

**INFLUENCE OF PERFORMANCE APPRAISAL ON DUTY
PERFORMANCE OF PROVINCIAL ADMINISTRATION OFFICERS:
A CASE OF SELECTED DISTRICTS IN KITUI**

BY

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DECLARATION

This project is my original work and has not been submitted or presented for examination in any other university, either in part or as a whole.

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This project was submitted for examination with my approval as university supervisor

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DEDICATION

This study is dedicated to my father, Thomas Ouma, my wife Pauline and our Children Ryan Omondi, Rivella Akinyi and Nelson Otieno.

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LIST OF ABBREVIATIONS AND ACRONYMS

AAPAM	African Association of Public Administration and Management
CAT'S	Continued assessment tests.
CC	County commissioner
CSRП	Civil service reforms programme
DC	District commissioner
DO	District officer
FOR	Frame of reference training.
FOR	Frame of reference
GOK	Government of Kenya
GPRA	Government performance and results act
Ho	Null hypothesis.
Ho1	Alternative hypothesis.
KTDA	Kenya tea development authority.
MOSPA	Ministry of State for Provincial Administration
NPM	New public management
PAS	Performance appraisal system
PCA	Performance contract appraisal.
RET	Rate error training.
RET	Rate error training
SPSS	Statistical package for social sciences

ABSTRACT

The purpose of this study was to establish the influence of performance appraisal on duty performance of provincial administration officers in selected districts in Kitui. The study aimed at finding out if the current appraisal system within the provincial administration is competent enough and hence responsive to the unique nature of work of these administrators and their subsequent environment. The following were the objectives of the study: To establish the extent to which training of personnel on performance appraisal influenced duty performance by provincial administration officers; To establish the extent to which procedural justice influenced duty performance by provincial administration officers; To evaluate the influence of goal setting on duty performance by provincial administrators; To establish the extent to which performance feedback influenced duty performance by provincial administration officers.

Moreover, based on the following objectives, the study tested several hypotheses on the linkages of the above stated objectives and duty performance by provincial administration officers. An overview of comprehensive factual and historical research as reviewed literature relevant to performance appraisal systems was presented in this proposal in relation to the study objectives. The research adopted a survey research design in the acquisition of factual, accurate, and systematic data, which was used in averages, frequencies, and similar statistical calculations.

A total of 76 respondents were included in the study, which employed the use of Interviews and questionnaires which were admitted personally by the researcher. The respondents were picked randomly across six selected districts in Kitui County. The validity of the instruments was ascertained by checking whether the questions were indeed measuring what they were supposed to and was determined by colleagues and experts in research, while reliability was determined using Pearson – moment co-relation co-efficient and resubmitted to spearman rank co-relation co-efficient.

The study findings confirmed that performance contract appraisal had a significant influence in the duty performance of provincial administration officers. The respondents did indeed confirm that training, procedural justice, goal setting and feedback in PCA influenced their duty performance. From the study however, It was established that training on PCA had not been given serious the attention it deserved. It also emerged that consultation during goal setting was not up to the respondents expectations. The findings also discovered that, the feedback system was not well executed. The study therefore recommended adequate training on performance appraisal to all officers irrespective of rank, comprehensive consultation during goal setting and improvement on the feedback structures and promptness.

Quantitative data analysis was done using descriptive statistics where percentages and mean values of the five point likert scale were generated. All the respondents were assured of confidentiality and a permit was sought from the national council for science and technology for the collection of the data. A copy of the same was submitted to all the DC's, DO's, Chiefs and assistant Chiefs selected for the proposed study from Kitui Central, Kitui East and Kitui rural Constituency.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Performance appraisal is a strategic and integrated approach to delivering sustained success to organizations by improving performance of people who work in them, and by developing the capabilities of teams and individual contributors; Armstrong and Baron (1988). Performance Appraisal System (PAS) can also be defined as the process of determining and communicating to an employee on how he or she is performing on the job. A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses (Kenya sensitization manual, 2004).

According to Rajoro (2010), the purpose of performance contracting is to improve efficiency in the management of public affairs through accountability. In pursuit of the goal of performance improvement within the public sector, New Public Management (NPM) emphasizes on the adoption of private sector practices in public institutions. This has been seen through the public service reform initiatives in many developing countries as the solution to reversing the falling service delivery.

In this regard, Kenya introduced performance contracting not only to improve service but also to refocus the mind set of public service away from a culture of inward looking towards a culture of business as focused on customer and results (Abong'o, 2009).

The system (PAS) began to be practiced in the world mainly in the 1940s and through this system, merit rating was used for the first time around the Second World War as a method of justifying an employee's wages. The process was based on material outcomes where higher output was rewarded with higher pay. Since then, PAS has spread to many parts of the world where is being practiced like in France, Singapore, New Zealand, US and UK. PAS was first introduced in France by Simon Nora in the late 1960s after his famous publication of "Nora report" on reform and improvement of state-owned enterprises (Rajoro, 2010).

After the introduction of PAS in New Zealand they received massive fillip as part of the country's pioneering public sector reforms. They gained further momentum and legitimacy after they were introduced in the US government as part of the Government Performance and Results Act (GPRA) of 1993. Margaret Thatcher introduced PAS in the UK as part of the creation of Next Step agencies. Today, they are widely used in all British government agencies in their latest incarnation as public service Agreements (Gilles, 1991).

In Africa since 1980s, majority of the countries have been embarking on public sector management reforms. The earlier reforms aimed at shaping a public sector that could lead to national development, and were based on the

same institutional peculiarities inherited from the colonial period (Amoako, 2003).

In less than a decade, Ghana has transformed the structure and strategy of its rural community's water supply sector. By the year 2000, district assemblies and communities played a significant role in planning supplies. Others like Swazi land and Gambia have not been left behind because as early as 1990, both had established PAS systems (Trivedi, 2003).

In Kenya, PAS within the Civil Service was introduced around 2006 and has over the years become a popular staff management system driven via the popular government performance contracting initiative. The system is being embraced in the Kenyan public service for tracking employees' performance in service delivery. PAS has signaled possibility for improved performance in civil service productivity and employee motivation. Despite the impressive performance and staff motivation signals elicited by PAS in civil service, no detailed description of the situation has been done.

Performance appraisal system is important to any organizational work performance; it determines the organization's success or failure, (Tziner and Kopelman 2002). The aim of this study will be to evaluate the factors that influence the effectiveness of performance appraisal system in the provincial administration.

There are many challenges which hinder the delivery of public service reforms in Africa (Lienert, 2003). The factors include those relating to human resources like manpower deficiencies and lack of psychological dispositions

and shortage of financial and material resources necessary for effective delivery of services.

The problems of accountability as well as ethical issues also continue to affect effective delivery of public service. All these can be handled through an effective performance appraisal system. In an effort to mitigate some of these challenges, the Government of Kenya (GOK) has in the past launched several reform programs to improve service delivery. Some of these reform efforts include the Civil Service Reform Program (CSRP) (GOK, 1993) whose aim was to enhance public service efficiency and productivity. The program was designed to contain costs, improve performance in the public sector, and consolidate and sustain the gains made by reform initiatives (Opiyo, 2006).

In this regard, the Performance Appraisal System (PAS) was introduced by the GOK to refocus the mind of the public from a culture of inward looking to a culture of businesslike environment, focused on the customer and results in addition to improving service delivery (Obong'o, 2009). According to the new PAS, the evaluation of staff performance is supposed to run concurrently with the duration of ministerial performance contracts and the Government Financial year.

Targets should meet acceptable quality standards and benchmarks as determined in each category of service delivery; the system should be supported by training of staff, particularly those with managerial and supervisory responsibility; and the process should be regarded as interactive, for mutual agreement between supervisors and appraisers (GOK, 2009).

Longenecker and Goff (1992) observed that managers and human resource professionals believe that a PAS is a good tool for human resource management and performance improvement.

