



Vol. 4, Iss. 1 (2023), pp 350 – 363, July 24, 2023. www.reviewedjournals.com, ©Reviewed Journals

RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL FEEDBACK ON EMPLOYEE PERFORMANCE IN WAJIR COUNTY GOVERNMENT

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Accepted: July 13, 2023

ABSTRACT

The purpose of this study was to examine the relationship between performance appraisal feedback on employee performance in Wajir County Government. The study was supported by Social Cognitive Theory. This study employed a quantitative research design with the aim of systematically and numerically examining the association between performance appraisal feedback and employee performance in Wajir County Government. Using a stratified random selection technique, 110 respondents were chosen from 153 managers at various levels in the Wajir County Government as part of a descriptive research design. A questionnaire was utilized to collect the data, and content analysis, descriptive statistics, and inferential statistics were each employed for the qualitative and quantitative data analyses. The results showed that performance assessment feedback was positively and significantly correlated with employee performance at the Wajir County Government. The study's findings indicated that enhancing the implementation of performance appraisal feedback can result in improved employee performance within the Wajir County Government. As a result, the study recommended that the county government ensure regular provision of tailored performance appraisal feedback to employees, catering to their individual needs. Furthermore, the county government is encouraged to provide employees with regular performance feedback and acknowledge their achievements through rewards.

Key Words: *Appraisal Feedback, Employee Performance*

CITATION: Agmadige, A., Kirimi, E., & Njeru, E. (2023). Relationship between performance appraisal feedback on employee performance in Wajir County Government. *Reviewed Journal International of Business Management*, 4 (1), 350 – 363.

INTRODUCTION

Performance appraisal is a vital tool used by organizations to evaluate the performance of their employees. It is an essential process that assists managers in identifying the strengths and weaknesses of their employees, as well as providing feedback on their performance. The purpose of performance appraisals is to improve the performance of employees and ultimately improve the organization's overall performance. In many organizations, performance appraisals are used to determine promotions, pay raises, and training opportunities. Brans and Verduyn (2019) argue that the traditional approach to performance appraisal focuses excessively on past performance while overlooking current and future performance. To tackle this issue, new-age startups are adopting continuous development-focused communication between managers and employees. However, despite this shift, performance appraisal remains a critical function of human resource management in the 21st century (Brans & Verduyn, 2019).

Kagama and Irungu's (2018) study in Kenya sought to determine the impact of performance appraisal criteria on worker productivity. The results of the study showed that production was positively impacted by feedback and appraisal standards. The research, unlike the present study, merely examined the overall production of personnel without comparing it to the specified targets, therefore it did not provide a thorough analysis of productivity. Additionally, while Kagema and Irungu's study looked at feedback, rewards, and criteria, it did not consider the crucial element of training, which this current study does. Chebet's (2019) study highlights the need for county governments in Kenya to implement strategies that enhance employee productivity to achieve desired results, given the competitive nature of the organizational environment. One issue is that lots of individuals abandoned their former positions to seek work in the county government when the national government was devolved into county governments. However, only 20% of county government jobs are contract positions, while the other 80% are long-term positions. By establishing performance objectives and criteria, offering feedback and acknowledgment, encouraging collaboration, and providing chances for training and growth, the performance appraisal system has enhanced performance in Kenya's county government offices. In order to keep its staff on the job and ensure high performance, the County government would need to follow the strategies suggested in this study.

The Constitution of Kenya, 2010, which was adopted in August 2010, superseded the previous constitution that had been in existence since Kenya's independence from colonial authority in 1963. The adoption of this new constitution greatly advanced the improvements in the country's governance system that the Kenyan people had envisioned (The Constitution of Kenya, 2010). Article 6(1) of The Constitution of Kenya, 2010, established the concept of devolved units of government, or counties, which were divided into 47 counties in accordance with the First Schedule. Through the exchequer, the federal government provides cash to these counties so they can carry out specific activities and achieve various objectives stipulated in the Constitution. One of these objectives is to encourage social and economic development while providing services that are freely accessible throughout Kenya (The County Governments Act, 2012).

