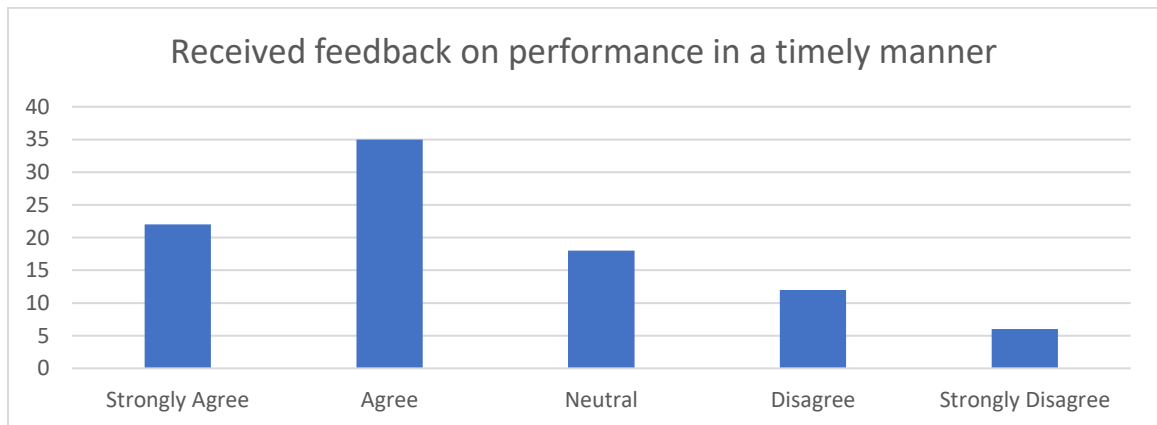


Figure 17: Received feedback on performance in a timely manner

The study found that 57 (61.3%) of respondents agreed that they receive feedback on performance in a timely manner, while 18 (19.4%) disagreed. This suggests that most employees receive timely feedback, but some experience delays, affecting efficiency. Makhubela and Malatji (2023) found that timely feedback positively influences employee motivation and performance, reinforcing these findings. Similarly, Atintande (2019) noted that delays in feedback negatively impact morale and productivity, emphasizing the importance of improving efficiency in feedback delivery.

4.1.3.3.2 Feedback provided to one in the organization is clear and easy to understand

The study examined whether the feedback provided in the organization was clear and easy to understand to assess its effectiveness in guiding employee performance. Clear feedback ensures employees comprehend their strengths, areas for improvement, and expectations. This was important in determining whether the appraisal process at Pembe Millers Limited effectively communicated performance evaluations, enabling employees to take actionable steps toward improving productivity and achieving organizational goals.

Table 21: Feedback provided to one is clear and easy to understand

Category	Frequency	Percentage
Strongly Agree	23	24.73
Agree	33	35.48
Neutral	17	18.28
Disagree	13	13.98
Strongly Disagree	7	7.53
Total	93	100

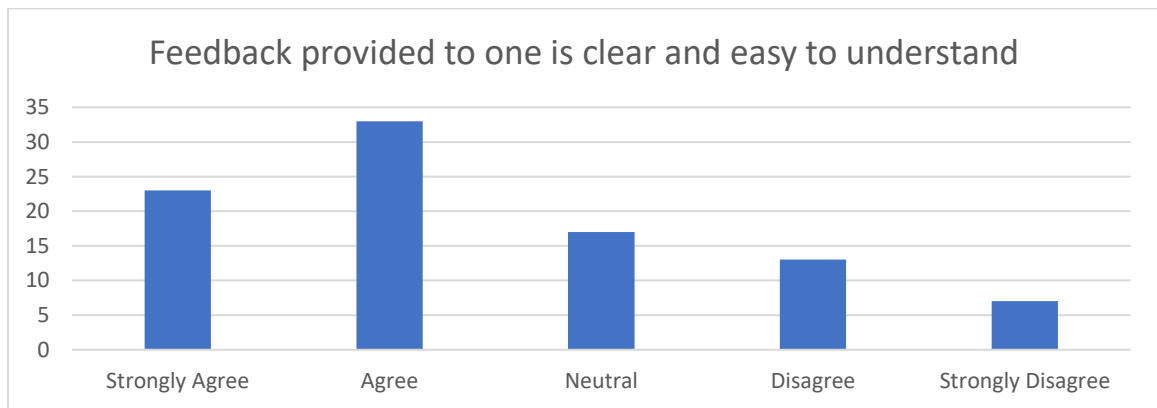


Figure 18: Feedback provided to one is clear and easy to understand

The study found that 56 (60.2%) of respondents agreed that feedback provided in the organization is clear and easy to understand, while 20 (21.5%) disagreed. This suggests that while most employees find feedback understandable, some experience clarity issues, requiring improved communication. Njeru and Ochieng (2019) found that specific and constructive feedback enhances employee motivation and performance, aligning with these

findings. Similarly, Mwema and Gachunga (2020) emphasized that clarity in feedback fosters trust and engagement among employees, reinforcing the need for effective communication in appraisals.

4.1.3.3.3 The feedback received includes actionable insights for improvement

The study examined whether the feedback received included actionable insights for improvement to assess its effectiveness in enhancing employee performance and productivity. Actionable feedback helps employees understand specific steps they can take to improve their skills, efficiency, and job performance. This was important in determining whether the appraisal process at Pembe Millers Limited provided meaningful guidance that contributed to continuous development and overall organizational success.

Table 22: The feedback received includes actionable insights for improvement

Category	Frequency	Percentage
Strongly Agree	21	22.58
Agree	32	34.41
Neutral	19	20.43
Disagree	14	15.05
Strongly Disagree	7	7.53
Total	93	100

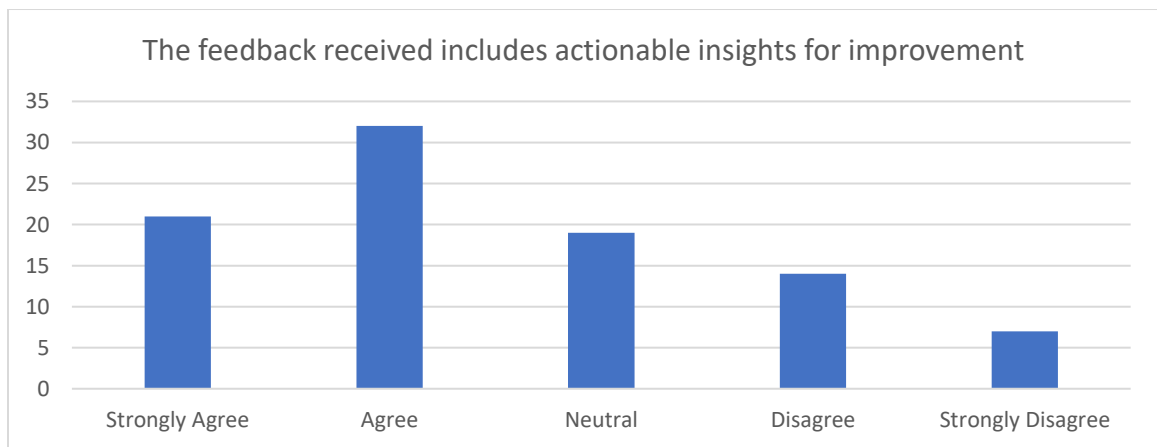


Figure 19: The feedback received includes actionable insights for improvement

The study found that 53 (57%) of respondents agreed that feedback includes actionable insights for improvement, while 21 (22.6%) disagreed. This suggests that while most employees find feedback useful, some feel it lacks specific guidance, indicating a need for more constructive feedback. Atintande (2019) found that specific and actionable feedback significantly improves employee performance, supporting these findings. Makhubela and Malatji (2023) also noted that generic feedback negatively impacts motivation, emphasizing the importance of targeted and actionable feedback mechanisms.