If well designed and implemented it can benefit both the employees and the organizations (Coens and Jenkins, 2000). According to GOK (2009), the PAS has caused a cultural transformation within the public service from a baseline of extremely poor performance before 2003. The GOK has in the past made some efforts in launching and implementing Public Service Reform initiatives aimed at improving the performance of public servants in service delivery (GOK, 1993; GOK, 2003). However, these reforms have not achieved the envisaged results (AAPAM, 2005; Opiyo, 2006). The introduction of the new PAS (GOK, 2006) is yet another attempt by the Government to manage and improve performance of the Civil Service and Local Authorities by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance. Despite the successful roll out of the program, there is evidence of room for improvement in the process (GOK, 2009) and a lack of knowledge on the factors that influence the PAS in the Ministry of State for Provincial Administration and Internal Security (MOSPA) in Kenya.

It is however unfortunate that despite the efforts and the resources allocated to reforms, little progress has been witnessed, and many African countries have not come close to their goal of developing and transforming their societies to the same standards as the developed countries (Kobia, 2006). Kenya is bound to make major improvements in the performance of the various departments in

the public service, which provincial administration happens to fall under. This study therefore will attempt to establish the influence of performance contract appraisal on duty performance of provincial administration officers.

1.2 Statement of the problem

Government departments in Kenya have over the years implemented performance appraisal systems with a view to identifying the movers and shakers among their staff establishments for possible rewards, besides sanctioning those who perform below the set benchmarks.

The Provincial administration as one of the many departments has been at the forefront in preparing performance contract appraisal tools for its entire staff to assess their performance. Given the multiple principals and goals of the provincial administrators founded on their co-coordinative function over the years, it is imperative that a competent appraisal that includes all the factors militating around their work environment be taken into account to review each employee before compiling the information into one report.(GOK 2008).

In light of the above, there was need to scrutinize the competence of the appraisal element of performance contracting within the provincial administration so as to establish if it was indeed realizing the intended purpose, since related studies have concentrated more on performance contracting as an entity. Kobia and Mohammed (2006) in their study on the impact of performance contracting in Kenya, confined their scholarly venture to a sample of 280 senior officers drawn from different government ministries and parastatals who were attending a senior management course at the Kenya school of government, a study which revealed that only 31.4 percent of the

respondents had been involved in the formulation of their performance appraisals despite 77.2 percent supporting performance contracting as a benchmark for efficiency and effectiveness.

In the same study only 24 per cent had received training in performance contracting. Tindi (2007) in her Msc project evaluated the performance appraisal process in the public service but confined herself to the ministry of water and irrigation. Similarly Ombui (2011) conducted a study on the effect of performance appraisal systems on employees in Kenya tea development agency. His study was centered on some selected tea factories in Meru. None of these related studies had addressed the influence of performance appraisals as an independent entity on the duty performance of provincial administration field officers; hence this study was an attempt at establishing the influence of performance contract appraisal on duty performance of provincial administrators.

1.3 The purpose of the study.

The purpose of this study was to investigate the influence of performance contract appraisal on duty performance by provincial administration officers in Kitui central, Kitui rural and Kitui East Constituencies in Kitui County.

1.4 Objectives of the study

The objectives of this study were;

To establish the extent to which training of personnel on performance appraisal influenced duty performance by provincial administration officers.

To establish the extent to which procedural justice influenced duty performance by provincial administration officers.

To evaluate the influence of goal setting on duty performance by provincial administration officers.

To establish the extent to which performance feedback influenced duty performance by provincial administration officers.

1.5 Hypothesis of the study

1. Ho: There is no significant relationship between training in PCA and duty performance by provincial administration offices.

H1: There is a significant relationship between training in PCA and duty performance by provincial administration officers.

2. Ho: There is no significant relationship between procedural justice in PCA and duty performance by provincial administration officers.

H1: There is a significant relationship between procedural justice in PCA and duty performance by provincial administration officers.

3. Ho: There is no significant relationship between goal-setting in PCA and duty performance by provincial administration officers.

H1: There is a significant relationship between goal-setting in PCA and duty performance by provincial administration officers.

4. Ho: There is no significant relationship between performance feedback in PCA and duty performance by provincial administration officers.

H1: There is a significant relationship between performance feedback in PCA and duty performance by provincial administration officers.

1.6 Significance of the study

The research findings may be used to measure the factors that influence effectiveness of performance appraisal system in the provincial administration service delivery. The study is likely to address the gap in the existing Information on provincial administration and performance contracting in Kenya since it plays a major role in linking the citizens and the central government. The study findings may expose the best practices in performance appraisal in the public sector for better results to ensure satisfaction by the public in service delivery and hence may be used to modify the performance appraisal tool. The study findings may be important since the provincial administration and performance appraisal has received little attention especially with regard to the influence of performance appraisal on the general performance of duties by the provincial administration officers.

This study is likely to contribute significantly to performance contract implementation at all the level of provincial administration and the devolved government. It is likely to be used in public service to bolster service delivery. Just like in the institutions of learning where management is result based, the provincial administration is bound by the same principle; therefore the citizens are likely to benefit from getting the quality services for the taxes paid.

The Public Service Commission may also use the findings to design performance appraisal tools in the future. On the same breath, the Kenya school government may find the findings relevant to their training on performance contract appraisals.

1.7 Limitations of the study

The researcher had some unforeseen but unavoidable challenges such as vast area to cover since the County covers quite a big area. The researcher was also faced with the challenge of inaccessibility to some remote places due to the terrain and the rains. However motor bikes were used to conquer the same.

1.8 Delimitations of the study.

The study mainly focused on the influence of performance appraisal on duty performance of provincial administration officers and was confined to the six districts sampled from the three constituencies of Kitui central, Kitui east and Kitui rural.

Further the study was limited to field administration officers not beyond the rank of DC who are in charge of specific administrative units and not their seniors or other staff cadres who support them in service delivery in their specific offices.

1.9 Basic assumptions

It was assumed the provincial administrators that are; DC, DO's, Chiefs and Assistant Chiefs understood the concept of performance appraisal system.

The researcher further assumed that the respondents would give honest and reliable responses.

It was also assumed that the sample chosen was representative of the population under study. Data collection tools were also assumed to be valid and reliable. The findings of this study were assumed to be useful to the policy makers in the provincial administration. It was further assumed that since the provincial administration is a centralized system with uniformity of command, the findings of the study would be representative of all the other districts in the county because the entire county is under the same command.

1.10 Definition of significant terms

Accountability refers to employee responsiveness to the clients, employer and other stakeholders

Job performance refers to the extent to which different job activities are performed by an individual.

Performance contract refers to Performance agreement, which forms part of the broader Public sector reforms aimed at improving efficiency and effectiveness in the management of the public service.

Influence Refers to the ability to produce effects on the actions, behaviors or opinions of other people.

Procedural justice Refers to the fairness and the transparency of the process by which decisions are made.

Feedback Process through which information flows from the appraiser to the appraise detailing the findings of the appraisal process.

Training of personnel The process of socializing and educating employees in the workplace on matters required of them in the work place.

It clearly specifies the intentions, obligations and responsibilities of the two contracting parties.

Performance appraisal is the process by which a superior judges after evaluating a junior's performance of duties.

Provincial administration are officers who are public policy conveyers and enforcers consisting of the Provincial Commissioner, County Commissioner, District Commissioner, District officers, chiefs, and assistant chiefs.

Implementation refers to application of a project or programme as planned.

1.11 Organization of the study

The study is organized into five chapters. Chapter one introduces performance contracting appraisal by presenting a background of what it is and how it is involved in the Public sector and specifically provincial administration. The chapter elaborates the problem that was addressed in the study, denotes the specific objectives as well as the research questions that guided the study. Finally the chapter has significance of the study, limitations, delimitations, assumptions and definitions of significant terms used.

Chapter two is the literature review, which contains introduction, the factors that influence the effectiveness of the performance appraisal systems.

Factors under consideration included the effect of training on the performance appraisal systems, procedural justice, goal-setting and feedback on the effectiveness of the performance appraisal systems.

Chapter three dealt with research design, target population, sampling and sampling procedures, sample size, research instruments, validity and reliability of research instruments, data collection procedure and data analysis techniques.

Chapter four comprises of data presentation, analysis and interpretation of findings while chapter five provided the summary, conclusion and recommendations of the study besides giving suggestions for further academic pursuits on performance contract appraisal.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter review of literature on issues pertinent to the study was conducted. The main focus was on the influence of performance contract appraisal on duty performance by provincial administration officers. The

study considered the effect of training on performance contracting appraisal on duty performance by provincial administration officers, perceived procedural justice, goal-setting and feedback on the influence of performance contract appraisal on duty performance by provincial administration officers.

