

**EFFECTS OF EMPLOYEES PERFORMANCE APPRAISAL STRATEGY  
ON STUDENT PERFORMANCE IN NAIROBI. A CASE OF PUBLIC  
SCHOOLS IN UTAWALA**

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**This research project is presented and submitted to the Department of  
Education and distance learning as for partial fulfillment of Post Graduate  
Diploma in Education course at the University of Nairobi, Kenya.**

**SEPTEMBER, 2020**

## DECLARATION

I express that this research project is my original work and has not been presented to any university for the postgraduate diploma in education award.

Signature.....Date .....

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L40/5127/2017

This Research project has been submitted for examination with my authority as the University Supervisor.

Signature..... Date.....

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## **DEDICATION**

I commit this research project to my mother, Jane Odiwuor who has always acted as a mentor in my entire life.

## **ACKNOWLEDGEMENT/APPRECIATION**

My gratitude goes to my supervisor Caren Awilly who continually supported me and served as a source of inspiration. Completion of this research report could have been more challenging task without her unreserved commitment.

I extend my appreciation to my lecturer Eunice Abuya for her effort and guidance during this study. I also want to recognize the team that assisted me in data collection and processing. I am greatly indebted to my fellow post graduate of education classmates who delivered useful information and ensured enabling environment for acquiring data which was then analyzed to produce useful information required to complete this study.

## **ACRONYMS/ABBREVIATION**

GoK:	Government of Kenya
MoE:	Ministry of Education
PA:	Performance Appraisal
TPAD:	Teacher performance appraisal and development
UNESCO:	United Nation's Educational, Scientific and Cultural Organization
ICT:	Information and communication technology

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## **ABSTRACT/SUMMARY**

The topic for this study sought to assess the effect of employee performance appraisal strategy on the students' performance in Nairobi. A case of Utawala schools. The objectives of this research includes determining how reward system, training and set targets on employee's appraisal strategy affects student performance in utawala schools. Literature review was also conducted. This research adopted descriptive survey design to find out to what degree does training, reward, and set targets affects employees performance appraisal strategy on student performance. Convenience sampling procedure was used to select a descriptive research design. The target population for the study was 250 teachers in utawala Sub County with a sample size of 42 respondents. The study employed the use of questionnaires to collect primary data while secondary data was collected through documentation. Quantitative data was analyzed by the help of statistical package for social science into frequencies and percentages. The findings obtained in chapter four clearly shows that reward is amajor factor affecting employees appraisal strategy on student performance. Reward system conributes by 76.19%, followed by training which takes 19.05% and lastly set targets with only 4.76%. In conclusion, it became clear that reward system majorly influences employees performance appraisal strategy on student performance. This research has shown that highly motivated employees tend to be productive in their work place leading to efficiency in service delivery and the general output. Employees can be rewarded not only through salary and wages, but through better services, recognition, conducive working environment and provision of incentives. This study recommend that there should be development of clear procedures for rewarding good performance to avoid complains on favoritism. Utawala schools needs to evaluate the kind of reward to adopt in order to realize better performance in schools. Human resource department in the education sector should come up with appropriate packages and attractive schemes of service to their employees to increase their productivity thus resulting into quality services offered to students.

# CHAPTER ONE INTRODUCTION

## 1.1 Background of the Study.

For one to develop a productive and effective organization, they are required to monitor performance appraisal as a means of personal growth and development. Performance appraisal involves evaluation of employees on how they perform their duties to meet the set targets.

Kenyan education system is facing various challenges like an increased enrolment resulting from demand of knowledge. For, there is need to improve the quality of education, the education industry has witnessed tremendous growth.

Quality education is a major concern in public schools in Kenya as it plays a very important role of sustainable development in the country. Teacher appraisal system was introduced in Kenyan schools in the year 2016 to try in improving the quality of education though it is a system which had failed in many countries like China. Poor quality education system has been witnessed for a long time in Kenyan schools and is believed to be caused by increased enrolment in schools due to free primary and secondary adoption, poor remunerations of teachers leading to lack of motivation on the part of the school employees.

According to Beardwell and Claydon, (2010) factors like training services, job security and working condition contributes a lot on how individuals perform their task at work place other than the reward scheme. Qureshi et al, (2010) admit that reward might have beneficial effect as well as negative effect on the employee's performance in different sectors of the society, therefore there is need to determine to determine the effect of reward in the education sector.

UNESCO,( 2014) emphasized on different ways to achieve quality education, it proposed different ways of evaluating the teacher in order to come up with a feedback on ways to achieve quality through effective teaching, even though it has been proven that increased inspection decreases the morale of employees during their work.

TSC, (2015) suggested that in order for the country to realize quality education, they had to develop and introduce a TPAD which is able to monitor teachers attendance, classroom performance, creativity, innovation and the integration of ICT in teaching and learning process. In TPAD, teachers are evaluated on the use of schemes of work, lesson plan and notes but still there is a great challenge in realizing quality of education and better performance among students Macharia, (2017). Therefore there is need and necessity to identify the new approaches for motivation of school employees in order to realize better performance by students in Utawala schools.

Teachers prefer professional development in order to keep them updated to the new trends in the education sector. School employees also need feedback to improve their performance therefore the use of TPAD comes in handy in trying to solve the problem of poor performance in schools.

According to Zaman, (2011) reward system largely contributes to the performance of employees. A study by H. Muchiri, (2016) in hospitality industry did not look at the effect of reward in other sectors like the education sector, therefore, this study tries to fill this gap by looking at the extent in which reward, training and set targets influence student performance. The study therefore sought to assess the influence of employee's performance appraisal strategy on student performance in Utawala public schools.

According research carried out by Lee and Smith (1997) suggested that motivation plays an important role on teacher's performance which result into better performance. Studies carried out by wamai, (1991) indicates that academic performance of student is greatly influenced by the education qualifications of the teacher.