Devolved administrations, according to Muiruri Njoroge et al. (2017), offer a major economic gain by encouraging effective efficiency in the provision and use of public services and resource allocation. The authors contend that because of their proximity to policy beneficiaries, sub-national governments are in a better position than central governments to allocate and manage resources more effectively. They are more dependable to local stakeholders, have access to local information, and are better able to recognize and communicate regional requirements (Muiruri Njoroge, Mwaura Macharia. 2017).

DeNisi and Murphy (2017) define workers' performance as the job-related tasks that employees are expected to perform and how well they execute these tasks. Gitonga and Keiyoro (2017) state that an array of factors, whether directly or indirectly associated with employees' work, can impact their performance. Such factors encompass the natural inclination of employees towards work, working environment, and perks offered. The

impact of these factors on employees' performance is contingent on their preferences and requirements, as well as their present employment status. These factors can also affect employee retention in a given job.

Wajir County Government, established in 2013 in Kenya, is responsible for providing a range of services, including health care, education, infrastructure development, and agriculture, to its citizens. The effectiveness of the county government is significantly impacted by the performance of its workforce. To evaluate employee performance, Wajir County Government has implemented performance appraisals. However, there is a lack of research on how the performance appraisal strategy affects employee performance within the county government. Therefore, this study aims to bridge this gap by examining the connection between performance appraisals strategy and employee performance within Wajir County Government.

Statement of the Problem

The motive behind performance appraisal is to inspire changes in employee attitudes, behavior, and ultimately their performance. According to Lin and Kellough (2019), the effectiveness of performance appraisal is reliant on the existence of clear performance standards, targets, continuous measurement, and monitoring of progress. Any deviations from the set standards should be addressed, while good performance should be rewarded with added responsibilities, promotions, or higher pay, as noted by Gachunga and Mwema (2018). Wajir County Government has been grappling with poor employee performance, characterized by absenteeism, lateness, corruption, theft of County property, numerous complaints, low quality work output, and high turnover of professional staff (Jehow et al., 2018). While County government employees are highly qualified and experienced, as evidenced by their resumes, the major challenge in the service is employee demotivation, as identified by Keynan (2018). Consequently, the current situation is likely to undermine employee performance in County Governments unless it is addressed. The far-reaching consequences of this situation are that citizens will constantly complain about the poor service delivery, and Counties may struggle to attract the most skilled workers to their staff due to unappealing terms of employment. Moreover, the citizens may not benefit from the advantages of devolution in Kenya. Ultimately, poor employee performance could undermine both County and national development (Keynan, 2018). Therefore, when devising a performance assessment strategy, it is crucial to concentrate on improving the employees' skills. HR departments must guarantee that managers prioritize giving staff the chance to learn and progress personally. This, in turn, boosts employee motivation and engagement, resulting in a lower turnover rate.

Various studies have been done on similar research for instance, a study done by Mohapatra and Sharma (2019) conducted a study to examine how performance appraisal affected employee performance in the Indian banking sector. Similarly, Niu, Jiang, and Zhang (2019) examined the connection between performance appraisal and employee performance in Chinese construction companies using a survey method and data from 300 employees. In another study, Essandoh and Agyapong (2019) investigated the relationship between performance appraisal and employee performance in Ghanaian telecommunication companies. Mahmood and Qaiser (2019) examined the impact of performance appraisal on employee performance in Pakistani universities. Even though some studies have been done on performance appraisals feedback and employee's performance, no study has been done on performance appraisal performance and employee performance in Wajir County, which this study investigated.

Objectives of The Study

The objective of the study was to investigate the relationship between performance appraisal feedback on employee performance in Wajir County Government. The following null hypotheses guided the study:

- **H₀:** There is no significant relationship between performance appraisal feedback and performance of employees in Wajir County?

LITERATURE REVIEW

Theoretical framework

Social Cognitive Theory

Social Cognitive Theory (SCT), developed by Albert Bandura, is a psychological framework that emphasizes the importance of observational learning, self-regulation, and self-efficacy in predicting and understanding human behavior. SCT integrates cognitive, behavioral, and social learning theories and recognizes individuals as active agents shaped by their environment.

SCT provides support for the effectiveness of performance appraisal feedback in improving employee performance by explaining how employees learn and enhance their abilities. According to SCT, performance appraisal feedback is seen as a form of observational learning, where employees observe and learn from the feedback they receive. They then utilize this feedback to regulate their own behavior, setting goals and devising strategies to achieve them. Ultimately, SCT suggests that as employees gain confidence in their capacity to meet the expectations outlined in performance appraisals, their performance can be elevated.