2.2 The influence of staff training on the duty performance of provincial administration officers.

Most authors agree on the fact that those who do appraisals should undergo training as well as those being appraised (rater must be trained to observe, gather, process, and integrate behavior-relevant information in order to improve performance appraisal effectiveness). Rudner (1992) for example proposes that training should aim at three goals: First, it should familiarize judges with the measure they will be working with. Second, it must ensure that judges understand the sequence of operations that they must perform. Third, it should explain how the judges should interpret any normative data that they are given.

Tziner and Kopelman (2002) in acknowledging that errors are well ingrained habits, state that extensive training in PCA is necessary for avoiding such errors. Therefore, the training should provide trainees with broad opportunities to practice the specified skills, provide trainees with feedback on their practice appraisal performance, and that a comprehensive acquaintance with the appropriate behaviors to be observed.

Harris (1988) also points at the necessity of training: Continued training is needed in areas such as goal-setting and monitoring performance on a frequent basis, and personal and interactional skills. She proposes that an

organization could provide training as this on a regular basis in such a manner that it becomes an accepted part of the supervisor's position and thus becomes a part of the organizations culture. Reinke (2003)states that there needs to be an increased focus on the interpersonal issues surrounding appraisal. This is because interpersonal issues such as trust are important in the performance appraisal process and should thus be a part of the training program. Kondrasuk et al. (2002) also asserted that the condition of training for all involved individuals must be fulfilled. According to them this means that training should be frequently updated and involves appraisal aspects as for example give and take feedback, personal bias, active listening skills and conflict resolution approaches.

To build trust and thus enhance acceptance of the performance appraisal process. Reinke (2003) adds that a broad understanding of the system is essential. Harris (1988) also emphasized the importance of training. If implemented this way, employees are less confused; less disappointed concerning measures and are more aware about the intentions of Performance appraisal.

This also means that they will be capable of useful critique and feedback concerning the appraisal process. There are several training methods in existence: Lee (1985) introduces the term frame-of reference training (FOR). This kind of training attempts to develop and establish detailed performance scripts. These work as norms or standards for effective performance behaviors and can be used to organize information. In research of

Lee (1985) FOR has been found to produce more accurate performance ratings.

In contrast, rater error training (RET) is more focused on rating errors frequently committed, and the need to avoid these (Hedge and Kavanagh, 1988). According to research of the authors RET actually introduces new, and usually inaccurate rating behavior and should be called inappropriate response set training. Hedge and Kavanagh (1988) conclude that RET is nonsensical if one is interested in improving rating accuracy. Instead they recommend a combination of observation and decision-making training because this might lead to even more improvement in rating accuracy than would either alone. But even if training improves via several factors performance appraisal effectiveness, Rothstein (1990) emphasizes that it is not likely that training raters could compensate for the lack of opportunity to observe. Good observational skills or a better understanding of common rater errors, coupled with inadequate exposure to the rate will not lead to reliable ratings.

In conclusion, it is a necessary condition that raters are sufficiently trained so that they understand the appraisal process; are able to use the appraisal instrument as intended which includes interpreting standards and use of scales; and are able to give effective feedback including goal-setting.

Acceptance will only be gathered if ratees and raters perceive these conditions to be fulfilled. Furthermore, these skills need to be updated or refreshed on a continuing basis. But also ratees should receive a certain form of appraisal training to introduce them to the appraisal system. To attain their acceptance and support of the appraisal system also employees must

understand the appraisal system as a whole as well as the behavioral aspects and standards that are used to evaluate their performance.

In order to develop an effective PAS, the individuals who are involved as raters should undergo training (Goff & Longenecker, 1990). They should be trained on the process of managing, motivating and evaluating employee performance. The system should not be seen as a simple "quick fix" solution. The raters should see it within its wider context of performance management (Boice & Kleiner, 1997). Evans (1991) noted that the raters should be trained on various aspects like supervision skills, conflict resolution, coaching and counseling, setting performance standards, linking the system to pay, and how to provide employee feedback.

The training will equip raters with expertise and knowledge that they need in making decisions in the course of the process. Boice and Kleiner (1997) state that there is need to eliminate selective memory by the raters. This can be eliminated by performing the reviews on a frequent and ongoing basis. The frequent reviews will also remove the surprises experienced during annual reviews. These periods of review can be bi-monthly or quarterly. PAS should also link individual performance with reward (Townley, 1999).

It is assumed that linking performance with reward increases the levels of performance. Such schemes have been used in both public and private sectors (Armstrong & Baron, 2005).

Linking employees with reward motivates employees and commits them to the appraisal process. It will also show the employees that the completion of

the performance targets and objectives will affect them directly (Prowse & Prowse, 2009).

In order to have an effective system, rates should be given room to appeal against a rating that they feel is incorrect. The appeals may be against any rating that may be perceived to be discriminatory. The appeals would protect the employees from any unfair ratings. It could also protect the organization from any potential charges of unfair treatment of employees and assure that the raters will not be biased in their evaluations because their appraisals will also be reviewed by others in the organization ((Murphy & Cleveland, 1995; Caruth & Humphreys, 2005).

2.3 The influence of procedural justice on performance contract appraisal on duty performance of Provincial administration officers

According to Reinke (2003) one of the most basic assumptions is that employees differ in their contribution to the organization because of individual performance, and that supervisors are actually able and willing to distinguish between employees. Another assumed aspect is concerned with the practicality of performance appraisal: Time and costs for development and execution phases of the process do not outperform the organizational win which is reached by appraising performance (Jacob et al., 1980).

But there are also some methodological assumptions that are made by those applying formal performance appraisals. Jacobs et al. (1980) describe them: The first is that equivalence exists. This means that the situations under which all rates are evaluated and the ways different raters actually evaluate rates are comparable. Second, there are uniformed interpretations of standard

expectations and forms among raters. Furthermore, the rater must have the possibility of direct observation plus additional data as for example attendance rates.

Unfortunately, the performance appraisal self and the process are not without flaws. Kondrasuk et al. (2002) states that these problems can be categorized into three areas: (1) the process and format, (2) evaluators role and (3) problems involving the evaluatees. An example for the first category is the issue of perceived fairness described by Rarick and Baxter (1986) which significantly influences performance appraisal system effectiveness. Fairness is made up by the three different concepts of distributive fairness, procedural fairness and interactional fairness. Distributive fairness is the degree to which rewards and punishments are actually related to performance inputs. According to Swiercz et al. (1999) distributive fairness is the most important predictor of job performance. Procedural fairness describes the degree to which procedures and policies which determine the performance appraisal score are perceived as fair. Davis and Landa (1999) found out that the absence of fair procedures increases distress because the results of performance appraisal are essentially outside the control of the employee. But if employees are confident in the fairness of performance appraisal process, they are more likely to accept performance ratings, even adverse ones (Roberts, 2003).

Furthermore, procedural fairness is a significant predictor for pay and job-satisfaction (Swiercz et al., 1999). Interactional fairness refers to fair treatment of employees by agents of the organisation. Together, all three types of fairness are predictors of commitment (Swiercz et al., 1999). Thus,

employee's attitudes towards the system will predict how willing they are to buy into the goals they are expected to meet (Harris, 1988).

2.4 The influence of appraisal goal-setting on the duty performance of provincial administration officers.

Roberts (2003) analyzed why goal-setting is so effective and proposed that its effectiveness derives from its ability to focus employees' effort and attention on the critical task at hand, enhancing employee persistence and reducing the likelihood of being distracted. It thus focuses attention and effort on the future which can still be changed. The judgmental performance appraisal process emphasizes past behavior which cannot be altered anymore. Roberts (2003) also gives instructions how to set goals effectively so that employee performance and satisfaction are enhanced. According to these rules performance goals must be specific, moderately difficult and accepted. When performance feedback is combined with goal-setting, it contributes strongly to ratees work satisfaction; possibly since goal-setting fosters feelings of participation in work related issues and meaningfulness at work.