Adeyemi (1998) argue that professional and academic qualification plays a major role in performance of student in schools the unqualified teachers contributes to less performance in schools consequently those teachers who are qualified performs their duties in anon conducive environment also tend to be less dedicated with their work thereby resulting into poor performance in schools. It is noted that teacher's feels that they do a lot of work with

less remuneration as compared to their counterparts in the civil service though they have equivalent academic qualification as put down by Okumbe (1992).Teacher student ratio has become an issue in many schools in Kenya therefore the teacher feels more obligated thus resulting into low morale and less productivity. Gabris and Ihke (2001) concluded that performance appraisal plays different roles like providing feedback to workers so that they are able to rate their performance level with what they are expected to do. It is also used to control behavior of workers and lastly determine the reward they receive as compensation. Mani (2002) on solving the problem of poor performance through motivation, suggested that performance appraisal help managers to be able to identify poor performance by looking at the areas of weaknesses thus improving productivity

According to GoK, (2010) there is need to provide quality education in order to realize Kenya vision 2030 through innovation, science and technology, this will enable Kenya to compete globally and promote efficiency and effectiveness in various sector of the economy. This study therefore aim at providing solutions on the quality of education offered in Utawala schools.

## **1.2 Problem Statement**

Education is a very important sector in Kenya plays a crucial role of imparting knowledge and skills to its citizen.it has a very high population both of permanent and temporary employees. Its core mandate is to produce high quality education to learners. This includes performance contracting, performance appraisal system and has a specific target on employees' satisfaction. Even the coordinators have tried in ensuring that teachers to appraise themselves and to regularly submit the appraisal report on time and for them to try meeting the target. There has been a concern that schools are losing many qualified school employees to other well established sectors without attracting. Others. Consequently, this has resulted into poor performance in many public schools. This has created a bad image to public schools and many parents opt for private schools where they believe there is quality of education being offered.

A study by H. Muchiri, (2016) in hospitality industry did not look at the effect of reward in other sectors like the education sector, therefore, this study tries to fill this gap by looking at the extent in which reward, training and set targets influence student performance. The study therefore sought to assess the influence of employee's performance appraisal strategy on student performance in Utawala public schools.

### **1.3 Objectives of the study**

To determine how reward system on employees performance appraisal strategy affects student performance.

To establish how training of employees performance appraisal strategy affects student performance.

To evaluate how set targets on employee's performance appraisal strategy affects student performance.

### **1.4. Research Questions**

To what degree does training of employees appraisal strategy affects students' performance?

To what extent does reward system on employees performance appraisal strategy influence student performance?

To what degree does set targets on employee's performance appraisal strategy influences student performance?

### **1.5 Justification of the study**

Most of the studies conducted in the field of Human resource focuses on the factors of employee job satisfaction and the effects on employee performance. This study is designed to offer managers an overview of advantages of performance appraisal in running a modern organization to create strategic advantage and how it can enhance performance. Organizational managers will benefit by understanding the concept's importance in creating harmony and satisfaction in the job place thus improving productivity. To the

labour organizations and the government, the study aims at giving light to better labour policies and fair treatment of school employees.

Due to poor reward scheme and low motivational level many employees leave the service to look for exciting opportunities and the ones left behind have low morale and are unproductive at their work places due to lack of proper appraisal techniques. This eventually reaches a level which is an acceptable therefore creating a need to research to assess factors influencing employee's performance appraisal strategy on student performance.

With the main focus being to target improvement in students' performance through carrying out performance appraisal system on employees, understanding the factors that mainly influences employees performance is a key challenge in ensuring effectiveness and efficiency at work place.

### **1.6 Significance of the Study**

The study was conducted in Utawala schools, to understand the effects of employee's performance appraisal strategy on student performance. The aim of this research is to reveal the variables which has a causal effect on the employees' performance. The three factor being investigated on this study includes the effect caused by training, reward system and set targets on employee's performance and also tries to investigate if the performance appraisal system provided is efficient enough to improve employee's productivity at work place. The information obtained from this study acts as a decision making tool for the managers in MoE and schools, in order to come up with effective educational policies to improve the quality of education in the country. The end result of this research project study is to manage employees' performance and create job satisfaction in order to realize better performance in schools.

### **1.7. Research Scope**

This research focuses on factors influencing performance appraisal on employee performance in Utawala schools. It includes both permanent and temporary employees who work in institution of learning in the education sector. The study focuses on non-financial

performance appraisal. School has no control on financial incentives such as salary increments which is determined by the government together with the trade unions through the collective bargaining agreement. According to survey by Bora Soft Communication in the year 2010 recommended the use of performance appraisal strategy to boost employee satisfaction. Also, Herzberg (1957) stated that performance appraisal as an effective tool for performance management and does create satisfaction of employees in an institution. This study focuses on the influence of employees' performance appraisal strategy on student performance.

### **1.8 Delimitation of the study**

The study was delimited to secondary schools found in utawala Sub County, targeting a population of 250 teachers and school employees located in different schools. Data was collected by the use of questionnaires some of the independent variables which was put into test includes reward system, training and set targets and how they influence performance of students in Utawala schools.

### **1.9 Limitations of the Study**

The study faces limitations; especially concerning their financial aspect of life. Limited time of conducting the study made certain information from employees not captured and given the poor condition of infrastructure, employees were not motivated to get time to respond to the researcher questions as certain places were inaccessible.

### **1.10 Assumption of the study**

The first assumption was that the sample size used in the research (42) represent the total population of 250 targeted by this study. It was also assumed that all the questionnaires distributed to the respondent were all collected completely filled up, which was never the case.



### **1.11 Definition of significant terms**

- Reward system:** It refers to the allocation of compensation and benefits to individual employees appreciating the effort they put in their work as a result of employees following standards, rules and procedure established.
- Set targets:** These are goals to be achieved in any organization, in order to achieve a given task, objectives are noted down and the time limit to achieve them.
- Performance appraisal:** It refers to the method by which employees' performance is evaluated and documented. It is a systematic evaluation of employee's performance to understand their abilities for further growth and development in their work place.
- Training :** refer to the teaching and learning activities carried out for the purpose of members of an organization to acquire and apply the knowledge skills and abilities needed for a particular task in an organization

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1. Introduction**

Literature review involves looking at past studies which are related to the topic of this study. It contains the empirical literature, theoretical literature among other integral areas of performance appraisal system are to be covered in this study.

#### **2.2 Concept of Employees Performance Appraisal Strategy.**

Performance appraisal plays a major role in the field of management by trying to hold individual's workers accountable as put down by Morrissey (1983). The practice of evaluating employee's performance has increased in the recent times though it has existed for a very long time.

