

Influence of Performance Management on Employee Productivity in County Governments of Kenya: A Case of Nairobi County Government

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ABSTRACT

The purpose of this study was to investigate the influence of performance management on employee productivity in Kenyan county governments, with a particular focus on Nairobi County Government. The following specific objectives were pursued: determining how performance planning influence employee productivity in Nairobi County Government; investigating the influence of performance appraisal on employee productivity in Nairobi County Government; determining the influence of performance feedback on employee productivity in Nairobi County Government; and determining the influence of incentive systems on employee productivity in Nairobi County Government. Resource based view theory; Goal setting and expectancy theory were adopted in the study. A descriptive survey research design was adopted in the study. Target population comprised of 12,489 personnel from various departments of NCG, including Finance, Accounts, Procurement and Supply Chain Staff, Information Technology Staff, Human Resource, Planning Department, Training Department, and Inspectorate. By using Krejcie and Morgan table of sample size determination, 375 respondents were selected for the study. Stratified and simple random sampling procedures were employed in selecting the sample size. The questionnaire (general employees) and interview guide (for departmental managers) were the main tools of data collection. The information gathered was subjected to quantitative and qualitative analysis. The study made use of both descriptive and inferential types of quantitative analysis. The data was summarized in terms of frequencies and percentages using the Statistical Package for Social Sciences (SPSS). Tables and figures were used to present the data. Data collected from the interviews was organized according to the themes of the study and presented in a narrative form. This study revealed that there is a statistical significant relationship between performance management and employee productivity in Nairobi County Government. Additionally, it was also revealed that performance appraisal has the strongest level of influence on employee productivity followed by rewards and feedback. Performance planning had a negative but significant influence on the employee productivity. The study recommends that the county government administration and especially the human resource department should strive towards ensuring that there is equality in the organization. There is also a need for the employees to be given an opportunity to air their views and grievances. Reward policies need to be reviewed. Managers and supervisors should be trained on how to provide effective and constructive feedback. The study also recommends that training and development opportunities should be provided to the employees to increase their efficiency and productivity. There is a need for a further research to be conducted to assess other factors affecting employee productivity in Nairobi City County.

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I. INTRODUCTION

1.1 Background to the Study

The influx of public sector change, what began in Anglo Saxon nations during the last part of the 1970s, has spread globally. It has become an advancing phenomenon, as every country builds up its own model and example (Groot & Budding, 2008). Greling (2005) indicated management of public service performance as practically pervasive in the course of recent years and is a focal worry of officials who have been elected, public administrators and residents for quite a long time. Overseeing performance has been one of the vital drivers in the change of the public sector as of late (Holzer & Kloby, 2005).

It has been contended that over the last couple of years there has been an interaction of practically continuous transformation in the public administrations. This has been made possible with the adoption of administrative practices that are market oriented in the public sector. The changes have all pointed toward improving the nature of performance in public administrations. This has brought about new linkages in the public and private sector. Moreover, different regulations and responsibilities have also been realized. Alternately, these public administration reforms have, in an assortment of ways, been moved to the government frameworks of creating macroeconomic economies. Subsequently, a critical expansion has been experienced in the usage of performance management in the public sector (Fatile, 2014).

1.1.1 Performance Management

Homayounizadpanah & Baqerrkord (2012) showed that performance management was first acquainted in 1970s to portray an innovation science dug in application techniques. Its motivation was to help manager in associations to oversee both the outcomes and practices of their representatives. These are the two basic viewpoints that characterize performance. In the field of human asset management, management of performance, efficiency of representatives and the performance of organizations are significant subjects that cannot go unmentioned.

In Europe, Hammerschmid and Loffer (2015) indicate that performance management has been implemented into the European central governments. It continues to cover major reforms. Notably, performance management strategies such as strategic planning, performance appraisal and management objectives, along with only a partial institutionalization of performance management logic are strongly used at the organizational level of ministries and agencies. The author further indicates that implementation of performance management practices is high in Scandinavian countries and Anglo-Saxon countries than in Continental and Southern European countries, with a rather varied pattern for Central and Eastern European countries (Hammerschmid & Loffer, 2015).

In Asia, several countries such as the People's Republic of China, Cambodia, India, Thailand, Indonesia, and the Philippines have been able to adopt and implement devolution of authority to empower regional and local governments. In order to enhance performance and productivity in local and regional governments, initiatives such as clarification of performance language, definition of performance indicators, exploration of performance measurement tools, implementation of changes and creation of performance and knowledge culture in organizations has been implemented (Wescott & Jones, 2007).

The idea of performance management is to some degree new in the African public area. Since the 1960s when different nations in Africa accomplished autonomy, the governments have been preoccupied with the change and renewal of the public service. No less than three wide change propensities are recognizable. The first is addressed by the extensive survey attempted between the sixties and seventies of organization structures, the board practices, and reward frameworks. The second influx of change started during last part of the nineteen seventies up to the nineteen eighties with the execution of belt-fixing underlying measures relating to change (Balogun, 2011). A conscientiously expressed presentation of the board system is fundamental to the accomplishment of endeavors at supporting the on-going democratization communication and turning the economy around.

Various manufacturing companies in Egypt tend to use both financial and non-financial indicators due to the increased awareness on the dependence on data relating to finance which is considered ineffective in organizations (Epstein, & Mazoni, 2013). In the context of Nigeria as a country, there is a major segment of the change program that is required for the purpose of transforming the public service offered into a performing and results-oriented service. This is because there are critical highlights pointing towards the country's performance management framework which incorporates intermittent press briefings by the ministers at stakeholder appraisal of the accomplishments of different services, and observing of the implementation of projects and reports on organizational performance annually. Individual performance management is viewed as emotional and zeroed in on advancement instead of on estimating results as it prohibits performance evaluation of Directors and Permanent Secretaries. Wanyama (2013) noted that performance management is set towards achieving effectiveness in operations. This refers to a number of practices that give access to an organization to better utilize its resources for the purpose of increasing productivity, and quality of services offered as well as the speed of providing the services (Wanyama, 2013).

In Namibia, performance management was introduced just shortly after gaining independence. The use of evaluation of merits was based on evaluating performance of junior officers and rating their efficiency so as

to examine the performance of the senior officers. In the case of Zimbabwe, government departments, public and private organizations are utilizing the zero-based budgeting systems. However, the country has put a lot of effort in order to be at par with the other countries globally with regard to the integration of PMS into the operations (Fatile, 2014).

In Kenya, performance management systems have been adopted by various organizations so as to be at par with others worldwide. Some of these systems include the performance contracts which have been widely adopted in the public sector. Cheche (2014) indicated that performance contract is critical in improving the delivery of services in the public sector. The focus of performance management on service delivery is acknowledged as influential based on the assumptions that it is able to bring together the attention of various stakeholders to the common objective and hence influencing them to realize the particular objectives of the organization.

Reward management as a component of PMS has been largely adopted in the country. Its main concern is to formulate and implement strategic policies on fair, equitable and consistent rewarding of employees. This is based on their significance and value addition to the organization. According to an argument presented by Odhiambo (2011), reward management has an impact on organizational performance. This is more significant whereby nonfinancial rewards are considered. It may also be noted that performance appraisals of employees is also another part of the PMS that is utilized by some of the businesses in the country. Rop (2013) are of the idea that appraisal of performance is important. This is because it helps to improve standards of teaching in learning institutions in the country. However, the authors further established that policies are lacking which govern the teachers' performance appraisal. It was also indicated that tools of performance appraisal are not fully applied in teachers' appraisals. In this study, the researcher examined the Performance Management and employee productivity in county governments in Kenya. The researcher investigated how the PMS are implemented in the county government and their effect on the productivity of employees. Moreover, considering the different components of PMS highlighted by various authors in different regions, this study incorporated settled on performance planning, appraisal, feedback and reward systems as its main indicators. This also formed the key independent variables for the study.

1.1.2 Employee Productivity

Employee productivity can be utilized as an appraisal mechanism to assess the effectiveness of workers in an organization. Assessing productivity can be done based on the measurement of the employee's time frame of operation. Ordinarily, employee's profitability is evaluated comparative with a normal for employees accomplishing comparable work. Notably, majority of the accomplishments that organizations make are dependent of labor force efficiency and worker profitability. This has been given a lot of attention by organizations. Productivity emerges from creativity and innovativeness (Marsor, 2011).

Managers of each business association are tied with the obligation to propel their workers to accomplish organizational objectives. Most businesses can't help thinking about how they can economically build performance among its workers. This implies seeing how it can be dealt with urge the representatives to give their best through different reward frameworks in whatever work done (Armstrong, 2001). The sustenance of productivity is subsequently a worry that numerous associations are taking a gander at tending to through different means so that representatives can in any case stay useful in the long haul. Management of performance, accordingly, should be tried in a specific setting thinking about how people in a specific association are spurred and the degree to which they are best for a specific organization.

1.1.3 County Governments in Kenya

Kenya's counties are geographical units envisioned by Kenya's 2010 Constitution as devolved government units (Constitution of Kenya, 2010). The powers are outlined in Articles 191 and 192 of the Kenyan Constitution, as well as the fourth schedule of the Kenyan Constitution and the County Governments Act of 2012. The counties are also single-member constituencies for members of parliament in Kenya's Senate and special women members of parliament in Kenya's National Assembly (Constitution of Kenya, 2010). As of the 2013 general elections, Kenya has 47 counties, each with its own size and boundaries based on Kenya's 47 officially recognized districts. Counties were merged into a new national administration following the reorganization of Kenya's national administration, with the national government sending county commissioners to represent it in the counties (Sabahi, 2013).

Following the anticipated general elections in March 2013, county governments were constituted in 47 counties (primarily based on Kenya's 1992 districts). The names of the counties are listed in the Kenyan

Constitution's First Schedule. County governments are in charge of county legislation (outlined in article 185 of the Kenyan Constitution), executive functions (outlined in article 183), functions outlined in the Kenyan Constitution's fourth schedule, functions transferred from the national government through article 187 of the Kenyan Constitution, functions agreed upon with other counties under article 189(2) of the Kenyan Constitution, and the establishment and staffing of a public service (Githinji, 2021). Providing county health services, pollution, nuisances, and advertising control, Cultural activities, public entertainment, and public amenities, facilitating transport services in the county, Trade development and regulation, County planning and development, Education and childcare, implementing policy, County public works and services, and Fire-fighting services are among the functions of governments assigned to counties by the fourth schedule of Kenya's Constitution (Kenya Law Reform Commission, 2012).

1.1.4 Nairobi County Government

The Nairobi County Government is in charge of providing a wide range of services to residents living within its jurisdiction. These services include those previously provided by the dissolved City Council as well as those transferred from the federal government. Roads and public works sector, Environment, energy and water, urban planning and lands sector, Urban renewal housing and building services sector, Public service management sector, Commerce, tourism and cooperative sector, Health services sector, Finance and economic planning sector, Agriculture and livestock sector, Technology and e-government sector, and many others are among the categories.

The pyramidal shape of Nairobi County Government organizational chart reflects a hierarchy. Executives are at the top of the chart, middle management follows and lower-ranking employees are at the bottom. The pyramid organizational structure largely dictates to whom all employees report. The Nairobi County Government is mandated to carry out the given functions: Recruitment, workplace safety, employee relations, compensation and benefits, compliance, training and development. For training and development, NCG provides employees with the tools necessary for their success which, in many cases, means giving new employees extensive orientation training to help them transition into a new organizational culture.

The County Government, just like business entities, must have the capability to make good decisions, and manage their implementation in order to ensure success of the corporate. The shift from centralized government to devolved unit of government was the defining event in Kenya history. Devolution has resulted to county governments which are mandated to manage public resources. This has forced public managers to proactively manage the scarce resources in serving ever increasing public demands. The adoption of strategic planning in management of county government was driven by the need of effective public governance aimed at providing long-term solutions to complex and numerous problems facing the county.

1.2 Problem Statement

County Governments need to understand and implement strategies that will improve the performance of employees for achieving the necessary results. However, this is becoming more difficult with the increased competition. Kiilu and Wambua (2017) indicated that 20% of the jobs in the county governments are contract based whereas the remaining 80% are permanent. This is a challenge considering the fact that after devolution, many people left their places of work to seek for opportunities in the county governments. Therefore, poor management of performance may result to slow services being provided and hence dissatisfaction among the citizens who frequent the county government offices to seek for crucial services.

This study focused on Nairobi County Government due to its strategic positioning in the country. The county in itself is the capital city of Kenya and therefore, a lot of activities concerning the whole nation take place within the county government offices. Therefore, the productivity of employees within the county government of Nairobi is expected to be at its best which can be emulated by other county governments. However, this seems not to be the case. In a previous report by Infotrek (2020), Nairobi County was not in the top 5 list of best performing counties in Kenya. The leading counties in public service provision included Machakos (61.7%), Kakamega (59.8%), Kisii (59.8%), Mombasa (59.3%), and Garissa (58.9%) respectively. This therefore, raised a lot of concern regarding the quality of service delivery as well as productivity of employees in Nairobi County Government. Notably, the Auditor General Report on Public Complaints of 2017 had highlighted several issues pertaining to employee productivity such as increased number of complaints regarding on poor service delivery within the county. Another report presented on the Standard newspaper indicated there has been a challenge regarding the delivery of services in the county. The challenges are especially related to various components such as increased hawkers, collection of garbage, theft and increased traffic jam (Nderito & Ndeto, 2019). The trends indeed show that there is a problem with service delivery within the county government. Service delivery in this case is directly tied to the productivity of employees and

therefore if concerns are being raised on poor service delivery, this means that there may be a problem on the productivity of employees and hence this study sought to investigate on it.