Tziner and Kopelman (1992) also found that the process of goal setting gives the appraisee a broader picture of the work unit and the organization's objectives. Harris (1988) supports the findings about the positive effects of goal-setting.

She recommends an evaluative interview for providing feedback which focuses on problem-solving and goal-setting and which has high employee involvement. Done this way it is more likely to be satisfying to employees than retrospective, subjective interviews.

Additionally, the kind of environment that is created by the performance appraisals optimizes the employees' work performance. Individual performance goals that are consistent with organizational goals provide guidelines to the employee on how their effort can lead to organizational improvement. Boice and Kleiner (1997) point out that the organizational objectives must be determined first before embarking on a performance management system in order to make it effective. Departmental and individual objectives are then formulated which must be consistent with the organizational objectives. All employees involved in the performance rating process must be involved throughout the process.

Bertone et al (1998),found out that involving employees makes them understand organizational goals, what is expected of them and what they should expect for achieving their performance goals. Besides this focus on the future, two more things need to be taken into account. First, according to Wise (1998) it is very risky to give too complex goals. The more complex the goals, the more likely recipients will distort them by focusing on results that match their self-perceptions and ignore contradictory ones. Second, Roberts (2003) states that, to be maximally effective, there must be an ongoing formal and informal performance goal setting.

2.5 Influence of feedback on performance contract appraisal on duty performance by provincial administration officers

Feedback is an important part of the PAS. Longenecker (1997) asserted that the ratees should be given feedback on their competence and overall progress within the organization.

The feedback should be specific and timely and be against the predetermined performance expectations. It's within the employees' rights to know how they are progressing in performing the assigned tasks and to receive feedback. The feedback should be provided on a continuous basis – daily, weekly or monthly reviews (Lee, 2005). Generally, the rating task requires someone with special knowledge and ability, and someone who can observe the performance of the employee (Berry, 2003).

There are four different single appraisal sources possible: First, the most common source of performance feedback is the immediate supervisor of the employee because the supervisor is expected to have the basic knowledge and ability to conduct performance appraisal on the subordinates (Berry 2003). A second possible source is co-workers or peers of the employee in question. According to Berry (2003) they are in a position to observe and often are aware of how well their colleagues perform on the job.

This feedback source might be especially useful when the supervisor does not have much direct contact with an employee and cannot observe the individual's work. In comparison with the accuracy of supervisory ratings there seems to be a quite strong agreement as indicated by an average correlation of 0.62 (Berry, 2003).

Third, performance can be evaluated by the employee in question. This process is called self appraisal and is often conducted when employees work alone or are relatively independent of others (Berry, 2003). But unfortunately, self-perception differs from how the performance is viewed by others. In particular, employees' self-ratings tend to be more positive than the ratings

they receive from others. The fourth possible feedback sources are subordinates and are thus only suitable for employees who actually have subordinates. Even though this system has the potential to improve managerial skills it is not without problems. For example, managers might be concerned that some subordinates will rate them negatively because the manager has disciplined the employee in the past. Also, subordinates are likely to fear reprisals if they given negative ratings.

The third category has mainly to do with dissatisfaction with type and amount of feedback and uncomfortable feelings because of lack of control. Especially the way of feedback giving has the potential to arouse negative emotions which in turn negatively affect the acceptance of the performance appraisal system. This partially stems from the fact that performance appraisal has an impact upon an employee's sense of self-worth (Rarick and Baxter, 1984). Combined with the fact that employees tend to overrate their own performance and may feel resentful when receiving appraisals which are lower than they expected (Harris, 1988). These are therefore explanations as to why acceptance might be a low-will bed. The lack of user acceptance engenders resistance and a reduction in user motivation (Roberts, 2003), and can result in the undesirable closure of communication between leader and employee around the performance issue (Davis and Landa, 1999). The feedback to the employee generally aims at improving performance effectiveness through stimulating behavioral change.

Thus the manner in which employees receive feedback on their job performance is a major factor in determining the success of the performance appraisal system (Harris, 1988). Hearing information about the self discrepant

from one's self-image is often difficult and painful. Thus, because feedback may strike at the core of a person's personal belief system it is crucial to set conditions of feedback so that the ratee is able to tolerate, hear, and own discrepant information (Dalton, 1996).

Only if conditions facilitate the acceptance of feedback information then the likelihood of change increases. Dalton (1996) further specifies these conditions: The feedback event should be a confidential interaction between a qualified and credible feedback giver and ratee to avoid denial, venting of emotions, and behavioral and mental disengagement. In such an atmosphere discrepancies in evaluations can be discussed and the session can be used as a catalyst to reduce the discrepancies (Jacobs et al., 1980).

Because employees and their supervisors often find appraisal both painful and demotivating Davis and Landa (1999) argue that practice of informal, regular communication between supervisor and employee are far more desirable and effective than formal performance appraisal process. Kondrasuk et al. (2002) also propose to integrate the process of feedback into the daily interactions of supervisors and subordinate in a way that more frequent but less formal meetings. So called achievement updates on a weekly basis then touch upon good and bad issues, while so called achievement assessments take place bimonthly, are more formal and aim at getting a more clear depiction of issues troubling both sides. Roberts (2003) instead concludes that effective feedback is timely, specific, and behavioral in nature and presented by a credible source.

Tziner et al. (1992) proved that when performance feedback is precise and timely it may result in behavior change, even though job behaviours are

generally difficult to modify. And if during the interview there is adequate time for a full discussion of the issues and counseling it enhances perceived system fairness, system satisfaction, acceptance and supervisory support (Roberts, 2003). Furthermore performance feedback alone generates improvements to ratees' organizational commitment, and particularly to work satisfaction (Tziner and Kopelman, 2002). In summary, it can be said that giving feedback in an appropriate manner is a key factor in determining the employee's willingness to adapt behavior. First, it is important that the feedback is given in a confidential atmosphere and that the appraiser is perceived as being in state to give useful feedback. Second, the feedback should be precise and detailed and if possible contain examples of the behavior at hand.

Third, feedback giving should leave room for discussion of important aspects, thus involving the ratee in giving opportunity to state his opinion and referring to his problems. Fourth, goal-setting should be part of the feedback. Goals should be clear, as well as the way how to achieve these goals, relevant, specific and moderately difficult. Furthermore, both parties should accept the goals. Fifth, it might be useful to give beside the annual performance review regular informal performance feedback. If all these conditions are met, the acceptance of the feedback will be enhanced and behavior change will be more likely.

2.6 Conceptual framework.

Mugenda and Mugenda (2003) define a conceptual framework as a graphical or diagrammatic representation of the relationship between variables in a study. It makes it easy for the researcher to see clearly the relationship between the variables. The study had a conceptual framework based on four variables that were presumed to influence the effectiveness of Performance Appraisal System (PAS) in the Provincial administration. These factors were;

