



**PERFORMANCE APPRAISAL ON STAFF OUTPUT IN THARAKA NITHI COUNTY GOVERNMENT**

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**ABSTRACT**

Performance plays a crucial role in influencing staff output. However, despite the implementation of employee development programs, many counties continue to face challenges in achieving optimal performance levels. Tharaka Nithi County Government encounters several issues related to personnel output, including inadequate training and skill development, which hinder the effectiveness and efficiency of service delivery. Therefore, the general objective of this study is to examine the effects of performance appraisal on staff output at Tharaka Nithi County Government, Kenya. The specific objectives of the study were to establish the effect of task-based evaluation on staff output and to evaluate the effectiveness of management by objectives on staff output at Tharaka Nithi County Government. The study is anchored on Goal Setting Theory and Equity Theory. A descriptive survey research design was utilized for this research, targeting 344 employees of Tharaka Nithi County Government across five departments. Simple random sampling was employed to select a sample of 103 employees, and questionnaires were used as the primary data collection instrument. Descriptive statistical analysis and inferential analysis were applied to summarize key dataset findings using SPSS version 26 software. Metrics such as means, standard deviations, and variance were utilized, and data were presented in tables and charts. The researcher employed a multivariate regression model for the study. Findings indicated that task-based evaluation and management by objectives have a positive and statistically significant impact on staff output. Based on these findings, the study concludes that self-based evaluation is crucial for improving staff output at Tharaka Nithi County Government. The study recommends that management encourages ongoing support for self-evaluation initiatives by providing necessary training and resources, while also fostering a culture of open feedback and participation among all employees to enhance their engagement and performance.

**Key Words:** Performance Appraisal, Task-Based Evaluation Assessment And Management By Objectives

## Background of the study

Performance appraisal serves as a systematic evaluation process whereby an individual's job performance is assessed against predetermined criteria and objectives. This process provides valuable feedback to employees regarding their strengths, weaknesses, and areas for improvement, fostering their professional development and motivation (Bayo, 2020). In turn, staff output refers to the tangible outcomes or results produced by employees in the form of work output, productivity levels, and task accomplishments. Effective performance appraisal practices, such as setting clear performance expectations, providing regular feedback, and offering developmental opportunities, can positively influence staff output by aligning individual efforts with organizational objectives, enhancing job satisfaction, and encouraging higher levels of engagement and performance (Ibrahim & Cross, 2019). Conversely, high staff output can serve as tangible evidence of effective performance appraisal practices, indicating that employees are meeting or exceeding performance expectations and contributing positively to the organization's success.

Pertaining to time of the Industrial Revolution, Avery (2022) recalls that PAS were the base for assessing the performance of workers. Achievements were plain and were used to determine remuneration. North (2020) and Reeves (2021) state that Performance Appraisals (PAS) started in an effort to logically relate pay to staff outcome. It was more affiliated to physical outcomes, such that remuneration was acclimated overhead or down for workers working exceptionally hard or for lagging before in outcomes. North (2020) highlights that the scheme as unreliable as it was abandoned over time. Seeing the promising capability of appraisal to elicit enthusiasm and drive change in a desirable direction, it was taken on precipitously in the US in the 1950s. Fletcher (2021) appears to have been moved by the wide recognition given to PAS when he stated that Performance Appraisal (PA) is now a politic element of assimilating HR functions and corporate schemes and is now used generally to describe operations by which enterprises use to estimate their workers output in order to determine their pay. Accordingly, both praxis and studies have moved beyond the constricted attention on aptitude tests to contents on experimental performance appraisal (Mohammed et al., 2019). A good PA is typically regarded as promoting progress in the establishment, conferring better remuneration to staff and operation, while a bad one would affect in the contrary.

Coyle (2019) argue that despite the long-standing recognition of the importance of the workforce to organizational progress, a significant majority of companies surveyed in the UK express dissatisfaction with Performance Appraisal Systems (PAS), as they fail to motivate employees. Rudman (2020) further report that 68 percent of a sample of 48 UK establishments are dissatisfied with the scheme. Moreover, Maley *et al.*, (2021) suggest that satisfaction with PAS varies depending on an employee's role within the organization. They also indicate that the effectiveness of PAS may be influenced by the type of organization where it is implemented. Despite widespread criticism, PAS have become deeply entrenched in the management practices of UK institutions, as evidenced by a study conducted by the Chartered Institute of Personnel and Development (CIPD) in 2016, which found that 80% of HR professionals conduct PAs. However, Jozwiak (2018) highlights concerns raised by the management consultancy firm Hay Group, revealing that 50% of government employees and 30% of industry players view appraisals as merely a formality.

In their 2014 'Comparative Analysis of the Impact of Performance Appraisal System on staff productivity in India: A Case Study of Indian and a Multinational Company', Singh et. al., expressed the view that there has been little effort to empirically study the PA variable in India. They assert that generally, PA is seen to be one of the PM tools that could be adopted to evaluate the performance of employees in an organization; and that management of organizations set up

PAS in which employees are rated annually against pre-established performance objectives. Singh and his team found that in organizations, PAS is used for multiple purposes such as evaluation of performance, determination of pay, promotion and so on. To them, this appeared to agree with findings earlier by Cleveland et. al., (2009), and Ostroffs (2010).