Empirically, there was little done on performance management and employee productivity in county governments. Most of the studies focused on employee productivity in various counties such as Kajiado County (Lelei, 2018), Kiambu County (Owino, Oluoch & Kimemia, 2019), and civil service (Gichuki, 2014). This study was therefore necessary for the purpose of examining the effects of performance management on employee productivity in Nairobi County Government.

1.3 Purpose of the Study

This study sought to examine the influence of performance management on the productivity of employees in Kenyan county governments. Specifically, the study focused on Nairobi County Government.

1.4 Research Objectives

- i) To determine how performance planning influences the productivity of employees in Nairobi County.
- ii) To examine the influence of performance appraisal on the productivity of employees in Nairobi County.
- iii) To establish the influence of performance feedback on the productivity of employees in Nairobi County.
- iv) To determine the influence of reward systems on the productivity of employees in Nairobi County.

1.5 Research Questions

- i) How does performance planning influence the productivity of employees in Nairobi County?
- ii) How does the performance appraisal influence the productivity of employees in Nairobi County?
- iii) What are the influences of performance feedback on the productivity of employees in Nairobi County Government?
- iv) What are the influences of reward systems on the productivity of employees in Nairobi County?

1.6 Significance of the Study

There are several stakeholders who will find this study to be significant. These include the policy makers at Nairobi County Government, and human resource officers in the county governments. Other stakeholders to benefit from this study are the researchers and academia.

1.6.1 The Policy Makers

The policy makers will benefit from this study. Through the findings of this study, the policy makers will be provided with an opportunity to come up with strategies that can help to promote the productivity of employees at the place of work through identification, encouragement, measurement, evaluation, improvement and provision of rewards.

1.6.2 County Governments Human Resource Department

The human resource department in the county governments will be informed of the different aspects that they can consider in coming up with policies and practices of implementing and integrating the PMS in the organization. Moreover, the HR managers and supervisors will be effective in executing their roles to improve the efficiency and effectiveness of employees in achieving organizational goals.

1.6.3 Scholars and Researchers

The researchers and scholars will be provided with literature that can be used as secondary resources while examining Performance Management and employee productivity in organizations.

1.7 Scope of the Study

This study focused on performance management and employee productivity in county governments in Kenya, key focus being Nairobi County Government. The key variables of the study included performance appraisal, performance feedback, reward systems, and performance planning. The research target population included 12,489 employees. Questionnaires and interview guide were the key instruments of data collection.

1.8 Limitations of the Study

One of the limitations that were experienced in the study was the bureaucracies of getting authority to carry out research in city county government. This limitation slowed down the process of collecting data. However, the challenge was overcome by explaining to the authorities in the institution that the study was for academic purpose only. Another limitation that was experienced during the data collection was on accessing the different departments. This is whereby all the departments were not in the same location hence the researcher

had to incur more cost of traveling from one area to another within the county so as to access the different departments.

Additionally, for data to be collected within the county government there are additional financial resources that were required from the county offices for the purpose of facilitating the data collection process. This had not been anticipated by the researcher and hence it posed a challenge. However, the researcher was able to sort it out by sourcing for some funds to clear the process and proceed with the data collection.

1.9 Delimitations

The study was delimited to the study variables of performance appraisal, performance feedback, reward systems, and performance planning. In terms of geographical and institutional coverage, this study was delimited to Nairobi County and it focused on the Nairobi County Government. Therefore, the research did not cover other variables that could have an influence on performance management and productivity of employees in the county.

1.10 Assumptions of the Study

As defined by Simon (2011), research assumptions refer to those things or items that somewhat out of the researcher's control, but if they disappear the study may become irrelevant. This study assumed that the respondents would provide information that was accurate on Performance Management and employee productivity in the Nairobi County Government.

The study also assumed that literature on performance management and employee productivity was adequate and readily accessible. Measuring employee productivity is an important area that continues to evolve with the changing needs and economic diversification. Therefore, studies on this area are important. The study also assumed that Performance Management could have some level of influence on the productivity of employees in organizations.

1.11 Operational Definition of Key Terms

County governments	: Refer to the geographical units of devolved government.
Employee productivity	: As used in the study, the term refers to the amount of work that an employee is able to produce within a given period of time.
Performance appraisal	: Refers to the regular review of an employee's performance which at work as well as their overall contribution to the organization.
Performance feedback	: Refers to the communication made to the employees regarding their productivity at work.
Performance management	: Refers to the mechanisms or approaches put in place by an organization for the purpose of monitoring the productivity of employees at work.
Performance planning	: refers to the identification of individual and organizational goals and coming up with the right ways of achieving them.
Reward systems	: Refers to the approaches or mechanisms put in place by organizations for employee motivation to achieve the goals and objectives set.

II. LITERATURE REVIEW

2.1 Introduction

The review of literature on performance management and employee productivity was covered in this chapter. It included the following areas; theoretical framework, empirical literature, conceptual framework and finally closed with the recap of the literature review.

2.2 Theoretical Framework

Theories covered included resource based view theory, goal setting theory and expectancy theory. The theories were further discussed in this section.

2.2.1 Resource-Based View

This theory is accredited to Penrose (1959) who formulated and developed it. The school of thought of this theory has been acknowledged as most relevant in explaining the role played by organizational in productivity and it still leads in analysis the resource strategy (Barney et al., 2011). The theory highlights the role of internal resources in an organization in the quests of achieving a performance position that is sustainable among organizations irrespective of their jurisdiction of performance. The theory stands for the ideology that being in a position of or controlling certain resources can help to improve competitiveness (Evers, 2011).

Helfat and Winter (2011) upheld that utilization of this thought by contending that enterprises working in any sector are capable of having diverse assets. Since assets are not entirely transferable starting with one organization then onto the next, the current heterogeneity and ensuing manageable results acknowledged by an

organization has the chance of persevering throughout. Consequently this implies that existing assets within an organization are principal in clarification of sustainability of organizational performance (Barney et al., 2011). Different assets fit for giving upper hand to organizations, for example, gifted and experienced human resources, physical assets among different assets controlled by an undertaking profit different advantages which help in the accomplishment of feasible execution. In any case, the degree of practical serious accomplished will rely upon how well the assets are used and coordinated. The basic idea of capacity in the RBV hypothesis vigorously depends on the abilities accessible inside an association to consider ideal portion of assets (Helfat & Winter, 2011). The abilities empower organizations in creating sets of activities by conveying the assets ideally along these lines supporting in opportune accomplishment of desired targets.

Helfat and Winter (2011) saw capacities as being made of heaps of abilities moved by workers which have been amassed throughout an extensive stretch of time to incorporate into information which when applied empower a venture to oversee and facilitate its exercises in a way that considers ideal usage of its resources. These abilities essentially allude to the abilities that empower an association to ideally assign assets in order to follow through on put out objectives inside the set timeframe. To accomplish preset association's economical exhibition, the abilities need to have certain characteristics like being important, hard to mimic, scant, not handily moved without losing their commendable, and not effectively to contend up with substitutable assets or reproduce them.

Various reactions have been evened out opposing this hypothesis. This includes powerlessness of the theory to meet the firm's capacity to support the upper hand. Secondly, the theory has been perceived as being static. This is based on the notion that it does not resolve the major concerns with regards to how futuristic resources for the organization could be developed. The theory has also been questioned in the sense that it does not fully represent the feasible performance of organization for ventures in business sectors considered to be different from others. Notwithstanding the negatives of the hypothesis, this hypothesis discovers its application in this examination.

This theory was found to be relevant in the current study. It helped the researcher to see how the presentation of the performance management cycle could be utilized to control the human resource in the county government in order to improve their usefulness and the general performance of the county. By motivating and providing the necessary resources required by the employees to such as rewards could help to boost their productivity.

2.2.2 Goal Setting Theory

This theory was developed by Locke (1968). Its principle thought was to bring into center the manner in which singular objectives created persuade employees to step further in accomplishing prevalent execution. The clarification progressed in this relationship is longing among representatives to pursue their objectives. It contended that, inability to accomplish individual objectives put in place by workers rouse the need for investing additional work to guarantee that they work on their own presentation or adjust the objectives to guarantee that they are practical and attainable (Salaman et al., 2005). Latham (2008) contends that surfacing with objectives to coordinate the unfurling of exercises in an association has an immediate relationship with the real outcomes accomplished.

This School of thought expects that workers who foster explicit and by one way or another difficult objectives have higher potentials for success of posting extraordinary execution when contrasted with their associates who think of dubious objectives or those without any objectives by any stretch of the imagination. This aides in clarifying the noticed direct connection among distinguishing proof and assurance of explicit and quantifiable objectives, real staff execution and the normal results. In situations where administrators unmistakably know what they are focusing on, they become more propelled to help their workers to guarantee further developed execution is acknowledged (Locke and Latham, 2002). The objectives need to be challenging for the purpose of pushing chiefs and subordinates to move an extra mile in order to accomplish the expressed yields (Rodgers and Hunter, 1991). Obviously created objectives that can be estimated with assurance have an immediate association with execution results within every representative. In any case, task trouble as far as not having the option to gauge the created objectives has been found to lessen the effect of unmistakably created objectives on execution (Locke and Latham, 1990).

This way of thinking has nonetheless, been reprimanded for advancing improvement of objectives that are either too explicit which might prompt tight degree (Ordoñez, et al., 2004). Improvement of such objectives have higher shots at making singular workers use a lot of opportunity in approaching up with them to the drawback of other significant boundaries in the undertaking. For example, they might hinder or adversely impact the capacity to be inventive, adaptable and innovative so as to think of better methods of performing

undertakings which would prompt further developed cycles. This thusly calls for more examination to recognize the level of explicit objectives fair and square of execution. As per Staw and Boettger (1990) set up slender objectives decreases the degree of execution. The hypothesis is scrutinized based on the assumptions that it overlooked the emerging challenges from various objectives of performances awarded to subordinates (Ordoñez, et al., 2009). In this regard, the theory found its application in the current study especially in understanding how the performance planning through setting of goals affected the productivity of employees in the county governments in Kenya. By setting up a plan and developing the strategies to be followed by the employees, provided a clear outline of what was expected to the employees and hence if followed up accordingly it could help to boost productivity of the employees as well as the county.

2.2.3 Expectancy Theory

The main proponent of this theory is Vroom (1964). It points out that the level of goals set influence the change in behavior among individuals. To achieve these objectives, people are compelled to change their conduct. The fundamental key idea driving this hypothesis is the presentation the executives thought (Salaman et al., 2005). The hypothesis commenced with understanding and conviction on endeavors of organizational employees result into performances that unfold based on remuneration. Prizes can either be negative or positive. Positive prizes bring out to the exceptionally energetic perception of representatives while awards that are negative in nature paints the picture of employees being less roused. Fundamental ideas as hypothesized in this theory include hope, instrumentality and valence. Valence refers to the outcomes' worth, hope or instrumentality is the one's place of perspectives. Hope alludes to contrasts in assumptions. This theory had relevance in the current study. This is because it emphasized on the difference in behavior among people. Its assumption was that the productivity of people was dependent of their preferences and perception on rewards. Additionally, by setting up goals and objectives indicated the expectations that were needed to be met by the employees at the end of a given period. Hence, when the expectations are clearly stated, productivity improved and vice versa.

2.3 Empirical Literature

The section is presented based on the variables captured in the research objectives and they include performance appraisal and employee productivity, reward systems and employee productivity, performance feedback and employee productivity, and performance planning and employee productivity.

2.3.1 Performance Planning and Employee Productivity

In performance management, planning process is considered to be critical and important. This is because it deals with the improvement and development of employee performance with an aim of achieving the overall business goals. In definition, performance planning is the process through which individual and/or organizational goals are identified ways devised of achieving them. Its main focus is on the growth of employees and helping their career development. Notably, during the planning of performance process, the organizational goals and objectives need to be communicated by the seniors. Moreover, the provision of training, resources and support is necessary in the process (Athuraliya, 2021).

Mukonambi (2016) investigated how participative goal setting affected the performance of employees. The key factors included team goals, joint goal setting, and employee involvement. A theory adopted was Goal setting theory. Descriptive design was used and population included 650 employees working at the Kenya Seed Company. Sampling techniques used were both stratified and random sampling whereas questionnaires and interview guides formed the key data collection instruments. From the findings, it was established that the variables examined improved performance. Having an understanding of the organizational strategy, timely communication and feedback were the main strategies used.

In the goal setting stage, people ought to be educated regarding and comprehend the authoritative objectives and targets and ought to decide their own objectives inside this unique circumstance (Gruman & Saks, 2011). The objectives of the organization ought to be divided to different departments and singular objectives. Gruman and Saks (2011) contend that objectives are critical for starting commitment among representatives, since, they say, objectives consistently animate energy and permit workers to center and foster sensations of being locked in. The discoveries of an investigation led in public sector organizations in the Netherlands show that the meaning of clear and quantifiable objectives is decidedly connected with both amount of performance (productivity, creation focuses) just as quality execution (exactness, advancement, representative assurance) (Verbeeten, 2008).