4.1.3.3.4 Constructive criticism is delivered respectfully during performance reviews

The study examined whether constructive criticism was delivered respectfully during performance reviews to assess its impact on employee morale and productivity. Respectful feedback fosters a positive work environment, encourages professional growth, and minimizes resistance to improvement. This was important in determining whether the appraisal process at Pembe Millers Limited promoted a culture of open communication, learning, and employee development while maintaining motivation and job satisfaction.

Table 23: Constructive criticism is delivered respectfully during performance reviews

Category	Frequency	Percentage
Strongly Agree	24	25.81
Agree	30	32.26
Neutral	21	22.58
Disagree	10	10.75
Strongly Disagree	8	8.60
Total	93	100

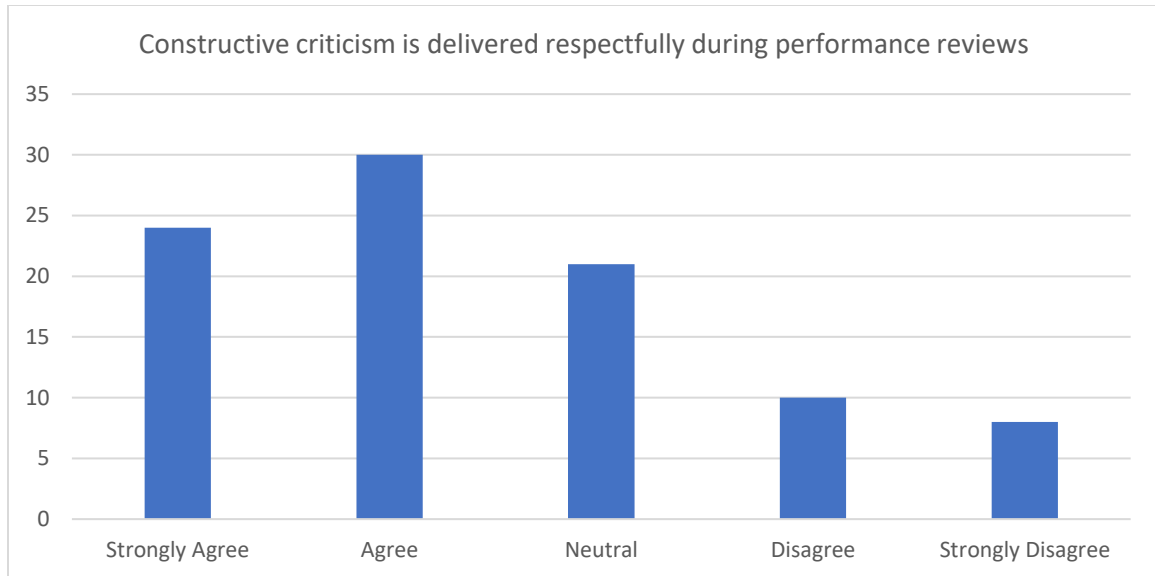


Figure 20: Constructive criticism is delivered respectfully during reviews

The study found that 54 (58.1%) of respondents agreed that constructive criticism is delivered respectfully, while 18 (19.4%) disagreed. This suggests that most employees view feedback as respectful, but some perceive a lack of professionalism, highlighting the need for better training. Mwema and Gachunga (2020) found that respectful and constructive feedback enhances employee morale and task performance, aligning with these findings. Njeru and Ochieng (2019) also noted that managers who provide feedback respectfully improve employee trust and engagement, reinforcing the importance of professional appraisal processes.

4.1.3.3.5 Managers are adequately trained to provide effective feedback

Researchers looked at the quality and effect of performance reviews on productivity to see whether managers had the right training to provide useful criticism. Managers who have received enough training are able to encourage staff and direct their performance development by providing comments that are constructive, specific, and easy to implement. This was critical for figuring out whether Pembe Millers Limited gave its managers the training they needed to improve organizational efficiency and staff growth via constructive performance reviews.

Table 24: Managers are adequately trained to provide effective feedback

Category	Frequency	Percentage
Strongly Agree	20	21.51
Agree	28	30.11
Neutral	22	23.66
Disagree	14	15.05
Strongly Disagree	9	9.68
Total	93	100

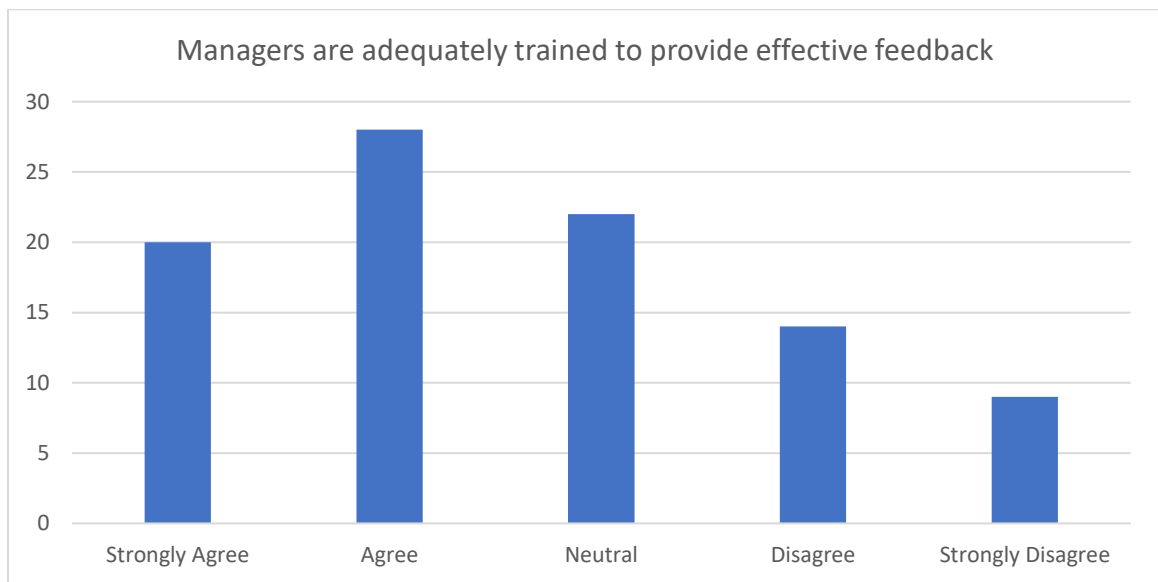


Figure 21: Managers are adequately trained to provide effective feedback

Of those who took the survey, 48 (51.6%) think that managers have the necessary training to provide useful criticism, while 23 (24.7%) think the opposite. While the majority of workers think their managers get enough training, a sizeable minority sees a lack of instruction on how to provide constructive criticism, suggesting that this area may need some work. These results are supported by Makhubela and Malatji (2023), who discovered that a lack of management training was associated with inconsistent feedback delivery. Similarly, Atintande (2019) highlighted the need of training managers to provide

constructive and organized feedback, which improves the assessment process as a whole. This further supports the idea that training programs should be ongoing.

4.1.3.4 Reward System

Researchers looked at how the system of rewards affected workers' drive, contentment on the job, and output. Recognizing and rewarding employees for their contributions helps to foster desirable habits and boosts overall performance. This was critical in figuring out if Pembe Millers Limited's compensation plan promoted high performance, engaged employees, and boosted the company's bottom line. To assess how well the performance evaluation system worked, it was necessary to comprehend the connection between incentives and output.

4.1.3.4.1 Financial incentives motivate one to perform better in his/her role

The study examined whether financial incentives motivated employees to perform better in their roles to assess the effectiveness of monetary rewards in enhancing productivity. Financial incentives, such as bonuses and salary increments, can drive motivation, increase job satisfaction, and encourage employees to meet or exceed performance expectations. This was important in determining whether the reward system at Pembe Millers Limited effectively influenced employee performance and contributed to overall organizational success.