### **Statement of the Problem**

Performance appraisal systems can have a significant impact on staff output. According to a study published in the *Journal of Applied Psychology* in 2020, organizations with effective PAS experience higher employee productivity and job satisfaction. Additionally, research conducted from the Society of Human Resource Management (SHRM) in 2022 found out that 90% of employees believe performance evaluations are essential for their professional development which can positively influence their motivation and output. Whereas PAS have encountered common disapproval, they have become intrinsically integrated in the management schemes of the Kenyan government. Performance remains a significant challenge for many counties in Kenya, as achieving desired levels proves difficult. Performance appraisal practices including motivation, self-based evaluation and employee development, are advocated for addressing this issue (Alande, 2017).

Despite the presence of employee development programs, counties still struggle to attain desired performance levels. Henry, Gray, and Schor (2018) highlight a low level of performance due to variations in employee development. Devolution aims to bring resource allocation and management closer to the people, enabling tailored development projects. However, s, inheriting employees from different sectors, face difficulties in achieving set goals. This necessitates an analysis of performance appraisal strategies implemented by these governments to enhance staff output, particularly in the context of devolved administrative authority in Tharaka Nithi County Government, where a clear link between such practices and performance remains unclear among scholars.

Tharaka Nithi County Government faces a number of issues related to personnel output, such as insufficient training and skill development, which makes service delivery less effective and efficient. In addition, there are problems with low employee morale brought on by unsatisfactory working conditions, untimely paychecks, and little chances for professional development. This makes it harder to retain skilled staff and leads to high turnover rates. Furthermore, the lack of explicit processes for performance evaluation makes matters worse by making it difficult to identify and compensate high-performing workers while addressing underperformance. All things considered, these issues make it more difficult for the to carry out its duties and give its citizens high-quality services.

Several studies have been done linking the concepts of the study above for instance Helal (2022) conducted research in these employing quantitative methodologies to assess the impact of performance evaluations on employee performance in Lebanese companies and found out a positive relationship between performance evaluation and employee performance. However, there is a contextual gap arising from the study as it was not conducted in Kenya. Mose (2023) research focused on performance appraisal's influence on employee performance within the Kenyan energy sector, examining goal setting and career plans and found out the appraisal systems influence the employee performance. This research presents a both a contextual and conceptual gap. The concepts used in the research will not be used in this study. Tong (2021) conducted a study examining the impact of performance evaluation on workers' productivity at Standard Chartered Bank in Singapore and found positive correlation between performance appraisal and workers productivity. The research similar to others that have been reviewed in this study presents a contextual gap, the difference in geographical locations and the different

cultures spotlights the contrast in the research. It is with reason that this study tends to address the gap by investigating the effect of performance appraisal on the staff output in Tharaka Nithi County Government.

### **General Objective of the Study**

The general objective of the study is to determine the effects of performance appraisal on staff output in Tharaka Nithi County Government.

### **Specific Objectives of the Study**

- i) To establish the impact of task-based evaluation assessment on staff output in the Tharaka Nithi County Government.
- ii) To establish the effectiveness of management by objectives on staff output in the Tharaka Nithi County Government.

### **Theoretical Framework**

#### **Goal Setting Theory**

Goal-setting theory, pioneered by Locke (1968) posits that specific, challenging goals drive higher performance compared to vague or easy goals. It emphasizes the role of goal commitment and identifies variables like feedback and incentives that influence goal attainment. The theory highlights four mediators—choice, effort, persistence, and strategy—that explain how high goals enhance job performance by directing attention, effort, and motivation towards goal-relevant activities. Moderator variables such as ability, commitment, and situational factors shape the effectiveness of goal-setting, making it a practical approach for improving performance across a wide range of tasks, as evidenced by extensive empirical support (Klein, Cooper, & Monahan, 2013).

Furthermore, goal-setting theory underscores the importance of feedback, resources, and task complexity in achieving goals. Feedback informs individuals about their progress and guides adjustments in effort and strategy, while adequate resources and task complexity affect goal attainment effectiveness (Swan, 2021). Although the theory's impact is greater on straightforward tasks, its efficacy can be enhanced by ensuring individuals possess or acquire necessary skills for handling complex tasks. Latham's (2017) study confirms the enduring relevance of goal-setting theory in understanding workplace motivation. It underscores the theory's utility in predicting and influencing employee behavior, particularly in fostering goal-oriented performance.

Critics argue that goal setting theory oversimplifies motivation by focusing solely on the attainment of specific objectives, neglecting other crucial factors like individual differences and situational constraints. Additionally, it may foster tunnel vision, where individuals become fixated on achieving goals at the expense of broader organizational goals or ethical considerations. Critics also contend that rigid goal structures can stifle creativity and innovation, limiting adaptive responses to unforeseen challenges (Marcuz, 2020). Moreover, unrealistic or overly ambitious goals can lead to stress, burnout, and decreased performance, undermining the theory's effectiveness in complex real-world contexts. However, despite these criticisms, goal setting theory remains valuable for performance appraisal and staff output studies by providing a structured framework to establish clear objectives, enhance accountability, and measure progress effectively.