A study by Parke, Weinhardt, Brodsky, Tangirala, and DeVoe (2018) investigated whether planning for a particular workday helped employees to perform better than on other days when they failed to plan. There

were two different types of daily working plan identified and they included Time Management Planning (TMP) and Contingent Planning (CP). The TMP involves the creation and prioritization of tasks. The list created also points out the how and when the tasks will be performed. The study therefore proposed that TMP was significant in increasing work commitment among employees. However, this level of increment was affected in situations whereby interruptions were experienced. On the other hand, CP involved the identification of anticipated interruptions and devising ways of addressing them hence CP enhanced commitment among employees amidst interruptions at work.

Aunuraffiq, Sari, and Basri (2016) examined how goal setting characteristics as a moderating factor affected the relationship between performance measurement system and performance of management. The examined characteristics included goal difficulty, specificity, participative, and commitment. Middle level managers in the banking institutions in Pekanbaru City in Indonesia formed the target population of the study. 108 managers and fifty one responses were used. The Moderated Regression Analysis (MRA) was also utilized. The findings showed that the characteristics had a moderating effect on the relationship between performance evaluation system and managerial performance. However, the effect of goal difficulty on the relationship between performance evaluation system and managerial performance was not supported in the study.

2.3.2 Performance Appraisal on Employee Productivity

Skilled evaluation of the performance of an individual in an organization serves to work on the general viability of the substance. Kane and Lawler (2009) demonstrated that, the three fundamental practical spaces of performance evaluation frameworks are authoritative, useful, and persuasive. Appraisals influences the authoritative in that it serves the job of working with a systematic method for deciding compensation increments and different prizes, and of assigning authority and obligation to the most skilled people.

A study was carried out by Mwema and Gachunga (2014) to examine the effect that performance appraisal had on the productivity of employees at WHO. The targeted offices included the country office which is located in Kenya, Garissa, Somali, and Sudan. Descriptive design was adopted. By utilizing the regression analysis, the study established that the appraisal of employees using targets, accomplishments, goals, management of time and performance efficiency measurement contributed to the increased performance.

According to Selvarajan and Cloninger (2012), performance appraisal system is an important factor when it comes to increasing the motivation of employees. The system promotes the need for creative ways of evaluating the performance of jobs as well as motivation of employees. Makhubela, Botha, and Swanepoel (2016) investigated the association between employee involvement, performance-oriented culture, management commitment and the effectiveness of a PMS. The study further analyzed six factors influencing the perception of employees on the fairness of PA systems. The study was a cross-sectional study and census was used on a population of 140 employees. Data was collected using questionnaires. It was established that PMS and PA were perceived to be ineffective.

Vasset, Marnburg and Furunes (2011) indicated that the significance of the performance appraisal system is that it is able to enhance employee performance within an organization. An evaluation was done by Vasset et al. (2011) to assess how performance appraisal influence the motivation of employees, learning and self-assessment within the Municipal Health services. The evaluation was conducted in Norway. The independent factors included setting of goals, feedback, participation and the provision of training related to appraisal of performances whereas the dependent variables included job motivation, receiving knowledge and self-assessment of performance. Questionnaires were used with a sample of 600 respondents. It was established that personnel learnt from performance appraisal. There was a high job motivation among the nurses due to performance appraisal compared to auxiliary nurses. Moreover, the low level employees had a higher job motivation compared to their managers after a performance appraisal session.

Another study by Chaponda (2014) determined how performance appraisal affected employees' motivation. The survey was done among Non-Governmental Organizations located in the slum areas of Nairobi. The performance appraisal process and appraisers were examined as well as the challenges that were experienced in the appraisal of employees' performance. The study was descriptive in nature. There hundred employees in the slum based NGOs were targeted in the study where a sample of 171 employees was reached out using questionnaires. Stratified sampling method was used. SPSS was used for analysis purposes. Performance appraisal was found to be significant in enhancing employee motivation. Moreover, difference in appraisers also had effect on the effectiveness or accuracy of the PMS as well as employees' perception towards the system.

Ahmed (2020) indicated that in overall, performance appraisals aims to increase the efficiency of employees at work. By creating evaluation systems, organizations are able to increase their productivity. Moreover, the evaluation systems need to be used daily within the organization as well as providing feedback that is constructive. The key is to conduct performance appraisals regularly and make them to be a portion of the organization culture. Workers ought to have a say in their assessment and give their own input to the organization as a feature of the interaction. Utilizing thoughts and knowledge from representatives can help the organization assemble more successful and useful cycles and frameworks. Through the appraisal of performance, significant exchange can be made between the representatives and managers.

An investigation by (Brown, Hyatt & Benson, 2010) among public institutions in Australia established that PAs that had low quality experiences had low levels of job satisfaction. Additionally, it was also established that poor quality experiences of PA had a negative relationship with the organisational commitment whereas there was a positive relationship to intentions to quit (Brown *et al.*, 2010). Tuytens and Devos (2012) also indicated that employee participation, charismatic leadership of appraisers, perception of the procedural justice and feedback experience positively affected the perceived fairness of PAs. This is further supported by Ahmed *et al.* (2011) who pointed out that the relationship between the perceived fairness of PA and organisational commitment was significantly positive.

2.3.3 Performance Feedback on Employee Productivity

As per Blanchard and Johnson (2015), "individuals who have a positive outlook on themselves are the ones who produce great outcomes" (p.13) and great outcomes are a result of individuals' performance. The administrator is answerable for fostering relationship building abilities', to give them explicit criticism so they can create the most ideal outcome. In the present evolving world, top down administration is excessively sluggish. To accomplish the best conceivable result, prompt, speedy and clear criticism from the management is the triumphant fixing. To become a manager of input, there are three privileged insights that managers need to comprehend and follow when supporting individuals to accomplish better performance. When the director has perceived these privileged insights, "Feedback is the morning meal of champions (Blanchard & Johnson, 2015, p.62).

Kihama and Wainaina (2019) examined the effect that performance appraisal systems had on the employees' productivity. The study was conducted among companies that dealt with water and sewerage within Kiambu. To be more precise, the study looked at how feedbacks on appraisals, methods of conducting appraisal and norms of appraisal affected employee efficiency. The assessment was moored on resource based view, Goal setting and expectancy hypotheses. An objective populace of 972 laborers was chosen from the accompanying offices: human asset, finance, IT department, specialized support and client support. The respondents included heads of offices, area heads and directors. Underlying survey on a sample of 300 respondents was used. The investigation established that administrators gave examination criticism to their representatives. It was additionally uncovered that associations thought that it is not difficult to share positive examination input when contrasted with scrutinizing terrible performance. Associations gave satisfactory input on representatives' exhibition while opportunity and freedom of workers acted as an inspiration device. Criticism given by administrators in regards to usefulness assisted representatives with fortifying individual improvement for unrivaled execution and estimating worker's real presentation on set up norms. The investigation showed that every one of the autonomous factors affected the worker's efficiency.

A study was done Salau, Oludayo and Omoniy (2014) on the effective management of employees among water projects in the rural areas of Ghana. Structured questionnaires were used and it was found that regular feedback for employees is important because it helps to make them focus on their tasks strategically so as to achieve organizational goals and objectives. It was also concluded that there were certain organizations which did not provide feedback to the employees with only a few managers holding back feedback based on several factors such as increased duties and responsibilities which takes away most of their time.

An investigation was led by Zachary (2010) on the impact that accumulates to the organizations because of utilizing compelling performance evaluation. The investigation focused on the connection between employees' fulfillment and performance of the associations. The investigation was done among colleges in the United Kingdom. Two hundred and thirty four respondents used in the study comprised of board staff of the college and the students. The investigation recognized that the ideal circumstances permit workers to get input based on their presentation in conditions of spaces of solidarity and lack distinguishing areas of improvement. The examination likewise uncovered that bosses who might be directors or not distinguish explicit areas of shortcomings for every worker and concoct an arrangement on the most proficient method to decrease them for the purpose of improving the future performance of the business through their development. Employees are likewise needed to bear an inspirational perspective and get the criticism for the purpose of implementing the

suggested improvements. The acknowledgment interaction of feedback is significant on the grounds that it decides the willing ness among staff to help the projects created for further developing performance.

Aguinis (2016) led an investigation on how association oversees their performance. The investigation was directed on Kenya medical services community. The investigation was done among 345 respondents from medical services area in Nairobi County. The information gathered was analyzed utilizing distinct and inferential insights. The investigation noted that feedback on performance is ordinarily intended to work on the performance of individual employees and their performance as a group. They help in working fair and square of employee commitment and spurring them to invest additional energy to guarantee that preset targets are achieved. It additionally helps in working fair and square of occupation fulfillment in this manner diminishing the degree of worker turnover. It is a successful strategy applied by supervisors in changing the conduct of employees and working on their degree of fulfillment. Poor administration of the criticism interaction among directors and their subordinates is huge in achieving improved hierarchical performance.

Marthouret and Sigvardsson (2016) carried out a study to look at how speedy feedback provided by the administration to the staff members in the organization influenced behavior, inspiration and performance. The researchers tried to gain more prominent information in regards to how to give and form positive and helpful input that will prompt better performance among the employees. Subsequently, this examination has an inductive and subjective methodology and it was conducted within a Swedish insurance agency. The researchers were able to interview the project supervisor who dealt with sales and ten of his employees to find how the current feedback procedure of the team lead versus the speedy feedback system influences the workers' inspiration and execution. The discoveries showed that employees look for the very measure of both positive input and valuable analysis and that this fast criticism procedure, thus, would shape their inspiration and performance. Be that as it may, this linkage has nuances. Without a doubt, the representative necessities to get positive input, as a matter of first importance, to truly and astutely cycle and utilize the valuable analysis. The worker should feel certain and protected before the person in question can pay attention to and acknowledge useful analysis. Results further show that to form exact and significant speedy feedback, the manager necessities to give vis-à-vis customized criticism in a normalized manner for example standard structure yet customized content.

2.3.4 Reward Systems on Employee Productivity

Edirisooriya (2018) examined the degree to which rewards given to employees affect their performance in public institutions in Sri Lanka. Subsequently, the connection between outward award, natural prize and employee performance in ElectriCo was analyzed. A quantitative exploration design was done under the deductive methodology. A sample of 100 workers was used and data collected using self-planned survey. The information was analyzed utilizing descriptive insights and inferential measurements. From the findings of the study, it was established that there is a positive relationship which exists between external award, natural prize and the performance of employees. Further, the results of the study were able to bring out to the limelight that the pay and acknowledgment provided to the employees were significant in terms of influencing employee performance within an organization.

Emelianova (2019) conducted a study on rewards on performance of employees in organizations. Specifically, the study targeted employees at Normet Ltd which is located in Iisalmi, Finland. The study further assessed the rewards already existed in the company as well as those that were most preferred by the employees across all levels. Mixed method research design was used whereby both the interviews and surveys were used. The quantitative information was assembled with an explicitly made online survey with 91 respondents and a progression of individual meetings for the administrative level workers with 8 respondents. The data was broken down with the assistance of SPSS programming. The researcher led recurrence examination, correlation investigation and regression examination. Also, the information accumulated through individual meetings was deciphered utilizing manual topical procedure. The investigation discovered that there was a firmly certain connection between the reliant and autonomous factors.

Latham (2012) indicated that an organization ought to have a created rewards framework which addresses the issues and needs of workers; in any case there would be no any profit with the framework. Danish and Usman (2010) explored reward framework as a technique for making charming and positive working conditions for employees. This therefore helped to spur the labor force to expand usefulness and develop dependability to an organization. In addition, they it has been pointed out that performance acknowledgment prompts the production of high working good among representatives which adds to organizations' fruitful procedure available. Kehoe and Wright (2013) did a research and discovered critical connection between

remuneration framework and performance acknowledgment, just as with inspiration and occupation fulfillment. As per their investigation, worker inspiration and occupation fulfillment change correspondently with the progressions in acknowledgment and prizes. For example, expansion in remunerations prompts expansion in representative execution.

Burton (2012) contends that extraneous prizes are significant since they assume a basic part in rousing workers to execution. Extraneous award frameworks are planned based on the authoritative cycle of performance structures that decide the degree of pay for employees. Subsequently, it is important that the reward frameworks be seen as reasonable for all workers as far as cycles, rules, guidelines, and grant components (Pratheepkanth, 2011; Lotta, 2012).

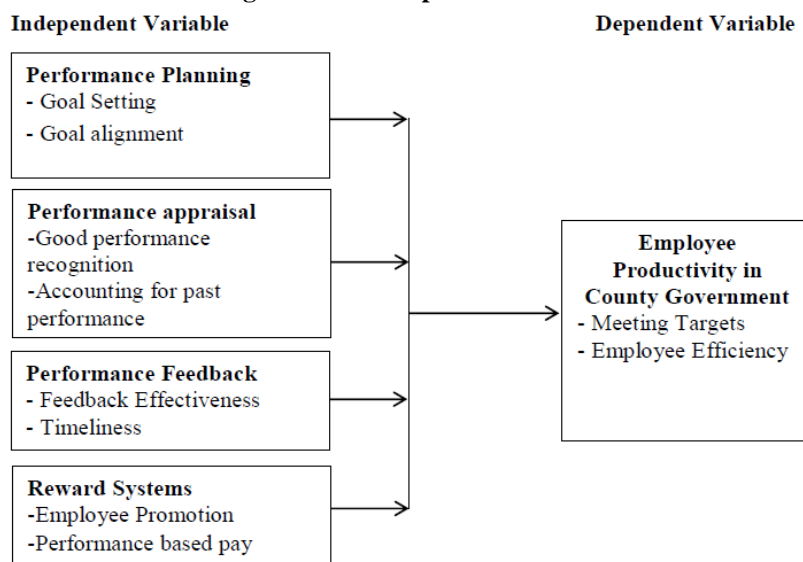
In Kenya, Muchiri (2016) sought to set up impacts of remunerations on the performance of employees. This examination took on an engaging overview plan. The examination had a populace of 467, an objective populace of 100 and a sample size of 80. The Researcher utilized a defined inspecting procedure, which yielded a reaction pace of 65%. Clear measurements were investigated for frequencies and the mean, while inferential insights were examined for relationships, and relapses. Information from the examination discoveries was presented utilizing tables and figures. The examination presumes that employees' capacity, managers' confidence in workers, acknowledgment, and workers' perspective on accomplishment essentially improves their performance in the organization. This was based on the grounds that prizes in general tend to put the necessities of workers as key in the organization, and subsequently, come up with an adequate foundation that spurs the employees to have better performance expectations. It was further inferred that pay rates, paid get-away, leave (paid), provision of stipends (travel) and prizes are fundamental parts of external rewards which improve worker execution. Notably, when administrators put in effort, energy and financial resources towards external rewards, employees get to feel some sense of encouragement from the organization and hence endeavoring towards upgrading their performance, in order to be remunerated significantly.