According to Naff et al. (2013) performance appraisal was enacted in the federal agencies of the American people to help in the identification of either the weaknesses or strength of employees in the federal agencies. This was majorly required in setting up of the right parameters for payment of workers.

Due to inadequate funding and different job levels among workers in the different agencies, there was disapproval of this system of performance appraisal indicating that it leads to unfairness.

Broderick and Mavor (1991) on pay for performance. Pay for performance led to demotion of employees whose performance were realized to be below the level set for them and also eliminating mandatory performance award for employees whose work was rated as the best. B.F Skinner, (1953) conducted an experiment on reinforcement of behavior, he proposed that humans are motivated through reinforcement for example good behavior is reinforced through positive reinforcement while bad behavior is reinforced through negative reinforcement.

Feld Man, (1981) reiterated that performance appraisal had raised interest at the federal level. When performance appraisal is properly designed and implemented, it can provide a good rewards to employees, employers and the organization as a whole. Performance appraisal is one of the most important tools applied in the public sectors to enable employees to be accountable to their own actions Bowman 1994 ; Daley (1998). As put down by Daley (1992) performance appraisal is categorized into the following disciplines like economics, administration and psychology, therefore unable to provide away out to improve performance appraisal. Morman et al suggested that performance appraisal plays an important role of communicating the organization set objectives to the employees. Performance appraisal creates efficiency at the work place through justification of the increase in manpower in the public sector Lacho et al (1991). Gabris and Ihke (2001) concluded that performance appraisal plays different roles like providing feedback to workers so that they are able to rate their performance level with what they are expected to do. It is also used to control behavior of workers and lastly determine the reward they receive as compensation. Mani (2002) on solving the problem of poor performance through motivation, suggested that performance appraisal help managers to be able to identify poor performance by looking at the areas of weaknesses thus improving productivity.

Daley et al. (2015) stated that performance appraisal plays an important role by acting as a decision making tool for both the managers and employees in a given organization. It enables managers to come up with better ways of improving efficiency in any given work place. According to Cleveland and Murphy (1991) performance appraisal play a great role when managers wants to make a decision like giving promotion to deserving workers and hiring process in an organization. Mc Gregor (1972) feels that when junior staff are subjected to their seniors own assessment, they might focus on their weaknesses thus making the appraisal strategy to be bias. Therefore junior staff are supposed to be allowed to evaluate themselves.

Robbin et al (2000) proposed that performance appraisal as the assesment of ones work performance so that an individual are able to arrive on a decision regarding personel. Performance appraisal is a model used to derive the total net worth of employees in a agiven

organization as stated by Schuler (2009), performance provide the feedback through which employees work output can be improved, thus it evaluates their performance through which they will receive a reward or a penalty.

Performance appraisal should be a continuous event to help in shaping the perception of employees in organization, Tippins and Coverdale (2009). Dessler (2008) suggested that performance appraisal should engage setting up of standards to be followed, communicating those standards to employees and measuring of expectation and coming up with conclusive results.

### **2.3 Training on employees performance Appraisal Strategy.**

Rich (1996) on performance and training, employees are supposed to be equipped with necessary skills through training on performance appraisal to improve productivity and enable employees to meet set target goals. Once targets are set, the set goals are then communicated clearly to the employees so that they are able to understand their roles and execute them effectively and efficiently.

Beardwell et al. (2004) on skills and abilities, training and development is key in realizing success and productivity in any organization. Training creates motivation to workers and enable them to realize their full potential in achieving both their long-term and short term goals.

A skillful leader is able to positively cause influence on their employees thus largely contributing to their work performance. Some attributes of a skillful leader includes being understanding, patient, providing emotional support and giving credit where it is due Hearn et al. (2011).

Awory (2007) made a study in Kenya corporation sector and discovered that managers were using performance appraisal to improve productivity by the use of management. Bretz Mikovich and read (1992) suggested that most workers view performance appraisal as unfair and inadequate since they were not properly trained on it.

Performance appraisal is not always welcome in many organization due to lack of training though it plays a key role in management, it ensures there is efficient and effectiveness in any given organization. For them to manage this it leaves them with no choice but to carry out assesment to improve productivity Kurt (2004).

Dessler (2008), also reiterated that those set goals established, should be communicated to the appraiser..Likewise, Richu (2007) who carried out a study on performance appraisal in schools in Nakuru area discovered that the working environment did no favour the practice of performance appraisal because most of the teachers were not trained on the performance appraisal. Performance appraisal tries to reveal the strength and weaknesses of individual employees and the data produced can be used in designing better programmes which might deal with individual weaknesses at work place.

Averson (1998) indicates that performance appraisal help managers in carrying out planning and evaluation of their organization performance and also trying to carry out comparison with the best practices. Driver (1942) suggest that raters on performance appraisal should be well trained to avoid leniency and biasness in rating. Raters should be equipped with skills to raise confidence on the side of those who are rated. According to Kennedy (1999) after rating, the information obtained should reflect the truth to avoid biasness which might arise to affect the outcome of the process which have a negative effect on employees work.

Beardwell and Claydon, (2010) proposed that factors like training services, job security and working condition contributes a lot on how individuals perform their task at work place other than the reward scheme.

According research carried out by Lee and Smith (1997) suggested that motivation plays an important role on teacher's performance which result into better performance. Studies carried out by wamai, (1991) indicates that academic performance of student is greatly influenced by the education qualifications of the teacher.

Adeyemi (1998) argue that professional and academic qualification plays a major role in performance of student in schools the unqualified teachers contributes to less performance in schools consequently those teachers who are qualified performs their duties in anon conducive environment also tend to be less dedicated with their work thereby resulting into poor performance in schools. It is noted that teacher's feels that they do a lot of work with less remuneration as compared to their counterparts in the civil service though they have equivalent academic qualification as put down by Okumbe (1992).Teacher student ratio has become an issue in many schools in Kenya therefore the teacher feels more obligated thus resulting into low morale and less productivity.

The motivation of employees is largely improved through training and enhancement, through empowerment better performance can be realised in an organization Nawaz et al. (2014). Hall and Moss (1998) establish that for an organization to retain its workers for a longer time,then they have to invest largely on enhancement of its workers through training.