Table 25: Financial incentives motivate one to perform better in his/her role

Category	Frequency	Percentage
Strongly Agree	24	25.81
Agree	32	34.41
Neutral	18	19.35
Disagree	12	12.90
Strongly Disagree	7	7.53
Total	93	100

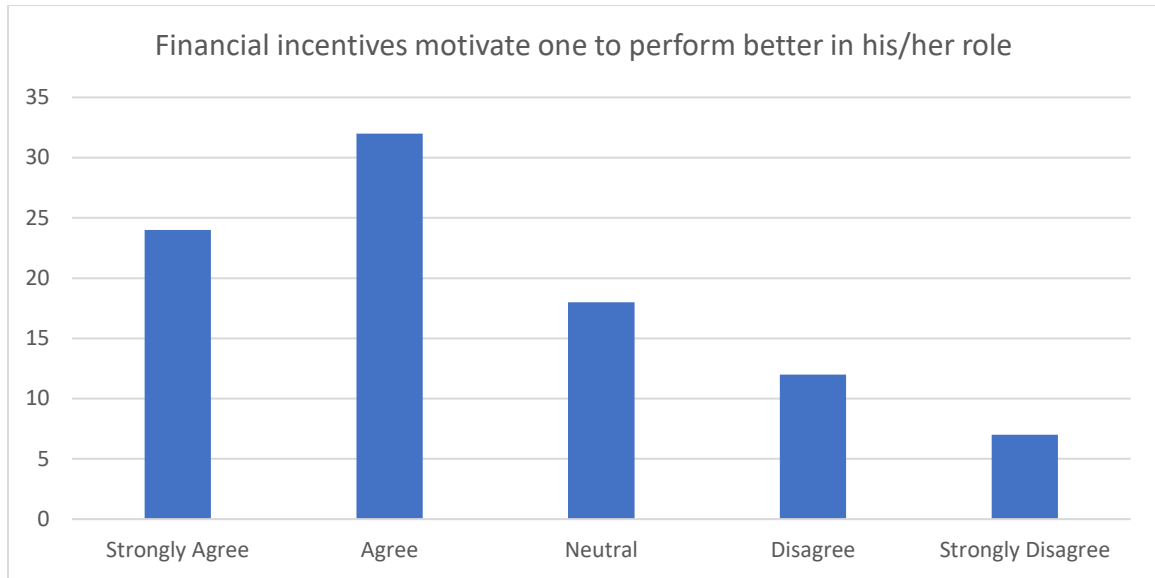


Figure 22: Financial incentives motivate one to perform better in his/her role

The study found that 56 (60.2%) of respondents agreed that financial incentives motivate them to perform better, while 19 (20.4%) disagreed. This suggests that while financial rewards drive performance, other factors may also influence motivation. Francis, Zirra, and Mambula (2020) found that financial incentives, such as bonuses and allowances, significantly impact employee productivity, supporting these findings. Similarly, Odhiambo (2020) emphasized that tying financial rewards to measurable performance metrics enhances employee engagement and satisfaction.

4.1.3.4.2 Non-financial rewards, such as recognition, are valued in the organization

The study examined whether non-financial rewards, such as recognition, were valued in the organization to assess their impact on employee motivation and productivity. Non-financial rewards, including praise, awards, and career development opportunities, can enhance job satisfaction and foster a positive work environment. This was important in determining whether Pembe Millers Limited effectively utilized recognition and other non-monetary incentives to boost employee engagement and performance.

Table 26: Non-financial rewards are valued in the organization

Category	Frequency	Percentage
Strongly Agree	21	22.58
Agree	34	36.56
Neutral	17	18.28
Disagree	14	15.05
Strongly Disagree	7	7.53
Total	93	100

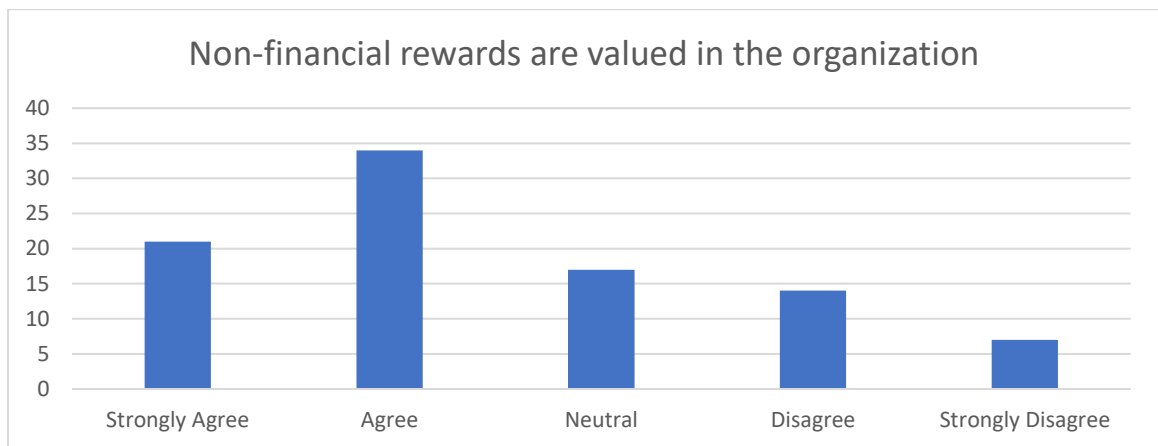


Figure 23: Non-financial rewards are valued in the organization

The study found that 55 (59.1%) of respondents agreed that non-financial rewards, such as recognition, are valued, while 21 (22.6%) disagreed. This suggests that while most employees appreciate non-monetary rewards, some feel recognition efforts could be improved. Njeru (2020) found that both intrinsic rewards, such as career growth opportunities, and extrinsic rewards, like salary increments, enhance employee motivation, aligning with these findings. Chawani (2023) also emphasized that a well-structured reward system combining financial and non-financial incentives improves productivity.

4.1.3.4.3 The criteria for receiving rewards are transparent and fair

To evaluate the perceived equality and efficacy of the incentive system in motivating workers, the research checked whether the criteria for earning incentives were clear and

equitable. Workers are less likely to be dissatisfied or suspect bias when their rewards are clear and awarded fairly. This was crucial in figuring out whether the incentive system at Pembe Millers Limited increased trust, motivation, and output.

Table 27: The criteria for receiving rewards are transparent and fair

Category	Frequency	Percentage
Strongly Agree	18	19.35
Agree	30	32.26
Neutral	22	23.66
Disagree	15	16.13
Strongly Disagree	8	8.60
Total	93	100

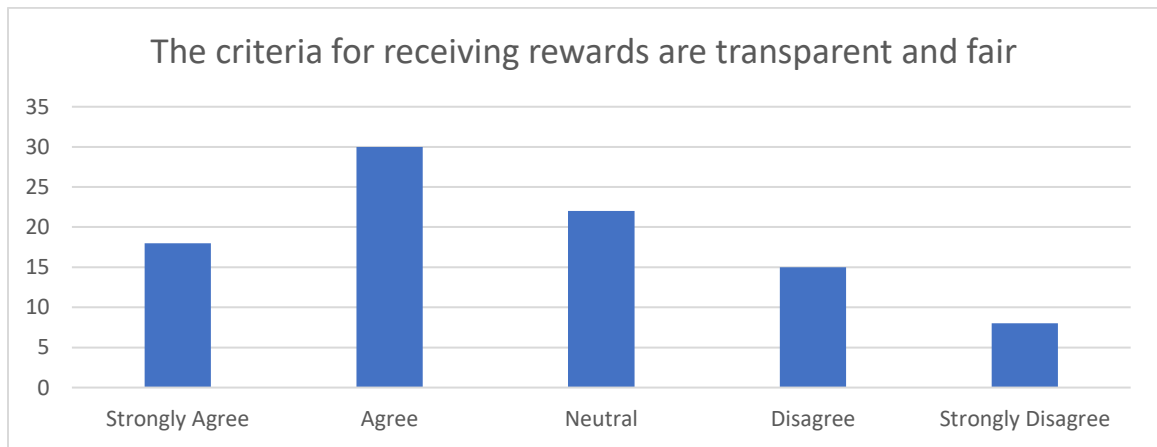


Figure 24: The criteria for receiving rewards are transparent and fair

The study found that 48 (51.6%) of respondents agreed that reward allocation is transparent and fair, while 23 (24.7%) disagreed. This suggests that while most employees perceive fairness, concerns about inconsistency remain. Odhiambo (2020) found that perceptions of favoritism in reward allocation reduce employee trust and motivation, reinforcing the need for transparent reward policies. Similarly, Francis et al. (2020) emphasized that structured and equitable reward policies ensure alignment with employee expectations and enhance job satisfaction.