Boselie et al., (2015) contend that pay rates and wages have the capacity to put an association at a serious level if the degree of compensations and wages offered by the association are more cutthroat contrasted with what is being offered by other aggression area firms. To draw in and hold exceptionally qualified workers who have the capacity and abilities to upgrade hierarchical execution, it is fundamental that neighborliness firms offer serious compensation and pay bundles (Naithani, 2010). Utilizing a sample of 400 employees, a study carried out Singapore by Hafiza et al. (2011) which focused in the hospitality industry showed that the relationship between employee recognition and performance was significant. Additionally, it was also noted that managers recognized the efforts of their employees and hence it had a positive effect on their performance.

2.4 Conceptual Framework

This study conceptualized that the dependent variable (employee productivity) was dependent on various other factors relating to the performance management. This formed the independent variable of the study. The performance management conceptualized in this study included performance planning, appraisal, feedback and reward systems. The relationship between the variables is as shown by Figure 2.1

Figure 2.1: Conceptual Framework



Source: Author, 2023

2.5 Recap of Literature Review

From the review of literature, it was evident that is quite some empirical evidence on the Performance Management and employee productivity in organizations. The studies reviewed showed how different aspects of performance management contributed to the productivity. However, the studies had their own share of limitation such as the geographical gap, industrial gap and methodological approaches used. Hence, this study covered such gaps by examining Performance Management in relation to employee productivity in county governments in Kenya.

The theories reviewed such as the resource based view theory, goal setting theory and expectancy theory showed how different aspects such as the availability of resources, planning, rewards and feedback may have an influence on the individuals and how it affects their performance. The theories provided a ground of understanding on the different Performance Management that could be adopted by organizations to enhance the productivity of their employees.

III. RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research methodology that was used in this study on Performance Management and employee productivity in county governments in Kenya. The chapter was organized based on the following sub sections; research design, location of the study, target population, sampling procedures and techniques, sample population, research instruments, validity and reliability, data collection methods and procedures, data analysis techniques and processes, and ethical considerations.

3.2 Research Design

A descriptive survey research design was used in the study. According to Cooper and Schindler (2011), studies that are descriptive in nature have a hypothesis that is used to handle them. The hypothesis includes questions that are defined clearly and covered with a number of objectives. Therefore, this design was relevant because it helped in investigating the general objective of this study which was Performance Management and employee productivity in Nairobi County Government.

3.3 Location of the Study

The study took place in Nairobi County, Kenya. Nairobi County is one of Kenya's 47 counties. The county is coterminous with Nairobi, Kenya's capital and largest city. It is the third smallest but most populous of the counties. After Kenya's eight provinces were partitioned into 47 counties, Nairobi County was formed in 2013 on the same boundaries as Nairobi Province (Ministry of Devolution, 2019). Nairobi has one of the fastest-growing urban areas in the world. Because Kenya's population grows at a rate of roughly 3% each year, this is unlikely to slow down very soon.

3.4 Target Population

According to Fraenkel and Wallen (2011), the population of a study includes all the people or subjects that have a certain similarity which is related to a particular subject of a study. This study population was 12,489 employees from different departments at the Nairobi County Government (NCC) headquarters. The departments included Finance, Accounts, Procurement and Supply Chain Staff, IT Staff, Human Resource, Planning Department, Training Department and Inspectorate.

The employees and their departmental managers were targeted because they could help to have a broader understanding of performance management and employee productivity from all the departments in the organization as compared to focusing on only one or two departments in the organization which could limit the generalization of the study findings to the entire organization. The distribution of the target population across the different departments was as indicated in Table 3.1.

Table 3.1: A Summary of the Target Population

Category	Target Population
Finance	576
Accounts	635
Procurement and Supply Chain Staff	888
IT Staff	1259
Human Resource	1391
Department of Planning	1610
Training department	2382
Inspectorate	3748
Total	12,489

Source: Nairobi County Government (2021)

3.5 Sampling Procedures and Techniques

Stratified simple random sampling technique was used to arrive at the sample size of employees whereas purposive sampling was used for the departmental managers. Stratified random sampling technique was considered relevant in this study because it enabled the study to obtain a sample population that best represents the entire population being studied. This makes sure that each subgroup of interest within the organization is well represented (Murphy, 2021). Therefore, to arrive at the sample size of employees, the employees were first organized according to different strata which included the different departments targeted in the study. From this stratum (departments), the respondents were then selected randomly until the desired number required was achieved. The names of the respondents were noted down in pieces of paper and mixed in a small container. After thorough mixing, the researcher with the help of the administration picked out the names randomly until the numbers required were achieved.

On the other hand, purposive sampling technique was used to select the departmental managers. Purposive sampling technique was considered to be relevant in the study because it helped to collect qualitative replies from the key informants. This allowed the researcher to gain deeper understanding and provide more accurate research findings. The results are pertinent to the research environment because the researcher gathers data from the people who fit the research question the best (Palinkas, Horwitz, Green, Wisdom, Duan, & Hoagwood, 2015). Therefore, departmental managers were purposively selected because they were considered to be better placed in providing concrete information on performance management practices and employee productivity. Additionally, their position in the department and organization in terms of decision making cemented their views pertaining to the overall performance management practices and productivity of the employees.

3.6 Sample Population

The sampling procedure was considered appropriate because the population to be covered in the study was heterogeneous but obtained from different departments in the organization. Krejcie and Morgan Table of sample size determination was used to arrive at the sample of 375 respondents (see Appendix V). Further, to arrive at the specific sample of the respondents in each department the following formula was used.

$$\text{Department population} / \text{Total Population} \times \text{Total Sample Size}$$

Table 3.2: A Summary of the Sample Size

Category	Target Population	Sample Size
Finance	576	17
Accounts	635	19
Procurement and Supply Chain Staff	888	27
IT Staff	1259	38
Human Resource	1391	42
Department of Planning	1610	48
Training department	2382	72
Inspectorate	3748	112
Total	12,489	375

3.7 Research Instruments

According to Sekaram (2000), data collection is the process through which information is gathered concerning a given phenomenon by utilizing data collection instruments. Kothari (2004) further indicated that descriptive studies involved the use of structured instruments such as questionnaires as a safe basis for generalization. Structured questionnaires were used. The questionnaire was organized according to the following sections: Section A: Background Information, Section B: Performance Planning and Employee Performance, Section C: Performance Appraisal and employee performance, Section D: Performance Feedback and Employee Productivity, Section E: Reward Systems and Employee Productivity, Section F: Employee Productivity. Secondary data was obtained through a review of empirical literature. The literature was from online journals, articles and publications among other e-resources. Additionally, to ensure the authenticity of the secondary data, the researcher made sure that all the information captured was peer reviewed and obtained from authentic sources.

On the other hand, the study also used interview guide to obtain qualitative data from the managers in charge of each department selected. The interview guide was considered in the study simply because they provided an opportunity for the respondents to freely share their sentiments about the issue being investigated. As such, the interviews comprised of open ended questions which was organized according to the research questions.

3.8 Validity and Reliability

3.8.1 Pilot Study

Pilot study was carried out to confirm the suitability of questionnaire for the intended purpose. For piloting purposes, a sample of 38 respondents which is 10% of the study sample size was used in the study. These respondents were selected randomly from Nairobi County Government and were issued with the questionnaires to fill in. It needs to be noted that the respondents involved in the piloting were not included in the actual data collection process. The whole process helped the researcher in redesigning the questions better and estimated the amount of resources needed to effectively manage the actual data collection process as well as establish the validity and reliability of data collection instruments.

3.8.2 Validity

Orodho (2002) defined validity as the ability of an instrument to measure what it has been intended to measure. Validity of the study was tested using the content validity approach. This is whereby the research supervisor were given the questionnaires and asked to go through it to check whether the sets of questions asked fit and answered correctly the overall purpose and objective of the study. The feedback from the supervisor was used to improve the content in the questionnaire. Additionally, statistical analyses such as factor analysis were used to evaluate the underlying structure of the test to ensure that it accurately captured the constructs of the study. The results of the factor analysis are as covered in this section.

Table 3.3: Factor Analysis for Performance Planning

Statement	Factor Loadings
Goal setting process improves employee performance	.771
Setting of clear and measurable goals is positively aligned with both quantity as well as quality performance	.785
Goal commitment strengthens the relationship between performance evaluation system and managerial performance	.821

According to Mabert, Soni and Venkataramanan (2003), statements with Eigen values greater than 0.4 should be extracted and below 0.4 should be dropped. Under performance planning the statements had Eigen values greater than 0.4; thus, they were adopted in the study for further analysis.

Table 3.4: Factor Analysis for Performance Appraisal

Statement	Factor Loadings
Employee appraisal through utilized targets lead to an increase in employee's productivity	.608
Performance appraisal system is important for evaluating job performance	.591
Performance recognition is important for employee motivation	.554
Being able to account for past performance increases the efficiency of employees at work	.620
Ideas and insight from employees can help companies build more effective and productive processes and systems	.501
Low-quality performance appraisals result in lower job satisfaction and organizational commitment	.599

Results in Table 3.4 show that all the statements on performance appraisal had factor loading values greater than 0.4. As a result, they were all accepted and hence no sub variable was reduced from the study.

Table 3.5: Factor Analysis for Performance Feedback

Statements	Factors Loading
The manager is responsible for growing people's talents and providing them with precise feedback in order for them to deliver the greatest potential result in their jobs.	.555
Organization provide adequate feedback on employees' performance	.550
Employees benefit from feedback offered by supervisors on productivity since it encourages them to improve their own growth for higher performance while also measuring the real performance of employees.	.663
It is critical to provide regular feedback to employees in order for them to be able to concentrate on their duties and responsibilities within certain strategic business units.	.616
Timely feedback on performance appraisals aids in the development of higher levels of accountability among employees and their supervisors.	.660
Feedback is vital since it affects whether or not employees are willing to support the initiatives that have been established to improve performance.	.715
Motivating employees and improving their performance are shaped by both positive and constructive	.486

comments.

Results in Table 3.5 show that all the statements on performance feedback had factor loading values greater than 0.4 therefore all the statements were accepted and hence no sub variable was reduced from the study.

Table 3.6: Factor Analysis for Reward Systems

Statements	Factor Loading
Extrinsic reward, intrinsic reward, and employee performance are all associated with one another.	.736
The mix of extrinsic and intrinsic rewards ensures that overall employee performance is increased and maximized.	.783
Employee performance improves as a result of an increase in compensation.	.688
Extrinsic reward systems are developed on the basis of the organizational process of performance and are responsible for determining the level of compensation for employees.	.710
Promotion of employees is important especially in encouraging better performance.	.554
Performance based pay has boosted the overall effectiveness and performance of employees in the organization.	.597

Table 3.6 shows that all the statements on reward systems had factor loading values greater than 0.4. Therefore, all the statements were accepted and no sub variable was reduced from the study.

Table 3.7: Factor Analysis for Employee Productivity

Statements	Factor Loading
I am able to take new tasks	.676
I am able to communicate freely with my supervisor and colleagues	.731
I know what is expected of me at work	.699
I am involved in important decisions that affect my work	.559
I am able to meet targets set by the management.	.794
I am good at meeting scheduled deadlines	.706
I do arrive at work and meetings on time.	.678

Table 3.7 shows that all the statements on employee productivity had factor loading values greater than 0.4. Therefore, all the statements were accepted and no sub variable was reduced from the study.

3.8.3 Reliability

According to Nachmias and Nachmias (2008), reliability is used for testing the consistency of the data collection instruments. It establishes the level of consistency whereby respondents may provide similar information at two distinct points in time. To test the reliability of the study, a pilot test was carried out with at least 38 respondents sharing the same characteristics with those under investigation. The respondents were given the questionnaires and asked to fill. The collected data was then coded using the SPSS and reliability test conducted. The Cronbach Alpha method was used for reliability testing. If the value obtained falls within the levels of 0.6 and 0.9, then the questionnaires will be considered reliable (George & Mallery, 2003) and the researcher will continue with the next process which is actual data collection. The reliability value obtained was .777 (see Appendix VI). Therefore, the data collection instruments were considered to be reliable and hence the researcher proceeded to the data collection process.

