

**THE EFFECT OF PERFORMANCE APPRAISAL PRACTICES ON EMPLOYEE'S
PERFORMANCE: A CASE OF KENYA PORTS OF AUTHORITY, NAIROBI COUNTY**

IMRAN SUROW AHMED

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DECLARATION

This research project is my original work and has not been presented for the award in any other University or institution. No part of this research should be reproduced without the author's consent or that of the Management University of Africa.

Sign.....

Date.....

IMRAN SUROW AHMED

DIP.ML/7/00092/1/20

Supervisor Declaration:

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

Sign.....

Date.....

EDNA BONARERI,

Management University of Africa

DEDICATION

I dedicate this research proposal to my ever supporting family, my dear father Surow Ahmed and my dear mum Halima Abey who endlessly prayed for me and proudly saw me through this process. To my dear siblings; Umulkaltum and Sumeya who stood by me, offered me emotional and moral support during the tough times as I completed my research project.

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DEFINITION OF TERMS

Performance Appraisal - A “systematic, systematic way of measuring and evaluating work-related performance and behaviors and outcomes and knowing how employees are doing and why now and how employees can do it effectively in the future (Deepa, 2014)

Labor - Employees of a business organization, are considered to be good assets in terms of skills and abilities. Context of Job Evaluation - “A formal system for measuring and evaluating employee performance in terms of performance and outcomes and knowing why employees are currently performing the job and how employees can perform it effectively. The Future (iDeepa, 2014)

Labor - Employees of a business organization, are considered to be good assets in terms of skills and abilities. Job Testing Theme - “A formal system for measuring and evaluating work-related behaviors and outcomes and knowing why employees are doing this work now and why employees can do more in the future to do better (Deepa, 2014)

Labor - Employees of a business organization, are considered to be good assets in terms of skills and abilities. The essence of all traditional strengths, knowledge and skills represented by the attitudes, values and skills of unions (Armstrong, 2014)

Employee Performance - Employment-related tasks expected of employees and how well these functions are performed. It is an achievement that some individuals have chosen to use efficient and effective resources in a changing environment (Dessler, 2013).

LIST OF ABBREVIATIONS

KPA	Kenya port of authority
HR	Human Resource
ADDIE	Analyse, Design, Develop, Implement, and Evaluate.
SMART	It stands for Specific, Measurable, Achievable, Relevant, and Time-bound.

ABSTRACT

The purpose of this study was to examine the results of the performance appraisal of the performance of Kenyan Port Authority staff in Nairobi County. The concept that led to this study was a goal-oriented theory and a constructive teaching theory. The primary purpose of the study was to obtain goal setting, training and operational feedback on staff performance. The review of the theoretical structure was carried out in accordance with the research differences and the conceptual framework was developed in accordance with the research objectives. The targets were employees of the Kenya Ports Authority and that is why the data was collected from KPA employees according to the study's findings. The study took a descriptive research design. A descriptive investigation was about finding out what, where and how things happened. The main sources of data to be used were queries. Research experiments are conducted to ensure the legitimacy and reliability of the equipment. The data collected was analyzed, summarized and recorded using the SPSS software 25. Descriptive statistics included the use of general tables, scoring charts, charts and percentages while statistical calculations involved the use of multiple retrospective analyzes. a fall. The results of the study revealed that performance management systems had a positive impact on the performance of the Kenya Ports Authority staff. These results are supported by the frequency of respondents' responses given in the form of percentages and scores. Research has shown that goal setting is important for the overall performance appraisal process. The researcher was able to conclude that the problem with the test company system was in the application rather than the method used. As a result, because the purpose of the research does not recommend a completely new format but to improve the relationship between the current method and its objectives, the researcher's conclusions are summarized in the sentence. Good implementation of the company's evaluation system is needed to be able to align with the purpose of the company's comprehensive training plan to provide a comprehensive training program that evaluates conclusions and highlights the importance of showing that subordinates are not involved in setting goals. and objectives.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance appraisal represents a crucial processes within the broader spectrum of performance enhancing practices that pursue to improve employee productivity through an increase in accountability and underlining performance differentials between particular employees (Samnani & Singh, 2019). The rapid change in global marketplace, portrayed by increased technological progress, it needs companies to demand a more flexible and competent personnel to be adaptive in order to stay competitive (Singh, 2019).

Performance appraisal is a procedure which is used in obtaining, analysing and utilizing the information which is recorded concerning the comparative value of different personnel (schuler, 2017). Thus, performance appraisal is an intended collaboration between employees and their supervisors during which the former appraise the performance of the latter to identify strengths and weaknesses with the aim of improving future performance. Performance appraisal is a significant component of performance management.

Employee performance is an individual measurable behaviour which was relevant for organizational goal achievement (Dessler, 2019). Performance appraisal practices are reflected as one of the vital contributing cause to the success of an organization. It is noted by (Biswajeet, 2017) that since the organization will only succeed when performance of employees is measured accurately, it is therefore imperious to apply performance scale which should take into contemplation the employee motivation, effective market strategies, productivity and efficiency, These elements are the key inter-play which determines how well the organization is or will perform.

Companies that seek to increase efficiency through employees must be able to manage the practices and results of all employees especially in an increasingly complex environment and the speedy change of technology which has formed some new trials to numerous organizations. Management and human resource managers must be equipped to address the changes evolving in terms of the employee's competencies and skills in response to the customers' wants and competition (Grubb, 2017). Performance appraisal practices are considered as one of the key

contributing factors to the success of an organization. Performance appraisal often includes formal review and feedback gatherings, and may include processes for forming work goals, conducting self-appraisals, and setting objective of the performance.

Employees are the components that are essential to organization which implement the proper standards to ensure the organizations goals is achieved. The organizations should do their best to invest in its personnel to fulfil its mission and goals (Gungor, 2017). Employee's efficiency is a important area in the human resource management and industrial relations since use of the performance management practice, it has enriched the recruitment process and selections required, training and involvement of the employments, improve the knowledge and competence of the employees, increase the motivation of the workers, lessen absenteeism and promote retention of the quality employees.

Globally, Performance appraisal an issue of increased global resonance, with the corporate case regularly positioned as its Centre-piece (Szu-Fang, 2019).The discussion has been driven by changes in labour market which impacts the employee's performance. Increasing number of international companies and the cooling global economy coincide to highlight the shared topic of performance appraisal and their influence on the measurement of corporate unit performance (lair, 2015). Institutions such as the KPA not only need to respond to these changes in order to stay competitive, but also need to predict future changes that still need to be addressed in institutional structures and operations. It is a well-known fact that organizations around the world play a significant role in the development of the country's workforce or the economy as a whole.

At the regional level, research in HRM and employment associated concerns have received considerable attention in developing countries, it has an vast amount of work on African countries has been carried out on problems such as economic development, trade, foreign aid, reduction of poverty, and various aspects such as economic mismanagement, political ineffectiveness and corruption which have influenced negatively the economic and industrial development (Kamoche, 2017). Although effective human resource management is important in the successful management and development of organizations, many studies have stated difficulties and challenges that affect many organizations in Africa (Tessema, 2017). Some of these challenges include inadequate management practices, poor and inefficient decisions, political instability and government disruption, inability to fire people, inadequate and

uncompetitive rewards, specialized recruitment procedures and other forms of favoritism among other factors (Tessema, 2018).

Kenya strives to create competitive and flexible human resources to meet the needs of Vision 2030 (Namukana, 2019). Kenya's greatest potential lies in its people and creativity, work ethic, education, and other entrepreneurial and specialized skills. To ensure the value of human resources, each organization must decide on the content to be evaluated before approving the plan. In general, the content to be evaluated is determined based on job analysis. The content of the assessment may be in the form of a contribution to the KPA objectives such as production, cost savings, recapitalization. Other behavioural measures that measure physical activity, movement. Finally, there are qualifications that are measured according to the personal characteristics considered in the work activities of employees. The content to be evaluated may vary depending on the purpose of the assessment and the type and level of staff (Chepkoech, 2017).