4.1.3.4.4 Performance bonuses are awarded based on merit and performance

The study examined whether performance bonuses were awarded based on merit and performance to assess the fairness and effectiveness of the reward system in motivating employees. Merit-based bonuses ensure that employees are recognized for their contributions, reinforcing productivity and encouraging high performance. This was important in determining whether Pembe Millers Limited's bonus allocation process was objective, motivating employees to improve their work quality and align their efforts with organizational goals.

Table 28: Performance bonuses are awarded based on merit and performance

Category	Frequency	Percentage
Strongly Agree	19	20.43
Agree	27	29.03
Neutral	25	26.88
Disagree	13	13.98
Strongly Disagree	9	9.68
Total	93	100

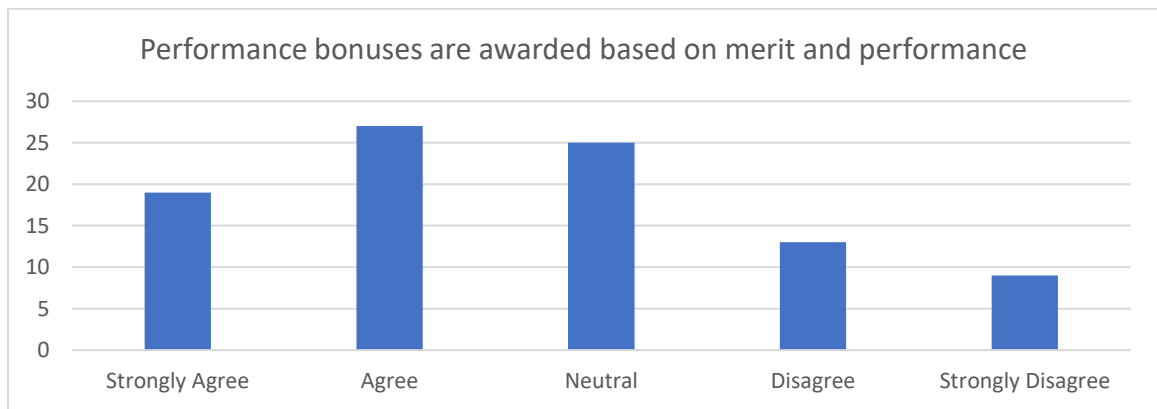


Figure 25: Performance bonuses are awarded based on merit and performance

The study found that 46 (49.5%) of respondents agreed that bonuses are awarded based on merit, while 22 (23.7%) disagreed. This suggests that concerns about fairness and

transparency in performance-based bonuses exist. Chawani (2023) found that aligning rewards with individual performance ensures equitable distribution and sustained motivation, supporting these findings. Similarly, Njeru (2020) emphasized that hybrid reward systems combining merit-based bonuses and non-financial incentives address diverse employee needs.

4.1.3.4.5 Recognition programs effectively acknowledge outstanding employee contributions

The study examined whether recognition programs effectively acknowledged outstanding employee contributions to assess their role in motivating and enhancing productivity. Effective recognition programs boost morale, reinforce positive behaviors, and encourage employees to maintain high performance. This was important in determining whether Pembe Millers Limited’s recognition initiatives were meaningful, fair, and contributed to a culture of appreciation, ultimately improving employee engagement and organizational success.

Table 29: Recognition programs acknowledge outstanding employee contributions

Category	Frequency	Percentage
Strongly Agree	20	21.51
Agree	31	33.33
Neutral	22	23.66
Disagree	13	13.98
Strongly Disagree	7	7.53
Total	93	100

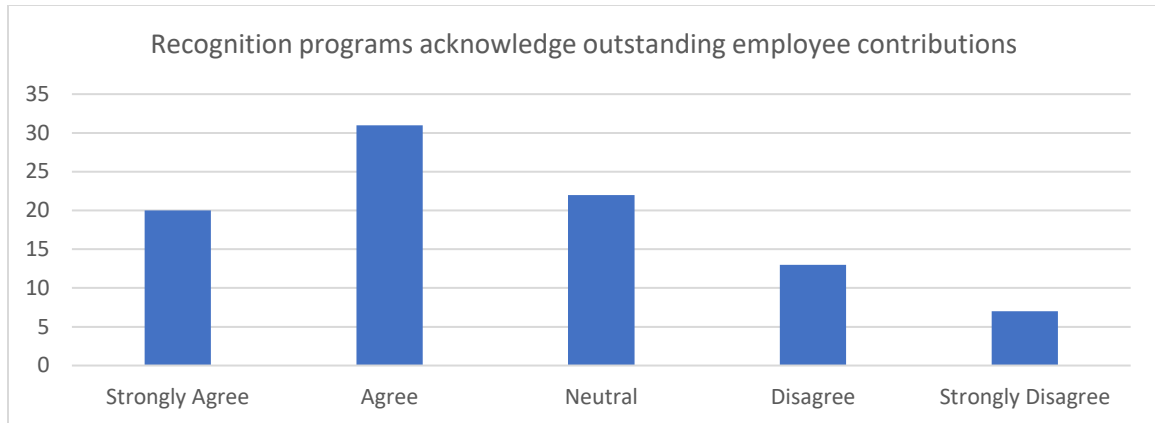


Figure 26: Recognition programs acknowledge outstanding employee contributions

The study found that 51 (54.8%) of respondents agreed that recognition programs effectively acknowledge employee contributions, while 20 (21.5%) disagreed. This suggests that while recognition programs are valued, improvements in implementation and fairness may be needed. Francis et al. (2020) found that recognition enhances employee motivation and job performance when implemented consistently and fairly, reinforcing these findings. Similarly, Odhiambo (2020) emphasized that linking recognition programs to clear performance metrics ensures credibility and enhances engagement.

4.1.3.5 Organization Productivity

The study examined organizational productivity to assess how performance appraisal components 360-degree feedback, goal setting, appraisal feedback quality, and the reward system impacted overall efficiency and output at Pembe Millers Limited. Organizational productivity reflects employee performance, motivation, and the effectiveness of management practices. This was important in determining whether the appraisal system contributed to higher efficiency, improved work quality, and the achievement of company objectives. Understanding productivity levels helped evaluate the overall success of the organization’s performance management strategies.

4.1.3.5.1 Tasks within the organization are consistently completed

The study examined whether tasks within the organization were consistently completed to assess overall efficiency and productivity at Pembe Millers Limited. Consistent task completion indicates effective workflow management, employee commitment, and the

success of performance appraisal practices. This was important in determining whether appraisal components, such as goal setting, feedback quality, and rewards, contributed to maintaining high performance and ensuring operational effectiveness within the organization.