According to SCT, individuals learn through observational learning or modeling by observing and imitating others. According to SCT, people mimic activities more frequently when they are rewarded than when they are punished. As a result, in the context of performance evaluation, feedback can be utilized to influence a person's behavior by delivering both positive and negative reinforcement for desired conduct. Moreover, performance appraisal feedback can assist employees in setting goals and tracking progress towards achieving them. This type of feedback can provide employees with direction and motivation, thus enhancing their overall performance. Additionally, performance appraisal feedback can help employees learn from their mistakes and develop better strategies for success. Constructive criticism from supervisors can help employees identify areas for improvement and modify their behavior accordingly.

In the Wajir County Government, performance appraisal feedback is a crucial tool for enhancing employee performance. Feedback can be used to help employees set goals, measure progress, and reinforce positive behavior. Additionally, feedback can aid employees in learning from their mistakes and improving their overall performance. Thus, SCT supports the use of performance appraisal feedback as a means of improving employee performance in the Wajir County Government.

Empirical Literature Review

Performance appraisal feedback and performance of employee

Performance appraisal feedback is a process where managers provide feedback to their employees about their performance on specific tasks and goals. The purpose of performance appraisal feedback is to motivate employees, improve their performance, and help them grow professionally. There is a significant amount of research that shows how performance appraisal feedback can enhance employee performance (Sturman & Simmering, 2005).

According to Ahmed and Nganga (2019), one of the most significant benefits of performance appraisal feedback is that it helps employees understand their strengths and weaknesses. Feedback enables employees to identify areas for improvement and develop their skills, while also focusing on leveraging their strengths to enhance their performance. In addition, research indicates that feedback can increase employee engagement, motivation, job satisfaction, and commitment to the organization (Heaphy & Dutton, 2008).

Effective performance appraisal feedback can also improve communication between managers and employees by clarifying expectations, setting goals, and providing guidance for improvement. This constructive dialogue can enhance performance and increase accountability when both employees and managers participate in setting goals, determining competencies, discussing career growth, and motivating people (Kim et al., 2019). However, not all businesses provide input to their employees, and some managers may intentionally withhold

feedback due to their other management responsibilities, lack of formal evaluation procedures, or failure to use existing procedures (Kagama & Irungu, 2018; DeNisi & Murphy, 2017).

Sharing performance appraisal ratings with staff can have unintended consequences. Negative feedback may not only fail to encourage the typical employee to perform better but also make their performance worse. Only employees with high self-esteem seem to be motivated by criticism to improve (Barba-Sánchez & Atienza-Sahuquillo, 2017). Nonetheless, the primary objective of performance reviews is to provide feedback to employees on their work to address any weaknesses and enhance their growth opportunities (Kremer et al., 2019).

One of the most crucial elements of the appraisal process is direct contact between the supervisor and the individual (Jehow et al., 2018). Feedback is the manager's disclosure to the employee of past performance and results (Locke & Latham, 2019). It takes a rater with particular knowledge to evaluate performance, be able to spot any performance disparities among the employees, and provide comments on performance (Moon, 2019). The first source of an appraisal is the supervisor's ability to understand what is expected of the employee and how to conduct the performance appraisal process (Timmermann et al., 2017).

Competent managers often neglect to implement feedback, even in the absence of a formal system and despite numerous demands, resulting in competent workers going unnoticed and even poor performance not receiving enough feedback (Kiatkawsin & Han, 2017). Giving bad news can also be difficult for many bosses, which can cause serious issues during times of crisis. Additionally, many firms lack a structured feedback system, leading to erratic and unreliable feedback (De Kraker-Pauw et al., 2019). However, providing feedback to employees is essential for encouraging behavioral change and increasing performance effectiveness (Moon, 2019). Therefore, the effectiveness of the performance appraisal system relies heavily on how employees receive feedback on their work performance (Leenknecht & Prins, 2018). It is important to establish the conditions of feedback to ensure that the appraisee can accept, hear, and own conflicting information, as feedback may challenge a person's essential beliefs (Vayro et al., 2022). Creating the right circumstances for accepting feedback information is crucial for facilitating change.