#### **2.4 Set targets on employees performance Appraisal Strategy.**

Timelines is a factor which majorly influence agiven assignment and the time allocated for agiven task to be performed.porter , (1985) discovered that strategic agenda are important to any corporation, it is a fundermental administrative tool to accomplish improved performance in institution.

According to Yabs, (2017) strategic plan is applied in public sector .each public sector is supposed to draft strategic plan for instance training institution in kenya are required to work out a blueprint in line with the MoE strategic plan to promote the GoK agendas which are able to improve the quality of education of learners Birgen, (2007).

When organizations concentrate on employees engagement,it result into better behaviour which is later realised on the output.Latham, (1990) pointed out that the behaviour of individuals are greatly controlled by set goals,indiviual work effort is controlled and directed by target goals and timelines.Ryan, (1970) gives reasons why some workers

perform better than other, he argues that performance of each individual differs due to the motivation created by different performance goal.

Locke et al. 1984 establish that individuals with high self efficacy have high chances performing difficult and challenging task as compared to those with low self efficacy. Bandura 1986 noted that high self efficacy produces better performance.

According to Awasonya and Ademola (2008), performance appraisal plays an important role of ensuring that there is accountability and transparency in any given organization. A well-established appraisal strategy is able to bring improvement in learning institution through good management programs thus fostering accountability, Chadboune (1994).

Performance appraisal provides managers with useful information about the progress of every person in any given organization.

Grote (2002). Mc Namara (2000) indicates that performance appraisal usually plays the following roles like , influencing the working habit of employees in any organization, enabling employers to evaluate their work performance by identifying their strength and weaknesses thereby assisting managers to place their employees where they are more productive. performance appraisal can also be used in determining the packages workers receive depending on the work output.

Likewise Mc Namara (2000) highlights some of the benefits of performance appraisal such as to assist in solving employees grievances, providing feedback to employees regarding their performances and improving communication between the junior staff and the senior staff in a given organization. Individual workers work better when they know how their effort is contributing to the development of their organization. A declaration by Lawler (1994) that feedback should be relayed in a positive manner such that it does not affect the morale and future performance.

Driver (1942) suggest that raters on performance appraisal should be well trained to avoid leniency and biasness in rating. Raters should be equipped with skills to raise confidence on the side of those who are rated. According to Kennedy (1999) after rating, the

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Ayieko,( 2009) carried out research on the correlation of timelines with performance, he prescribe that astrategic plan to be established to enhance performance in institution.Okwako , (2013) advocated for the importance of proposing a strategic plan for public schools.performance blueprint should therefore be recommended as an important tools to manage and improve performance in organizations.

## **2.5 Reward on employees performance Appraisal Strategy.**

According to Zaman, (2011) reward system largely contributes to the performance of employees Taylor, (1911) carried out a study on the correlation between reward and employees performance, he suggested that better pay result into increased motivation level of employees. Maslow, (1943) on hierarchy of needs, he concluded that most workers work best when they are handsomely rewarded, In order for motivation to arise at the next stage one must first satisfy the basic needs.

According to Gerald T Gabris and Keneth Mitchel (1985), a study on merit pay plan. It compares employees at different levels in an organization on how they view the introduction of performance appraisal strategy in their organization and its effect on their productivity. The senior top staff were willing to welcome the play plan model than the junior staff who actually disapprove of the plan.



The amount of packages an employee receives depends entirely on the amount of effort and the roles they play in an organization, therefore performance appraisal provides a good indicator of knowing how individual workers should be compensated. Talya (2014) found out that employees productivity can be improved through finding the right talent and creativity for a particular assignment. As a result of that, employees are encouraged to attend training and learning sessions to nurture their talents and equip them with the knowledge for efficiency and effectiveness to realise productivity in work places.

Dugguh (2014) on employees motivation. Organizations dealing with employee motivation are advised to motivate the workers by provision of incentives. This recognition brings about job satisfaction at work place.

Frye, (2014) argue that payment as a form of reward result into job satisfaction and better performance at work place, on the other hand factors like low compensation, poor working environment and improper hiring of new employees result result into poor performance Mlman, (2002).

Oliver (2002) pointed out that organizations find it difficult to change from the traditional team reward system where employees are rewarded in a group as a team as opposed to individual reward system where each individual in the team is rewarded differently depending on their contribution and effort they put in place in the team. Team work plays a key role in motivation among the team workers, members of a team are able to encourage one another thus enhancing their motivational level ensuring that each member is able to timely meet their objectives and deadlines though they are rewarded differently Johnson (2009).

King (2007) emphasize that team work are supposed to begin with few members then progress to a large team, this will enable group members to learn how to work contributing to individual growth and development in their respective careers. This eventually contributes to the overall increase in productivity and better outcomes in any given organization. Team reward system also plays a key role in ensuring that there is a better

communicatio and cooperation among members of a team thereby increasing productivity and efficiency among individual team mates.

A suggestion made by Milne (2007) indicates that individual based reward is the best way of motivating employees. In team work, individuals find it almost impossible to evaluate their work performance and relate it to the final outcome therefore they easily become less motivated and not accountable to their actions.

Ajila and Abiola (2004) indicated that reward at work place significantly affects performance of employees as it improves their skills, knowledge and abilities so as to satisfy the organization goals. A well-established reward system help significantly to solve the problem of brain drain. Highly skilled workers feels more appreciated and therefore retained due to attractive compensation being offered.

Maslow (1943) on the theory of human motivation, describes stages of human growth. He argued that for an individual to satisfy a higher level need, they must first meet the lower level needs. Burton (2012) postulated that though wages significantly contributes to motivation of workers, there are other better means of motivation which includes vacation, paid leave and mortgages. Paid leave for instance enables employees to relieve their stress and regain more energy and be more productive than ever.