Table 30: Tasks within the organization are consistently completed

Category	Frequency	Percentage
Strongly Agree	22	23.66
Agree	37	39.78
Neutral	18	19.35
Disagree	10	10.75
Strongly Disagree	6	6.45
Total	93	100

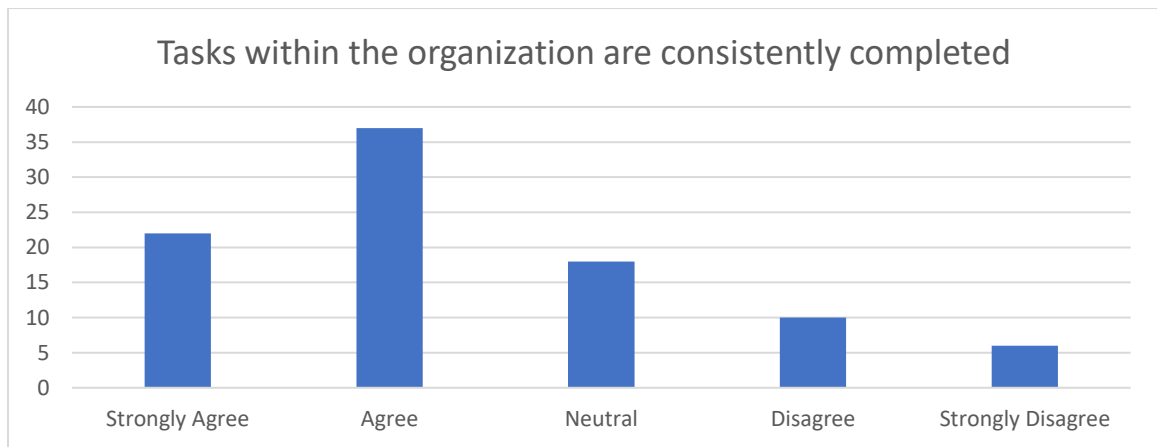


Figure 27: Tasks within the organization are consistently completed

The study found that 59 (63.4%) of respondents agreed that tasks within the organization are consistently completed, while 16 (17.2%) disagreed. This suggests that while task completion is generally reliable, workflow inefficiencies may exist. Latham and Pinder (2021) emphasized that productivity is defined by the effectiveness of individuals or groups in achieving set goals within a given timeframe, supporting these findings. Similarly, Donkor, Donkor, and Kwarteng (2021) highlighted that efficient conversion of inputs into

outputs is a key measure of organizational productivity, reinforcing the importance of consistent task completion.

4.1.3.5.2 The quality of output meets organizational standards

The study examined whether the quality of output met organizational standards to assess the effectiveness of performance appraisal in maintaining high productivity levels at Pembe Millers Limited. Meeting quality standards reflects employee efficiency, adherence to guidelines, and the impact of goal setting, feedback, and rewards on performance. This was important in determining whether the appraisal system contributed to consistent, high-quality output that aligned with the organization's objectives and industry expectations.

Table 31: The quality of output meets organizational standards

Category	Frequency	Percentage
Strongly Agree	21	22.58
Agree	35	37.63
Neutral	17	18.28
Disagree	13	13.98
Strongly Disagree	7	7.53
Total	93	100

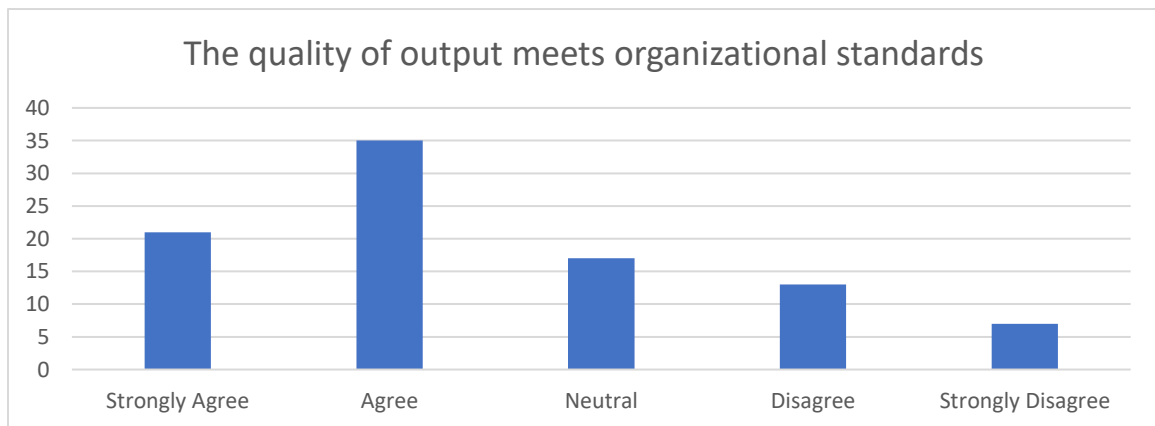


Figure 28: The quality of output meets organizational standards

The study found that 56 (60.2%) of respondents agreed that the quality of output meets organizational standards, while 20 (21.5%) disagreed. This suggests that while most employees believe output quality aligns with expectations, improvements in quality control may be necessary. Harrington and McCaskill (2021) stated that productivity reflects the ability to produce desired outcomes through optimal resource use, aligning with these findings. Similarly, Donkor et al. (2021) emphasized that meeting organizational performance standards is a critical component of productivity, reinforcing the need for continuous quality improvements.

4.1.3.5.3 Employees perform work efficiently, maximizing available resources

Researchers at Pembe Millers Limited wanted to know how performance reviews affected output, so they looked at how well workers made use of company resources. Timely completion of tasks, optimization of available resources, and cost-effectiveness are all signs of efficient resource usage. This was crucial for finding out whether the assessment parts—goal setting, feedback, and rewards—helped with productivity, waste reduction, and overall company success.

Table 32: Employees perform work efficiently, maximizing available resources

Category	Frequency	Percentage
Strongly Agree	20	21.51
Agree	32	34.41
Neutral	21	22.58
Disagree	13	13.98
Strongly Disagree	7	7.53
Total	93	100

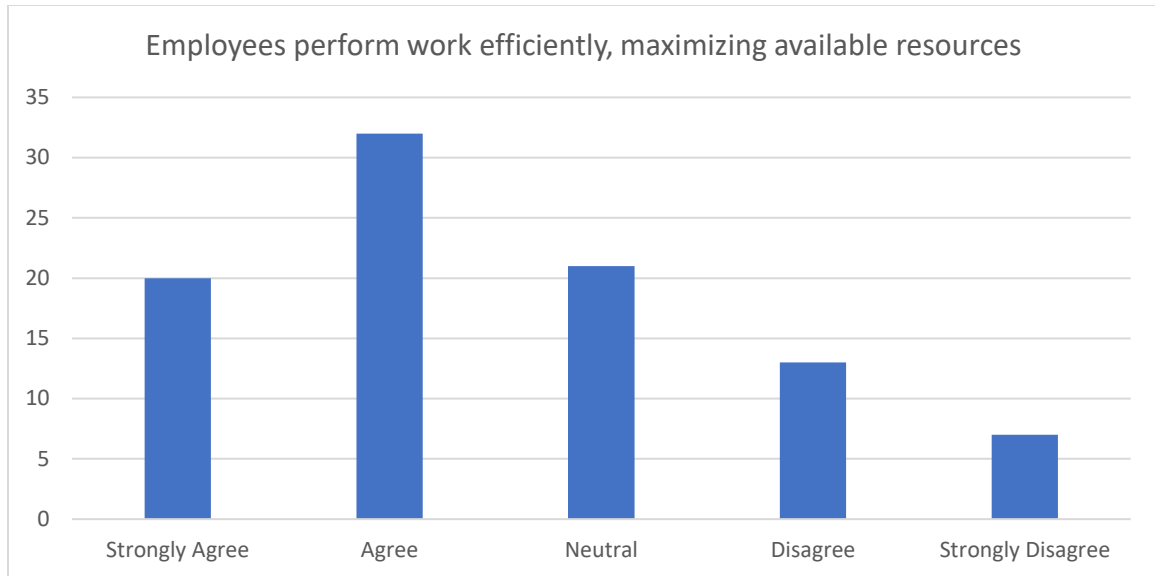


Figure 29: Employees perform work efficiently, maximizing available resources

The study found that 52 (55.9%) of respondents agreed that employees perform work efficiently, maximizing available resources, while 20 (21.5%) disagreed. This suggests that while efficiency is generally perceived as adequate, concerns about resource utilization and workflow optimization exist. Latham and Pinder (2021) defined productivity as the measurable effectiveness of employees in achieving goals, supporting the importance of maximizing resource use. Similarly, Harrington and McCaskill (2021) noted that optimal resource allocation enhances productivity by ensuring efficient task execution, reinforcing the need for improved operational efficiency.