Performance appraisal systems that integrate goal setting ensure that individual goals are aligned with the company's strategic objectives, fostering a sense of contribution towards the organization's success. This alignment helps in creating a unified direction, where everyone in the organization works towards common goals, enhancing overall productivity and performance (Kyle, 2022). Performance appraisal systems that incorporate regular feedback loops allow employees to understand how their performance aligns with their goals. This continuous feedback helps in adjusting strategies and behaviors to meet set goals. When employees are involved in the goal-setting process, they are more likely to be committed to achieving these goals, which in turn enhances their performance (Brandon, 2019).

### **Equity Theory**

Equity Theory, developed by John Stacey Adams in 1963, focuses on fairness and justice in the workplace. It posits that employees compare their job inputs (effort, experience) and outcomes (salary, recognition) with those of others. Perceived inequities can lead to dissatisfaction and reduced performance. Organizations are attempting to develop a work force that is self-managing and autonomous, a sense of justice becomes even more essential as the glue that holds the organization together and maintains teamwork (Cropanzano & Kacmar, 1995). The essential idea behind equity theory is that when individuals work for an organization they present certain inputs (e.g., abilities or job performance).

Based on what they input in, people expect to get something in return, for example when people input high performance they expect to get a high pay level (Cropanzano, 1993). Adams (1965) expressed this as a ratio of outcomes per inputs. The difficult thing for workers is to determine when a given ratio is fair. Adams argued that individuals determine fairness by comparing their ratio to the ratio of some comparison other; this allows someone to see if a reasonable amount were obtained. Equity theory predicts that low rewards produce dissatisfaction; this would in turn motivate people to take action and reduce the discrepancy between their ratio and the ratio of the comparison other. For example, one might reduce inputs (lower performance), or if possible increase outcomes.

Organizations that aligns equity theory highlights the importance of fairness in appraisal processes. Fair and transparent appraisals can boost employee motivation and in turn improves staff output, while perceived inequities can have detrimental effects (Ovampo, 2020). Therefore, organizations must strive to design and implement equitable appraisal systems to maintain a productive workforce. Employees compare their appraisal outcomes (e.g., raises, promotions, recognition) with their own contributions and those of their colleagues. If employees perceive that they are being appraised fairly and equitably compared to their peers, they are likely to feel more satisfied and motivated. Conversely, if they perceive inequities, such as feeling undervalued compared to colleagues with similar or lesser contributions, their motivation and productivity may decline (Danny, 2019).

### **Conceptual Framework**

#### **Staff Output**

Staff output refers to the measurable results and outcomes produced by employees within an organization. It encompasses the quantity and quality of work completed by staff members, as well as the efficiency and effectiveness with which tasks are accomplished. Staff output can include tangible products, such as reports or completed projects, as well as intangible contributions, such as innovative ideas or improvements to processes. Conceptually, staff output reflects the collective efforts of individuals within a team or department, indicating their

level of productivity, performance, and contribution to organizational goals. It serves as a key metric for assessing individual and team performance, guiding decisions related to resource allocation, performance management, and organizational strategy (Ehsan, 2019).

Staff output includes a number of important metrics. When goals and targets are met, personnel are able to contribute to the success of the organization by meeting key performance indicators. This is reflected in the achievement of objectives (Alam & Hassan, 2020). Evaluating the learning and training needs of staff members helps to pinpoint areas in which they need to continue developing their skills in order to grow as individuals and as a company. The timely completion of work assesses the productivity and time management skills of employees in completing tasks and projects. This is important for maintaining productivity levels and overall organizational efficiency.

### **Task Based Valuation and Staff Output**

Task-based evaluation centers on evaluating a person's performance according to how well they can finish tasks that have been allocated to them on time. One of the most important components of this evaluation approach is timely project completion. To guarantee that tasks are completed within the allotted time, it entails establishing reasonable deadlines and practicing good time management. Organizations can assess a person's productivity, time management abilities, and task prioritization skills by evaluating this component (Kim, 2014). Employers can pinpoint areas for improvement and offer resources or support to boost productivity and regularly meet deadlines by measuring timely completion.

Another essential element of task-based grading is adherence to criteria unique to a given job. It entails abiding by accepted practices, conventions, and guidelines pertinent to the particular position or assignment. This consists comprehending the demands of the position, paying close attention to instructions, and abiding with organizational or industry rules. Assessing compliance with the rules guarantees performance uniformity and reduces mistakes or divergences that may affect efficiency or quality (Stewart, 2019). It also shows a person's professionalism, attention to detail, and dedication to producing work that either meets or above expectations. Organizations can preserve operational integrity and uphold standards of excellence by evaluating adherence to rules.

To get the best results in task-based evaluation, resources must be used effectively. It entails making the most of all of the resources at hand, including staff, equipment, funds, and time, in order to do tasks quickly and affordably. Assessing how well people distribute and manage resources to get desired outcomes while reducing waste or inefficiency is the evaluation of resource utilization (Collins, 2018). This entails finding ways to simplify procedures, cutting costs that aren't essential, and utilizing the resources that are already accessible to improve output. Organizations can improve overall performance and competitiveness, pinpoint areas for improvement, and put policies into place to optimize resource allocation by reviewing how they use their resources (Bailey, 2018).