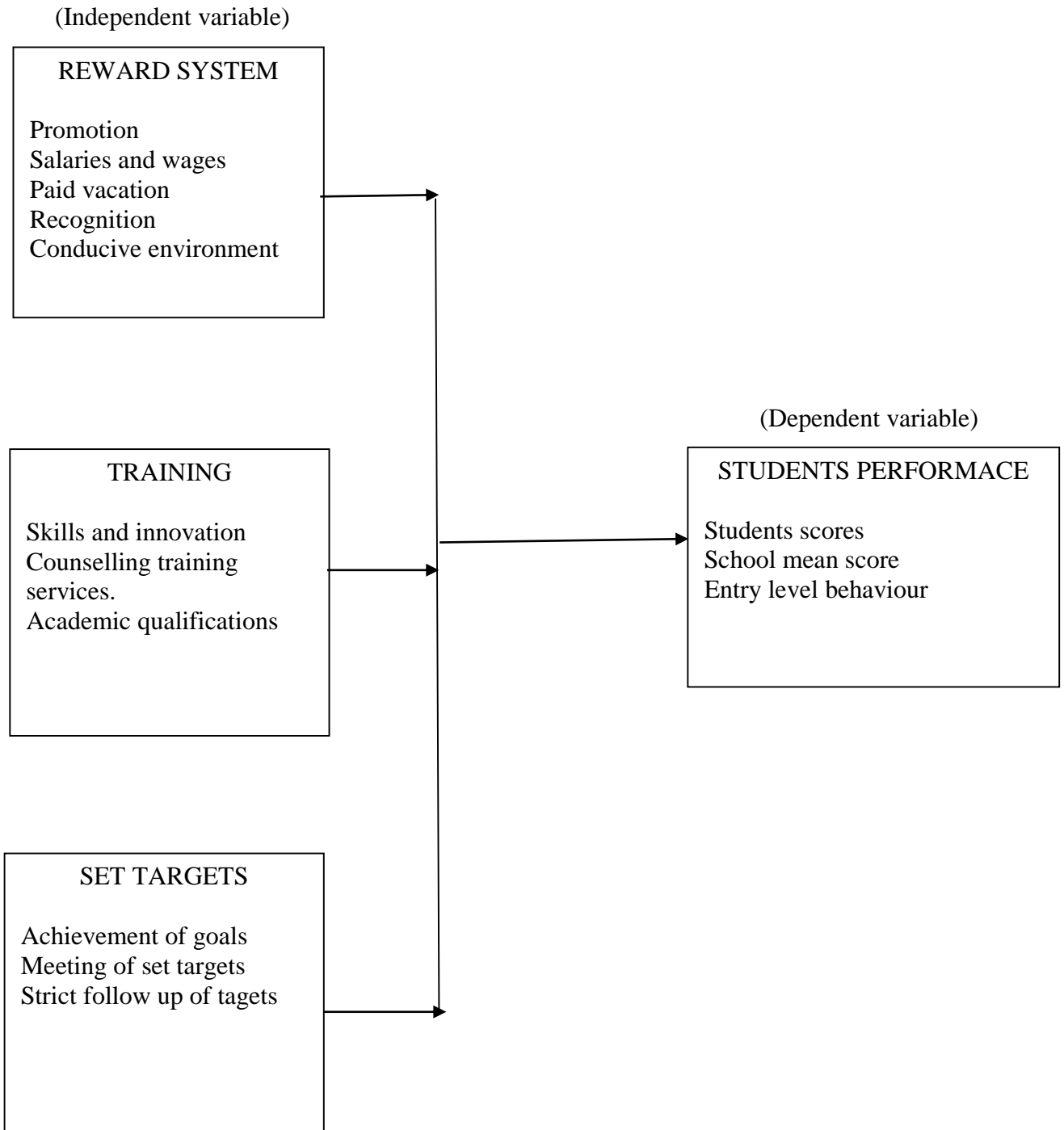
Wanjala (2014) pointed out tha prudent leadership style is essential influencerof employees performance. Boselie et ai. (2015) studies suggest that better wages and salaries is enough to enable an organization to out compete another organization which offer a lower wages and salaries to their employees. good wages anables employees to be able to stisfy their needs therby improving their health and morale making them to be more productive thus contributing to the organization outcome.

## **2.6 Conceptual framework**

Peshkin, (1993) suggest that conceptual framework is the researchers explanation on how the research challenge will be handled. Evans, (2007) states that conceptual framework provides reasons for the significance of the topic to be handled in the research study. Conceptual framework is used when the existing literature does not clearly answers the research questions put forward by the researcher Akintoye, (2015).

In research, conceptual framework explains the key variables and how they are related to each other. The three independent variables to be handled in this study includes; reward system, training and set targets on employees and how they influence student performance which is the dependent variable.

**Figure 2.1: Conceptual Framework**



## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research Methodology used in the study are explained in this chapter. This includes the design used in the research, sampling technique, the population of interest, size of the population that was sampled, methods of data collection the method used in data analytics and sources of data.

#### **3.2 Research Design**

This research employs descriptive survey design as stated by Kombo, (2006). Survey method was used in the form of questionnaires to collect primary data. The questionnaire was administered based on convenience sampling procedure where by respondents were chosen due to their availability and willingness to take part in the study. Secondary data was obtained from the employees within the district. This raw data was then be refined and edited before its final input to the computer systems for generation of information.

#### **3.3 Target population**

The target population for this study was 250 teacher's from Utawala schools. Out of the 250 targeted population, 70 teachers were from the science department, 73 teachers from humanities and social sciences department, 65 teachers from language department and 32 non teaching staff from other departments in 10 different schools in utawala sub county.

**Table 3.1 Target population and sample size.**

<b>Departments</b>	<b>Targeted population</b>	<b>Sample size</b>	<b>%</b>
Teachers from Science department	70	13	31
Teachers from Humanities and social sciences department	73	12	28
Teachers from Language department	65	10	24
Non teaching staff	32	7	17
<b>Total</b>	<b>250</b>	<b>42</b>	<b>100</b>

### **3.4 Sampling procedure**

This study employed convenience sampling procedure to sample out only the respondents who were available during the time of research and were willing to give out information. The sample size used in this research was 42 respondents. According to saunders, et al, (2012) sample size is taking a portion of a given population as a representative of the whole population.

### **3.5 Data collection procedure**

The primary data was collected by the use of a clearly simple structured questionnaires. The questionnaire was administered based on convenience sampling where by respondents were chosen due to their availability and willingness to take part in the study.