In order to appropriately assess how well individuals output contributed to the overall achievement of goals and objectives of KPA, the organization begun applying the employee performance appraisal system. This application has given the KPA base level criteria for all its' operations which in turn provides pointers toward areas needing improvement.

1.1.1. Kenya Ports Authority

Kenya Ports Authority (KPA) is a government agency in charge of overseeing the port of Nairobi established in January 1978 under the Parliament Act and all other ports along the coast of Kenya (Shamsha, 2019). KPA is one of the most popular organizations in the country and a major founder of maritime trade located in the East and Central Africa region. Its strategic direction is guided by the vision of "world-class ports of choice". The mission is to "facilitate and promote maritime trade through the provision of competitive port services." The mandate of the Authority is to maintain, operate, upgrade and control all planned sea ports along the coasts of Kenya. Other ports include Lamu, Malindi, Kilipi, Matwafa, Kyunga, Shimoni, Ponzi Wenge (Masimba, 2018). It is the only port in Nairobi that has been fully developed with the latest equipment and thus makes it the main port in the area. In the port of Nairobi, the main activity of the Ports Authority in Kenya is to provide: safe navigation services, testing, mooring, mooring, pollution control, theft, beach maintenance and conservation.

The KPA considers itself a global port of choice with a commitment to facilitate and promote maritime trade through the provision of competitive port services. To achieve this vision and mission, the KPA is guided by five key objectives that include: improving management, performance and financial performance; Development, maintenance and upkeep of port and infrastructure facilities to meet customer needs; Declaring Nairobi Port as the main gateway to the Great Lakes region and also serving the Horn of Africa; Maintain and promote a clean, safe and rewarding environment; Integrating Nairobi port operations into a vision for the development of the Republic of Kenya and the region; And integrating good corporate governance practices (Kamau, 2017). KPA can be a world-class portal by improving team efficiency and effectiveness through improved performance appraisal to ensure team and skills gaps and train them properly.

1.2 Statement of the problem

The human resource system can be improved by having a valid and accurate evaluation system used to list employee performance. Appropriate evaluation can not only eliminate behavioral and quality work problems, but also use successful monitoring of recruitment and motivation strategies. The performance appraisal system helps management decide on promotions, transfers, rewards and prevents employees from contributing further (Joseph, 2017). It helps to discover the best ones and decide if you want to keep them in the hope of improvement or sometimes you need to give them up. Performance appraisal records can check for future performance changes so if you use the performance appraisal system correctly and intelligently, the results will not leave you indifferent.

Unfortunately, the number of organizations using a good performance appraisal system is limited (Benedetto, 2017). In today's business world, it is seen as a responsibility for organizations to allocate critical, intangible resources in planning, promoting and sharing performance appraisals for employees. Despite this allocation, many organizations are unable to conduct formal performance appraisals. It is also very rare that they do not combine many HR tasks with performance evaluation. The process of negative feedback affects performance evaluation because it fails to establish measures that can empower employees. Some organizations continue to lose senior executives due to poor performance measurement and therefore need to examine the difficulties that organizations go through as a result of implementing performance

measurement (Leigh, 2019). Unfair practices or actions that are considered unfair will often adversely affect the employee's attitude and attitude towards the person being assessed and the role he or she is required to perform. In most cases, organizations focus on productivity, overall performance, efficiency and profitability of the organization above all other goals. Supervisors have a responsibility to invest in effective and efficient systems such as goal setting, coaching and having effective feedback systems through effective performance appraisal, thereby, increasing productivity and employee engagement.

Many studies conducted in Kenya as (Chaponda, 2017) have addressed staff views on the effectiveness of performance appraisal. There are few publications available on the impact of performance appraisal on staff performance in public organizations. However, better performance measurement can affect the performance of employees which is a key to any organization. Therefore, this study sought to fill these gaps.

1.3 Research Objective

The study was guided by one general objective and three specific objectives.

1.3.1 The General Objective

The general purpose of this study was to establish the effect of performance appraisal practices on an employee's performance at Kenya Ports of Authority, Nairobi County

1.3.2 Specific objectives

1. To determine the effect of goal setting on employee's performance at Kenya Ports Authority.
2. To establish the effect of employee coaching on employee's performance at Kenya Ports Authority.
3. To determine the effect of feedback mechanism on employee's performance at Kenya Ports Authority.

1.4 Research questions

1. How does goal setting influence an employee's performance at Kenya Ports Authority?
2. How does coaching effect an employee performance at Kenya Ports Authority?

3. How does feedback mechanism influence the employee performance at Kenya Ports Authority?

1.5 Significance of the Study

The aim of the study is to increase the knowledge about performance appraisal for aid agencies to evaluate their employees in order to provide guidelines for positive development. It will also emphasize the importance of valued performance by creating a better understanding and appreciation between the employer and the employee by emphasizing mutual interests.

There are studies presented in the existing chapter of the study that highlighted the level of dissatisfaction with performance retention as well as a wide range of errors, such as expected injustice, bias and inappropriate behavior, and undermined the expected impact of performance appraisal on the employee. Productivity (Cardy, 2015). The study will bridge the gap between human resource evaluation information and a performance evaluation system by adding a new field based on data so that the benefits that can accrue from this study are many.

The study will provide information that can be used by the various stakeholders interested in port performance. This will allow the board and management of the KPA to identify areas of weakness that need attention and develop better strategic options in order to provide greater investment value. The study arouses further interest among future researchers in this dynamic performance field and also contributes to the body of knowledge.

1.6 Scope of the Study

This study focussed on performance appraisal as human resource activity and how this affects the employee performance. The employee performance was measured in terms of goal setting, effectiveness of feedback mechanism and how training and development effects performance management in relation to the methods of performance appraisal. The study mainly targeted KPA in Nairobi County which aims to improve employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a theoretical framework, a review of theoretical literature followed by military literature, and contains a review of previous studies conducted based on performance appraisal. This chapter also presents a conceptual framework.

2.2. Theoretical Framework

2.2.1 Goal-setting theory

This theory suggests that performance appraisal should be based on the proposed goals of the organization which needed to have been communicated and internalized by employees (Locke, 2013). The theory suggests that when employees set up their individual goals they are more motivated to achieve them hence managers should involve human resource when setting up goals and when appraising them (Khan, 2016). This theory has important features such as ensuring that goals should be realistic and challenging. Goal setting involves defining a target or purpose to achieve. Goals should be clear goal, employees are able to achieve and improve easily. Meanwhile, individual goal, department goal must support the corporate goal, and enhance corporate performance. However, there is no proof that goal setting promotes employee performance. This study thus intends to establish the influence of this theory on employee performance at KPA.

2.2.2. Instructional Design Theory

The commonest version of this theory is the ADDIE model. According to (Rothwell, 2011) ADDIE model is a useful tool for training and development. The analysed stages involved recognizing current job problems and comparing them with anticipated employee's performance.

Development stage is where training materials are established based on the training needs (Reigeluth, 2013). The goal at this stage is to study the current skills held by the employees and to compare them with the desired skills after which the need gap is identified for further training. The design process starts immediately after the analysis phase and includes determining performance objectives, methodologies and programs by trainers (Rothwell, 2011). This training

would also involve the priorities established in the first phase based on what is already known to more complex organizational learning training experiences (Steenhussein, 2014).

Training materials should be clear, concise and effective to suit the training needs. It is also at this stage where prototypes are developed (Reigeluth, 2013). This theory implies that training and development should be done to cater for the different organizational functions like managing employee cultural differences, personal and career management and development thus being a major pillar for promoting productivity in KPA.