Figure 2.1 Conceptual Framework

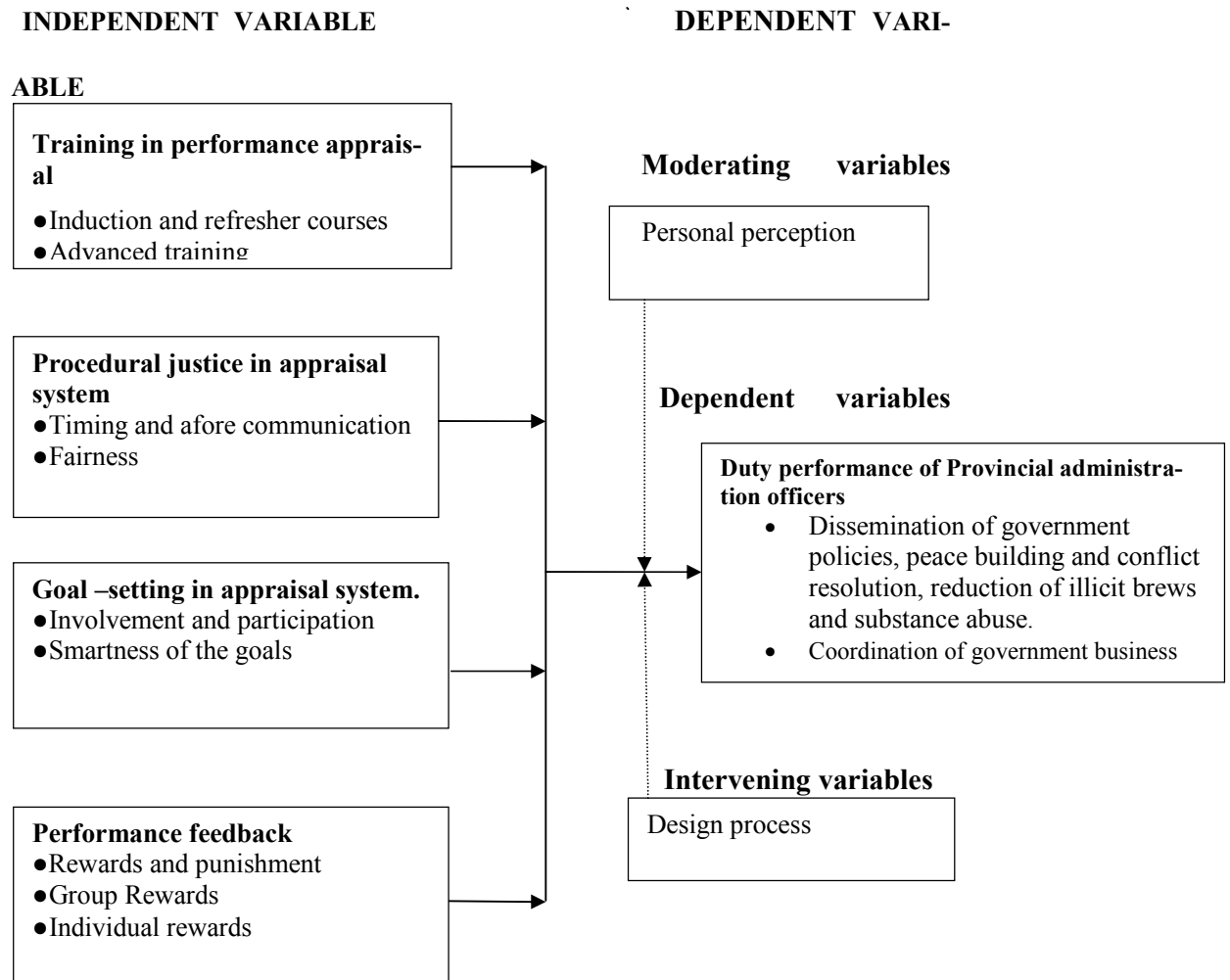


Figure 1: Conceptual Framework

In the study it was conceptualized that the independent variables; Training, Procedural justice, Goal setting and Performance feedback influenced the dependent variable; Duty performance by provincial administration officers.

2.7 Summary

In summary, it can be concluded that performance appraisal systems become useless if they do not elicit positive reactions among raters and ratees (Tziner and Kopelman, 2002). Generally, this mainly deals with the performance appraisal system being accepted because it is perceived as being distributional and procedural fair and being a valid measure for the position at hand. Thus, in recognition of the large amounts of time and money that need to be invested to develop and implement an appraisal system, an ineffective appraisal system would be a severe threat and loss of resources to an organization. On basis of these facts it seems important for each organization to regularly check if their performance appraisal is perceived as intended and if users still support system and process.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the researcher presents the methodology that was used in carrying out the study. The chapter consists of the research design, target population, sampling procedures and sample size, research instruments, validity and reliability of the instruments, data collection procedures, data analysis, ethical issues and Operationalization of the study variables.

3.2 Research design

The research adopted a descriptive design. Descriptive research is concerned with the description of data and characteristics about a population. The goal is the acquisition of factual, accurate and systematic data that can be used in averages, frequencies and similar statistical calculations. It is used in preliminary and explanatory studies to allow research, gather, summarize, present and interpret data for the purpose of clarification (Orodho, 2002). Survey design involves collection of data in order to test hypothesis or to answer questions concerning the current status of the subjects in the study (Mugenda and Mugenda, 1999). Qualitative data was collected using the open-ended items in the questionnaire and the interview guides where the respondents commented on the influence of performance contract appraisal on duty performance by provincial administration officers either by quoting in writing or verbatim from the interview guides.

3.3 Target population

The study population consisted of three clusters of districts according to the current three parliamentary constituencies of Kitui Central Constituency which has three districts of (Kitui Central, Kisasi and Katulani), Kitui rural Constituency which has one district of Lower Yatta), and Kitui East which has two districts of (Nzambani and Mutito). In total the study targeted the six sampling units (districts) within the three constituencies in Kitui County (excluding Mwingi districts). Therefore there were six District commissioners, 15 District officers, 54 Chiefs and 111 Assistant chiefs (Kitui County, 2013 County Commissioner's (CC), Report). Thus the target population was 181.

3.4 Sample and Sampling procedures

Multistage cluster sampling technique was used where the 3 political parliamentary constituencies formed the six sampling units as in Table 3.1. The 6 districts were clustered as: Kitui Central Constituency with 3 districts (Kitui Central, Kisasi and Katulani), Kitui Rural with Lower Yatta) and Kitui East Constituency with 2 districts (Nzambani and Mutito). A census of the three clusters was conducted to study all of them. Since the district population was small (6) any sample above (30%) of the study population was seen as representative of the target population (Mugenda and Mugenda, 1999).

One third ratio was used in selecting a sampling frame so as to select two out of the three districts in the three clusters.

Therefore three districts from Kitui Central; one district from Kitui Rural two from Kitui east, were selected using simple random sampling. This gave a sampling frame of 6 districts from the three clusters.

Five out of the sampled six district commissioners and eight out of the fifteen sampled district officers in the six selected districts were interviewed. Then one third of the chiefs and assistant chiefs in the six selected districts were selected to participate in the study using simple random sampling in each cluster. Purposive sampling was used to select female employees to participate in the study as shown in Table 3.1.

Table 3.1 Sample and sampling procedure

Districts as per Cluster	Population & Sample respondents category	Population (N)		Frequency (n)		Sample size = (n) totals
		Male	Female	Male	Female	
Kitui central Constituency	District commissioner	3	0	3	0	3
	District officers	6	1	6	1	7
	Chiefs	27	3	9	1	10
Kisasi Katulani	Assistant chiefs	43	13	14	4	18
	3	79	17	32	6	38
Kitui east Constituency	District commissioner	2	0	2	0	2
	District officers	5	1	5	1	6
	Chiefs	11	2	4	1	5
Nzambani Mutito	Assistant chiefs	31	5	10	2	12
	2	49	8	21	4	25
Kitui rural Constituency	District commissioner	1	0	1	0	1
	District officers	2	0	2	0	2
	Chiefs	6	5	2	2	4
Lower Yatta	Assistant chiefs	15	4	5	1	6
	2	24	9	10	3	13
Sub-totals		152	34	64	13	
Grand Totals		N=186		SampleSize =76		n = 76

Therefore from Table 3.1 the sample selected for the study included 6 DC's, 15 District Officers, 19 Chief's, and 36 assistant chiefs. This gave a total sample size n=76.

Since there were fewer DC's and DO's, their entire population was included in the study.

The sample size for the chiefs and assistant chiefs represented a 30% minimum sample recommended as representative in a small population as shown in figure 3.1 (Mugenda and Mugenda 1999).

As a result of the above mentioned considerations a total of 38 respondents were selected from Kitui Central Constituency; with 3 DC's, 7 DO's, drawn from Kitui central, Katulani and Kisasi District; 4 Chiefs were selected randomly from Kitui central district while Katulani and Kisasi had 3 each. 6 assistant chiefs were selected randomly from each of the three districts.

In Kitui East 2 DC's and 6 DO's were sampled for the study, 5 chiefs were randomly selected with 2 for Nzambani and 3 for Mutitu; each of the two districts randomly selected 6 assistant chiefs.

Lastly but not least 1 DC and 2 DO's from Lower Yatta district were sampled for the study. A total of 4 chiefs were selected randomly for the study; while 6 assistant chiefs were picked randomly as well.

3.5 Research instruments

Data was collected using two instruments; a questionnaire and interview guide. The researcher structured closed and open-ended items' for the chiefs/and their assistant's questionnaire.