Jin and colleagues (2022) provide additional information regarding the ideal conditions for giving feedback. They suggest that in order to avoid denial, emotional outbursts, and disengagement, feedback should be given in a private conversation between a qualified and credible giver and the person receiving the feedback. This allows for the discussion of any differences in evaluations and helps to reduce any discrepancies. This is especially important since performance appraisals can often be demotivating for both employees and their managers, as noted by Agywa and colleagues (2022), who propose that informal and frequent communication between supervisors and employees is preferable to formal performance review methods.

Moon (2019) also recommends a less formal approach to feedback, suggesting regular meetings between supervisors and subordinates to include feedback in their daily interactions. These meetings can take the form of weekly "achievement reports" that address positive and negative issues, as well as biannual "achievement assessments" that aim to provide a more accurate picture of any problems. Moon emphasizes the importance of timely, precise, behavioral feedback delivered by a trustworthy source.

The direct communication between the supervisor and the employee during the appraisal process is among its most important components. This entails giving feedback on prior performance and results, which, as Bennett (2019) emphasizes, can improve efficiency and help decision-making inside the business. Ideally, employees would receive constructive feedback on their performance and areas for improvement, which would be used to develop a growth plan. However, for feedback to be effective, the recipient must accept the procedure and trust the source of the feedback to be reliable, objective, and suitably motivated, as noted by Leenknecht and Prins (2018).

An essential metric for assessing the fairness and accuracy of the performance review process is how satisfied employees are with it and the comments they receive. Employee satisfaction increases the likelihood that they will keep good ties with their bosses and coworkers after the performance evaluation. Nevertheless, Teodosiu and colleagues (2018) noted how feedback that is viewed as unfair can result in bad behavioral changes like absenteeism, a lack of cooperation, an inability to concentrate on tasks, unhealthy competitiveness, and even staff departure.

Feedback is a crucial element in achieving successful goals and maintaining commitment, as it assists employees in reaching their performance objectives, as stated by Redmond (2015). Without feedback, it is difficult for individuals to determine their progress or decline, and it becomes challenging to assess the level of effort required to pursue the goal effectively, as highlighted by Bennett (2019). According to Leenknecht and Prins (2018), feedback is particularly useful for detecting flaws in current goals and setting more ambitious targets, which can then be implemented.

Feedback can be offered laterally, upwardly, or downwardly, according to Kiatkawsin and Han (2017). It entails talking about behaviors or work-related performance that has been noticed throughout the performance time. Feedback is a common component of performance management; it informs employees about their performance, enables them to gauge how well they have been performing, and assesses how effective their behavior has been. Through feedback, it is intended to improve this understanding so that the right course of action can be adopted. Positive or corrective actions can be taken, as mentioned by Armstrong (2009), when feedback shows that performance matches expectations or that something went wrong.

Despite the frequent progress updates that many performance management systems provide, annual formal feedback is nevertheless common in many workplaces, claim Kiatkawsin and Han (2017). The success of performance management is, nevertheless, substantially correlated with regular manager input, according to Locke and Latham (2019). According to control theory, reliable self-regulated behavior depends on frequent, intimate feedback loops.

Both what has been accomplished and how it was done must be considered when evaluating performance. The focus should be on both evaluation and development, and the best approach to improve performance is by tackling real-world problems and having real-world experiences at work while being directed by and getting feedback from management. People should assess their accomplishments in relation to their previously set goals, according to Audia and Tams. (2017). The purpose of feedback varies based on its characteristics as well as contextual and individual-level aspects, according to studies on workplace feedback, even though it is a crucial step in the process of defining goals. Bennett (2017). Receiving feedback after achieving a goal, claim Daniel and Ibrahim (2019), can improve an individual's productivity as well as their capacity for creativity and innovation at work.

Employee performance within a company can be significantly impacted by performance appraisal feedback. Giving employees feedback on their performance on the job, which can include both positive and constructive criticism, is referred to as a performance appraisal. Supervisors, peers, and even self-evaluation may provide this feedback. Feedback from performance reviews has been demonstrated in research to improve employee performance in a number of ways. Employees can identify areas where they need to improve and focus on honing their skills by first having a clear awareness of their strengths and shortcomings. (Ahmed & Nganga, 2019). Employees that get feedback on their strengths should also concentrate on maximizing those strengths to improve their performance even more.