4.1.3.5.4 The organization has registered positive growth in revenues

The study examined whether the organization had registered positive growth in revenues to assess the impact of performance appraisal on overall business success at Pembe Millers Limited. Revenue growth is a key indicator of increased productivity, efficiency, and employee performance. This was important in determining whether effective appraisal practices, including goal setting, feedback, and rewards, contributed to improved employee output, operational efficiency, and ultimately, financial success.

Table 33: The organization has registered positive growth in revenues

Category	Frequency	Percentage
Strongly Agree	19	20.43
Agree	31	33.33
Neutral	24	25.81
Disagree	12	12.90
Strongly Disagree	7	7.53
Total	93	100

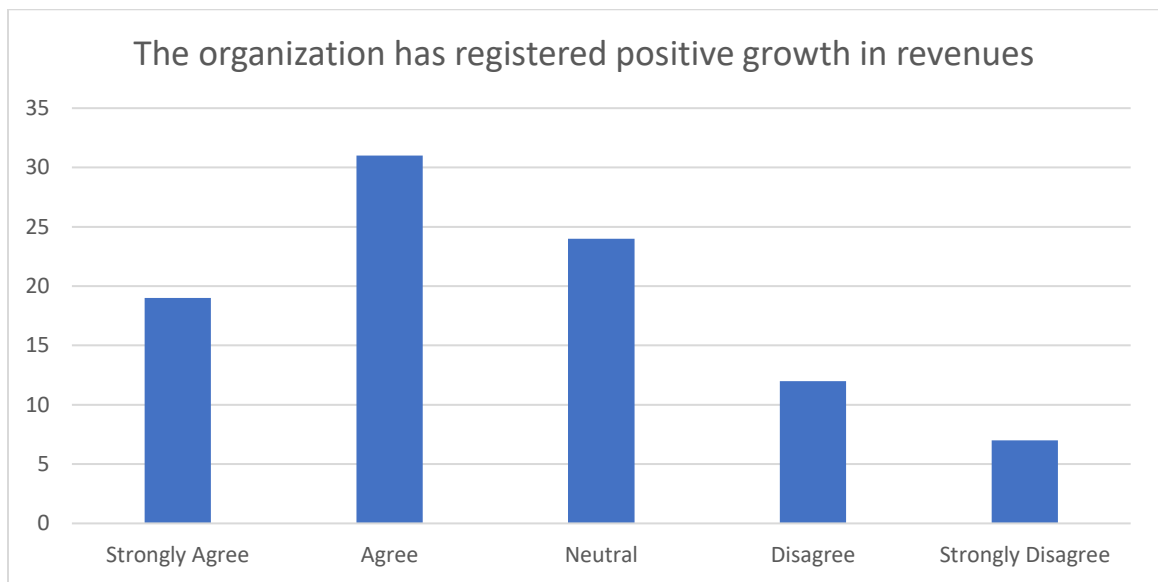


Figure 30: The organization has registered positive growth in revenues

The study found that 50 (53.8%) of respondents agreed that the organization has registered positive growth in revenues, while 19 (20.4%) disagreed. This suggests that while revenue growth is perceived as positive, clearer communication on financial performance is needed. Donkor et al. (2021) highlighted that productivity is linked to the efficiency of converting inputs into outputs that drive financial success, supporting these findings. Similarly, Harrington and McCaskill (2021) emphasized that organizational productivity is reflected in financial performance and revenue growth, reinforcing the importance of clear financial reporting.

4.1.3.5.5 The organization has consistently achieved set goals

The study examined whether the organization had consistently achieved set goals to assess the effectiveness of performance appraisal in driving productivity at Pembe Millers Limited. Consistently meeting goals indicates that employees are aligned with organizational objectives and that appraisal components such as goal setting, feedback, and rewards are effectively enhancing performance.

Table 34: The organization has consistently achieved set goals

Category	Frequency	Percentage
Strongly Agree	21	22.58
Agree	36	38.71
Neutral	21	22.58
Disagree	10	10.75
Strongly Disagree	5	5.38
Total	93	100

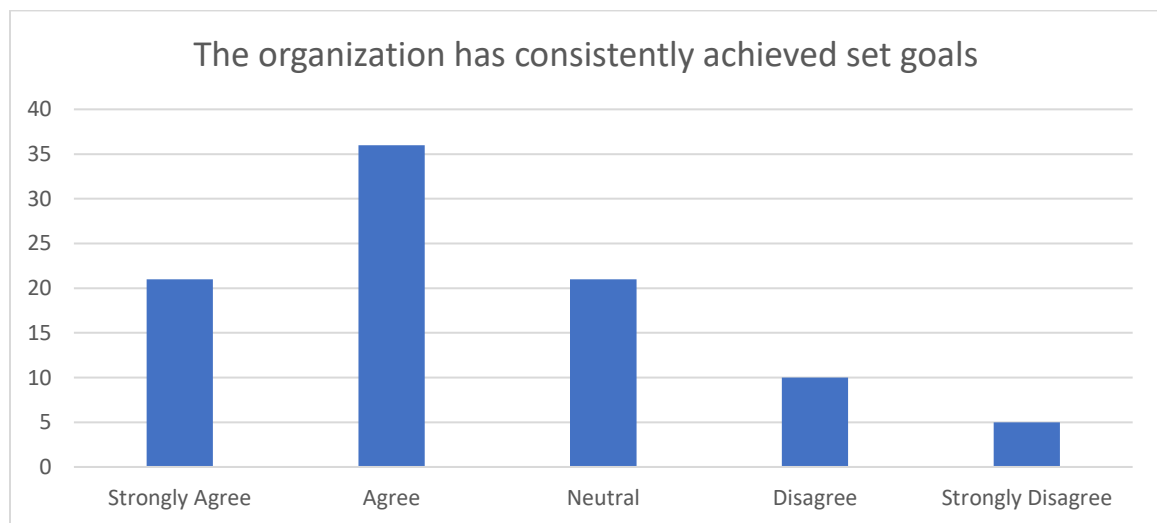


Figure 31: The organization has consistently achieved set goals

The study found that 57 (61.3%) of respondents agreed that the organization has consistently achieved set goals, while 15 (16.1%) disagreed. This suggests that while goal

achievement is generally positive, challenges in execution and alignment with employee efforts may exist. Latham and Pinder (2021) defined productivity as achieving set goals within a specific timeframe, aligning with these findings. Similarly, Donkor et al. (2021) emphasized that goal achievement is a critical measure of organizational efficiency, reinforcing the importance of improving goal execution strategies.

4.2 Limitations of the Study

Several restrictions impacted the research procedure that the study ran against. Potentially affecting the reliability of the results, some respondents were afraid to be completely honest out of fear of retaliation. To get around this, the researcher made sure that everyone who participated would remain anonymous and kept their information secret. Some staff members were unable to participate in interviews or surveys due to heavy workloads, thus limiting the breadth of data collected. In order to overcome this, the researcher made sure that participants could complete the surveys at their own pace by offering flexible data collecting schedules and an extended response period.

Lastly, limited access to some internal company records restricted the ability to verify certain organizational performance metrics comprehensively. To overcome this, the researcher relied on triangulation by comparing employee responses with publicly available reports and secondary data sources to validate key findings. These measures helped to minimize the impact of these limitations, ensuring the reliability and credibility of the study results.

4.3 Chapter Summary

This chapter presented the study's findings using tables, graphs, and charts, analyzing the effects of 360-degree feedback, goal setting, appraisal feedback quality, and the reward system on productivity. The findings highlighted key trends, employee perceptions, and areas for improvement. Lastly, the study acknowledged limitations, including time constraints, and restricted access to company records.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In light of the aims of the research, this section provides a synopsis of the results, analysis, and suggestions. It focuses on how the incentive system, goal planning, assessment feedback quality, and 360-degree feedback affected production at Pembe Millers Limited. In addition to outlining potential future study topics, this chapter offers suggestions for enhancing performance reviews.