2.2.3 Control Theory

The performance management system is the most important part of human resource management that is consistent with improving individual performance and overall organizational performance. It can be defined as "an ongoing process of identifying, measuring and promoting performance in organizations. It is achieved by associating performance and individual goals with the overall mission and goals of the organization" (Aguinis, 2011).

There are many effective strategies and methods of performance management systems to simplify the process. It also helps make the performance management process better for organizations. Among the various approaches, control theory is one such approach. Control theory helps maintain a performance management system by defining the types of controls between an organization and internal systems. According to control theory, the operations of all systems should be consistent with the goals and general objectives of the organization (Barrows, 2012).

In control theory there are three types of control systems, under behavior control, the employer monitors and evaluates the actions of the employees regularly, according to the organizational standards and then pays accordingly. In the case of productivity control, employee performance is governed by rewards or post-assessment restrictions based on organizational standards. The input control system seeks to control the process of selecting and training employees. However, it is important to ensure the availability of the required capacity of employees as required by the Growth and Development Organization (Arron, 2009).

Control theory assists in performance management by evaluating the system output to its consistency and the set of predefined parameters. In case of any deviation of any kind, it will be

corrected by the controller in the system. This model is called a cyber mode (Barrows, 2012). This model helps managers control employee performance. Similarly, it also provides faster and better results with ongoing monitoring and feedback. The cyber model states that if an organization can implement control and performance more efficiently and effectively, it can easily adapt to changes in its external environment.

2.3 Conceptual Framework

A conceptual framework refers to a graphical representation of the hypothesized interrelationships of the variables of a study (Pickard, 2012).

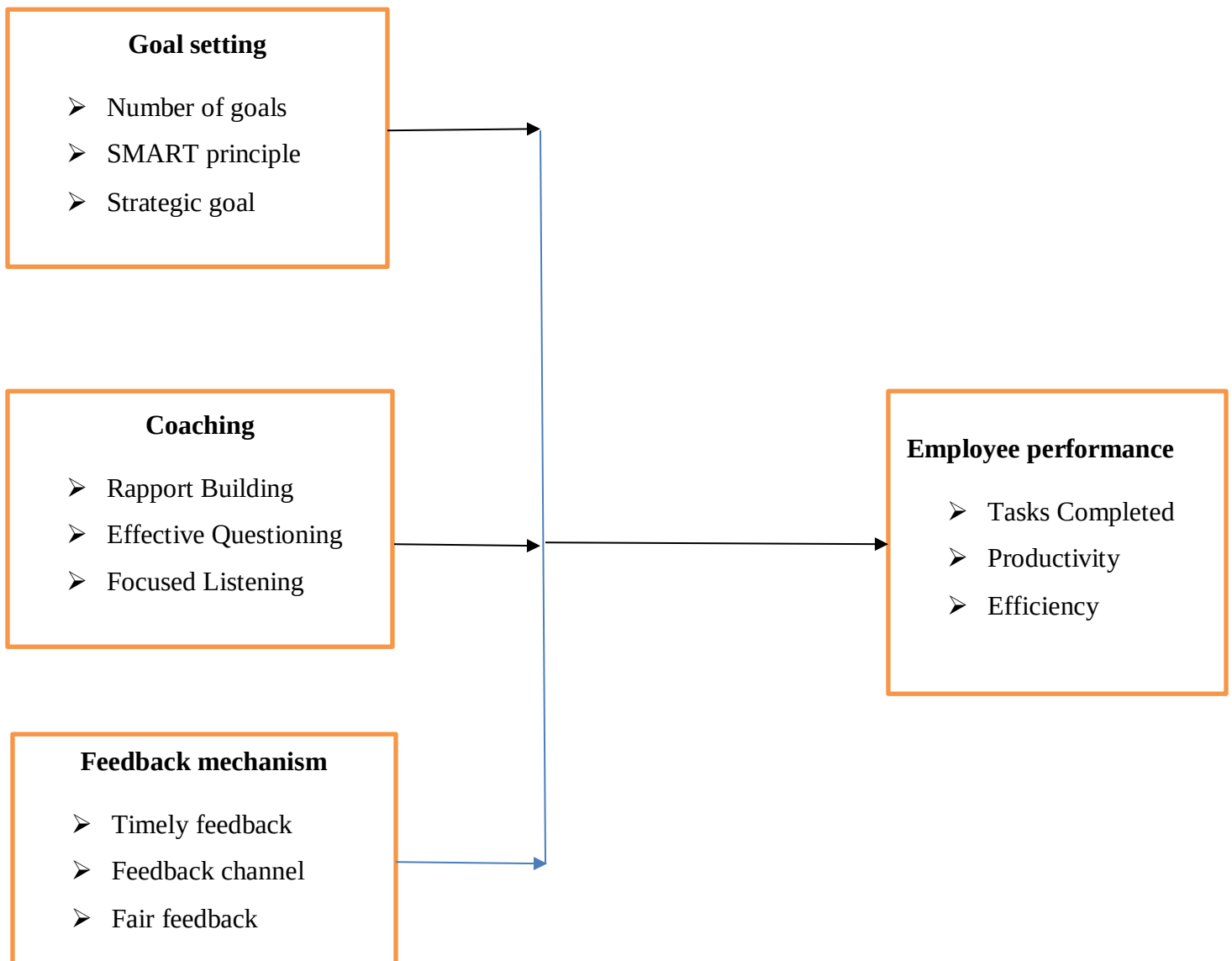


Figure 2.1 Conceptual Framework**2.3.1. Goal Setting**

Setting goals is an important part of an employee's motivation. Setting and achieving goals causes employees to expect new accomplishments and rewards, and pushes their performance to ever-increasing heights. The best destinations include each of the four key items; The main employee goals are specific, timed, measurable and achievable. Going over a few examples of good employee goals can help you create your own or your employees 'goals that include all four qualities (David, 2018).

The purpose of production can be defined as the level of production work achieved in a defined period of time. Production can be measured in units produced, customer use or other output measurement. Setting production targets for employees individually has a long-term effect of increasing productivity for the overall company, so companies do more jobs in parallel with the same number of employees (David, 2018).

Efficiency goals are the same concept as productivity, but approach output in different ways. Efficiency can be defined as the speed, accuracy and consistent quality with which an employee works. The most efficient workers make fewer mistakes and can increase productivity without lowering their quality standards (David, 2018).

Personal development goals mean that employee performance depends on a wide range of quality standards as well as easy evaluation issues. Invisible characteristics such as communication efficiency, conflict management skills and strategic contributions to team planning can be the key to employee success and the competitiveness of their employers. Examples of tangible goals for personal development include "reducing the number of negative conflicts in the workplace between each performance review until there is a conflict," or "speaking and contributing to all team meetings during a specific project." (David, 2018)

Setting goals can be as difficult as achieving them. Factors to consider when defining the best employee goals involve employees from start to finish. Protecting team entry allows you to advance their goals in the short and long term, and increases the likelihood of success. Managers

need to promote collective goals that are SMART (Hioe, 2017). This encourages commitment and allows individuals a sense of ownership in achieving their goals. Encouraging employees to set stretch goals also helps boost performance and serves as an incentive for continuous development (Hioe, 2017). Setting goals can help improve employee engagement in a way that improves performance and profitability for organizations as a whole, according to a recently published McKinsey.

2.3.2. Employee Coaching

The word coach comes from the village of Cox in Hungary. Hence the word coach in the form of delivery, carriage. According to (De Haan, 2011), this well describes discipline, since coaching is a way to move coaches from where they are to where they want to be, from their current situation to where they have achieved their goals. "Training is about unlocking the ability of people to increase their performance." (Whitmore, 2010). A very simple statement, but powerful. This emphasizes that coaching is about the coach, not the coach. Defines the coach as a tool, as a developer who unlocks. This does not stop saying that the results of the teaching will be performance, but the intention is as much as it helps the course to develop to be better. It is important to understand the differences (Whitmore, 2010).