The questionnaires were structured into different parts. Part one is made up of personal information regarding the respondent like the age, gender, years of experience and

occupation. Part two, three four and five contains factors to be investigated in the study and how they influence student's performance. The main reason why questionnaire was chosen as an instrument of collecting primary data, was because it is not time consuming, provides confidentiality therefore the data collected have a high degree of accuracy and consistency.

According to Kothari, (2004) this study employed delivering of questionnaire and then picking them up later. The researcher requested for permission from the principals of respective schools to drop the questionnaires, then a pilot study was carried out first followed by the actual collection of data where the sampled areas were administered using questionnaires Secondary data was obtained from the employees within Utawala schools.

### **3.6 Validity and reliability of research**

In this study validity of the data collected was improved by selecting the right samples size and also ensuring that the data collected was sufficient. Validity of the questionnaires used was also determined by carrying out a pilot study to pre-test the questionnaires used.

It is the extent through which a measuring instrument produces consistent result after repeated trials Mugenda Mugenda, (2003). In this study reliability of the sample being tested was improved by taking large samples for study, repeating the test through carrying out a pilot study before the main data collection process and lastly training the personnel engaged in data collection and analysis.

### **3.7 Data analysis**

Data collected was computed using tables of percentages in order to come up with a clear and interpretable information. Statistic packages for social sciences was used in the analysis of quantative data while calculation of frequencies and percentages were obtained from the descriptive data.

### **3.8 Data Presentation**

Data for this study was organized into tables showing percentages and frequencies of different variables affecting the dependent variables.

### **3.9 Ethical Considerations**

So due to ethical issues like fear of giving out information, the study was conducted by convenience sampling to give the respondents a choice to either participate in the study or not. Therefore respondents who feared disclosing information about their seniors were not coerced to do so due to ethical reasons and to create harmony and goodwill. This also helped making the process run smoothly as only the willing participated.



**CHAPTER FOUR**  
**4.0 DATA PRESENTATION ANALYSIS AND INTERPRETATION**

**4.1 Introduction**

Data from the questionnaires were taken, analysed to ascertain the efficacy of employees performance appraisal strategy on student performance.

**4.2 Questionnaire return rate.**

250 secondary school teachers in Utawala sub county were targeted. A sample size of 42 was received contributing to a response rate of 89.36%. According to Mugenda Mugenda (2003) an adequate response rate of above 50% is convenient and reliable enough for data analysis.

**Table 4.1: Questionnaire return rate**

<b>Rate</b>	<b>Number of response</b>	<b>%</b>
Questionnaire issued	47	100
Questionnaires not returned	5	10.64
<b>Samle size</b>	<b>42</b>	<b>89.36</b>

**4.3 Demographic data**

This research finding regarding the characteristics of the responents focuses on age, gender, marital status and work experience in their respective schools in utawala sub county as represented below by the use of tables.

**Table 4.2: Gender of the respondents**

Gender	Number of participants	%
Male	25	59.52
Female	17	40.47
Total	42	100

As shown in the table above, a total of the (59.52%) of school workers are male and only 40.47% are female. From this data it can still be noted that many schools in Utawala area still prefer employing more male employees than the female counterpart leading to gender parity.

**Table 4.3 Marital Status of the respondents.**

Marital status	Number of participants	%
Married	36	85.71
Unmarried	6	14.28
Total	42	100

As shown from the table above, it can be noted that those who indicated that they are married are (85.71%) and only (14.28 %) are not married, therefore majority of the respondent are married. Since marriage comes with responsibility it is believed that this

group of employees produced reliable data which proved to be useful in ascertain the effects of employee’s performance appraisal strategy on student performance.

**Table 4.4 Years of Experience of the respondents**

Services in years	Number of participants	%
Less than 3	6	14.28
3-5 years	2	4.7
More than 5	34	80.95
Total	42	100

As in case of the above table, majority of school employees have worked for more than 5years with 80.95% followed by less than 3 years lastly those who have worked between 3 to 5 years. This means that the majority of workers had more experience therefore contributing to reliable information regarding the effects of employee’s performance appraisal strategy on student performance.

**Table 4.5 have you ever engage in performance appraisal strategy?**

Opinion	Number of participants	%
Yes	42	100
No	0	0
Total	42	100

As indicated from the above table, a (100%) of the respondent have good knowledge about the performance appraisal system in the school setup. This means that most of the school employees have one way or another participated on or interacted with the performance appraisal plan during their work. Therefore they appreciate its contribution in the improvement of performance in school set up.

**Table 4.6 Give your opinion on the main benefit of performance appraisal at your work place ?**

Opinion	Number of participants	%
Evaluating performance	0	0
Promotion	20	47.61
Job satisfaction	22	52.38
Act as a motivator	0	0
Total	42	100

From the above table above, the main benefit of performance appraisal strategy to the employee is that of job satisfaction with 52.38% followed closely by promotion with 47.61%.majority of the respondent admit that they prefer performance appraisal strategy to be a determinant in moving from one job level to the next.

**Table 4.7 Determining the extent through which performance appraisal strategy causes conflict in work place.**

Opinion	Number of participants	%
Yes	23	54.76
No	19	45.23
Total	42	100

From the above table, 54.76% of the respondent agrees that performance appraisal cause conflict in work place while 45.23%. This indicates that most employees do not prefer constant inspection on how they do their work. According to Macharia, (2017) teachers in Kenya have been evaluated by the use of TPAD but still there is a challenge in realizing the quality of education and better performance in schools. The use of TPAD in schools seems to be time consuming therefore increasing the workload without producing any result.

**Table 4.8 Training programs attended by the respondents during their career.**

Opinion	Number of participants	%
One	15	35.71
Two	12	28.57
Three	13	19.04
More than three	7	16.66
Total	42	100

The table above reveals that the (35.71%) of the majority of the employees have attended only one training program followed by 28.57% who have attended two training program, therefore this is an indication that most employees are not able to develop their skills and are not updated to the new innovation in science and technology which is a key pillar in the realization of vision 2030. Beardwell et al. (2004) on skills and abilities. training and development is key in realizing success and productivity in any organization. Training creates motivation to workers and enable the to realize their full potencial in achieving both their long-term and short term goals.