5.1 Summary of Findings

In order to understand the demographic distribution, the research investigated the background information of respondents. There was a clear gender imbalance in the workforce, with 54 men and 39 females out of 93 total responses (58.1% and 41.9%, respectively). Of the total, 38 (or 40.9% of the total) were in the 26–35 age group, 27 (or 29%) were in the 36–45 age group, and 14 (15.1% each) were in the 18–25 and above 45 age groups. Most held a Bachelor's degree, with 38 people (or 40.9%) holding that credential, followed by 28 people (or 30.1%) with a Diploma. Among them, only two (2.2% were holding a PhD or technical certification). There were 62 members of junior staff (66.7%), 24 members of middle management (25.8%), and 7 members of upper management (7.5%). These results made sure that many perspectives were included while evaluating the effects of performance reviews.

The study examined the impact of 360-degree feedback on productivity at Pembe Millers Limited. Findings indicated that 54 (58.1%) of respondents agreed that the organization uses multi-source feedback in appraisals, while 21 (22.6%) disagreed. Additionally, 53 (57%) believed peer evaluations provide valuable insights, while 18 (19.4%) disagreed. Regarding supervisor ratings, 46 (49.5%) agreed that they accurately reflect employee contributions, whereas 21 (22.6%) disagreed.

The study also found that 50 (53.8%) of respondents believed subordinate input improves the quality of appraisals, while 20 (21.5%) disagreed. Similarly, 42 (45.2%) agreed that client reviews are effectively incorporated into appraisals, while 26 (28%) disagreed. These

findings suggest that while 360-degree feedback is widely implemented and valued, some employees perceive inconsistencies or biases in its application, indicating areas for improvement in ensuring fairness, objectivity, and effective integration of feedback.

The study examined how goal setting affects productivity at Pembe Millers Limited. Findings revealed that 59 (63.4%) of respondents agreed that goals set by the organization are specific and clearly defined, while 17 (18.3%) disagreed. Additionally, 53 (57%) believed that assigned targets are measurable and effectively track progress, while 17 (18.3%) disagreed. Similarly, 53 (57%) of respondents felt that organizational goals have sufficient clarity to guide performance, but 18 (19.4%) disagreed. These findings suggest that while most employees recognize clear and structured goal setting, a significant portion remains uncertain or dissatisfied, indicating possible gaps in communication or implementation.

Further, 48 (51.6%) of respondents agreed that objectives are challenging but achievable, while 20 (21.5%) disagreed. Additionally, 50 (53.8%) of employees reported being actively involved in setting performance goals, while 21 (22.6%) disagreed. These findings indicate that while goal setting is generally effective, more employee involvement could enhance motivation and commitment. The study suggests that improving goal-setting strategies by ensuring clarity, measurability, and employee participation can further enhance productivity and job satisfaction at Pembe Millers Limited.

The study examined how appraisal feedback quality affects productivity at Pembe Millers Limited. Findings showed that 57 (61.3%) of respondents agreed that they receive performance feedback in a timely manner, while 18 (19.4%) disagreed. Similarly, 56 (60.2%) believed that feedback provided in the organization is clear and easy to understand, whereas 20 (21.5%) disagreed. Additionally, 53 (57%) of respondents stated that feedback includes actionable insights for improvement, while 21 (22.6%) disagreed. These findings indicate that while most employees find the feedback process effective, some still perceive issues in clarity, timing, or practical guidance, suggesting the need for further improvements.

Additionally, although 18 (19.4%) disagreed, 54 (58.1%) felt that performance assessments politely give constructive criticism. Furthermore, 51.6% of respondents felt that supervisors have sufficient training to provide constructive criticism, whilst 24.7% held the opposite view. The results indicate that although most workers are satisfied with the feedback they get, many feel that their managers are lacking in training and communication skills. Pembe Millers Limited may boost productivity and engagement by teaching managers to be more constructive communicators and by consistently providing timely, actionable insights in feedback.

The impact of Pembe Millers Limited's incentive structure on employee output was the focus of the research. Among those who took the survey, 56 (60.2%) felt that monetary incentives encourage higher performance, whereas 19 (20.4%) felt the opposite. In addition, 55 people (59.1%) thought that the company values non-monetary benefits like recognition, whereas 21 people (22.6%) thought the opposite. The same holds true for the transparency and fairness of the award criterion; 48 respondents (51.6%) agreed with this statement, while 23 (24.7%) disagreed. While the majority of workers see monetary and non-monetary incentives as powerful motivators, a sizeable minority still doubts their openness and equity, underscoring the need for a more defined and organized system of rewards.

There were 46 people who agreed (49.5% of the total) and 22 people who disagreed (23.7% of the total) that performance incentives are given out according to performance and merit. Also, although twenty (21.5%) people disagreed, fifty-one (54.8%) said that recognition programs adequately honor exceptional employee achievements. These results indicate that workers are grateful for recognition and awards based on performance, but they still have questions about consistency and fairness. Pembe Millers Limited could do more to motivate its employees and increase output if it were more open about how bonuses are distributed, clarified how they are calculated, and instituted stronger recognition programs.

5.2 Conclusion

The study concluded that 360-degree feedback plays a significant role in employee productivity at Pembe Millers Limited. A majority of respondents acknowledged that multi-source feedback, including peer evaluations (57%), supervisor ratings (49.5%), and subordinate input (53.8%), contributed to performance assessment. However, the study also found that a considerable portion of employees expressed concerns about the accuracy, fairness, and effectiveness of feedback incorporation, particularly regarding client reviews, where only 45.2% agreed they were effectively used. These findings suggest that while 360-degree feedback enhances performance appraisals, its implementation requires improvement in consistency, fairness, and transparency. The study concluded that refining the feedback process through better communication, training, and integration of diverse perspectives could lead to a more effective and motivating appraisal system.

The study concluded that goal setting significantly influences productivity at Pembe Millers Limited, as most employees acknowledged that organizational goals were specific (63.4%), measurable (57%), and clear (57%). However, the findings also indicated that while 51.6% of employees found objectives challenging yet achievable, a notable percentage remained neutral or disagreed, suggesting that some goals may be either too difficult or not ambitious enough. Additionally, 53.8% of employees reported being actively involved in setting performance goals, while 22.6% disagreed, indicating a gap in employee participation. These findings suggest that greater employee engagement in goal-setting and improved clarity in expectations could enhance motivation and productivity. The study concluded that ensuring SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and increasing employee involvement in goal formulation could further improve performance outcomes.

The study concluded that appraisal feedback quality has a significant impact on employee productivity at Pembe Millers Limited. A majority of employees agreed that feedback is timely (61.3%), clear (60.2%), and includes actionable insights (57%), indicating that the appraisal process generally supports employee improvement. However, the study also found that 19.4%–22.6% of respondents expressed dissatisfaction with feedback delivery,

suggesting inconsistencies in clarity and practical guidance. Additionally, while 58.1% of employees felt that constructive criticism was delivered respectfully, 19.4% disagreed, indicating a need for improvement in feedback communication. Furthermore, 51.6% of respondents believed that managers were adequately trained to provide effective feedback, but 24.7% disagreed, highlighting a potential gap in leadership skills. The study concluded that enhancing managerial training, ensuring more structured feedback, and maintaining respectful communication could further improve the effectiveness of performance appraisals in driving productivity.

The study concluded that the reward system plays a crucial role in employee motivation and productivity at Pembe Millers Limited. Findings indicated that 60.2% of employees believed financial incentives motivated them to perform better, while 59.1% valued non-financial rewards such as recognition. However, concerns about transparency and fairness were evident, as only 51.6% agreed that reward criteria were clear and fair, and 49.5% believed that performance bonuses were awarded based on merit. Additionally, 54.8% of employees felt that recognition programs effectively acknowledged outstanding contributions, but 21.5% disagreed, suggesting inconsistencies in implementation. These findings indicate that while employees generally find the reward system effective, improvements in fairness, communication, and transparency could enhance motivation. The study concluded that strengthening the link between performance and rewards, ensuring fair distribution, and enhancing recognition programs could further boost productivity and job satisfaction.