Depending on which writer listens to him, the roles of the coach can be defined and divided in several ways by different roles like leadership and caring, teaching, counseling, sponsorship, awakening, building positive relationships through emotion, and how something makes a person feel. Having a good relationship makes a person feel like them and be normal in the situation. As presented by Boyce, Jackson and Vanilla (Lisa, 2010), coach-coach relationships are one of the biggest reasons for coaching success to be more specific. There is an art to asking a question that at the same time evokes thoughts but is not stimulating. Because the primary purpose of coaching is to guide the coach toward a deeper understanding, since understanding leads to performance. Asking effectively is not just about questions. Body language, tone of voice and self-awareness can influence the response a person can receive (Whitmore, 2010).

According to Armstrong (Armstrong, 2014), training is an important basis for performance evaluation. In their view, coaching is part of the day-to-day performance management activity highly recommended for managers to participate in. Coaching can also be a clear part of the interaction between the employee and the line manager. It can be used in conversation for

everyday conversations to give the coach a chance to reveal something he wants to discuss, and lead to coaching discussions. However, teaching is not the answer to every situation. The line manager must be motivated, aware of the situation, be able to use training when it gives value and not use training when he does not commit. To summarize a small section, it can be said that not only coaching is part of the performance appraisal process, but it is also part of effective leadership and therefore good line management (Lisa, 2010).

2.3.3 Feedback Mechanism

The best feedback for performance between managers and employees is the factor that leads to success in the organization. The evaluation process is incomplete without feedback from the employee on his evaluation and performance (Bhagul, 2014). Ongoing feedback from employees and departments makes them more focused on their responsibilities and achieving organizational goals. According to (Jackson, 2012), there are institutions that fail to provide feedback to employees. Some managers or senior executives in this organization may hold employee feedback because they have failed in other tasks in the organization.

There are negative effects associated with lack of feedback on staff. For example, it leaves hard-working employees unlicensed and those who do poorly end up repeating the same mistakes because they do not get feedback on their poor performance. According to (Solmon, 2010), many managers sometimes feel uncomfortable giving employees negative feedback. Lack of feedback, then, leads to many problems in the organization. In addition, many organizations still use traditional measurement systems to turn employee feedback into a missing element in these organizations. The feedback received is unpredictable and rare in companies that use the traditional method (Jackson, 2012).

One of the most important parts of the evaluation process is direct communication between the supervisor and the person. At best the employee gets information about how he works and where he can improve. According to Zachary and Dacha, (2010) managers identify employee weaknesses and collectively formulate an employee development plan. The success of the feedback depends on the acceptance of the process. Satisfaction with performance appraisal is an indication of the degree of satisfaction with the process and the feedback received. It serves as an accurate report and good performance appraisal.

2.3.4. Employee Performance

Work-related activities and the manner in which these activities are implemented are expected of the employee. It is about successfully fulfilling the responsibilities and responsibilities of the people chosen to use efficiently and effectively the resources available in the changing environment (Dessler, 2013). Employees are the essential tools for an organization that implements the right standards to ensure the goals of the organizations. Organizations must make every effort to invest in their employees to achieve their goals and objectives (Gungor, 2011). Employee efficiency has been an important area in human resource management and industrial relations since the implementation of management methods, strengthening the employment process and the required options, training and participation in employment, improving employee knowledge and skills, increasing staff motivation, reducing absenteeism and promoting conservation. Of quality workers.

Performance is the key to a company's overall success. It is necessary to understand the main benefits of employee performance and to develop consistent and effective methods for evaluating employees (Kimberle, 2019). This helps to determine the strengths and weaknesses of management in a business organization. Performance appraisal is never fun, but it helps business leaders set performance standards for each employee. One of the most important things in employee performance is achieving goals. Successful employees meet deadlines, make sales and build brands through effective interaction with customers.

It is important to promote a positive work environment. Foster a positive work environment by rewarding employees who perform well with motivation and group recognition during meetings (Kimberle, 2019). Offices that work in high quality also attract high-level talent because the firm feels alive and that it works to achieve goals. Using a team-based team evaluation helps employees see their growth so they can feel better about progress over time. It also helps them set new goals, maintain high energy in the office. Paying for successful employees often motivates these employees to deviate from their efforts from what they were in the past. It's one thing to have efficient employees who do a good job; It is better to develop this power so that it grows into something bigger and more beneficial to the whole department or company. Employee growth rate assessment reflects their development potential and leadership (Kimberle, 2019)

2.4 Empirical Review

Literary literature reviews discuss issues that this study sought to address. Each sub-article is directly related to the research objectives of this study. Recent research studies related to this study will be extensively reviewed and analyzed to understand current research shortcomings and issues related to the research objectives and the range involved in this study. According to Mwangi (2019) who conducted a study on performance appraisal methods among commercial banks in Kenya and the study found that respondents support quarterly audits. Regular reviews will allow for further communication between employee and supervisor and will provide ongoing performance reports on performance used to prepare annual performance assessments. He also summarized traditional estimates; Peer reviews and individual development plans are important tools, but further research in other sectors still needs to be replicated in order to establish the performance appraisal methods adopted in these sectors.

As reported by Iqbal (2015), he also conducted research on the effectiveness of performance appraisal as an integrated system and highlighted the challenges that training requirements had in employee performance and how the impact on working conditions on employee performance as well as how sessions of learning that brought the best. To work. The result. Training programs serve as an incentive for employees to work at a higher level than expected from senior managers, thus improving their capacity and capabilities as a result, resulting in greater productivity in the organization.

According to Cravens (2015) who studied workplace culture reconciled the effectiveness of performance appraisal with employee results surveyed in a retail environment and concluded that performance appraisal has a positive impact on employee motivation and thus contributes to job satisfaction, retention. of employee and employee. Performance.

As stated by Van Workcom (2019) conducted a study that explained why performance evaluation does not bring performance and performance improvement as a unique task rather than equality and emphasize the important role of fairness, accuracy and purpose in performance evaluation, when it requires strategy. And an ethical way to plan and implement performance appraisals.

Adieu Onashinde (2017) noted that the impact of performance appraisal on employee productivity cases conducted by Unilever Nigeria and stressed that statistical analysis examined the validity of the main research proposal, showing that employee satisfaction and performance evaluation affects employee productivity and profitability of performance. The organization is based on performance evaluation. Organizational performance is therefore highly dependent on employee performance success.

2.6 Research Gaps

According to (Waruguru, 2016) it was revealed that much of the research done on performance in the context of the public sector has focused on promoting organizational performance structure. However, little work has focused on improving performance, emphasizing that team performance is the key to organizational efficiency, and there are no meta-analysis studies that combine evaluation system decisions and employee performance satisfaction. Thus, the long-term problem of measuring employee performance persists. Changing trends and working conditions, work environment and industry, different types of performance appraisal measures, structure of rating standards and implementation of performance feedback are just some of the major challenges in performance appraisal that need to be addressed. The gap exists if personal performance is seen as a dependent or independent variation, this issue requires in-depth investigation because individual performance is critical to achieving organizational goals and productivity.

A study conducted by (Iqbal, 2015) determined that the use of general criteria when all groups were rated in the same formatted form. In this regard there is a problem of different levels of judgment between different managers and supervisors. In-depth training in filling out the evaluation form does not remove the basic fact that any one-on-one review is a personal opinion and bias, the mistakes of modesty and the main character can catch the evaluator's opinion and thus distort the results.