### **Management by Objectives and Staff Output**

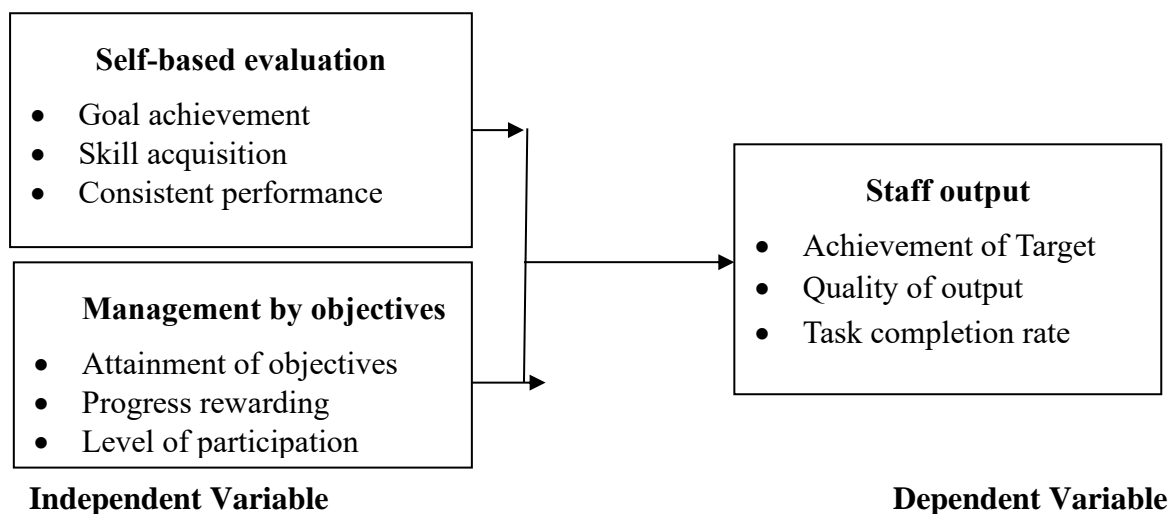
Systems such as Management by Objectives (MBO) are prime examples of how employee performance evaluation prioritizes results by evaluating how well individuals accomplish predetermined job goals. Usually, managers work with staff members to establish these goals. After setting goals, workers evaluate themselves, according to Kuranchie-Mensah & Amponsah-Tawiah (2016). They note the abilities required to reach the objectives and

frequently recognize their own advantages and disadvantages. As such, it is up to people to keep on their own personal development.

The MBO approach assumes that staff qualities required for job performance can be consistently recognized and quantified, which helps to solve several issues. In contrast to other methods, it places more emphasis on observable results rather than making assumptions about character attributes. According to Islami *et al.*, (2018), attaining or surpassing predetermined goals constitutes good performance, and real outcomes rather than projected success or subjective assessments of ability are used to evaluate performance.

The fundamental tenet of the MBO approach is that while personal features and qualities may or may not impact performance, outcomes are immediately visible. Kuranchie-Mensah & Amponsah-Tawiah (2016) point out that it is difficult to dissect the complex elements influencing worker performance. Supporters contend that employee performance cannot be examined in the same way that an engine's components can be understood by dissecting it. However, as stressed by Nilasari *et al.*, (2021), the outcome can be confidently observed and assessed once all the components are in place.

### Conceptual Framework



**Figure 2.1 Conceptual Framework**

### Empirical Review

Organizations continually grapple with the challenge of motivating their employees, characterized by the stimulation, guidance, and sustained engagement towards purposeful activities. Acknowledging the pivotal role of workers in a company's future trajectory and reputation, they emerge as its most crucial yet complex resource, being simultaneously valuable, costly, and variable. Helal (2022) conducted research in this realm employing quantitative methodologies to assess the impact of performance evaluations on employee performance, particularly focusing on the correlation between 360-degree appraisals and motivation. Conducted in Lebanese companies, this study distributed surveys via Google Forms to 100 respondents, with data analyzed using SPSS. The findings, presented through descriptive and inferential statistics, underscore a direct association between management by objectives, 360-degree appraisals, performance evaluations, and organizational performance.

Annually, governments and corporations allocate significant resources to employee performance evaluation, this prompted Mwema (2018) study which investigated its impact on

productivity, focusing on the World Health Organization (WHO). Specifically centered on the Kenya Country Office, Garissa sub-office, Somalia, and Sudan offices, utilizing a descriptive design. Regression analysis was employed to ascertain the correlation between performance appraisal and productivity. The findings suggest that frequent appraisal, utilizing targets, accomplishments, organizational goals, time management, and efficiency, correlates with increased productivity. Thus, organizations are advised to implement performance appraisal systems to identify training needs, enhance goal achievement, facilitate improvement for underperforming employees, optimize time management, inform promotion decisions, and foster employee collaboration.