3.9 Data Collection Methods and Procedures

Data was collected by the researcher from the selected respondents after being permitted by the university and management of Nairobi County Government. The researcher also sought for permission from the employees of various departments who were involved in the study. The researcher paid a visit to the organization in order to become acquainted with it and to meet the people who were interviewed for the study. During the visit, the researcher notified the management about the study's goal and made arrangements for data collection appointments. Following the familiarization period, information was gathered from the respondents through the use of questionnaires. The researcher used some research assistants to facilitate the data collection process.

3.10 Data Analysis Techniques and Procedures

McDaniel and Gates (2004) indicate that data analysis enables a researcher to interpret data as well as come up with conclusions and recommendations. For the data analysis purpose, quantitative and qualitative approaches of data analysis were used. This is whereby the researcher first sorted out the returned questionnaires to check if they had been properly filled. Next, the researcher keyed them into the computer using the SPSS. Descriptive and inferential statistics was used. The descriptive statistics were in the form of frequencies and percentages. Presentation was done using tables, figures, and pie-charts. For the inferential statistics, multiple

linear regression model was used. The model was considered useful in expressing the elasticity that exists between variables (Cohen, West & Aiken, 2003). The model used is as summarized below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where

Y = Employee Productivity

β_0 = Constant

$\beta_1 - \beta_4$ Coefficients of the independent variables

X1 = Performance planning

X2 = Performance Appraisal

X3 = Performance Feedback

X4 = Reward Systems

ε : Error term, which is assumed to be normally distributed with mean zero and constant variance.

With regard to the qualitative data obtained from the interviews, the researcher sorted out the information to ensure that they were well presented. After sorting the data out, the researcher then organized the information provided according to the emerging themes in the study. The areas identified were then presented in a narrative form and integrated within the quantitative data.

3.11 Ethical Considerations

There are several ethical considerations that were adhered to in the study. These included the informed consent, confidentiality, carefulness and honesty.

3.11.1 Informed Consent

In the process of collecting data, respondents were informed of the study purpose. They were also asked to give their consent freely and voluntarily. The items in the questionnaire contained no clause or indication to disclose one's name. The research ensured that all respondents remained anonymous all through the research. Necessary permits such as an authorization letter from the university, the National Council for Science, Technology and Innovation (NACOSTI), and Nairobi County Government were obtained before the actual data collection process.

3.11.2 Confidentiality

Principle of confidentiality was maintained throughout the study. This is whereby the researcher ensured that the respondents remained anonymous throughout the study period.

3.11.3 Carefulness

Carefulness was also maintained throughout the study. In this case, the right methods of documentation were embraced throughout the research. A critical analysis of empirical studies was done in order to identify the gaps to be filled by the study as well as avoid errors.

3.11.4 Honesty

Transparency was ensured in the study and the obtained findings communicated accurately. Any information obtained from other authors and researchers were cited appropriately and credits given accordingly. There was no coercion or bribery for participants in the study. They did it out of free will and voluntarily.

IV. RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter covers the research findings, analysis and presentation. The sections covered in the chapter include response rate, background information of the respondents, performance planning, appraisal, feedback and rewards. Additionally, the chapter also presented the inferential analysis which showed the relationship between the variables under investigation.

4.2 Response Rate

During the data collection process, the researcher was able to distribute all the three hundred and seventy five questionnaires to the respondents. However, not all of them managed to respond back appropriately. As a result, there were 19 questionnaires that were left unattended. Additionally, while counterchecking the filled questionnaires it was not that some were half way completed and hence were considered to be spoilt. Only those questionnaires that were completely filled were considered in the study and they were 346 in total. This translated to a response rate of 92.3%.

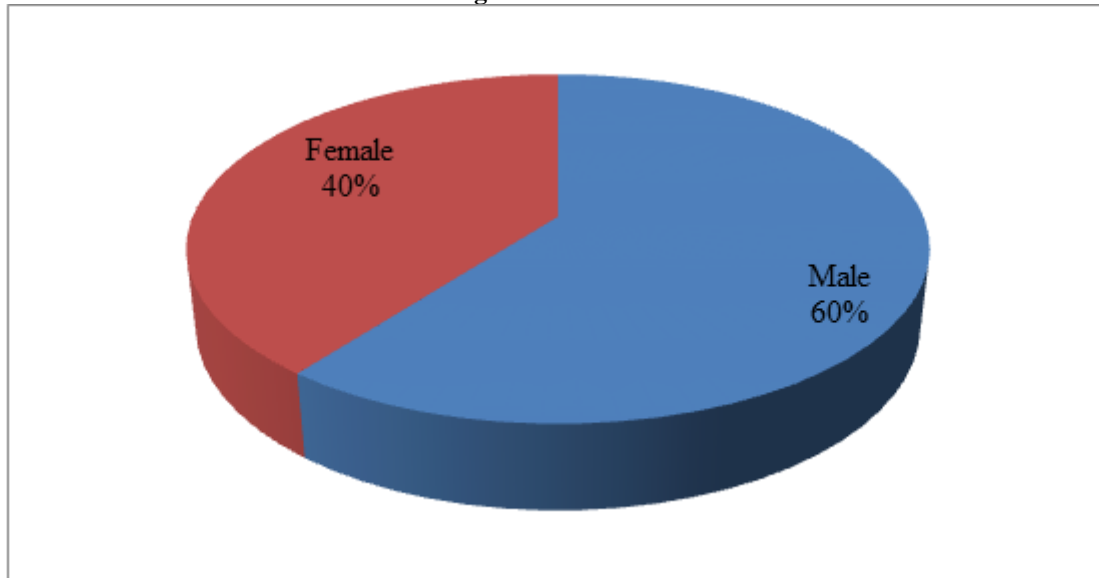
Table 4.1: Response Rate

	Population	Percentage
Complete questionnaires	346	92.3%
Spoilt questionnaires	10	2.6%
Completely unfilled	19	5.1%
Total	375	100%

4.3 Background Information of the Respondents

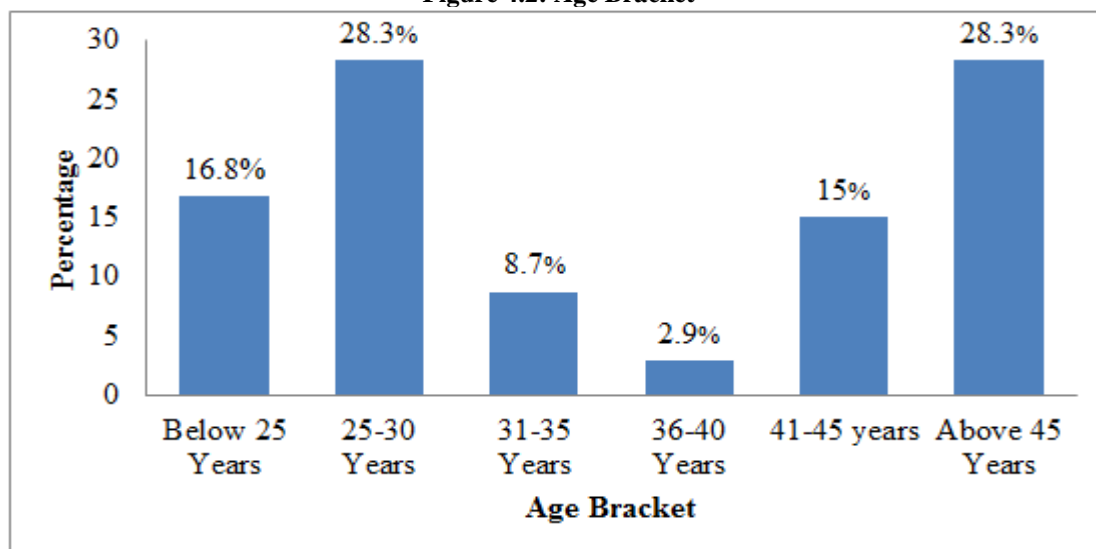
The researcher sought to understand the general background of the participants that were being involved in the study. As such, they were asked to indicate their gender, educational level and working experience in the organization. The information obtained on these areas was captured in this section.

Figure 4.1: Gender



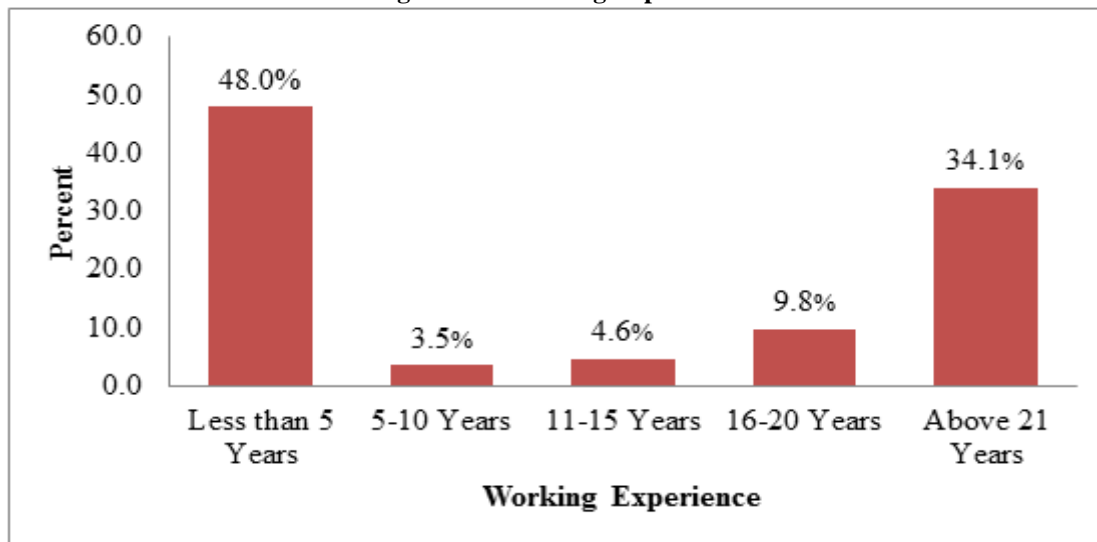
With regards to gender, 60% of the participants were male whereas the remaining 40% were female. This shows that there is a moderate distribution of the employees in the organization in terms of gender with men being the highest.

Figure 4.2: Age Bracket



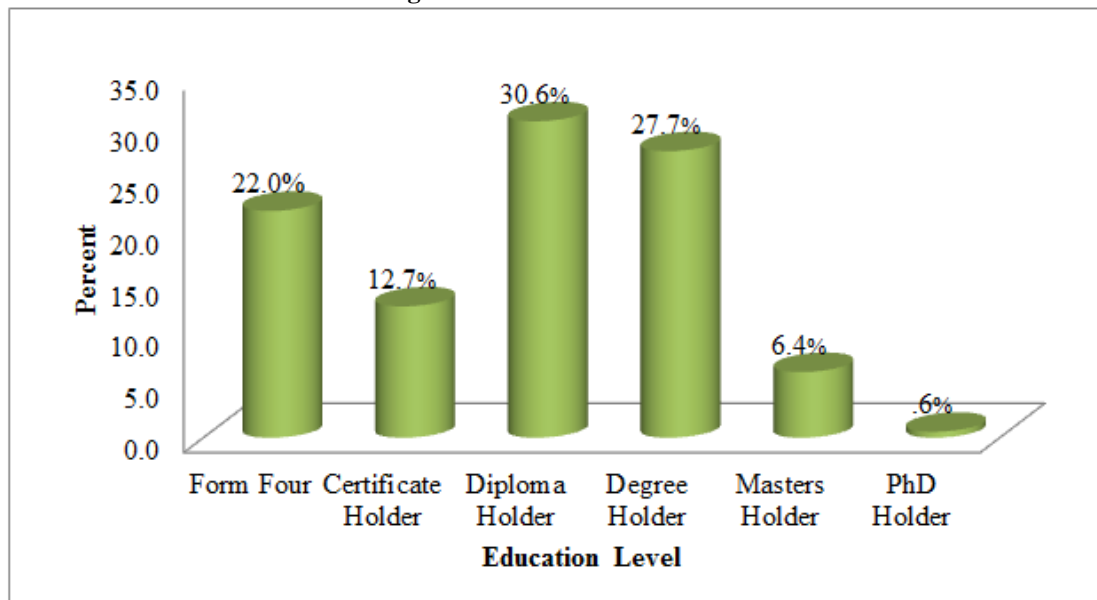
On the issue of age bracket, slightly more than half of the participants that took part in the study were above 31 years of age. On the other hand, 45.1% of the participants were below 30 years of age.

Figure 4.3: Working Experience



When asked to indicate their working experience, 48% indicated less than 5 years, and 34.1% above 21 years. The remaining 17.9% had a working experience of 5 and 20 years. This shows that the respondents at least had worked in the organization under investigation and hence were better placed to answer the questions being looked into in the study.

Figure 4.4: Level of Education



In terms of the educational level, majority of the participants had a diploma (30.6%), followed by degree (27.7%) and form four certificate (22.0%). Only a few had a college certificate (12.7%) and Master Degree (6.4%). This implies that majority of the participants have at least attained higher educational training to improve on their skills and efficiency.

On the other hand, the departmental managers were also asked to indicate the number of years that they had worked in the organization. In response, three out of the six managers that participated in the study had worked in the organization for over two years. Two of the managers had worked for 15 years whereas the remaining one manager had worked for 9 years. This demonstrates that majority had a longer working experience in the organization and hence they were in a good position to explain performance management practices and productivity of employees.

4.4 Descriptive Statistics

This section presents the descriptive statistics of the study. This is organized according to the different objectives of the study. Additionally, the qualitative data that was obtained from the key informants through interviews was also addressed in this section.