A number of surveys cited above failed to link performance appraisal to team performance. Many of these studies have seen either of these as an independent variation or a dependent version. Therefore this study will examine both as well as the performance appraisal independent of employee performance and determine the impact of performance appraisal on employee performance. The study seeks to develop research on the subject (Waruguru, 2016). To date, no

study in Kenya has examined the impact of performance appraisal on team performance in the context of KPA in Nairobi. This study, therefore, seeks to fill the knowledge gap by setting an overall objective of this study which is to examine the impact of performance appraisal on team performance in KPA.

2.7. Summary

The study examined theoretical and empirical literature on effect of performance appraisal on employees' performance. Dependent and independent variable are expected to have expected to have influence on the employee's performance. The literature review looked at various theories such as Goal setting theory, Instructional design theory and Control theory. Theories were found suitable to enlighten on effect of performance appraisal on the employees performance that were specific objectives of this study. It is evident from the literature review performance appraisal has an influence on employee performance.

Research has confirmed that performance appraisal has played a fundamental role in increasing the employee performance through various measures such as goal setting, coaching and having an effective feedback mechanism. They enable employees to share their explicit knowledge as well as their implicit understandings which lead to innovation and the ability to better improve efficiency and effectiveness in organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the method used by the researcher to collect data during the study. He noted the structure of the study, the number of people studying, the size of the sample and the sampling methods, the data collection instruments, the analysis and presentation of the results.

3.2 Research Design

The research design was viewed as the blueprint upon which the researcher builds on in solving the research problem. It offered a comprehensive approach that guides the research solution process (Kothari, 2011). The research adopted descriptive research design. Descriptive research design authorized the researcher to respond the research questions posed and also demonstrated clearly and quantitatively the association between the variables.

3.3 Target Population

The target population for this study was made of all 65 staff under human resource management. These included the employee relation department, Administration and discipline department and staff development department. They were involved in the everyday activities of performance appraisal therefore they had the necessary information effecting the effectiveness use of performance appraisal to improve employee's performance.

Table3.1 Target Population

Station	Target population
Employee relation department	15
Staff development department	20
Subordinate staff	30
Total	65

3.4 Sample Frame

It is defined as a source of information from which a sample is selected (Prakash, 2013). They argue that a good sampling frame should be able to provide details required to form selection; a comprehensive and inclusive basis from which the sample can be drawn. The sample frame was

Kenya ports authority in Nairobi dealing with the employee relation department, staff development department and the subordinate staff.

3.5 Sample Size and Sampling Technique

The sample selection method was a stratified random sampling. Unmeasured sampling is a statistical measurement tool that divides the population into smaller groups, or strata, based on collective characteristics (Hall, 2019). A defined sample offers several advantages over a simple random sample. An insulated sample can provide greater accuracy than a simple sample of the same size. Because it provides greater accuracy, an insulated sample often requires a smaller sample, which saves time and money. The sample size is determined using Neiman's sample formulas and formulas to calculate the sample size because it is simpler.

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

Whereby N = Target population

n = Sample size

e = level of precision 95% level of confidence will be used which will give 0.05 chance of deviation from actual. Thus

$$n = \frac{65}{1 + 65(0.05)^2}$$

$$n = \frac{65}{1 + 65(0.0025)}$$

$$n = \frac{65}{1 + 0.1625}$$

$n = 55.91$, hence 56 will be used as sample size

Table 3.2 Sample Size

Station	Target Population	Sample Size
Employee Relation department	15	12
Staff development department	20	16
Subordinate staff	30	28
Total	65	56

3.6 Data Collection and Instrument

The study used basic sources for data analysis. Data were collected mainly using structured questionnaires. The questions contained clear and close questions (Kothari, 2011). The answers in the questionnaire helped to gain a deeper understanding of the impact of performance appraisal and how it played out in improving performance across the organization. Interviews were constructed based on research questions. It is divided into two main sections: the first section seeks to ask for personal information about the respondents and the second section seeks information on independent variables.

3.7 Pilot Testing

Pilot testing was done to make sure that the methodology generated the desired results. It is a reliability and validity check for the research method. Analysis that was done based on the pilot study paved the way for the final results, hence a total of five questionnaires were administered to the target population at KPA offices, in order to ensure the validity and reliability of major foundations for the entire study, thus it facilitated any needed adjustment of research process and procedure such as removing, modifying or adding any questions to the questionnaires to ensure effectiveness of the research.

3.8 Data Analysis and Presentation

Data analysis involved sorting, coding and transforming data into statistical information for the purpose of analysis and interpretation by use of SPSS. This study used quantitative data

specifically descriptive statistics. Regression analysis was used to determine whether one variable was a predictor of another variable, thus it was used to determine the relationship between the dependent and independent variables.

The regression model follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \text{ Where:}$$

Y = is the dependent variable; which is the employee performance at KPA

α = Constant term

β_1 , β_2 and β_3 are the coefficients of the predictor variable and

X_1 = Goal Setting

X_2 = Coaching

X_3 = Feedback Mechanism

ε = Error term

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents and discusses the analysis, presentation and interpretation of research findings related to the research objectives. These explained the procedures and techniques applied to analyze and present the data acquired through the use of questionnaires and these data expresses different respondents.

4.1.1 Reliability and Validity

In order to explore and show the relationship between the effects of Goal setting, Employee coaching and feedback mechanism on the employee's performance of Kenya Ports Authority. The measures were examined and assessed the reliability and validity of the questionnaire which involved 3 respondents in the target population. This was essential since it will answer the main objective of the study which is to analyse the effect of performance appraisal on employee's performance; a case study of Kenya Ports Authority.

4.1.2 Reliability analysis

The study carried out a pretest using 3 questionnaires which is a representation of number of cases which is 65. This was 10% of the proposed study sample of 65. Cronbach's alpha was used to determine the reliability of questionnaire used in this study. The values range in between 0 – 1.0 where 1.0 indicates perfect reliability and the value of 0.70 is deemed to be the lower level of acceptability. The reliability statistics for each variable is as shown in table 4.2 it is evident that Cronbach's alpha for each of the identified variable was above the limit of acceptability of 0.70. This therefore indicates that all questions in the questionnaires used in the study had a high level of reliability.

Table 4: Reliability statistics

Variables	Cronbach's Alpha	Comments
Goal setting	0.766	Accepted
Employee coaching	0.743	Accepted
Feedback mechanism	0.711	Accepted

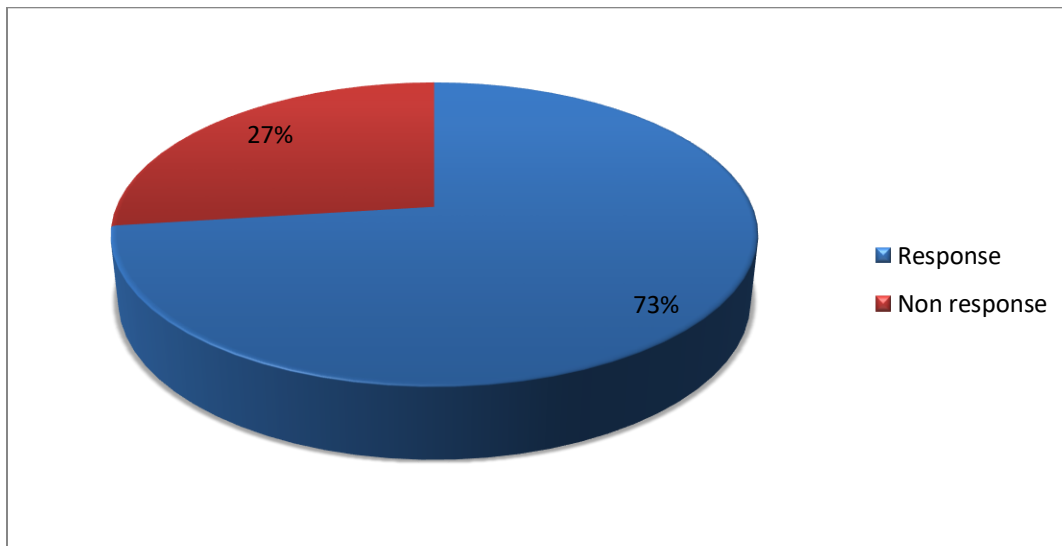
4.2 Presentation of findings (as per research objectives)