**Table 4.9 The likely chosen appraiser in the school set up.**

Appraiser	Number of participants	%
Departmental head	35	83.33
Senior staff	5	11.90
Others	2	4.76
Total	42	100

From the above table, the most likely chosen appraiser is the departmental head with 83.33% followed by senior staff with 11.90%.departmental heads are preferred as an appraiser because their exist close working relationship with their college in the same department.

**Table 4.10 Respondent views regarding the determination of satisfaction level of employees with performance appraisal strategy.**

Level	Number of participants	%
Satisfied	18	42.85
Not satisfied	24	57.14
Total	42	100

As indicated in the above table, 57.14% was dissatisfied with the present appraisal system while 42.85% are satisfied. Most of school employees shy away from inspection and therefore they prefer to evaluate themselves. Some employees view appraisal system as a waste of time because they are not able to see any tangible results.

**Table 4.11 The factors mainly influencing performance appraisal strategy of employees on student performance.**

Methods	Number of participants	%
Set targets/timelines	2	4.76
Training	8	19.04
Reward system	32	76.19
Others	0	0
Total	42	100

In the table above it can be noted that reward is a major factor influencing performance of employees in work place with 76.19% followed by training with 19.04% and lastly set target or timelines with only 4.76%. therefore majority of interviewees agrees that reward majorly influence employees performance appraisal strategy on student performance in utawala schools. Ajila and Abiola (2004) indicated that reward at work place significantly affects performance of employees as it improves their skills, knowledge and abilities so as to satisfy the organization goals. A well-established reward system help significantly to solve the problem of brain drain. Highly skilled workers feels more appreciated and therefore retained due to attractive compensation being offered.

**Table 4.12 to what extent does setting of goals seen as a waste of time.**

Opinion	Number of participants	%
Yes	2	4.76
No	40	95.23
Total	42	100

It can be noted that 95.23% of the employees states that the present set targets is not a waste of time while only 4.76% agree that it is waste of time. This means that even though setting of goals is unpopular practice and not welcomed in many departments, it still contributes significantly in the enhancement of employee's performance in Utawala schools.



**Table 4.13: respondents views regarding the extent in which counselling training services improves performance of employees.**

Opinion	Number of participants	%
Yes	38	90.47
No	4	9.52
Total	42	100

It is clearly seen from the above table that 90.42% of the respondent agree that counselling contributes so much on employees' performance while only 9.52% of interviewees disagree that training improves performance in Utawala schools.

**Table 4.14: To what extent does training enhances skills and innovation in classroom learning.**

Opinion	Number of participants	%
No	19	45.23
Yes	23	54.76
Total	42	100

According to the above table on the extent through which training enhances skills and innovation.54.76% of the respondents agree that training enhances skills and innovation in the classroom learning therefore contributing to better performance among students.

## 4.2 findings

The study findings on engagement in performance appraisal, a 100% of the respondent have good knowledge about the performance appraisal system in the school setup. This means that most of the school employees have one way or another participated on or interacted with the performance appraisal plan during their work. Therefore they appreciate its contribution in the improvement of performance in school set up.

On the benefits of performance appraisal, the main benefit of performance appraisal strategy to the employee is that of job satisfaction with 52.38% followed closely by promotion with 47.61%.majority of the respondent admit that they prefer performance appraisal strategy to be a determinant in moving from one job level to the next.

On the determination whether performance appraisal strategy causes conflict at work place, 54.76% of the respondent agrees that performance appraisal cause conflict in work place while 45.23 disagree. This indicates that most employees do not prefer constant inspection on how they do their work. According to Macharia, (2017) teachers in Kenya have been evaluated by the use of TPAD but still there is a challenge in realizing the quality of education and better performance in schools. The use of TPAD in schools seems to be time consuming therefore increasing the workload without producing any result.

On the findings about the training programs attended, (35.71%) of the majority of the employees have attended only one training program followed by 28.57% who have attended two training program, therefore this is an indication that most employees are not able to develop their skills and are not updated to the new innovation in science and technology which is a key pillar in the realization of vision 2030. Beardwell et al. (2004) on skills and abilities,training and development is key in realizing success and productivity in any organization. Training creates motivation to workers and enable the to realize their full potential in achieving both their long-term and short term goals.

On the likely chosen appraiser, departmental head with 83.33% was preferred, followed by senior staff with 11.90%. departmental heads are preferred as an appraiser because their exist close working relationship with their college in the same department.

Finding on the determination of satisfaction level of employees, it was noted that, 57.14% was dissatisfied with the present appraisal system while 42.85% are satisfied. Most of school employees shy away from inspection and therefore they prefer to evaluate themselves. Some employees view appraisal system as a waste of time because they are no able see any tangible results.

On the factors mainly influencing employees performance appraisal strategy on student performance, reward was noted to be a major factor influencing performance of employees in work place with 76.19% followed by training with 19.04% and lastly set target or timelines with only 4.76%. therefore majority of interviewees agrees that reward majorly influence employees performance appraisal strategy on student performance in utawala schools. Ajila and Abiola (2004) indicated that reward at work place significantly affects performance of employees as it improves their skills, knowledge and abilities so as to satisfy the organization goals. A well-established reward system help significantly to solve the problem of brain drain. Highly skilled workers feels more appreciated and therefore retained due to attractive compensation being offered.

Findings on performance appraisal strategy viewed as a waste of time, 95.23% of the employee's states that the present appraisal system is not a waste of time while only 4.76% agree that it is waste of time. This means that even though appraisal strategy is not welcomed in many departments, it still contributes a lot in the enhancement of employee's performance in Utawala schools.

On what extent counselling services improves employees performance, 90.42% of the respondent agree that counselling contributes so much on employees' performance while only 9.52% of respondents disagree that training improves performance in Utawala schools.

On the extent through which training enhances skills and innovation.54.76% of the respondents agree that training enhances skills and innovation in the classroom learning therefore contributing to better performance among students.

## CHAPTER FIVE

### 5.0 FINDINGS, SUGGESTIONS, CONCLUSION

#### 5.1 Introduction

After collecting the data and analyzing it, the information retrieved enables us to come up with concrete suggestions and conclusions about the influence of employee's performance appraisal strategy on student performance.