4.4.1 Performance Planning and Employee Productivity

This study sought to determine how performance planning influenced the productivity of employees in Nairobi County. In order to answer this objective, several statements were provided on performance panning that the respondents were supposed to indicate their extent of agreement or disagreement. The statements were based on a likert scale of 1 to 5 with 1 being strongly disagree and 5 strongly agree (see Table 4.2).

Table 4.2: Influence of Performance Planning on Employee Productivity

Statements	SD	D	UD	A	SA
Goal setting process improves employee performance	2.3%	1.2%	3.5%	52.6%	40.4%
Setting of clear and measurable goals is positively aligned with both quantity as well as quality performance	.6%	4.6%	4.6%	46.8%	43.8%
Goal commitment strengthens the relationship between performance evaluation system and managerial performance	1.2%	1.2%	5.2%	50.3%	42.2%

Key: 1=(SD)- Strongly disagree, 2=(D)- Disagree, 3=(UD)-Undecided, 4=(A)- Agree, 5=(SA)- Strongly agree).

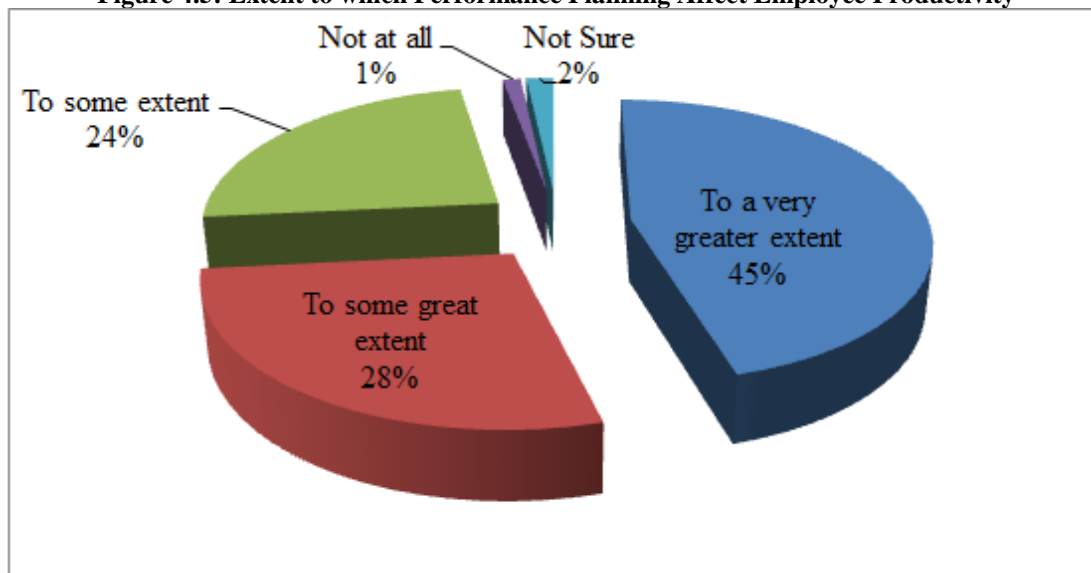
When asked to indicate whether goal setting process improves employee performance, an overwhelming majority (93%) were positive by agreeing and strongly agreeing with the statement. A few (3.5%) were undecided whereas the remaining 3.5% were in disagreement. This implies that in the Nairobi County government majority of the employees believe that setting goals help to improve their performance.

In terms of aligning goals with performance, 46.8% and 43.8% agreed and strongly agreed that setting of clear and measurable goals is positively aligned with both quantity as well as quality performance respectively. The remaining 9.8% were either in disagreement or undecided on the matter. This shows that in Nairobi County Government majority of the employees are of the notion that having clear and measureable goals leads to quality performance.

Whereas 92.5% positively agreed and strongly agreed that goal commitment strengthens the relationship between performance evaluation system and managerial performance, 2.4% disagreed and strongly disagreed respectively. The remaining 5.2% were undecided. This shows that whereas there are those few who are not aware of the relationship between goal commitment and performance evaluation and managerial performance, majority are aware of the relationship and hence appreciate it.

The respondents were further asked to indicate the extent to which performance planning affected the productivity of employees in their organization (see Figure 4.5).

Figure 4.5: Extent to which Performance Planning Affect Employee Productivity



As shown in Figure 4.5, 45% of the participants indicated that performance planning affected employee productivity to a greater extent whereas 28% and 24% indicated to some great and some extent respectively. A few (3%) were either not sure or indicated that it had not effect at all. This shows that whereas majority of the employees feel that performance planning affects their productivity, there are still few who are not able to attest to its effects in their productivity.

4.4.2 Performance Appraisal and Employee Productivity

This study sought to examine the influence of performance appraisal on the productivity of employees in Nairobi County. As such, the respondents were given several statements on performance appraisal and employee productivity to rate their extent of agreement. The responses given are as presented in Table 4.3.

Table 4.3: Performance Appraisal and Employee Productivity

Statements	SD	D	UD	A	SA
Employee appraisal through utilized targets leads to an increase in employee's productivity.	1.2%	2.8%	8.7%	61.3%	26.0%
Performance appraisal system is important for evaluating job performance.	-	2.9%	4.6%	50.9%	41.6%
Performance recognition is important for employee motivation.	.6%	1.2%	2.9%	43.9%	51.4%
Being able to account for past performance increases the efficiency of employees at work.	.6%	3.5%	6.4%	49.7%	39.9%
Ideas and insight from employees can help companies build more effective and productive processes and systems.	.6%	.6%	6.9%	47.4%	44.5%
Low-quality performance appraisals result in lower job satisfaction and organisational commitment.	3.5%	3.5%	8.1%	43.9%	41.0%

Key: 1=(SD)- Strongly disagree, 2=(D)- Disagree, 3=(UD)-Undecided, 4=(A)- Agree, 5=(SA)- Strongly agree).

When asked to indicate whether employee appraisal through utilized targets lead to an increase in employee's productivity, 87.3% positively agreed and strongly agreed whereas 8.7% were undecided. The remaining 4% remained negative to the statement. This implies that majority of the employees in Nairobi County are positive that the appraisal of employees in organization by using targets increases their productivity. Only a few are not sure or disagree.

Whereas 50.9% agreed that performance appraisal system is important for evaluating job performance, 41.6% strongly agreed and 4.6% were undecided. The remaining 2.9% disagreed implying that there are still a few of the employees in Nairobi County who feel that performance appraisal system is not important in the evaluation of job performance. This may either be due to some loopholes in the evaluation process that may need to be investigated.

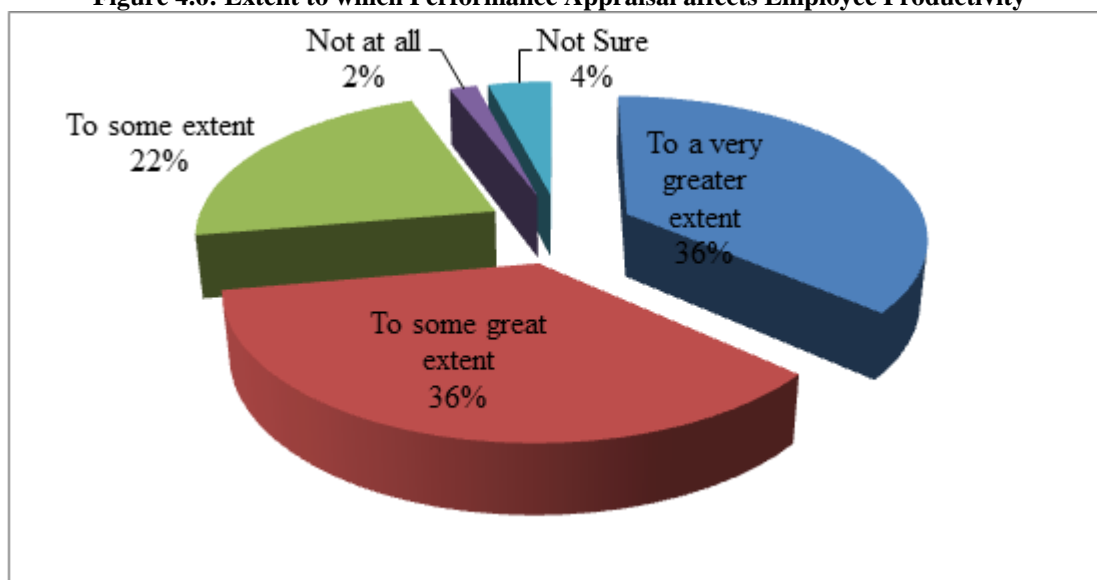
In terms of recognition, 51.4% and 43.9% strongly agreed and agreed that performance recognition is important for employee motivation. This was however not the case among a few (1.8%) who were in disagreement and 2.9% undecided. This shows that whereas most of the employees in Nairobi County feel that performance recognition is an important motivator for them, there are those who are not of the same view and hence may be motivated by other factors.

With regards to accountability, 49.7% agreed, 39.9% strongly agreed, 3.5% disagreed and .6% strongly disagreed to the statement that being able to account for past performance increases the efficiency of employees at work. The remaining 6.4% were undecided. This implies that taking accountability of previous performance helps to increase efficiency among employees while at work.

An overwhelming majority (91.9%) were positive that ideas and insight from employees can help companies build more effective and productive processes and systems. On the other hand, 6.9% were undecided whereas the remaining 1.2% were negative by disagreeing and strongly disagreeing. This shows that engagement of employees in the organization in terms of providing ideas and insights helps in developing effective and productive systems in the organization. In addition, a majority (84.9%) of the participants were positive to the statement that low-quality performance appraisals result in lower job satisfaction and organisational commitment.

The respondents were further asked to indicate the extent to which performance appraisal affected the productivity of employees in Nairobi County. The responses given are as shown in Figure 4.6.

Figure 4.6: Extent to which Performance Appraisal affects Employee Productivity



As shown in Figure 4.6, majority (72%) were positive that performance appraisal affected employee productivity in the organization to a very greater and some great extent. This was further supported by 22% who indicated that it affected to some extent. The remaining 6% were either not sure of its effect or indicated that it had no effect at all. This finding clearly demonstrates that performance appraisal is an important factor in enhancing employee productivity in Nairobi County.

4.4.3 Performance Feedback and Employee Productivity

This study was further set to establish the influence of performance feedback on the productivity of employees in Nairobi County. Just like the other objectives, the respondents were given several statements on performance feedback and employee productivity and asked to indicate their extent of agreement or disagreement. The responses that were provided are as capture in Table 4.4.

Table 4.4: Influence of Performance Feedback on Employee Productivity

Statements	SD	D	UD	A	SA
The manager is responsible for growing people's talents and providing them with precise feedback in order for them to deliver the greatest potential result in their jobs.	2.9%	5.2%	5.2%	60.1%	26.6%
Organization provide adequate feedback on employees' performance	2.9%	9.8%	13.9%	49.7%	23.7%
Employees benefit from feedback offered by supervisors on productivity since it encourages them to improve their own growth for higher performance while also measuring the real performance of employees.	1.7%	3.5%	7.5%	50.3%	37.0%
It is critical to provide regular feedback to employees in order for them to be able to concentrate on their duties and responsibilities within certain strategic business units.	1.2%	2.3%	7.5%	50.3%	38.7%
Timely feedback on performance appraisals aids in the development of higher levels of accountability among employees and their supervisors.	1.7%	2.9%	4.0%	53.8%	37.6%
Feedback is vital since it affects whether or not employees are willing to support the initiatives that have been established to improve performance.	1.7%	2.9%	2.9%	53.2%	39.3%
Motivating employees and improving their performance are shaped by both positive and constructive comments.	.6%		3.5%	43.4%	52.6%

Key: 1=(SD)- Strongly disagree, 2=(D)- Disagree, 3=(UD)-Undecided, 4=(A)- Agree, 5=(SA)- Strongly agree).

When asked to indicate whether the manager is responsible for growing people's talents and providing them with precise feedback in order for them to deliver the greatest potential result in their jobs, 60.1% and 26.6% agreed and strongly agreed respectively. On the other hand, 5.2% were undecided whereas the remaining 8.1% were in disagreement. This shows that majority of employees feel that through the provision of feedback, managers help to grow the talents and productivity among employees in Nairobi County.

Whereas 73.4% positively agreed that organization provide adequate feedback on employees' performance, 12.7% were in disagreement. The remaining 13.9% were undecided. This shows that whereas majority of the

employees feel that the organization is providing adequate feedback, there are still a few employees who do not feel that the feedback is adequate.

Slightly more than half (50.3%) of the participants agreed that employees benefit from feedback offered by supervisors on productivity since it encourages them to improve their own growth for higher performance while also measuring the real performance of employees. This was further supported by 37% of the respondents who strongly agreed. The remaining 12.7% were either not sure or disagreed with the statement. This means that not all employees in the organization benefit from the feedbacks provided by their supervisors and hence their performance may be affected.

A majority (89%) of the participants were positive that it is critical to provide regular feedback to employees in order for them to be able to concentrate on their duties and responsibilities within certain strategic business units. On the other hand, 7.5% were undecided whereas the remaining 3.5% were negative. This shows that as much as most of the employees in Nairobi County feel that provision of regular feedback is important in helping employees to concentrate in their service provision, there are a few who do not feel that it is important or they are not sure.