4.2.1 Response Rate

Table 4.1 Response Rate

Category	Frequency	Percentage
Response	40	73
Non-response	3	27
Total	43	100

Figure 4.1 Response Rate



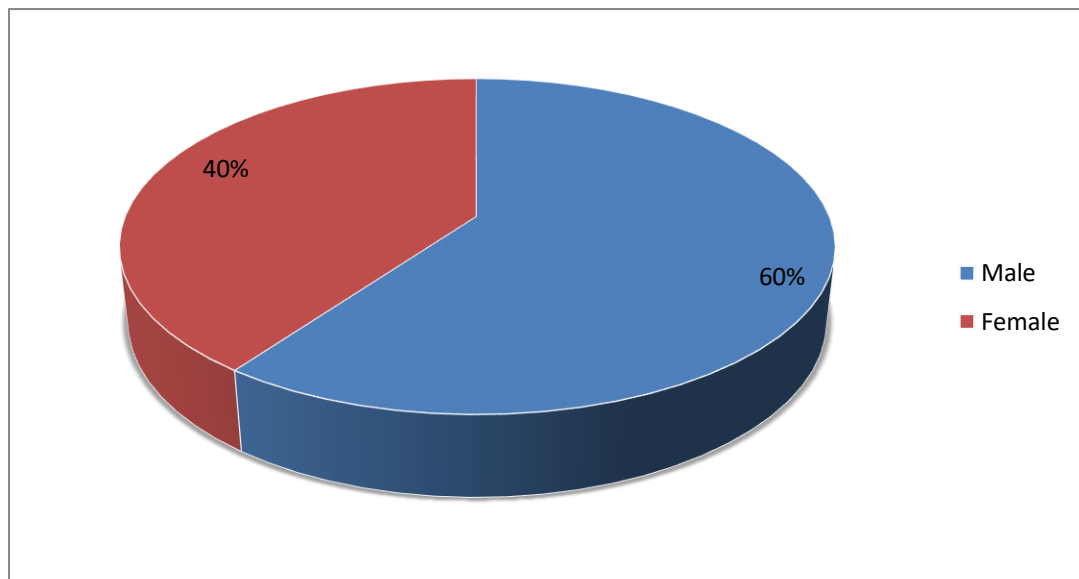
The table 4.1 and the figure 4.1 show the total number of respondents who responded and those who did not respond. As the findings indicated, 43 questionnaires were prepared thereafter, they were distributed, 40 questionnaires were returned full answered which represent 73% while 3 questionnaires equivalent to 27% were not returned. The findings in this study leads to the interpretation that the number of questionnaires could be used in the research study.

4.2.2 Gender Response

Table 4.2 Gender Analysis

Category	Frequency	Percentage
Male	24	60
Female	16	40
Total	40	100

Figure 4.2 Gender Response



Attempts were made to establish the gender of the respondent. These were regarded important as it would establish the gender that mainly contributed to the study. The study findings as shown on table 4.2 and figure 4.2 indicated that 60% of respondent were male while 40% were female, this shows that male respondents mainly contributed major respondent in the study.

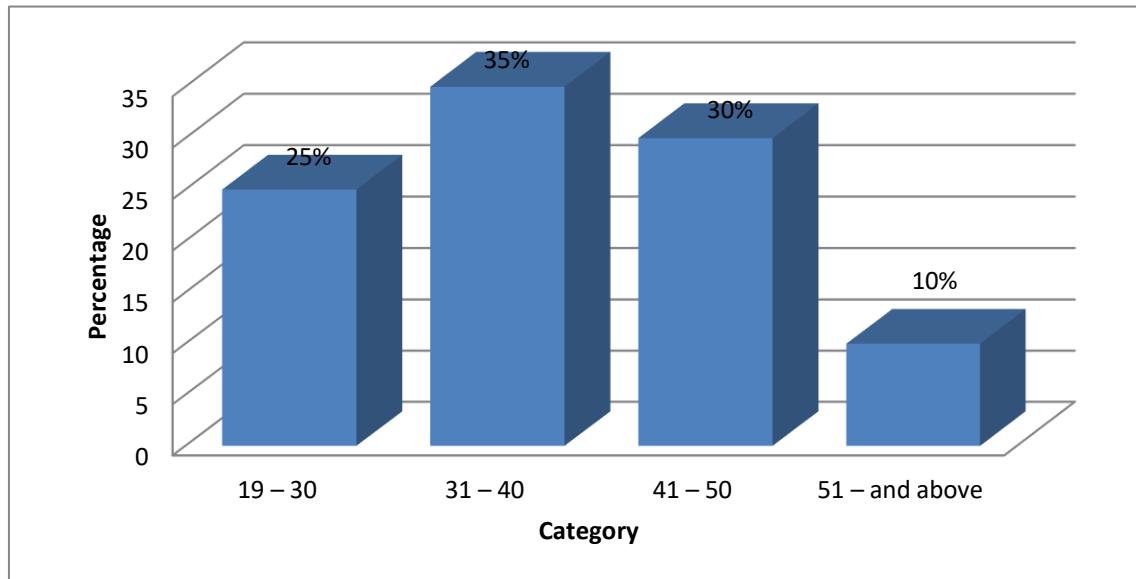
4.2.3 Age of the Respondents

Table 4.3 Age of the Respondents

Age	Frequency	Percentage
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19 – 30	10	25
31 – 40	14	35
41 – 50	12	30
51 – and above	4	10
Total	40	100

Figure 4.3 Age of the Respondents



From the table 4.3 and figure above 25% of respondents were between the ages of 20 – 30, 35% were between 31 – 40, 30% between 41 – 50 and 10% were age 51 and above respectively. Based on the study it can be inferred that majority of the respondents were between the age of 31 – 40.

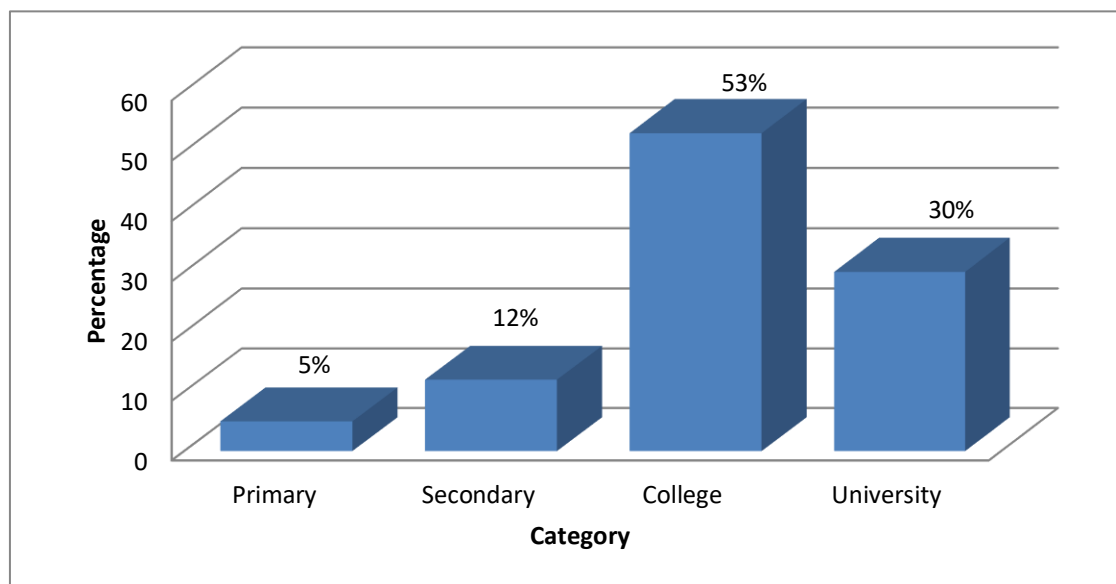
4.2.4 Highest Educational level of respondents

Table 4.4 Highest Educational level of respondents

Level of Education	Frequency	Percentage
--------------------	-----------	------------

Primary	2	5
Secondary	5	12
College	21	53
University	12	30
Total	40	100

Figure 4.3 Highest Educational levels of respondents



The study findings in table 4.4 and figure 4.4 indicates that 4% of total respondent were from primary school, 16% were from secondary school, 53% of respondents were from college and 27% of respondents were from university. From the highest number of the respondents 53% respondents, it is clear that the highest number of employees in Kenya Ports Authority have college qualification.