Mose (2023) research focused on performance appraisal's influence on employee performance within the Kenyan energy sector, examining goal setting, career plans, competency-based evaluation, ongoing feedback, and incentives. Using an explanatory sequential design, data was gathered from 801 participants across all management levels in Kenya Power Ltd., Kenya Electricity Transmission Company Ltd., and Kenya Electricity Generating Company PLC. Results indicate that performance appraisal enhances productivity and effective feedback is vital for employee service delivery. Adequate feedback fosters accountability, skill identification, and motivation, leading to improved performance. The study recommends optimizing performance management practices, emphasizing each employee's contribution to organizational goals during performance reviews.

Grossi *et al.*, (2020) conducted a survey to explore the influence of performance evaluation on employee productivity at the Federal Ministry of Education Headquarters in Malmo. The study involved 450 workers from this location, with a sample size of 245 determined using the Taro Yamane method. Data was collected through standardized questionnaires, and both descriptive and OLS analyses were employed for examination. Results indicated a significant positive impact of performance assessment and worker feedback on employee productivity, while employee training and compensation showed a positive but nonsignificant effect. Together, performance evaluation, feedback, training, and remuneration explained 53.5% of the variance in productivity. The report suggests adopting a multi-assessment approach to enhance objectivity and minimize bias in employee evaluations within the Ministry.

Nufus and Supratikta (2020) conducted a study investigating the impact of performance evaluation on employee productivity, using the World Health Organization (WHO) as a case study with a focus on China. Employing a descriptive design, the research aimed to determine how performance evaluation influenced worker productivity. Regression analysis was utilized to assess this relationship. The findings emphasized the importance of frequent employee evaluation using metrics such as objectives, achievements, organizational goals, time management, and efficiency to enhance productivity. The study recommends implementing performance evaluation systems to aid in identifying training needs, supporting goal attainment, facilitating improvement for underperformers, promoting effective time management, enabling informed promotion decisions, and fostering employee collaboration. Conducting regular staff evaluations is suggested to enhance overall productivity.

Tong (2021) conducted a study examining the impact of performance evaluation on workers' productivity at Standard Chartered Bank in Singapore. Their objectives included investigating the relationships between job satisfaction, employee motivation, productivity, and career advancement. Using a descriptive design, the study involved 215 out of 542 employees from 20 branches, utilizing self-administered questionnaires for data collection. Descriptive statistics and regression analysis were employed to analyze the data. Results indicated that fair compensation and managerial support increased job satisfaction and subsequently productivity. Furthermore, the performance reward system, equitable remuneration, and conducive working



environment enhanced employee motivation through performance evaluation processes. The study highlighted the positive influence of performance evaluation on career advancement through professional development and alignment of employee objectives with company goals.

Alsuwaidi (2020) conducted a study investigating the effects of performance evaluation on employee productivity in Punjab, India's healthcare sector, with Sandhu Lifecare Hospital as the case study. Utilizing expectancy theory and Maslow's Hierarchy of Needs theory, the research employed a cross-sectional descriptive research design. Targeting 150 workers at Sandhu Lifecare Hospital, 120 were included in the sample. Questionnaires were the primary data collection tool, analyzed using descriptive statistics such as means, averages, and percentages. The study emphasizes the significance of performance review feedback in evaluating individual performance against predefined standards and expectations, providing valuable insights for employers to enhance productivity.

## **RESEARCH METHODOLOGY**

### **Research Design**

Descriptive survey research design was utilized in this research. Mugenda and Mugenda (2003) explains it as a structured framework aimed at gathering data to describe characteristics or behaviors within a population, by employing standardized questionnaires or interviews, this design allows for the systematic collection of data from a representative sample of employees, enabling researchers to explore various facets of performance appraisal, including methodologies, evaluation criteria, and employee perceptions. The structured nature of the design facilitates the comparison of different variables, identification of trends, and generation of insights that can inform decision-making and drive improvements in performance appraisal processes

### **Population of the Study**

This study targeted employees of Chuka County Referral Hospital County. According to Chuka County Referral Hospital County HR manual (2017), Chuka County Referral Hospital County as an employer has a workforce of 344 and distributed across 5 departments

### **Sampling Technique and Sampling Size**

To come up with an appropriate study sample, the study utilized stratified based on level of management. The strata's was top management, middle management and lower-level management. Purposive sampling then used to pick employees to participate in the study. According to Mugenda and Mugenda (2019), 10-30% of the population can be used as a sample to represent the entire population. This study targeted 30% of the population for the study sample. This is equivalent to 103 workers

### **Data Collection Procedure**

According to Saldaña (2015), researchers should seek authorization before data collection. Kilimi (2022) suggests thorough planning to ensure data accuracy, both secondary and primary. The researcher acquired an approval letter from Jomo Kenyatta University, facilitating access to data sources. Additionally, a research permit from the National Council for Science, Technology, and Innovation (NACOSTI) was obtained to legitimize research activities. This served as evidence that data was solely utilized for the study's objectives.

## Data Processing and analysis

The finished surveys were checked for blunders and then they were coded. Descriptive statistics were used to analyze the data. Descriptive statistical analysis and inferential analysis was applied in summarizing key dataset using the SPSS version 26 software. Metrics such as means, standard deviations and variance were utilized. Data was presented in tables and charts.