Feedback from performance reviews can also boost employee motivation and engagement. Employees are more likely to feel valued and recognized for their contributions when they receive feedback on their performance, which can increase their commitment to the company and job happiness. (Heaphy & Dutton, 2008). Feedback from performance reviews can also help managers and staff communicate better. Managers

can define expectations, establish objectives, and offer suggestions for improvement when they provide feedback on performance. This might result in managers and staff having more honest and fruitful conversations, which would ultimately improve performance. It is important to keep in mind, though, that the usefulness of performance appraisal feedback depends on the caliber of the feedback given, how frequently it is given, and how it is given. For instance, feedback that is imprecise, unkind, or not provided in a timely and constructive manner may have a detrimental effect on the productivity and motivation of employees.

Employees Performance

Employee performance is the ability of an employee to satisfy predetermined objectives and goals as well as the quality and quantity of their work output. It is frequently assessed through performance reviews, which examine a worker's abilities, knowledge, and general job performance. Employees' accomplishments and areas where they need to grow are often recognized and rewarded through the assessment process. The significance of employee performance in firms has been studied extensively. For instance, Chen et al. (2017) discovered a favorable relationship between strong employee performance and organizational success since it can result in greater productivity, quality, and customer satisfaction. On the other hand, underperforming employees can have a detrimental effect on a company, leading to decreased productivity, lower job quality, and even probable business failure.

Employee performance has an impact on individual outcomes including work satisfaction, career progression, and salary in addition to organizational outcomes. For instance, a study by Akhtar et al. (2018) indicated that job satisfaction was adversely correlated with low employee performance whereas job satisfaction was favorably correlated with excellent employee performance. Performance appraisal strategies can also enhance communication between managers and employees. As noted by Keynan (2018), structured feedback sessions enable managers to provide constructive criticism and guidance to employees, enabling them to reach their goals. This can lead to improved employee performance and better collaboration between employees and managers.

It is impossible to exaggerate the significance of employee performance in firms. Organizations that place a high priority on employee performance are more likely to have motivated and engaged staff members who contribute to the success of the company by offering chances for training and development, outlining clear objectives, and giving constructive criticism. To discuss employee performance in a county, it is important to consider various factors that influence employee performance, such as the organizational culture, management practices, and employee engagement. County governments are responsible for providing services to their citizens, and employee performance plays a critical role in delivering quality services efficiently.

Abednego et al.'s (2020) research looked at the effect of organizational culture on worker performance in a Kenyan county's local government. According to the study, a healthy organizational culture improves worker performance by boosting motivation, job satisfaction, and loyalty to the company. In order to boost employee performance, the report advises county governments to support an organizational culture that values collaboration, candid communication, and employee empowerment.

Muriithi and Nyabwanga (2020) looked at the effect of management methods on worker performance in Kenyan county governments in another study. According to the study, good management practices including open communication, performance evaluations, and employee growth opportunities have a beneficial impact on employee performance. The report suggests that county governments spend money on managers' training and development programs in order to help them become better leaders and advance efficient management techniques that boost employee performance.

Employee engagement is another important factor that affects employee performance. Engaged employees are more productive, committed, and satisfied with their jobs, resulting in improved organizational outcomes. A study by Mugo et al. (2019) examined the relationship between employee engagement and performance in

county governments in Kenya. The study found a positive correlation between employee engagement and performance, suggesting that county governments should invest in employee engagement initiatives to improve employee performance.

The job-related tasks that employees are required to complete and how well they do so make up a worker's performance. All perspectives that directly or indirectly affect and relate to the job of employees are included in this (Riyanto, Sutrisno, & Ali, 2017). According to Wöhlke et al. (2020), performance evaluation is a crucial element in an organization's effort to improve an employee's performance. The outcomes that organizations achieve are also closely related to how businesses manage their workforces. According to Singh et al. (2020), people are constantly in need of affirmation, and when that affirmation is received favorably or unfavorably, it motivates them to take further action. The use of an effective PAP is argued to be one of the tools managers utilize to encourage their staff (Performance Appraisal Policy).