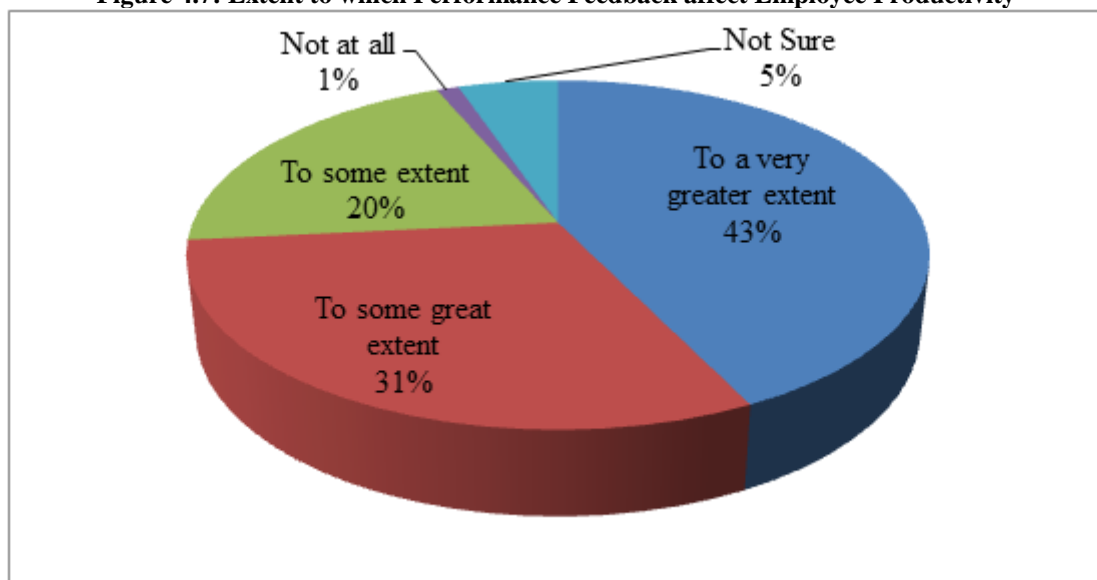
An overwhelming majority (91.4%) were positive that timely feedback on performance appraisals aids in the development of higher levels of accountability among employees and their supervisors. A few (4%) were undecided whereas the remaining 4.6% disagreed and strongly disagreed. This implies that majority of employees in Nairobi County appreciate that timely feedback improves their levels of accountability in the organization.

When asked to indicate whether feedback is vital since it affects whether or not employees are willing to support the initiatives that have been established to improve performance, 53.2% agreed, 39.3% strongly agreed, 2.9% disagreed, 1.7% strongly disagreed and 2.9% were undecided. This shows that in Nairobi County employees feel that feedback is vital because it influences the efforts of the employees to improve on their performance.

With regards to the statement that motivating employees and improving their performance is shaped by both positive and constructive comments, 96% of the participants agreed and strongly agreed with the statement whereas 3.5% were undecided. This means that provision of positive and constructive comments motivates employees to perform better.

Lastly, the respondents were asked to indicate the extent to which performance feedback affected employee productivity in Nairobi County. The responses given are as captured in Figure 4.7.

Figure 4.7: Extent to which Performance Feedback affect Employee Productivity



As shown in Figure 4.7, 43% and 31% of the participants indicated that performance feedback affected employee productivity to a very greater and some extent respectively. This was further supported by 20% who indicated to some extent. The remaining 6% were either not sure or indicated that it had no effect at all. In general, this shows that performance feedback is an important element in influencing the productivity of employees in Nairobi County as highlighted by a majority of the employees from the organization.

4.4.4 Reward Systems and Employee Productivity

This study sought to determine the influence of reward systems on the productivity of employees in Nairobi County. Hence, the respondents were asked to indicate their extent of agreement or disagreement on several statements which measured the reward systems in Nairobi County and their influence on employee productivity. The responses are summarized in Table 4.5.

Table 4.5: Influence of Reward Systems on Employee Productivity

Statements	SD	D	UD	A	SA
Extrinsic reward, intrinsic reward, and employee performance are all associated with one another.	2.3%	4.6%	8.7%	57.8%	26.6%
The mix of extrinsic and intrinsic rewards ensures that overall employee performance is increased and maximized.	2.9%	3.5%	7.5%	54.3%	31.8%
Employee performance improves as a result of an increase in compensation.	2.3%	6.9%	8.1%	44.5%	38.2%
Extrinsic reward systems are developed on the basis of the organizational process of performance and are responsible for determining the level of compensation for employees.	.6%	4.0%	8.7%	56.6%	30.1%
Promotion of employees is important especially in encouraging better performance.			5.2%	37.6%	57.2%
Performance based pay has boosted the overall effectiveness and performance of employees in the organization.	1.7%	4.0%	5.8%	45.7%	42.8%

Key: 1=(SD)- Strongly disagree, 2=(D)- Disagree, 3=(UD)-Undecided, 4=(A)- Agree, 5=(SA)- Strongly agree).

Whereas 57.8% of the participants agreed that extrinsic reward, intrinsic reward and employee performance are all associated with one another, 26.6% strongly agreed and 8.7% were undecided. This shows that majority of the employees at Nairobi County are positive that there is an existing relationship between the different types of rewards and employee performance.

When asked to indicate whether the mix of extrinsic and intrinsic rewards ensures that overall employee performance is increased and maximized, 54.3% agreed and 31.8% strongly agreed. A few (7.5%) were undecided whereas the remaining 3.5% and 2.9% disagreed and strongly disagreed. A majority (82.7%) of the participants were positive that employee performance improves as a result of an increase in compensation. On the other hand, 9.2% were in disagreement. The remaining 8.1% were undecided. This shows that most of the employees working at Nairobi County are in agreement that compensation helps to increase employee performance.

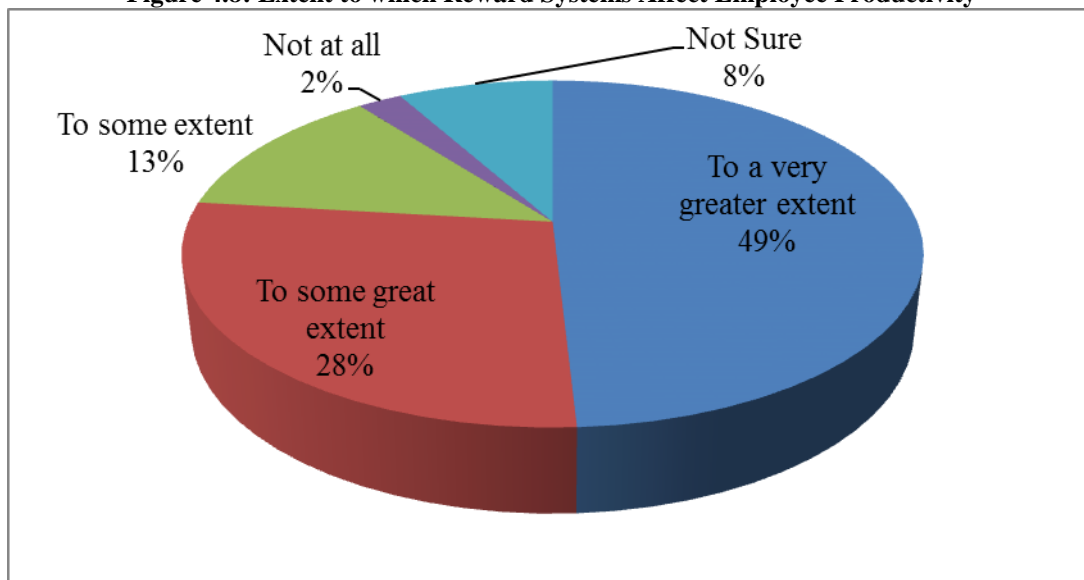
Whereas 56.6% and 30.1% agreed and strongly agreed that extrinsic reward systems are developed on the basis of the organizational process of performance and are responsible for determining the level of compensation for employees, 4.6% were in disagreement. The remaining 8.7% were undecided implying that there are still a few employees who are not sure as to whether extrinsic reward systems are developed on the basis of the organizational process of performance and are responsible for determining the level of compensation among the employees.

Promotion has been noted as to have a greater influence on the performance of employees in Nairobi County. This is based on the results whereby 94.8% of the employees from Nairobi County agreed and strongly agreed to the statement that promotion of employees is important especially in encouraging better performance. Only a few (5.2%) of them were undecided.

With regards to performance based pay, 45.7% and 42.8% agreed and strongly agreed that performance based pay has boosted the overall effectiveness and performance of employees in the organization respectively. A few (5.8%) were undecided whereas the remaining 5.7% were in disagreement to the statement. This implies that majority of the employees at Nairobi County are in agreement that performance based pay is important in the organization for it helps to boost effectiveness and performance among the employees.

The participants also gave their views on the extent to which reward systems affected the productivity of employees at Nairobi County. The responses that were given are as shown in Figure 4.8

Figure 4.8: Extent to which Reward Systems Affect Employee Productivity



In response to the extent to which reward systems affect employee productivity, 49% and 28% indicated to a very greater and some extent respectively. This was also supported by 13% who indicated to some extent. A few (8%) were not sure whereas the remaining 2% indicated that it had no effect at all. Overall, majority of the employees at Nairobi County are positive that rewards systems do affect the productivity of employees in the organization with only a few who are disagreement. This may be due to some challenges in the reward systems that may need to be investigated further.

4.4.5 Qualitative analysis

From the interview guide, the departmental managers had their views on the influence of performance planning on employee productivity. It was reported that performance planning increased the productivity of employees since they will be committed to meet their deadlines, enables employees to be made aware of what exactly is expected from them, it enhances guidelines on areas of concentration making it points of focus, enables staff to perform within the set standards, and it increases output, motivation and time management.

The departmental managers also gave their views concerning the influence of performance appraisal on employee productivity in Nairobi City County. It was reported that performance appraisal influences the productivity since each employee will strive to be fruitful and meet his/her objectives in time. It is a performance gauge where the measures on production. It ensures quality service/products and timely accomplishment of targets. In fact one of the departmental managers reported that: Through evaluating the performance of employees if targets are achieved, person's efficiency can be determined. It also helps the employee to improve performance targets in the future (Departmental Manager 2, 2022).

Another Departmental Manager also added that:

In our department, performance appraisal enables the management to identify performance gaps and how to mitigate on them which may include organizing workshops for employees (DM 4, 2022).

The departmental managers also gave their views regarding the influence of performance feedback on employee productivity in Nairobi City County. They reported that it helps employees to work efficiently especially when they are provided with constructive feedback and positive rewards. It was also reported that performance feedback helps to identify the areas to improve and to work on or put more effort. It helps in capacity building and resource identification to be put in place so as to improve the service provision. In fact, one of the departmental managers reported that:

Performance feedback is an important element in the organization because it helps to motivate the employees especially when feedback is positive. Notably, when employees are motivated they tend to be more productive (DM 1, 2022).

Another key informant reported that:

Performance feedback in the organization enables employees to understand their roles and how best to accomplish goals thereby increasing efficiency and reducing levels of complaints (DM 4, 2022).

It was also reported that: “Performance feedback improves communication between the employees and management which will in turn increase employees’ productivity” (DM 6, 2022).

The key informants were also able to share sentiments on the influence of reward systems on employee productivity in Nairobi City County. It was reported that reward systems helped to improve employee skills, knowledge, ideas and abilities in order to achieve organizational objectives. It was also reported that provision of reward systems leads to increased productivity in service delivery, quality services, and increased motivation of employees. One of the managers also stated that the employees are rewarded by giving them an opportunity to be team leaders or frontline managers (DM 3, 2022). According to Departmental Managers 1 (2022); There are different ways in which employees are rewarded in Nairobi City County. This includes provision of recommendation letter (recognition), awards, promotions, and salary increments. All these systems of rewarding tend to improve the productivity of employees in the organization.

Another Manager reported that:

Lack of rewards to deserving staff member lowers their motivation levels. This in most cases results into unethical behaviour and reduced commitments among the employees and hence low productivity (DM 4, 2022).

4.5 Diagnostic Tests

Before the regression analysis, diagnostic tests were carried out in this study for the purpose of ensuring that there was no violation of the assumptions in the linear regression model. Carrying out these tests was useful in reducing the risk of biasness, inefficiency and inconsistency in the parameter estimates. These tests are also done with an aim of ensuring the suitability of the data. The variables were checked for normality, multicollinearity and heteroscedasticity to ensure the regression assumptions were met.

4.5.1 Normality Test

The study employed the Kolmogorov–Smirnov test to examine whether the data is normal. The normality test was used to determine if the sample data was collected from a population with a normal distribution. The study results of the normality tests are presented in Table 4.6.

Table 4.6: Normality Test

Variables	Kolmogorov–Smirnov test.		
	Statistic	df	Sig.
Performance Planning	0.089	346	0.103
Performance Appraisal	0.067	346	0.080
Performance Feedback	0.145	346	0.070
Reward Systems	0.108	346	0.068
Employee Productivity	0.101	346	0.169

The results from Table 4.6 shows that the data was normally distributed as the respective p values for all variables were greater than 0.05. Therefore, it is concluded that the data is normally distributed. The importance of having normally distributed data is that the results obtained were unbiased, efficient and consistent.

4.5.2 Multicollinearity Test

The multicollinearity test was done using the Variance Inflation Factor (VIF). Table 20 presents the multicollinearity results. The VIF values of all the variables were generated from the study data with the help of the SPSS software.