The researcher employed a multivariate regression model for the study. The research used the regression method because of its ability to test the nature of the influence of independent variables on a dependent variable. Regression is able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicts the value of the dependent variable. Therefore, the researcher used linear regression analysis to analyze the data. In this study, the following regression equations were used to test the significance of the study hypotheses:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \varepsilon$$

Y = Staff output B<sub>0</sub>= Constant X<sub>1</sub>= Self based evaluation X<sub>2</sub>= Management by objectives

B<sub>1</sub>, B<sub>2</sub>, B<sub>3</sub> and B<sub>4</sub> are constants for each independent variable

## RESEARCH FINDINGS AND DISCUSSIONS

### Descriptive Statistics

#### Descriptive Statistics for Task-based evaluation

The study assessed the descriptive statistics of task-based evaluation among employees at Chuka County Referral Hospital, with descriptive statistics conceptualized to analyze how employees perceive their ability to complete tasks effectively. The findings are presented in Table 4.1, which includes responses from 87 participants regarding various task-based evaluation statements.

**Table 4.1: Descriptive Statistics for Task-based evaluation**

	SD	D	N	A	SA	Mean	Std. Dev
Employees have the resources needed to complete tasks on time	% 29.90	13.80	6.90	37.90	11.50	2.87	1.48
Employees consistently deliver high quality work.	% 29.90	6.90	1.10	50.60	11.50	3.07	1.50
Employees demonstrate high level of accuracy and precision in their work.	% 29.90	12.60	11.50	46.00	0.00	2.74	1.32
Employees complete task ahead of the set deadline.	% 29.90	8.00	13.80	48.30	0.00	2.80	1.32
Employees always follow the laid down procedure to deliver high quality work	% 23.00	14.90	31.00	31.00	0.00	2.70	1.14
Employees make use of the resources provided in the most effective manner.	% 11.50	0.00	11.50	41.40	35.60	3.90	1.23
<b>Task-based evaluation</b>						<b>3.01</b>	<b>1.21</b>

Findings from Table 4.1 revealed that 37.9% of respondents "Agree" that they have the resources needed to complete tasks on time (Mean = 2.87, Std. Dev = 1.48), indicating some uncertainty about resource availability and potential obstacles faced in task completion. Similarly, the statement "Employees consistently deliver high-quality work" garnered a slightly (Mean = 3.07, Std. Dev = 1.50), with 50.6% agreeing, suggesting that while many employees feel they deliver quality work, there is still a significant minority who may doubt the consistency of this quality.

Additionally, responses to "Employees demonstrate a high level of accuracy and precision in their work" (Mean = 2.74, Std. Dev = 1.32), implying a need for improvement in this area, echoed by the similar mean score of 2.80 (Mean = 2.80, Std. Dev = 1.32) for the statement "Employees complete tasks ahead of the set deadline." The evaluation reflected a similar concern regarding the adherence to established procedures, with a mean score of 2.70 (Mean = 2.70, Std. Dev = 1.14), indicating that not all employees consistently follow protocols to ensure high-quality outputs.

On a more positive note, the statement "Employees make use of the resources provided in the most effective manner" received the highest mean score of 3.90 (Mean = 3.90, Std. Dev = 1.23), with 35.6% of respondents indicating "Strongly Agree," suggesting that employees feel competent in utilizing available resources efficiently. Overall, the average score for task-based evaluation is 3.01 (Mean = 3.01, Std. Dev = 1.21), reflecting a moderately positive perception of task completion and resource effectiveness. The findings indicate that while there are strengths in resource utilization and quality of work, there are also key areas needing attention to improve consistency in performance and procedural adherence, thereby enhancing overall operational effectiveness within the hospital.

### Descriptive Statistics for Management by Objectives

The study assessed the descriptive statistics of Management by Objectives (MBO) among employees at Chuka County Referral Hospital, conceptualized as a framework that aims to improve employee participation, promote the attainment of organizational objectives, enhance progressive rewards for consistency, and involve employees in the goal-setting process. The findings are presented in Table 4.2, which includes responses from 87 participants regarding various statements related to MBO.

**Table 4.2: Descriptive Statistics for Management by Objectives**

	SD	D	N	A	SA	Mean	Std. Dev	
Management by objectives improves employee participation	%	42.5	19.5	18.4	12.6	6.9	2.22	1.31
Management by objective promote attainment of objectives.	%	6.9	26.4	18.4	41.4	6.9	3.15	1.11
Level of employee participation always affect attainment of objective	%	6.9	11.5	32.2	49.4		4.06	1.26
Management by objective enhances progressive rewarding of employees	%	18.4	6.9	12.6	50.6	11.5	3.30	1.30
Employees are progressively rewarded because of their consistency	%	20.7	11.5	33.3	34.5		3.82	1.13
Employees are always involved in setting objectives.	%	18.4	25.3	18.4	37.9		2.76	1.15
<b>Management by objectives</b>							<b>3.22</b>	<b>0.71</b>