A worker whose performance is being reviewed frequently exhibits defensive behavior, according to Yu and Ma (2019). The management is accused of prejudice each time an employee's performance is deemed to be below average or below the point at which they personally value their contribution. Disagreements about the contribution and performance assessments may lead to conflict-ridden situations, which can last for months (Pradhan & Jena, 2017). Negative performance appraisal policy feedback, according to Noe (2017), has the ability to not only fail to motivate the average employee but also cause them to perform worse. According to Kremer et al. (2019), only employees who have high levels of self-esteem appear to be motivated by criticism to improve their performance.

According to Kim and Bak's (2017) investigation, employees are more likely to view the performance appraisal policy as accurate and fair, hence it is essential that the appraiser is competent and credible. Employees are more likely to be happy with the outcomes of their performance reviews if they are given the ability to talk freely and discuss their work. According to Wassem and Nawab (2019)⁴, employees can more successfully contribute to the entire organization's performance. This is due to the fact that they are aware of how their specific tasks fit within the framework of a team. Making the appropriate decision regarding the performance appraisal technique will affect the rest of the procedure.

The work-standards approach or management by objectives seem to be viable solutions for motivating employees by providing them with feedback on how they are doing. If meaningful interaction is incorporated, they are more likely to produce an internal commitment to better performance. On the bright side, employing the management by objectives technique of performance evaluation may be able to circumvent some of the problems that arise when assuming that it is possible to precisely define and measure the human resources requirements for successful work. The management by objectives method gives real results more weight than assumed attributes. These performance evaluation strategies may give employees a satisfying sense of autonomy and accomplishment. However, they may also lead to unreasonable expectations about what can and cannot be accomplished in a fair length of time (Wassem & Nawab, 2019).

In conclusion, county governments depend on employee performance to provide citizens with high-quality services. Employee engagement, managerial style, and organizational culture are important determinants of performance. To improve employee performance, county governments can foster a positive organizational culture, make investments in efficient management techniques, and conduct employee engagement programs.

Conceptual Framework

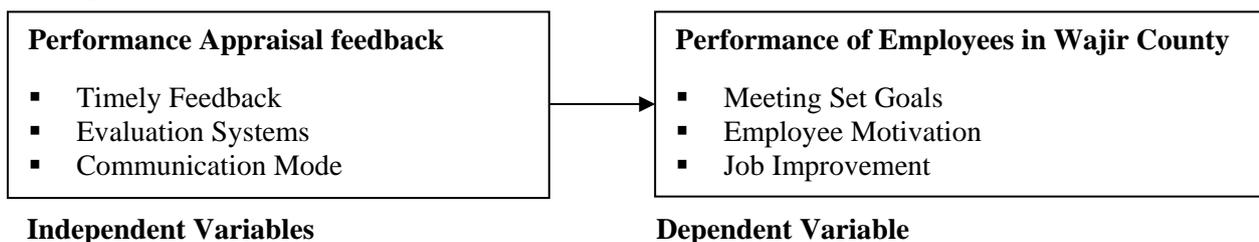


Figure 1: Conceptual Framework
Source: Author (2023)

METHODOLOGY

In this study, a quantitative research design was utilized to systematically and numerically investigate the relationship between performance appraisal strategies and employee performance in Wajir County Government. The target population consisted of 153 senior, middle-level, and lower-level managers employed at Wajir County Government, including County Executive, County Chief Officers, Directors, Administrators, and County Officers. To achieve a sample size 110 relative to the research objectives, with a 95% confidence level and a margin of error of 5%, the researcher employed Yamane's formula.

The collection of data was carried out through the use of structured questionnaires. In this study, the questionnaire was designed to capture the relationship between performance appraisal feedback and employee performance in Wajir County, Kenya. Descriptive techniques such as Frequency Distribution, Percentages and Cross Tabulations was used to analyze the data collected. Furthermore, inferential methods, including the Pearson Correlation Coefficient, Independent Sample T-test, and ANOVA, were employed to evaluate the connection between performance appraisal feedback and employee performance.

FINDINGS

Descriptive Findings

Performance Appraisal Feedback on Performance of Employees

The objective of the study was to examine how performance appraisal feedback affects the performance of employees in Wajir County, and the outcomes are presented in Table 1.