It was validated by colleagues and tutors who are knowledgeable in research methodology as well as techniques of developing research instruments. The questionnaire had two sections. Part A related to biodata items and part B

which assessed the influence of Performance contract appraisal on duty performance of provincial administration officers.

The researcher also structured open-ended questions that were personally used during the face to face interviews with the DC's in data collection. The interviews were a suitable method for these officers because they were fewer compared to the chiefs and assistant chiefs. It was easier to use the interview method so as to prompt responses which may not have been given in absence of the researcher.

3.6 Validity of instruments

In this section the process of determining the validity and reliability of the data collection instruments is discussed in detail. Kombo and Tromp (2006) define validity as a measure of how well a test measures what it is supposed to measure. Validity is the degree to which the results obtained from the analysis of the data actually represents the phenomenon under study. Orodho (2003) further defines validity as a prior qualitative procedural test of the research instruments in attempting to ascertain how they are accurate, correct, true, meaningful and right in eliciting the intended data for the study. Content validity of the instruments was determined by colleagues and experts in research who looked at the measuring technique and coverage of specific areas (objectives) covered by the study. The corrections on the identified questions were incorporated in the instrument hence fine tuning the items to increase its validity.

Validity was also ascertained by checking whether the questions were measuring what they were supposed to measure such as the: clarity of wording

and whether the respondents were interpreting all questions in similar ways (Orodho, 2003).

The feedback was used to revise and modify the questionnaire in order to enhance the validity of the instruments.

3.7 Reliability of instruments

Reliability is a measure of how consistent the results from a test are (Kombo and Tromp, 2006). It measures the stability of the research instruments across two or more attempts. Mugenda and Mugenda (1999) define reliability as a measure of the degree to which research instruments yield consistent results or data after repeated trials. Whereas the test – retest method would be the most appropriate and applicable, it was not possible to find time to interview DC's , DO's , Chief's and Assistant Chief's twice due to their tight schedules, hence the split haft technique was adopted.. The items in the questionnaire were serialized into even and odd numbers. The results from the two groups were compared to ascertain reliability of the instrument. However since reliability in research is influenced by random error the researcher in designing and administering his instruments took care to avoid such errors.

The data values were operationalised and split into two halves using the odd-even item numbers divide, and then were be correlated using Pearson-Moment Correlation Coefficient and resubmitted to Spearman rank correlation coefficient. The correlation coefficient results were 0.87 and were thus greater than 0.75 hence sufficient for the questionnaire to have high reliability (Kasomo, 2006).

3.8 Data collection procedure

Data collection was done from mid April – to mid May 2013. The researcher obtained a permit from the National Council for Sciences and Technology. A copy of the permit was submitted to the concerned in the selected projects. The researcher pre-visited the earmarked Districts to establish rapport before the actual data collection date. This made him familiar with the respondents. The questionnaires were personally administered to the respondents by the researcher.

Data was collected by administering questionnaires and interviews to selected individuals with the aim of studying their attitudes, opinion and habits on influence of performance contract appraisal on duty performance by provincial administration officers in the selected districts in Kitui. Respondent's opinion on some specific issues was catered for by the open-ended questions. The participants were assured of strict confidentiality. Visits were made in all the districts and the filled questionnaires picked at the end of the visit.

3.9 Data analysis

Data Analysis refers to examining what has been collected in a survey or experiment and making deductions and inferences. It involves working with the raw data values obtained from the field, by organizing it, breaking it into manageable units, synthesizing it as well as searching for patterns (Orodho, 2003). Data collected in this study was coded and tabulated according to the

study objectives. Both quantitative and qualitative data was collected in the study during the data collection process. Quantitative data was collected using the closed ended items of the questionnaire. The quantitative data was assigned nominal, ordinal and interval values and analyzed using descriptive statistics of frequency tables and percentages as well as the mean values of the likert 5-point scale ratings. The findings from the this kind of data was interpreted and presented in frequency distribution tables which were used to test the hypotheses of the study . Moreover data was analyzed statistically using the (SPSS). Qualitative data was organized into various categories from which themes and patterns were generated by using the SPPS, for ease of analysis.

3.10 Ethical Issues

In this study, the principle of voluntary participation was applied. The research respondents were fully informed about the research and gave their consent to participate. They were also treated with respect and courtesy. Ethical issues were observed during the data collection. Permission to participate in the study was sought before administering the research tools.

3.11 Operationalization of the study variables

To achieve the objectives of the study the researcher assessed the influence of performance contract appraisal on duty performance of Provincial administration officers in selected districts in Kitui County, Kenya. The dependent variable was: Duty performance by provincial administration officers while the independent variables were: training of personnel on

performance contract appraisal, Procedural justice, influence of goal-setting on duty performance and performance feedback influence on duty performance by provincial administration officers as shown in Table 3.11

Table 3.11 Operational definition of study variables.

Objectives	Variables		Indicators	Level of scale	Tools of analysis
	Independent	Dependent			
To determine the influence training of personnel on performance appraisal on duty performance of provincial administration officers.	Training of personnel	Duty performance by provincial administration officers	Coordination of government business	Interval	Frequency distribution tables.
			Dissemination of government policies , peace building and Conflict resolution Reduction of illicit brews.	Nominal	Mean scores of 5-point likert scale
To establish	Procedural	Duty	Coordination	Nominal	Frequency

the extent to which procedural justice influences duty performance of provincial administration officers	justice	performance by provincial administration officers	of government business Dissemination of government policies , peace building and Conflict resolution Reduction of illicit brews.	Ordinal	distribution tables. Mean scores of 5-point likert scale.
To evaluate the influence of goal-setting on duty performance of provincial administration officers	Goal-setting	Duty performance by provincial administration officers	Coordination of government business Dissemination of government policies , peace building and Conflict resolution Reduction of illicit brews.	Nominal Ordinal	Frequency distribution tables. Mean scores of 5-point likert scale.
To establish the extent to which performance feedback influences the duty performance of provincial administration officer.	Performance appraisal feedback	Duty performance of provincial administration officer	Coordination of government business Dissemination of government policies , peace building and Conflict resolution Reduction of illicit brews.	Nominal Ordinal	Frequency distribution tables. Mean scores of 5-point likert scale.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 INTRODUCTION

This chapter covers data analysis, presentation and interpretation. The research was conducted to investigate the influence of performance appraisal

on duty performance of provincial administration officers in selected districts in Kitui County.

The chapter focuses on the demographic information of the respondents, data presentations, interpretation and discussions of findings. The presentations were done based on the research questions. The research findings on influence of performance appraisal were subjected to statistical analysis aided by a computer package SPSS (Statistical Package for Social Sciences) to establish the measures of central tendency (Mean, Frequency and percentages). The data presentation is in tabular form.

4.2 Questionnaire return rate

All of the issued questionnaires were 70 and 6 interview guides, where thirty six were for Assistant chiefs, nineteen for chiefs, fifteen for District officers and six interview guides for district commissioners. Of the expected questionnaires 65 were returned constituting, 92.8 % return rate from the 70 sampled respondents. This was occasioned by a shortage of district officers in some of the districts under study. Generally this was a good response rate.

Only 5 of the 6 sampled DCs' were interviewed due to the lack of a substantive office holder in one of the new districts. This was an 83.3% response rate which implied that the researcher would have valid and reliable conclusions and recommendations for the study.

4.3 Demographic characteristics of the respondents

Provincial administration officers' demographic information is discussed by their gender, age, education level, post and post duration. Table 4.1 shows

information about the Provincial administration officers with an exception of the district commissioners.

Table 4.1 Distribution of Dos, chiefs and their assistant's by gender.

The study used more male officers than their female counterparts. Male officers represented 78.5% while female officers were represented by only 21.5%. At the DO1 and senior chief position there was no single female officer.