5.3 Recommendations

The study recommended that Pembe Millers Limited enhance the implementation of 360-degree feedback by ensuring a structured and standardized approach to collecting and utilizing feedback from multiple sources. Employees expressed concerns about the fairness and accuracy of supervisor ratings and client reviews, indicating the need for clear guidelines on feedback evaluation. The study suggested training managers and employees on providing objective and constructive feedback to reduce biases and improve the effectiveness of performance appraisals. Additionally, feedback sessions should be

conducted regularly to ensure that employees receive timely and meaningful input that helps in their professional development.

Furthermore, the study recommended improving employee awareness of the feedback process to address concerns about inconsistencies in implementation. Transparent communication about how feedback influences appraisals and career growth could increase trust in the system. The study also suggested incorporating anonymous feedback mechanisms to encourage honest and candid input, especially from peers and subordinates. Additionally, client feedback should be integrated more effectively by establishing clear evaluation metrics that align with employee performance goals. These measures would help create a fair, transparent, and effective 360-degree feedback system, ultimately enhancing productivity at Pembe Millers Limited.

The study recommended that Pembe Millers Limited enhance goal-setting practices by ensuring that all performance objectives are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound). While most employees agreed that goals were clear and measurable, some expressed concerns about ambiguity and lack of involvement in the goal-setting process. The study suggested that managers work closely with employees to define clear and realistic goals, ensuring alignment with both individual and organizational objectives. Additionally, regular progress reviews and adjustments were recommended to help employees stay on track and make necessary improvements.

Furthermore, the study recommended greater employee involvement in setting performance targets to enhance motivation and ownership of assigned tasks. Employees who actively participated in setting their own goals were more likely to be engaged, committed, and productive. The study also suggested using digital performance tracking tools to monitor progress more effectively and provide real-time feedback. Additionally, training programs on goal-setting strategies were recommended to help employees understand the importance of setting and achieving performance objectives. By implementing these measures, Pembe Millers Limited could strengthen its goal-setting framework, improve employee motivation, and enhance overall productivity.

The study recommended that Pembe Millers Limited improve the quality of performance appraisal feedback by ensuring that it is timely, clear, and actionable. While most employees agreed that feedback was provided regularly, some reported delays or a lack of specific improvement strategies. The study suggested that managers schedule structured feedback sessions at consistent intervals to provide employees with real-time insights into their performance. Additionally, feedback should include specific recommendations for improvement, rather than general comments, to ensure employees can take concrete actions to enhance their productivity.

Furthermore, the study recommended enhanced training for managers on effective feedback delivery to improve communication skills and reduce instances of misinterpretation or demotivation. Managers needed to be trained on providing constructive criticism in a respectful and supportive manner to ensure employees remained motivated. Additionally, the study suggested incorporating self-assessments and peer feedback into the appraisal process to promote a more holistic evaluation. Lastly, the study recommended that the organization implement an anonymous feedback mechanism where employees could express concerns about the appraisal process without fear of victimization. These measures would help strengthen the feedback system, enhance employee development, and ultimately improve organizational productivity.

In order to boost employee engagement and productivity, the research suggested that Pembe Millers Limited make its compensation system more open and equitable. Even while most workers thought that both monetary and non-monetary incentives affected performance, some were worried about how consistently and fairly awards were handed out. The research concluded that the company should establish transparent criteria for rewards that correlate directly with performance results and incentives. Promotions, incentives, and other forms of recognition should be based on performance, not bias, thus it was important that workers understand how awards are distributed.

Furthermore, the study recommended that the company expand its non-financial reward programs, such as employee recognition initiatives, career development opportunities, and workplace benefits. Some employees valued recognition but felt that existing programs

were not fully effective in acknowledging outstanding contributions. The study suggested that monthly or quarterly recognition programs be implemented to appreciate top performers. Additionally, regular salary reviews and adjustments were recommended to ensure that financial incentives remained competitive and motivating. Lastly, the study suggested gathering employee feedback on the reward system through surveys or focus groups to continuously refine and improve the incentive structure, ensuring it remained fair, motivating, and aligned with organizational goals.

5.4 Suggestions for Further Study

The study recommended that future research explore the influence of organizational culture on performance appraisal effectiveness would also be beneficial.

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APPENDIX I
QUESTIONNAIRE COVER LETTER

Dear Respondent,

As an undergraduate at the Management University of Africa, I am researching the impact of performance evaluation methods on organizational output at Pembe Millers Limited in the Nairobi Industrial Area. I need to do this research in order to graduate from this school.

If you agree to take part in this study, your answers will help researchers better understand the relationship between performance evaluation procedures and output quality. We promise to utilize and protect your information with the highest secrecy for any and all academic reasons.

Your participation is entirely optional, and you may stop at any point without any repercussions. Within one week, please submit the accompanying survey with your honest responses. Feel free to get in touch with me at any time for clarification or queries.

Thank you for your time and cooperation.

Sincerely,

Catherine Mankia Gachanja

BML/32/01226/2/22

mankiacatherine@gmail.com

The Management University of Africa

APPENDIX II QUESTIONNAIRE

We appreciate you taking the time to participate in our new case study, which examines the performance assessment methods of Pembe Millers Limited and how they affected organizational efficiency. We promise to use your responses only for the purpose of this academic research, and we will keep them confidential. To the best of your ability, please answer all questions accurately and truthfully.

Section A Demographic Information

1. Gender

- Male { }
- Female { }

2. Age Bracket

- 18-25 { }
- 26-35 { }
- 36-45 { }
- Over 45 { }

3. Highest Level of Education

- Primary Education { }
- Secondary School Education { }
- Diploma { }
- Bachelor's Degree { }
- Masters Degree { }
- Doctorate Degree { }
- Others. Pease Specify _____

4. Level of Operation in the Organization

- Top Management { }
- Middle Level Management { }
- Junior Staff { }

Section B: Study Objectives

1: 360-Degree Feedback

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Statement	1	2	3	4	5
The organization uses multi-source feedback when undertaking appraisal					
Peer evaluations provide valuable insights into work performance.					
Supervisor ratings accurately reflect contribution to the organization.					
Subordinate input improves the quality of the appraisal process.					
Client reviews are effectively incorporated into performance appraisal.					

2: Goal-Setting

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Statement	1	2	3	4	5
Goals are specific and clearly defined.					
Assigned measurable targets that track progress effectively.					
The goals set have sufficient clarity to guide performance.					
The objectives worked towards are challenging but achievable.					
Actively involved in setting performance goals.					

3: Appraisal Feedback Quality

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Statement	1	2	3	4	5
I receive feedback on performance in a timely manner.					
Feedback provided to one in the organization is clear and easy to understand.					
The feedback received includes actionable insights for improvement.					
Constructive criticism is delivered respectfully during performance reviews.					
Managers are adequately trained to provide effective feedback.					

4: Reward System

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Statement	1	2	3	4	5
Financial incentives motivate one to perform better in his/her role.					
Non-financial rewards, such as recognition, are valued in the organization.					
The criteria for receiving rewards are transparent and fair.					
Performance bonuses are awarded based on merit and performance.					
Recognition programs effectively acknowledge outstanding employee contributions.					

5: Organization Productivity

Kindly respond on this section based on the above objective by ticking on the appropriate box that best matches your opinion on a scale of 1 to 5 where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Statement	1	2	3	4	5
Tasks within the organization are consistently completed					
The quality of output meets organizational standards.					
Employees perform work efficiently, maximizing available resources.					
The organization has registered positive growth in revenues					
The organization has consistently achieved set goals					

THANK YOU FOR YOUR PARTICIPATION

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