Table 4.7: Multicollinearity Test

Variables	VIF
Performance Planning	1.452
Performance Appraisal	1.387
Performance Feedback	1.28
Reward Systems	1.402
Employee Productivity	1.925

The results in Table 4.7 indicated the absence of multicollinearity since the VIF of all the variables were less than 10. According to Katrutsa and Strijov (2017), VIF values above 10 indicate the presence of multicollinearity. The absence of multicollinearity implies there was no violation of the linear regression model's assumptions and the results obtained were unbiased, efficient and consistent.

4.5.3 Heteroscedasticity Test

The Breusch-Pagan test was utilized in this study while examining the existence of Heteroscedasticity. The results obtained are as captured in Table 4.8.

Table 4.8: Heteroscedasticity Test

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Ho: Constant variance		
Variable: Employee productivity		
chi2(1)	=	3.08
Prob > chi2	=	0.215

Table 4.8 shows that the p-value is greater than 0.05. Then the null hypothesis is not rejected at a critical p-value of 0.05 since the reported value is 0.2152>0.05. it is therefore concluded that data did not suffer from heteroscedasticity. This therefore implies that there was no violation of the linear regression model's assumptions and the results obtained were unbiased, efficient and consistent.

4.6 Inferential Analysis

The researcher further carried out some inferential analysis in order to establish the relationship between the dependent and independent variables. For this, multiple linear regression model was used which is summarized as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

Y =Employee Productivity

β_0 = Constant

$\beta_1 - \beta_4$ Coefficients of the independent variables

X1 = Performance planning

X2 = Performance Appraisal

X3 = Performance Feedback

X4 = Reward Systems

ϵ : Error term, which is assumed to be normally distributed with mean zero and constant variance.

The results obtained from the linear regression analysis are presented using the Model summary, ANOVA and coefficient tables respectively.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 ^a	.321	.313	2.85613

a. Predictors: (Constant), Performance Planning, Performance Appraisal, Performance Feedback, Performance Reward Systems

As indicated in Table 4.9, the R Square is .321 and R is .566 at 0.05 significance level. This means that 32.1% variation of employee productivity in Nairobi City County is explained by performance management practices (performance planning, appraisal, feedback and reward systems. As such, the residual of 67.9% can be explained by other factors outside the jurisdiction of this study.

Table 4.10: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1313.668	4	328.417	40.260	.000 ^b
	Residual	2781.708	341	8.158		
	Total	4095.376	345			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Performance Planning, Performance Appraisal, Performance Feedback, and Performance Reward Systems

From the ANOVA results, it is evident that there is a strong statistical significant relationship between the dependent and independent variables. This is because the p value obtained (0.000) is less than 0.05 at 5% level of significance. It can therefore be concluded that there is a statistical significant relationship between performance management practices and employee productivity in Nairobi County Government.

Table 4.11: Coefficients^a Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.444	1.862		5.071	.000
1					
Performance Planning	-.193	.094	-.101	-2.060	.040
Performance Appraisal	.459	.077	.354	5.943	.000
Performance Feedback	.146	.060	.146	2.455	.015
Performance Reward	.233	.057	.219	4.098	.000

a. Dependent Variable: Employee Productivity

The results presented in Table 4.11 on the ANOVA for the overall model, indicate that the model was statistically significant in explaining the influence of the independent variables on the employees' performance in the civil service in Kenya since the $P < 0.00$ which is less than 0.05 at 5% level of significance. The fitted model $Y' = 9.444 + .459X_1 + 0.233X_2 + 0.146X_3 - 0.193X_4 + \epsilon$. The fitted model was found applicable and appropriate for this study. As indicated in table 4.11, a unit change (performance appraisal, performance reward, and performance feedback) leads to increased employees' productivity by different rates as indicated in the analyses. On the other hand, performance planning had an inverse relationship to employee productivity. This means that a unit increase in planning could lead to a decrease on the productivity and vice versa. Hence, the organization may need to avoid a lot of planning and engage the employees in achieving goals and objectives of the study.

4.7 Discussion of the Findings

The findings of this study have been able to show that the different components of performance management practices do have a significant influence on the productivity of employees. For instance, it was observed that performance planning helps in setting goals and targets that guide the employees in executing their duties within Nairobi County Government. These findings are in line with previous studies such as that by Mukonambi (2016) which established that in performance planning, team goals, joint goal setting, and employee involvement had a significant influence on the productivity and performance of employees. This was also supported by Parke et al. (2018) in their study whereby they observed that planning for a particular workday helped employees to perform better than on other days when they failed to plan. Besides, the inferential statistics of this study showed that a unit increase in performance planning could lead to decrease in employee productivity. Therefore, it is suggested that the organization may focus on other aspects of performance management rather than planning.

It is also evident from the findings that performance appraisal helps to gauge the overall performance of employees in the organization and the targets that they have accomplished. This in return influences their productivity. In line with these findings, a study by Mwema and Gachunga (2014) established that appraisal of employees using targets, accomplishments, goals, management of time and performance efficiency measurement contributed to the increased performance. Additionally, Selvarajan and Cloninger (2012) have also been able to show that performance appraisal system is an important factor when it comes to increasing the motivation of employees. In concurring with the findings of this study, Vasset, Marnburg and Furunes (2011) indicated that the significance of the performance appraisal system is that it is able to enhance employee performance within an organization. Ahmed (2020) indicated that in overall, performance appraisals aims to increase the efficiency of employees at work.

In supporting the findings of this study on performance feedback and employee productivity, Kihama and Wainaina (2019) examined the effect that performance appraisal systems had on the employees' productivity. The study showed provision of feedback to the employees was significant in improving motivation. Also concurring with the findings of this study is Salau, Oludayo and Omoniy (2014) who concluded that there were certain organizations which did not provide feedback to the employees with only a few managers holding back feedback based on several factors such as increased duties and responsibilities which takes away most of their time. Zachary (2010) on the impact that accumulates to the organizations because of utilizing compelling performance evaluation uncovered that provision of criticism to employees was vital in helping the employees to improve on their performance.

The findings of this study showed that performance reward systems did have a positive and significant influence on the productivity of employees in Nairobi County Government ($B=.233, p=.000$). In supporting this finding, a study conducted by Emelianova (2019) on rewards on performance of employees in organizations showed that provision of rewards did have an influence on the performance of employees in the organization. Additionally, another study by Danish and Usman (2010) which explored reward framework as a technique for making charming and positive working conditions for employees showed that reward systems in the organization helped to spur the labor force to expand usefulness and develop dependability to an organization. In concurring with the observations and findings of this study, Latham (2012) indicated that an organization ought to have a created rewards framework which addresses the issues and needs of workers; in any case there would be no any profit with the framework.

Other studies which concur with the findings of this study include that by Chaponda (2014) which showed that performance appraisal was significant in enhancing employee motivation. Additionally, the study by Edirisooriya (2018) concluded that there is a positive relationship which exists between reward systems (external award, natural prize) and the performance of employees. Another study by Kehoe and Wright (2013) also discovered that a critical connection existed between remuneration framework and performance acknowledgment.

V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of the result findings, conclusions and recommendations of this study on performance management strategies and employee productivity in county governments in Kenya. The chapter also presents the recommendations for further research.

5.2 Summary of the Result Findings

In this section the results and findings of this study are summarized according to the research objectives. The objectives included performance planning, performance appraisal, performance feedback, and reward systems.

5.2.1 Performance Planning

With regards to performance planning and employee productivity, majority of the participants were positive that goal setting process improves employee performance, setting of clear and measurable goals is positively aligned with both quantity as well as quality performance respectively. Majority of the participants also were positive that goal commitment strengthens the relationship between performance evaluation system and managerial performance. Majority of the respondents were also in agreement that performance planning affected employee productivity to a greater and some extent respectively.

5.2.2 Performance Appraisal

In terms of performance appraisal, majority of the respondents were in agreement that employee appraisal through utilized targets lead to an increase in employee's productivity. Additionally, a majority of the participants were also positive that performance appraisal system is important for evaluating job performance. In terms of recognition, an overwhelming majority were in agreement that performance recognition is important for employee motivation.

With regards to accountability, a majority of the participants were in agreement with the statement that being able to account for past performance increases the efficiency of employees at work. An overwhelming majority were positive that ideas and insight from employees can help companies build more effective and productive processes and systems. It was agreed upon by a majority of the participants that performance appraisal affected employee productivity in the organization to a very greater and some great extent.

5.2.3 Performance Feedback

When asked to indicate whether the manager is responsible for growing people's talents and providing them with precise feedback in order for them to deliver the greatest potential result in their jobs, sixty point one per cent and twenty six point six per cent agreed and strongly agreed respectively. Whereas seventy three point four per cent positively agreed that organization provide adequate feedback on employees' performance, twelve point seven per cent were in disagreement.

Slightly more than half of the participants agreed that employees benefit from feedback offered by supervisors on productivity since it encourages them to improve their own growth for higher performance while also measuring the real performance of employees. Eighty nine per cent of the participants were positive that it is critical to provide regular feedback to employees in order for them to be able to concentrate on their duties and

responsibilities within certain strategic business units. An overwhelming majority were positive that timely feedback on performance appraisals aids in the development of higher levels of accountability among employees and their supervisors. When asked to indicate whether feedback is vital since it affects whether or not employees are willing to support the initiatives that have been established to improve performance, fifty three point two per cent and thirty nine point three per cent strongly agreed and agreed.

With regards to the statement that motivating employees and improving their performance is shaped by both positive and constructive comments, ninety six per cent of the participants agreed and strongly agreed. Forty three per cent and thirty one per cent of the participants indicated that performance feedback affected employee productivity to a very greater and some extent respectively.

5.2.4 Reward Systems

This study established that majority of the participants were in agreement that extrinsic reward, intrinsic reward and employee performance are all associated with one another. The study also revealed that the mix of extrinsic and intrinsic rewards ensures that overall employee performance is increased and maximized. A majority of the participants were positive that employee performance improves as a result of an increase in compensation. It was also revealed that extrinsic reward systems are developed on the basis of the organizational process of performance and are responsible for determining the level of compensation for employees. Ninety four per cent of the employees from Nairobi County agreed and strongly agreed to the statement that promotion of employees is important especially in encouraging better performance.

With regards to performance based pay, a majority of the participants agreed and strongly agreed that performance based pay has boosted the overall effectiveness and performance of employees in the organization respectively. In response to the extent to which reward systems affect employee productivity, a majority indicated to a very greater and some extent respectively.

Notably, thirty two point one per cent variation of employee productivity in Nairobi City County is explained by performance management practices. As such, the residual of 67.9% can be explained by other factors outside the jurisdiction of this study. There is a statistical significant relationship between performance management and employee productivity in Nairobi City County ($p=.000$). The study also revealed that the fitted model was found applicable and appropriate for this study. A unit change (performance appraisal, performance reward, performance planning, and performance feedback) leads to increased employees' productivity by different rates as indicated in the analyses.

5.3 Conclusions

With regards to performance planning, this study concludes that setting goals that are clear and measurable are considered to be important in Nairobi City County for they help to improve employee productivity. The study also concludes that ensuring that there is commitment in the goals set strengthens the relationship between the systems of performance evaluation and managerial performance at Nairobi City County.

In terms of performance appraisal, this study concluded that performance appraisal helped in increasing the efficiency of employees at Nairobi City County. This is because it was important in ensuring accountability of past performance. However, there were still some of the employees who felt that appraisal systems were not being effective due to low quality of appraisal systems.

Whereas a majority of the participants were in agreement with the various statements on performance feedback and employee productivity, there were still a few who were not satisfied. However, the study concluded that positive and constructive feedback is a good motivator for employee productivity. The same may also be concluded in terms of reward systems. It can be concluded that promoting employees, recognizing their efforts and providing reasonable pay help to improve their productivity in Nairobi City County.

Overall, this study concludes that there is a statistical significant relationship between performance management and employee productivity in Nairobi City County. Additionally, it can also be concluded that performance appraisal has the strongest level of influence on employee productivity followed by rewards and feedback. Performance planning had a negative but significant influence on the employee productivity.

5.4 Recommendations

There are several recommendations which are made in this study.

5.4.1 Recommendation for County Government Administration

This study recommends that the county government administration and especially the human resource department should strive towards ensuring that there is equality in the organization. This is because there are some employees who feel that the performance management are not effective on their end.

There is also a need for the employees to be given an opportunity to air their views and grievances. They should be engaged directly in the organization from the planning process. This is because when they are engaged in the goal setting phase, they will be more motivated to achieve the goals that they have participated in setting. This will increase their efficiency and productivity.

The study also recommends that training and development opportunities should be provided to the employees to increase their efficiency and productivity. While looking at the demographics, there were still some of the employees who had only attained secondary level of education. Hence, they may need more training and exposure so as to increase their efficiency and productivity like other educated and well exposed employees.

The study also recommends that the managers and supervisors should be trained on how to provide feedback that is effective and constructive. Coaches may be introduced to guide the managers in identifying what type of feedbacks may help to improve the productivity of employees and what can destroy their morale. This will help to ensure that employees receive feedback that helps to improve their productivity and that of the organization.

5.4.2 Human Resource Policy Makers

The study recommends that policy makers in the human resource department should review the reward policies that have been established in the organization. This is because there are certain rewards that are not providing effective output to the employees. Hence, the policies should set out clear what type of rewards should be provided to employees at what periods of their career.

5.5 Recommendations for Further Research

From the findings of this study, it was revealed that performance management only addressed 32.1% of employee productivity in Nairobi City County leaving 67.9% to other factors which were outside the jurisdiction of this study. Therefore, there is a need for a further research study to be conducted to assess the other factors that may be affecting employee productivity in Nairobi City County.

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