Table 4.1 Distribution of Provincial administration officers' by gender

Gender	Post					Total
	DO1	DO	Snr Chief	Chief	A/Chief	
Male	6	2	4	9	30	51
Female	0	2	0	6	6	14
Total	6	4	4	15	36	65

Table 4.2 Distribution of respondents by gender

		Frequency	Percent
Valid	Male	51	78.5
	Female	14	21.5
Total		65	100.0

As earlier noted the male officers were the majority while the female officer respondents were few just as their representation generally in the provincial administration is still far much below that of their male counterparts. On the part of the District commissioners, the male officers dominated at 100.0% with no single female officer at that level. From the gender disparities in the table, it can be argued that employment within the ranks and files of the provincial administration is still below the one-third threshold advocated for in the constitution. The dominance of the males puts the administrative outfit in an awkward position given its role of providing leadership. This trend

needs to be reversed if the provincial administration is to operate within the requirements of the new constitution.

4.4 Provincial administration officers' age disaggregation in Kitui County

The study also examined the age disaggregation of the provincial administrators beginning with the Do's chiefs and their assistants and the findings were presented in Table 4.3.

Table 4.3 Age distribution of Dos, Chiefs and their assistant's.

Age in years	Frequency	Percent
31-35	10	15.4
36-40	24	36.9
41-45	19	29.2
46-50	7	10.8
Above 50	5	7.7
Total	65	100.0

Table 4.3 reveals that 15.4% of the administrators were aged between 31-35yrs, 36.9% were in the age bracket of 36-40years, 29.2% were aged between 41-45 years, 10.8% in the age bracket of 46-50 and 7.7% were over 50 years. This therefore implied that a majority of the officers would remain in service for 15yrs and beyond with only a cumulative 18.5 retiring in ten or less years.

The district commissioners' ages were also scrutinized and their age distribution presented in Table 4.4 as follows,

Table 4.4 Age distribution of District Commissioners

Age bracket	Frequency	Percent
41-45	2	40.0
46-50	2	40.0
Over 50	1	20.0

Total	5	100.0
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From the table it is clear that the majority of the respondents were drawn from the middle ages with those between 41-45 and 46-50 each posting 40 % while a minority were above 50 years represented by 20 %. This therefore implies that the officers would remain in service for quite some time and would remain part and parcel of the PCA in the years to come.

4.5 Levels of education of provincial administration officers in selected districts in Kitui.

The study also established the levels of education attained by the provincial administration officers and the findings presented in Table 4.5

Table 4.5 Distribution of Dos, Chiefs and their assistant's by level of education

Level of education	Frequency	Percent
Primary	3	4.6
Secondary	24	36.9
Certificate	15	23.1
Diploma	13	20
Degree	10	15.4
Total	65	100.0

From the study findings, majority 36.9 % of the provincial administration officers under study had attained secondary education. The provincial

administration officers at certificate level were 23.1%, while those with diploma 20 % and those with degrees stood at 15.4 % as shown in table 4.5. 4.6% had not gone beyond primary school. All the district officers and district commissioners had attained degree level. These findings puts to scrutiny the criteria used in recruitment of officers below the rank of DO.

4.6 Provincial administration officers' position working experience.

The study considered the length of time the provincial administration officers had served in the current position and the results are presented in Table 4.6.

Table 4.6 Post Duration for Dos, chiefs and Assistant chiefs

Duration in yrs	Frequency	Percent
Less than 5	26	40
6-10	20	30.8
11-15	15	23
16-20	2	3.1
Greater than 21	2	3.1
Total	65	100.0

From the table, 40 % had served in their current position for less than 5 years, followed by 30.8 % who had served for between six and ten years in their current position. Those who had served for between 11- 15 years were 23% and 3.1% had served for between sixteen and twenty years. On the other hand,

the district commissioner’s experience was not very different as shown in Table 4.7.

Table 4.7 Post Duration for D.Cs

Duration in yrs	Frequency	Percent
Less than 5	2	40.0
6-10	2	40.0
16-20	1	20.0
Total	5	100.0

Majority had served in their current position for less than five years and between six and ten years represented by 40.0% respectively while 20% had served between 16 - 20 years .The findings in Tables 4.6 and 4.7 reveal that all the officers have been in their positions long enough to understand the workings of performance contracting appraisal hence were competent respondents for the study.

4.7 The influence of staff training on PCA on duty performance of provincial administration officers

The study participants’ responses on influence of staff training on the duty performance of provincial administration officers were also explored. The respondents were asked if they had received any training on PCA. The results were as presented in the Table 4.8.

Table 4.8 Dos, chiefs and their assistants Responses on training on PCA.

	Frequency	Percent
Yes	40	61.5
No	25	38.5
Total	65	100.0

The findings presented in Table 4.8. Indicate that 61.5% had actually been trained while 38.5% were yet to access training. This implied that there were inconsistencies in the training process, a trend which could adversely affect performance contract appraisal if not addressed. The study sought to further establish the officer's level of training in PCA, with a guided choice of four levels; induction, refresher, advanced, or no training. It emerged that majority had only received basic training as shown by their responses in Table 4.9.

Table 4.9 DOs, Chiefs and their assistants Responses on Level of training on PCA.

Level of training	Frequency	Percent
Induction	40	61.5
Refresher	2	3.1
None	23	35.4
Total	65	100.0

It became so clear that the Dos, chiefs, and assistant chiefs had received inadequate training. Of these respondents 61.5% had only been inducted and a paltry 3.1% had received refresher training. The remaining 35.4 % had no training whatsoever in PCA, a trend which compared favorably with the results of a case study on performance contracts in Kenya where 75.5% of the survey respondents drawn from the civil service said they had not been given

adequate training in performance contracting. (Kobia and Mohammed, 2006).

To examine further the levels of training the study enquired about the levels of training among the DC, s and the findings presented in Table 4.10.

Table 4.10 Dcs, responses on Level of training on PCA.

Levels of training	Frequency	Percent
Induction	2	40.0
Advanced	3	60.0
Total	5	100.0

The findings presented in Table 4.10 indicate that the district commissioners had received seemingly adequate training. There were 60.0 per cent with advanced training and the remaining 40.0 per cent had been trained at the induction level as depicted in table 4.10.

The DCs were better trained in PCA as compared to their juniors hence indicating that training was skewed in favor of the senior officers. Such a trend could most likely work against the grain of the PCA.

The study endeavored to find out if training on PCA influenced duty performance and improved coordination of government business. The findings were as presented in Table 4.11.

Table 4.11 Dos, Chiefs and assistants Responses on training on PCA improves Coordination of government business.

	Frequency	Percent
Agree	37	57
Strongly Agree	26	40
Disagree	2	3
Total	65	100.0

Majority of the respondents 57 % agreed that training improved coordination of government business with an additional 40% strongly agreeing that training improved coordination of government business. It is only an insignificant 3% that disagreed with the issue of training and coordination. These findings concur with those of an earlier study conducted to investigate the effectiveness of appraisal systems in KTDA factories in Meru county, which revealed that employee training influenced the effectiveness of the factories employees.(Ombui 2007).This strong positive response implied that training in PCA was key to enhanced performance. To further determine the influence of training on PCA on duty performance of provincial administration officers, the study sought to establish if at all training in PCA improved dissemination of government policies among the respondents and the findings presented in Table 4.12.

Table 4.12: DOs, Chiefs, and assistants Responses on Training in PCA and Dissemination of government policies.

Responses	Frequency	Percent
Agree	36	55.4
Strongly Agree	26	40
Disagree	2	3.1
Strongly Disagree	1	1.5
Total	65	100.0

From this table it was found out that a cumulative 95.4% were in agreement with only 4.6% disagreeing. These findings reinforce importance of training in PCA as an integral component of duty performance among the respondents.

On the same breath, the study investigated the extent to which training of officers in PCA influenced conflict resolution activities. The results were as presented in Table 4.13

Table 4.13: DOs, Chiefs and assistants Responses on influence of training in PCA and Conflicts Resolution.

	Frequency	Percent
Agree	34	52.3
Strongly Agree	24	37
Disagree	5	7.7
Strongly Disagree	2	3
Total	65	100.0

From the table it was established that majority 52.3% agreed that training in PCA improved conflict resolution by the provincial administrative officers with an additional 37% strongly agreeing that training in PCA was significant in improving conflict resolution, hence affirming further that training of personnel on PCA influenced their duty performance. On a different note the researcher sought to establish the relationship between training in PCA and reduction of illicit brews and narcotics by the provincial administration. The researcher's findings are presented in the Table 4.14.