4.2.5 Years in Service / Duration in the department

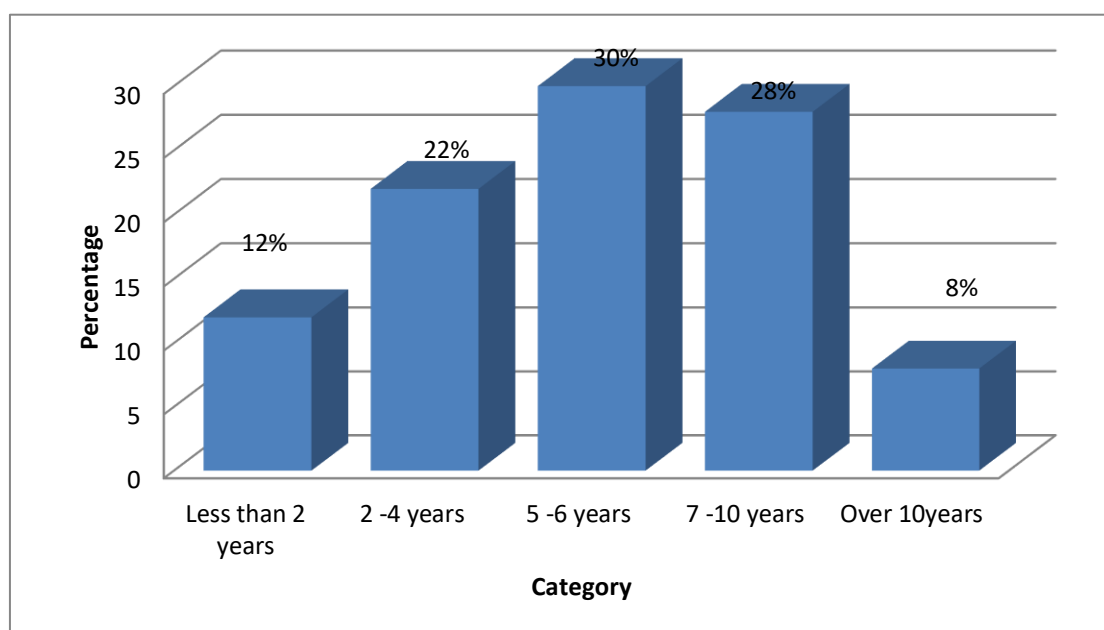
Table 4.5 Years in Service

Duration	Frequency	Percentage
Less than 2 years	5	12

2 -4 years	9	22
5 -6 years	12	30
7 -10 years	11	28
Over 10years	3	8
Total	40	100

Source: Author (2019)

Figure 4.5 Years in Service/Duration in the Department



According to the table 4.5 and figure 4.5 13% of the total respondent indicated that they have been working in the organization for less than 2 years. 23% said they have worked for a period of 2 – 4 years while 30% have been working for 5 – 6 years, 27% stated they have been working for 7 – 10 years, 7% have been working over 10 years respectively.

4.4 Analysis of Objectives

4.4.1 Effects of goal setting on employee’s performance at Kenya Ports Authority

Table 4.7 Effects of goal setting on employee’s performance

Descriptive Statistics

	N	Mean	Std. Deviation
All the employees are involved in setting goals in order to increase employee performance	40	3.74	1.353
KPA establishes goals that are perceived as challenging but realistic and to which there is higher level of commitment	40	4.01	.718
Goal setting helps to engage employees and improve employee performance	40	3.77	1.441
Valid N (listwise)	40		

The first objective of the study was to determine the effect of Goal setting on employee's performance at Kenya Ports Authority. Respondents were required to respond to set questions related to Goal setting and give their opinions. The statement that all the employees are involved in setting goals in order to increase employee performance had a mean score of 3.74 and a standard deviation of 1.353. The statement that KPA establishes goals that are perceived as challenging but realistic and to which there is higher level of commitment had a mean score of 4.01 and a standard deviation of 0.718. The statement that Goal setting helps to engage employees and improve employee performance had a mean score of 1.441.

4.4.2 Effects of employee coaching on employee's performance at Kenya Ports Authority

Table 4.8 Effects of employee coaching on employee's performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Coaching helps to significantly improve performance of the employees	40	3.87	1.143
Coaching helps to improve communication with the management.	40	3.92	1.220
Coaching programs are effective for the employee and organizational development	40	3.62	.993

The second objective of the study was to find out the effect of Employee coaching on employee's performance at Kenya Ports Authority. Respondents were required to respond to set questions related to Employee coaching and give their opinions. The statement that coaching helps to significantly improve performance of the employees had a mean score of 3.87 and a standard deviation of 1.143. The statement that the coaching helps to improve communication with the management had a mean score of 3.92 and a standard deviation of 1.220. The statement that coaching programs are effective for the employee and organizational development had a mean score of 3.62 and a standard deviation of 0.993.

4.4.3 Effects of feedback mechanism on employee's performance at Kenya Ports Authority.

Table 4.9 Effects of feedback mechanism on employee's performance

Descriptive Statistics			
	N	Mean	Std. Deviation
There is a detail discussion concerning my performance with the manager	40	4.50	.772
The organization is inclined at providing positive feedbacks to promote employee performance	40	4.32	1.213
The performance feedback is unbiased and promotes productivity	40	3.82	1.058
Valid N (listwise)	40		

The third objective of the study was to establish the effects of Feedback mechanism on employee's performance at Kenya Ports Authority. Respondents were required to respond to set questions related to Feedback mechanism and give their opinions. The statement that there is a detail discussion concerning my performance with the manager had a mean score of 4.50 and a standard deviation of 0.772. The statement that the organization is inclined at providing positive feedbacks to promote employee performance had a mean score of 4.32 and a standard deviation

of 1.213. The statement that the performance feedback is unbiased and promotes productivity had a mean score of 3.82 and a standard deviation of 1.058.

4.4.5 Employee's performance

Table 4.10 Employee's performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Goal setting have an effect on the employee's performance of Kenya Ports Authority.	40	3.91	1.525
Employee coaching have an effect on the employee's performance of Kenya Ports Authority	40	3.45	.978
Feedback mechanism have an effect on the employee's performance of Kenya Ports Authority	40	4.08	.734
Valid N (listwise)	40		

The statement that Goal setting have an effect on the employee's performance of Kenya Ports Authority had a mean score of 3.91 and a standard deviation of 1.525. The statement that Employee coaching have an effect on the employee's performance of Kenya Ports Authority had a mean score of 3.45 and a standard deviation of 0.978. The statement that Feedback mechanism have an effect on the employee's performance of Kenya Ports Authority had a mean score of 4.08 and a standard deviation of 0.734.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study examined the effect of performance appraisal on the performance of employees in the Kenyan Ports Authority in Nairobi Province. The so-called performance appraisal characteristic is; Goal setting, team coaching and feedback process. This chapter summarizes the findings of the study and draws conclusions regarding the proposed recommendations. Suggestions for further research are also considered as a way to fill in the gaps identified in the study.