Table 1: Performance Appraisal Feedback on Performance of Employees

| Opinion | SD | D | N | A | SA |
|--|----|---------|-----------|-----------|-----------|
| During the performance assessment, there is a discussion between me and my supervisor. | 0 | 1(1.2%) | 8(9.8%) | 14(17.1%) | 59(72.0%) |
| The county provides performance appraisal feedback annually | 0 | 0 | 11(13.4%) | 10(12.2%) | 61(74.4%) |
| The performance evaluation systems provide effective feedback | 0 | 0 | 2(2.4%) | 19(23.3) | 61(74.4%) |
| The county performance feedback is communicated through written communication mode | 0 | 1(1.2%) | 2(2.4%) | 17(20.7%) | 62(75.6%) |
| The performance feedback employees receive is highly appreciated | 0 | 1(1.2%) | 9(11.0%) | 17(20.7%) | 55(67.1%) |

Source: Researcher 2023

Based on the findings presented in Table 1, it was determined that a majority of the respondents (89.1%) agreed that there is effective communication between their supervisor and themselves during the performance

evaluation process. Only 9.8% of the respondents expressed neutrality, while a mere 1.2% disagreed with this statement. The study also revealed that the majority of the participants (86.6%) agreed that the county provides performance appraisal feedback on an annual basis, whereas only 13.4% disagreed. Additionally, the results indicated that nearly all of the respondents (97.7%) agreed that the performance evaluation systems offer effective feedback, with only 2.4% maintaining a neutral stance. Furthermore, the study unveiled that the majority of the respondents (96.3%) agreed that the county's performance feedback is communicated through written means. In contrast, 2.4% expressed neutrality, and only 1.2% disagreed with this perspective. Finally, a significant majority of the respondents (87.8%) agreed with the statement that the performance feedback received by employees is highly valued. Conversely, 11.0% remained neutral, while only 1.2% strongly disagreed with this viewpoint.

Objective Based Appraisal on Performance of Employees

The purpose of the study was to evaluate how objective-based appraisal affects employee performance in Wajir County. The results are presented in Table 2.

Table 2: Objective Based Appraisal on Performance of Employees

| Opinion | SD | D | N | A | SA |
|--|---------|---------|---------|-----------|-----------|
| There is a system in place to incentivize desired behavior. | 0 | 1(1.2%) | 8(9.8%) | 24(29.3%) | 49(59.8%) |
| Pay raises and promotions are the results of a performance review based on quantifiable goals. | 0 | 1(1.2%) | 1(1.2%) | 24(29.3%) | 56(68.3%) |
| The performance manager provides honest and detailed feedback on past efforts. | 0 | 1(1.2%) | 1(1.2%) | 27(32.9%) | 53(64.6%) |
| Every so often, we take a look at our goals and see if they still make sense in light of the new circumstances we're facing. | 1(1.2%) | 0 | 2(2.4%) | 22(26.8%) | 57(69.5%) |
| It is possible to accomplish goals because one has access to the appropriate resources and a conducive setting. | 1(1.2%) | 0 | 4(4.9%) | 18(22.0%) | 59(72.0%) |

Source: Researcher 2023

Based on the findings presented in Table 2, the majority of the study respondents (89.1%) agreed that there is a well-established system in place to incentivize desired behavior. A small percentage (9.8%) remained neutral on this opinion, while only 1.2% disagreed with the statement. Additionally, a significant proportion of respondents (82.7%) agreed that pay raises and promotions are outcomes of performance reviews based on measurable goals. Only 1.2% expressed neutrality, and another 1.2% strongly disagreed with this opinion. Moreover, a large majority of the study participants (97.5%) agreed that the performance manager provides honest and detailed feedback on their past efforts. A small percentage (1.2%) held a neutral view on this statement, while only 1.2% strongly disagreed. Furthermore, most of the respondents (96.3%) agreed that periodically reviewing their goals in light of new circumstances is necessary. Only 2.4% were neutral on this matter, and a mere 1.2% strongly disagreed with the opinion statement. Lastly, a significant majority of respondents (94.0%) agreed with the viewpoint that accomplishing goals is feasible when one has access to appropriate resources and a supportive environment. 4.9% expressed neutrality on this opinion, while only 1.2% strongly disagreed.