Findings showed that a significant 42.5% of respondents disagreed with the statement "Management by objectives improves employee participation," (Mean = 2.22, Std. Dev = 1.31), indicating that employees may not perceive MBO as an effective tool for enhancing their engagement in decision-making processes. Conversely, the statement "Management by objectives promotes the attainment of objectives" (Mean = 3.15, Std. Dev = 1.11), with 41.4% of participants agreeing, suggesting that while participation may be limited, employees believe that MBO facilitates the achievement of set goals. Notably, the statement "Level of employee participation always affects the attainment of objectives" (Mean = 4.06, Std. Dev = 1.26), with 49.4% of respondents agreeing, emphasizing the critical role that active participation plays in reaching organizational goals. This suggests that while employees may feel excluded from the MBO process, they recognize the value of participation in successfully achieving objectives. The item concerning "Management by objectives enhances progressive rewarding of employees" also showed a relatively positive perception, with a mean score of 3.30 (Mean = 3.30, Std. Dev = 1.30) and 50.6% of respondents agreeing, indicating that a significant number of employees see a link between MBO and rewards based on their performance.

Moreover, the statement "Employees are progressively rewarded because of their consistency" scored a mean of 3.82, with 34.5% of participants agreeing, suggesting that employees feel acknowledged for their consistent efforts under the MBO framework. However, the statement "Employees are always involved in setting objectives" had a lower mean of 2.76, with only 37.9% of respondents agreeing, reflecting concerns about inclusivity and suggesting that not all employees feel sufficiently involved in the goal-setting process. Overall, the average score for Management by Objectives is 3.22, indicating a moderately positive perception of the approach. The findings highlight areas for improvement, particularly regarding employee participation in the MBO process. Enhancing involvement in setting objectives may lead to greater engagement and support, ultimately driving better outcomes for both employees and the organization as a whole.

### Correlation Analysis

Correlation analysis, as depicted in Table 4.3, unveils the outcomes aimed at investigating the relationships between dependent and independent variables within the studied context. Pearson Correlation Coefficients ( $r$ ) were employed to measure the strength, direction, and significance of these relationships. The Pearson Correlation Coefficient ( $r$ ), ranging from -1 to 1, is a statistical measure used to gauge the linear relationship between two variables. A larger absolute value of ' $r$ ' signifies a stronger association. Further elaboration on the outcomes of this analysis is detailed below.

**Table 4.3: Correlation Analysis**

		SO	TBE	MBO
staff output (SO)	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	87		
task-based evaluation (TB)	Pearson Correlation	.604**	1	
	Sig. (2-tailed)	0.000		
	N	87	87	
Management by objectives (MBO)	Pearson Correlation	.504**	.419**	1
	Sig. (2-tailed)	0.000	0.000	
	N	87	87	87

The analysis reveals that the correlation between staff output and self-evaluation is notably strong ( $r = 0.612$ ,  $p < 0.01$ ). This suggests that higher levels of self-evaluation are associated with better staff output, indicating that employees who actively assess their performance tend to deliver higher-quality work. Additionally, staff output also exhibits a strong correlation with task-based evaluation ( $r = 0.604$ ,  $p < 0.01$ ). This indicates that employees who perceive their task evaluation processes positively are likely to demonstrate higher output levels.

Furthermore, staff output is positively correlated with management by objectives ( $r = 0.504$ ,  $p < 0.01$ ). This correlation suggests that clear goal-setting and alignment of objectives with employee responsibilities can enhance staff performance. Overall, the results from Table 4.3 highlight the significant relationships between staff output and various performance evaluation measures. The strong correlations with self-evaluation, task-based evaluation, 360-degree feedback, and management by objectives suggest that incorporating these practices can play a crucial role in enhancing staff performance

### Regression Analyses

Regression analysis is a collection of statistical techniques that draw inferences about causal-effect relationships among interrelated variables (Sarstedt & Mooi, 2014). Since these techniques are applicable in every field of study, the regression model was the most important in testing the hypotheses.

### Multiple Regression Model for Effect of Performance Appraisal on Staff Output in Chuka County Referral Hospital

Multiple regressions was used to determine the combined effect of Performance Appraisal (task-based evaluation and management by objectives) on staff output. The presented model summary, ANOVA, and coefficient of estimates are in tables 4.30.

**Table 4.4: Multiple Regression Model Summary for Performance Appraisal on Staff Output**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.708a	0.501	0.477	0.62237

a Predictors: (Constant), management by objectives and task-based evaluation

Findings showed that the R-squared value, which stands at 0.501, indicates that approximately 50.1% of the variation in staff output can be attributed to the combined effects of management by objectives, 360-degree feedback, self-evaluation, and task-based evaluation (R square = 0.501). The adjusted R-squared value of 0.477 offers a more conservative estimate, accounting for the number of independent variables included in the regression model. This value reaffirms the findings from the R-squared and indicates that around 47.7% of the variance in staff output is explained by the predictors when adjustments for the number of variables are made. This suggests that, while these performance appraisal methods are influential, there is still approximately 52.3% of variability in staff output that may be influenced by other factors not included in the model

A linear regression F-test was conducted using ANOVA to determine the goodness of fit for the multiple regression model on the effect of Performance Appraisal (task-based evaluation and management by objectives) on staff output. The results are presented in table 4.5.