5.2. Preliminary Findings

The main objective of the study was to examine the impact of performance appraisal on the performance of Kenya Ports Authority staff in Nairobi Region. The results of the study suggested that performance management programs had a positive impact on the performance of employees in the Ports Authority. These results were supported by the frequency of responses from respondents presented in the form of average percentages and scores. In addition the results were supported by the determination coefficient (square $R = 0.409$). Which shows that 40% of the variance in employee performance is explained by performance appraisal.

5.3 Summary

The summary of the study findings are presented below as per the study objectives.

5.3.1 Effects of Goal setting on Employee's performance

The first objective of the study was to set to examine the effect of Goal setting on Employee's performance at Kenya Ports Authority in Nairobi County. The findings revealed that Goal setting has a positive influence on Employee's performance at Kenya Ports Authority in Nairobi County. This finding is supported by the coefficient of determination which shows that the variations in Employee's performance are explained by Goal setting. The analysis produced

results with an overall mean score of 3.74 which showed that majority of the respondent's concurred that Goal setting on Employee's performance had a coefficient of 0.455, meaning that Goal setting influences Employee's performance at Kenya Ports Authority by 45%.

5.3.2 Effect of Employee coaching on Employee's performance

The second objective of the study was to determine the effect of Employee coaching on Employee's performance at Kenya Ports Authority. The results showed that Employee coaching practices have a moderate influence on Employee's performance at Kenya Ports Authority in Nairobi County. The analysis produced results with an overall mean score of 3.92 which showed that majority of the respondents supported contribution of Employee coaching on Employee's performance and had a coefficient of 0.914, meaning that Employee coaching influences Employee's performance at Kenya Ports Authority by 91%.

5.3.3 Effect of Feedback mechanism on Employee's performance

The third objective of the study was to establish effect of Feedback mechanism on Employee's performance at Kenya Ports Authority in Nairobi County. Majority of the respondents agreed that Feedback mechanism had a negative influence on Employee's performance at Kenya Ports Authority. Feedback mechanism had an overall mean score of 4.32 meaning that majority of the respondent agreed that Feedback mechanism influences Employee's performance and has a coefficient of 0.266 meaning it influences Employee's performance at Kenya Ports Authority by 26%.

5.4 Conclusion

The study found that goal setting is the most important factor in the overall performance evaluation process. The researcher was able to conclude that the problem with the company's evaluation system lies in the application and not in the method. Thus, since the intent of the study is not appropriate for an entirely new approach but to increase the relationship between the

current practice and its objectives, the researchers' conclusions conclude in the same section. The best assimilation of the company's evaluation method is needed in order to compare the practice to the main goal. The company offers a comprehensive training program for evaluating my conclusion.

5.5 Recommendations

Based on the findings of the study the researcher suggested the following recommendations;

Supervisors should be informed of the types of preferences that may interfere with their performance as evaluators. They must understand that favoritism reduces motivation and motivation for those under them.

Incentives should be provided to encourage managers to make special efforts to help poor operators improve. If performance meets the required performance standards, performance should be paid. This step is often overlooked in the performance management process when focusing on performance improvement for the entire organization or in a small system.

It is necessary to give the employee a pleasant opinion. The skill and sensitivity used to handle difficult meetings are often important. Management must strive to help employees improve their performance at all times.

According to reviewers Karin (2014) should not deal with staff directly and audits. Instead, they should strive to allow evidence of poor performance to appear “normal” during the evaluation interview. This is done through explicit questioning techniques that encourage the employee to identify his or her performance issues. The study therefore recommends personal audits for evaluators in the KPA.

5.6 Areas for Further Research

The study concentrated only on effect of performance appraisal process on an employee's performance. A broader research should be done on the specific impact of these factors to financial, operational performance of firms in Kenya.

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APPENDICES

APPENDIX II: QUESTIONNAIRE JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

PART A

INSTRUCTION: Kindly fill the following and subsequent questions by putting a tick (✓) and mark(x) in the appropriate box that closely matches your view or alternatively and write on the spaces provided where necessary.

NB: This information will be used strictly for academic purposes only and will be treated with utmost confidence.

Section 1 A: Background Information

1. Gender of the respondent?

Male [] Female []

2. What is your level of education?

- I. Primary School ()
- II. Secondary ()
- III. Tertiary/College ()
- IV. University ()
- V. Postgraduate ()

3. Which of the following positions or levels do you operate?

- a) Employee relation department ()
- b) Staff Development Department ()
- c) Subordinate Staff ()

4. How long have you served in the KPA company?

Less than 1 year [] 2 – 7 years [] 8 – 10 years an above []

PART B

SECTION 2A: GOAL SETTING

On a scale of 1 to 5 where;

1 – Strongly disagree, 2 – Disagree, 3 – Neither agree nor Disagree, 4 – Agree, 5 – Strongly agree. Give the effect of the following statements on Goal Setting.

	1	2	3	4	5
All the employees are involved in setting goals in order to increase employee performance					
Goal setting in KPA is unambiguously hence it enables employees to achieve their target and objectives					
KPA establishes goals that are perceived as challenging but realistic and to which there is higher level of commitment					
The employees and supervisors negotiate resources necessary to achieve the goals					
Goal setting helps to engage employees and improve employee performance					
In your opinion, list at least 3 suggestions which you think KPA should do to effectively enhance go enhance goal setting to improve your performance.....					

SECTION 2 B: Employee coaching

On a scale of 1 to 5 where;

1 – Strongly disagree, 2 – Disagree, 3 – Neither agree nor Disagree, 4 – Agree, 5 – Strongly agree. Give the effect of the following statements on Coaching.

	1	2	3	4	5
Coaching helps to significantly improve performance of the employees					
Coaching programs has increased my outcome at work					
Coaching helps to improve communication with the management.					
Coaching programs are effective for the employee and organizational development					
I received adequate coaching to do my work well.					
In your experience, what enhances employee coaching to be successful within your organization?					

SECTION 2C: Feedback mechanism

On a scale of 1 to 5 where;

1 – Strongly disagree, 2 – Disagree, 3 – Neither agree nor Disagree, 4 – Agree, 5 – Strongly agree. Give the effect of the following statements on employee feedback.

	1	2	3	4	5
The manger provides frequent fair feedback to me					
There is a detail discussion concerning my performance with the manager					
The organization is inclined at providing positive feedbacks to promote employee performance					
I receive genuine feedback which enhances my performance					
The performance feedback is unbiased and promotes productivity					
In your opinion, what limits the success of performance appraisal feedback in your organization?					

SECTION 2D: Employee Performance

On a scale of 1 to 5 where;

1 – Strongly disagree, 2 – Disagree, 3 – Neither agree nor Disagree, 4 – Agree, 5 – Strongly agree. Give the effect of the following statements on employee performance.

	1	2	3	4	5
The work performed by the employees in KPA is of high quality					
The employees achieve their specified targets assigned to them					
The rate of work attendance of employees in KPA is high					
The employee performance has increased in the past years					

Thank you for your participation

APPENDIX III: Budget

CATEGORY	PROJECT COST
Transport	3000
Final Report Cost	6000
Miscellaneous	5000
Total Cost	14000

Appendix 1V: Work Plan

Activities	March 2021	April 2021	May 2021	June 2021	July 2021
Topic Identification					
Approval Of Topic					
Proposal Writing					
Proposal Presentation to Supervisor					
Proposal Submission					
Proposal Presentation					