Employee's Performance of Wajir County

The objective of the study was to investigate the performance of employees in Wajir County. The outcomes of the study are presented in table 3.

Table 3: Employee's Performance of Wajir County

| Opinion | SD | D | N | A | SA |
|--|-----------|----------|-----------|-----------|-----------|
| Working within the framework of the performance evaluation system has allowed me to flourish in my position. | 0 | 0 | 9(11.0%) | 18(22.0%) | 55(67.1%) |
| Workers are happy and committed because of the appraisal approach utilized to evaluate their work. | 0 | 0 | 0 | 17(20.7%) | 65(79.3%) |
| Employees are more willing to acknowledge that there are certain expectations for my work thanks to performance reviews. | 0 | 0 | 2(2.4%) | 15(18.3%) | 65(79.3%) |
| Employees usually improve their productivity and attention to detail after each evaluation. | 0 | 0 | 9(11.0%) | 12(14.6%) | 61(74.4%) |
| Improved productivity at work can be attributed in part to the P.A. system's emphasis on continuous feedback and coaching. | 1(1.2%) | 1(1.2%) | 11(13.4%) | 12(14.6%) | 57(69.5%) |
| The performance appraisal process is well-received by staff members, and they appreciate the feedback they receive on their progress toward achieving their goals. | 2(2.4%) | 1(1.2%) | 12(14.6%) | 16(19.5%) | 51(62.2%) |

Source: Researcher 2023

Based on the findings presented in Table 3, it was discovered that a significant majority of the respondents (89.1%) agreed that working within the framework of the performance evaluation system has enabled them to excel in their roles. Only 11.1% of the respondents held a neutral stance regarding this opinion. Furthermore, all of the respondents (100%) agreed with the statement that the appraisal approach used to evaluate their work makes them content and dedicated employees. Additionally, most of the respondents (97.6%) agreed with the opinion that performance reviews create a clearer understanding of work expectations for employees, while only 2.4% expressed neutrality on this statement.

Moreover, a majority of the respondents (89.0%) agreed that employees tend to improve their productivity and attention to detail after each evaluation, while only 11.0% were neutral on this opinion. Furthermore, 83.9% of the respondents agreed that the emphasis on continuous feedback and coaching in the performance appraisal system contributes to improved productivity at work. 13.4% of the respondents expressed neutrality on this matter, while only 2.4% strongly disagreed with the opinion.

Finally, a significant majority of the respondents (81.7%) agreed that the performance appraisal process is well-received by staff members, and they appreciate the feedback provided on their progress toward achieving their goals. On the other hand, 14.6% remained neutral on this statement, while 3.6% strongly disagreed with it.

CONCLUSIONS AND RECOMMENDATIONS

The descriptive results revealed that there was agreement with the statements on performance appraisal feedback at Wajir County Government. This indicates that various performance appraisal feedback were implemented.

The results demonstrated that performance appraisal feedback was positively and significantly associated with employee performance at Wajir County Government. This suggests that an increase in these performance appraisal feedback would lead to an improvement in employee performance at Wajir County Government.

The study concluded that there was active communication between supervisors and employees during performance assessments. It was also concluded that the county government provides annual performance appraisal feedback, and the performance evaluation systems offer effective feedback. The study further concluded that the county's performance feedback was primarily communicated through written means. Finally, it was concluded that the performance feedback received by employees is highly valued.

The study also recommended that the organization should regularly provide performance appraisal feedback to employees, tailored to their individual needs. This feedback should include both positive and constructive elements and be conducted in an open and honest manner. Moreover, employees should be able to understand the feedback they receive and have the opportunity to discuss it with their supervisor. Effective communication of performance appraisal feedback will empower employees to utilize it for performance improvement. Lastly, the study recommends regular review and updates of the performance appraisal feedback process.

Suggestions for Further Research

For future research, it was suggested to shift the focus towards examining performance appraisal feedback in other county governments and utilize varied research designs to assess their impact and correlation with other relevant factors. Additional research could focus on examining mediating elements, including employee motivation or job satisfaction, that help explain the connection between the performance appraisal approach and employee performance. Future research should also think about using larger sample sizes to improve the reliability of results.

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