**Table 4.5: ANOVA for Performance Appraisal on Staff Output**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.9	2	15.95	20.589	.000b
	Residual	31.762	84	0.387		
	Total	63.662	86			

a Dependent Variable: staff output

b Predictors: (Constant), management by objectives, 360degreefeedback, self-evaluation, task-based evaluation

The ANOVA results presented in Table 4.5 assess the impact of performance appraisal on staff output. The regression model achieved a significant F value of 20.589, with a p-value of 0.000, which is less than the threshold of 0.05. This indicates that the multiple regression model examining the effect of management by objectives, 360-degree feedback, self-evaluation, and task-based evaluation on staff output was statistically significant and demonstrated a good fit. The significant F value reflects that the model adequately captures the relationships between the independent variables and the dependent variable, confirming that the combined performance appraisal methods have a meaningful impact on enhancing staff output. Thus, the model effectively illustrates the influence of these appraisal practices on staff performance at Chuka County Referral Hospital.

Findings in Table 4.14 present the coefficients for the relationship between performance appraisal and staff performance at Chuka County Referral Hospital. These coefficients provide insights into how changes in performance appraisal, such as management by objectives and task-based evaluation, are associated with changes in firm performance.

**Table 4.1: Coefficients for performance appraisal and staff output**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.462	0.333		1.389	0.169
	Task- based evaluation	0.207	0.113	0.218	1.833	0.000
	Management by objectives	0.243	0.106	0.212	2.300	0.024

a Dependent Variable: staff output

The first objective of the study was to establish the impact of task-based evaluation on staff output in Chuka County Referral Hospital. Findings showed that task-based evaluation has a standardized coefficient of ( $\beta = 0.218$ , p-value =  $0.000 < \alpha = 0.05$ ), suggesting it significantly enhances staff output through timely project completion and adherence to job-specific criteria. Previous studies, such as those by Kim (2014), validate that task-based evaluations are crucial for assessing productivity and time management, reinforcing the current finding that timely completion leads to improved staff output. Stewart (2019) emphasizes the importance of adherence to job-specific guidelines, further supporting the current study's conclusions regarding the need for compliance to maintain performance consistency. Similarly, Collins

(2018) and Bailey (2018) highlight the necessity of effective resource utilization, which the current results also underscore. Thus, the current findings are consistent with the literature, emphasizing the role of task-based evaluation in enhancing employee performance and productivity.

The second objective of the study was to establish the effectiveness of management by objectives on staff output in Chuka County Referral Hospital. Findings showed that the standardized coefficient for management by objectives is ( $\beta = 0.212$ ,  $p\text{-value} = 0.024 < \alpha = 0.05$ ), illustrating a significant relationship between this method and enhanced staff output. The current findings agree with Kuranchie-Mensah and Amponsah-Tawiah's (2016) assertion that MBO effectively focuses on results by evaluating how well employees accomplish set objectives. Islami et al. (2018) further support this by highlighting that outcomes observed through MBO are a critical measure of performance. The idea that MBO facilitates personal development is echoed in the findings of Helal (2022), who notes that tying performance evaluations to clearly defined objectives results in increased productivity. Thus, the current study aligns well with previous research, supporting the notion that MBO is a valuable tool for enhancing employee performance and ensuring clear alignment between individual and organizational goal

## **Conclusions**

Similarly, the study concludes that task-based evaluation significantly influences staff output. While some respondents feel they have the necessary resources to complete tasks on time, uncertainties regarding resource availability persist. The overall perception of task completion and resource effectiveness reflects a moderate level of confidence, indicating improvements in accuracy, precision, and adherence to procedures are needed. The correlation between staff output and task-based evaluation suggests that employees who perceive their evaluation processes positively are likely to demonstrate higher output levels.

Lastly, the study concludes that management by objectives is influential in improving staff output. While many respondents do not perceive MBO as an effective tool for enhancing engagement in decision-making, they recognize its importance in facilitating goal achievement. The positive correlation between staff output and management by objectives indicates that clear goal-setting and alignment with organizational objectives are vital in enhancing performance. Overall, the study emphasizes the need for a more inclusive approach in the MBO process to boost employee engagement and drive favorable organizational outcomes.

## **Recommendations**

Based on the conclusion that task-based evaluation significantly influences staff output, the study recommends that management train supervisors to provide clear guidelines and expectations regarding task completion standards. Policies should be formulated to emphasize adherence to established procedures, ensuring that all employees understand the importance of consistency in performance. Moreover, implementing regular check-ins on ongoing projects and developing performance metrics that allow for tracking task completion will enhance accountability and operational effectiveness within the hospital.

Based on the conclusion that management by objectives effectively improves staff output, the study recommends that management actively involve employees in the goal-setting process to ensure alignment with organizational objectives and foster a sense of ownership. Policies should be established to regularly evaluate the MBO processes for their effectiveness in driving engagement, while inclusion-focused practices should be implemented to guarantee all employees are involved in setting objectives. Additionally, developing a structured framework

for setting, reviewing, and achieving objectives with clear timelines and performance indicators will enhance commitment and clarity of expectations among staff.

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