#### 5.2. Findings and discussion

##### 5.2.1 To what extent does reward system on employees influence student performance.

From the results obtained in chapter four it is evident that reward is a major factor influencing employees performance appraisal strategy on student performance in Utawala schools. Interviewees who responded on this question indicate clearly that reward system is a major factor contributing by 76.19% in influencing performance appraisal strategy on student performance in utawala schools. Therefore when reward system is chosen properly and adopted, it might significantly contribute to the growth of education sector.

From these findings on reward system, there is a clear relationship between reward system and student performance. Majority of the participants strongly agree that reward system influence student performance in Nairobi.

According to Oyaro, (2016) emphasized that performance appraisal strategy on teachers is viewed to be contributing significantly on the competency of the teacher, hence resulting in productivity and better performance.

##### 5.2.2 To what degree does training of employees affect student performance

Training is also an independent factor which influences employees performance appraisal strategy on student performance by only 19.05%. Improved performance from employees can reduce staff turnover and also reduces complaints and labour conflicts. Improved performance as a result of training highly increase productivity and greater output at work

place. it can also be noted from the findings that 90.42% of the respondents agree that counseling training services plays major role in contribution to better performance.

On the other hand, on job training is the method of training preferred by most interviewees as it takes 54.76% while off job training was not as appealing as it takes only 45.23%. From the findings majority of the participant did not agree that training of employees contribute to performance of student. Training contributes to the enhancement of skills of the worker leading to productivity. An experiment carried out by B F Skinner, (1953) predict behavior through motivation, and he pointed out that behavior are reinforced.

### **5.2.3 To what extent does set targets on employees influence student performance**

Even though set targets do not majorly contribute to employees performance but it significantly contribute to the growth process of employees. according to the findings 4.76% of participants support the fact that timeline is one of the players influencing student performance in Utawala schools.

The findings obtained from the data to investigate the effect of set targets on student performance was not so encouraging, very few participants agreed that st goal has an influence on student performance in utawala schools. setting of goals enables workers to direct their efforts on the goals set. Latham, (1990) stated that the behavior of individuals are controlled and directed by the target goals they set.

### **5.4 Conclusions**

We can conclude from the result that the main factor that influences performance in the school set up is the reward system. Other independent variables which affect performance includes: training of employees and setting targets. Reward system is found to be one of the motivating factors for employee's performance though it reaches a point when it does not motivate workers anymore. This research has shown that highly motivated employees tend to be productive in their work place leading to efficiency in service delivery and the general output. Employees can be rewarded not only through salary but through better services, recognition, conducive working environment and provision of incentives.

An employer who wants to earnestly reap the full value of their employees should consider training as a major solution. Training equips employees with relevant managerial skills to make appropriate decisions for the goodwill of the institution. Training can help to get things on track by ensuring quality of work and output. In the end the worker feels more excited and motivated which is a good personal motivating factor.

## **5.5 Recommendations**

Some of the recommendations made include the improvement of working conditions and environment as a whole by meeting individual needs and providing resources which are needed by the employee to carry out their daily activities.

The second recommendation is personal growth of the worker as a motivator. One of the benefits the employer can pass to the workers is allowing personal growth and development. Training is key for both personal growth and the growth of industries.

The third recommendation is the development of clear procedures for rewarding good performance to avoid complaints on favoritism. The human resource department should in the education sector should come up with appropriate packages and attractive schemes of service to their employees to increase retention rate of workers.

### **5.5.1 Recommendation for further research**

From this research it is evident that reward plays a major role in motivating employees to work harder and improve their performance at work place but sometimes at a given point reward does not work as a motivator. Research studies on the moral support as a motivator should be carried out to see its effect on student performance.

## **5.6 Suggestions**

Affirmative action should be carried out during the process of recruitment of school staff to ensure gender parity.

From the report off-the-job training method is preferred to improve employee's performance.

It is also suggested that training sessions to be enhanced to improve employee's teamwork spirit.

A proposal is also made for education sector to offer counselling sessions to teachers to enable them to adapt to the evolving new challenges in the school.

Working overtime should be well rewarded to act as a motivator to the employees thus improving their performance.

Performance appraisal should be done regularly to evaluate the employees' performance.



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**APPENDICES**  
**Appendix 1: Questionnaire**

This form aims at capturing feedback from you regarding the effects of employees performance appraisal strategy on student performance in Nairobi. The information is confidential, your honest feedback is important in the completion of this study and will be useful for educational administration.

**PART 1: Demographic data**

Please tick the appropriate box in the questionnaire where choices are provided.

1. Type of the job..... Grade.....

2. Gender

Male ( )                  Female ( )

3. Marital status.....

4. Years of Experience.....

**PART II :performance appraisal strategy**

Tick where appropriate

1. Have you ever engage in performance appraisal system?

Yes ( )      No ( )

2. Which is the main factor for carrying out performance appraisal strategy?

.....  
.....

3. Who would you like to appraise you?

Department head

Senior staff

Human resource department

Others .....

4. To what extent are you satisfied with your current appraisal strategy?

Satisfied

Dissatisfied

5. Which factor mainly influences employee's performance in schools?

Reward system

Training

Set targets

6. Would you agree to any form of performance appraisal strategy?

Yes

No

7. What's your contentment level at work place?

Satisfied

Not satisfied

8. Give your opinion on the main benefit of performance appraisal at your work place?

Used evaluating performance.....

Used in promotion of employees.....

Result into job satisfaction.....

Act as motivator.....

9. In your own view does performance appraisal brings conflict at work place?

.....

**PART I11: Training**

1. How many training programs have you attended during their career?

One ( ) Two ( ) Three ( )

More than three (specify).....

2. Do you agree that training enhances skills and innovation?

Yes ( ) No ( )

3. do you agree that counsling training services improves employeess performance appraisal strategyon student performance

Yes ( ) No ( )

**PART 1V: Reward system**

1. How does paid leave enhances staff morale?.....

2. Do you receive adequate remuneration interms of salaries and wages?

.....

3. Do you believe that promotion of employees are peged on performance appraisal strategy?.....

.....

....

**PART V: Set targets**

1. Do you always achieve all the target goals you have set ?

.....

2. Does setting of goal gives any sense of directionon how to achieve agiven task?.....

.....

.



3. In your own view, does setting of goals result into a waste of time?

Yes ( )      No ( )

4. In your own opinion how does timelines affect performance at your work  
place.....

.....

END.