Table 4.14: Influence of training in PCA and Reduction of illicit Brews and Narcotics

Responses	Frequency	Percent
Agree	26	40

Strongly Agree	24	37
Disagree	14	21.5
Strongly Disagree	1	1.5
Total	65	100.0

From the findings, 40 % agreed that training in PCA improved control of illicit Brews and Narcotics with another 37% strongly agreeing. On the other hand those opposed to the idea were only 21.5 % and 1.5 % disagreeing and strongly disagreeing respectively. These findings confirm the assertions in the literature review which lay emphasis on the importance of training on performance appraisal as a way of creating more awareness about the performance appraisal to avoid employee confusion. (Harris 1998).Kondrasuk et al. (2002) stated that training for all individuals involved in performance appraisal must be fulfilled.

Further the researcher used Pearson's correlation coefficients to test the hypothesis below.

Ho: There is no significant relationship between training and performance of provincial administration offices.

H1: There is a significant relationship between training and duty performance by provincial administration officers.

The results were as presented in Table 4.15.

Table 4.15 Relationship between trainings and duty performance

		Training	Duty performance
Training	Pearson Correlation	1	0.8
	Sig. (2-tailed)		0.065
	N	65	65
Duty performance	Pearson Correlation	0.8	1
	Sig. (2-tailed)	0.065	
	N	65	65

The correlation coefficient between training in performance contract appraisal and duty performance is +0.80. This correlation coefficient is very high implying that there is a strong positive relationship between training in performance contract appraisal and duty performance. This study therefore rejects the hypothesis and concludes that there is significant relationship between training in performance contract appraisal and duty performance by provincial administration officers.

4.8 The extent to which procedural justice influences duty performance by provincial administration officers.

The second objective of this study was to establish the extent to which procedural justice in PCA influenced the duty performance by provincial administration officers. The study wanted to test the hypothesis that; Procedural justice in performance contract appraisal had no significant relationship with duty performance by provincial administration officers. The study looked at the issue of fairness, timing and afore communication to gauge the perceived procedural justice.

The study asked the respondents if they believed that the procedure of PCA was fair and gave them a choice of YES or NO for their responses and the findings were as presented in Table 4.16.

Table 4.16 Dos, chiefs and assistants responses on P.C.A Fairness

Response	Frequency	Percent
Yes	60	92.3
No	5	7.7
Total	65	100.0

From the Table, the majority who consisted 92.3 % were positive about the fairness of the PCA and only a minority of 7.7 % were of the opinion that the PCA process was not fair. These findings gave performance contract appraisal a clean bill of health on fairness.

The study further sought to establish the opinion of the respondents on timing and afore communication as components of procedural justice using a five point likert scale. The findings are presented in Table 4.17.

Table 4.17 Responses on Timing and afore Communication as components of procedural justice in PCA by Dos, Chiefs and assistants.

	Frequency	Percent
Strongly Disagree	3	4.6
Disagree	2	3.1
Neutral	5	7.7
Agree	34	52.3
Strongly Agree	21	32.3
Total	65	100.0

The Dos, chiefs and assistant chiefs positively identified with the idea that timing and afore communication were integral components of procedural justice. A majority 52.3% agreed while another 32.3 % strongly agreed. A minority percentage of 7.7%, 3.1% and 4.6% were neutral, disagreed and strongly disagreed respectively. When asked a similar question, the DCs responses were as presented in the Table 4.18.

Table 4.18 DCs Responses on Timing and afore communication as components of procedural justice on PCA

	Frequency	Percent
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Agree	2	40.0
Strongly agree	3	60.0
Total	5	100.0

From this table, 60% of the DCs strongly agreed with the remaining 40.0 % also agreeing that timing and afore communication were components of procedural justice on PCA hence bringing to the fore the need for proper timing and afore communication for the effectiveness of PCA. To establish the link between procedural justice and duty performance, the study asked the respondents if they agreed or disagreed that procedural justice in PCA improved their duty performance.

The Dos, chiefs and assistant chiefs perceived procedural justice as having a big influence on their duty performance as indicated by their responses in Table 4.19.

Table 4.19 Responses on influence of procedural justice on duty performance by Dos, chiefs and assistants.

	Frequency	Percent
Strongly Disagree	6	9.2
Disagree	2	3.1
Agree	40	61.5
Strongly Agree	17	26.2
Total	65	100.0

From the findings, a majority 61.5 % agreed with an additional 26.2 % strongly agreeing that procedural justice influenced duty performance. A minority consisting of 3.1 % and 9.2 % disagreed and strongly disagreed

respectively. This means that procedural justice is a key element of PCA with a pronounced bearing on duty performance.

On the linkage between procedural justice in PCA and the dissemination of government policies by the respondents, they were asked to state if they thought procedural justice in PCA influenced improved dissemination of government policies and the findings presented in Table 4.20

Table 4.20 Responses on whether procedural justice in PCA improves dissemination of government policies.

	Frequency	Percent
Agree	35	53.8
Strongly Agree	28	43.1
Disagree	2	3.1
Total	65	100.0

From the Table, 53.8% agreed with another 43.1% strongly agreeing. Only 3.1% per cent were opposed to procedural justice contributing to improved dissemination of government policies.

These findings served to underscore the primary role of procedural justice in PCA as a recipe for effective service delivery.

The study also sought to find out that if procedural justice in PCA influenced conflict resolution by the respondents. The respondents were asked their level of agreement with the assertion that procedural justice in PCA improved conflict resolution; the responses are presented in Table 4.21

Table 4.21 Responses on whether procedural justice in PCA improves Conflicts Resolution

	Frequency	Percent
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Agree	36	55.4
Strongly Agree	23	35.4
Disagree	5	7.7
Strongly Disagree	1	1.5
Total	65	100

Of the respondents 55.4 % agreed that procedural justice in performance appraisal improved conflict resolution with another 35.4 per cent strongly agreeing. However an insignificant number of 7.7 per cent and 1.5 per cent disagreed and strongly disagreed respectively. This therefore implies that procedural justice is a motivational element in so far as duty performance by provincial administrators is concerned. The study also established the influence of procedural justice in PCA on the reduction of illicit brews and narcotics. The respondents were required to indicate their level of agreement with the statement that procedural justice in PCA improved their performance in reduction of illicit brews and narcotics on a five point likert scale given.

The findings are presented in Table 4.22

Table 4.22 Responses on whether procedural justice in PCA helps reduce illicit brews and narcotics.

	Frequency	Percent
Agree	31	47.7
Strongly Agree	20	30.7

Disagree	11	17
Strongly Disagree	3	4.6
Total	65	100.0

From the results the majority of 78.4 % were positive about the role of procedural justice in performance appraisal in relation to reduction of brews and narcotics by provincial administration officers. On the other hand, 21.6 % of the respondents were of a different opinion.

It was therefore established in this study that procedural justice influenced the duty performance of provincial administration officers. These findings are supported by those of a previous study that found out that performance appraisal justice is an important factor in inculcating positive employees perceptions of the appraisal system, with 74.3% agreeing that that the appraisal justice influenced their perception of the performance appraisal. (Kirwa 2011).The findings also affirm the assertion in the reviewed literature that PCA fairness is a significant predictor for pay and job satisfaction. (Swiercz 1999).

Further the researcher used Pearson correlation coefficient to test the hypothesis below.

Ho: There is no significant relationship between procedural justice and duty performance by provincial administration officers.

H1: There is a significant relationship between procedural justice and duty performance by provincial administration officers.

The results were presented in Table 4.23.

Table 4.23 Relationship between procedural justice and duty performance

		Procedural justice	Duty performance
Procedural justice	Pearson Correlation	1	0.78
	Sig. (2-tailed)		0.055
	N	65	65
Duty performance	Pearson Correlation	0.78	1
	Sig. (2-tailed)	0.055	
	N	65	65

Table 4.23 shows that at +0.78 there is a strong positive correlation between procedural justice in performance contract appraisal and duty performance by provincial administration officers. This study therefore rejects the hypothesis and concludes that there is a significant relationship between procedural justice in performance contract appraisal and duty performance by provincial administration officers.

4.9 The influence of goal-setting on duty performance by provincial administration officers.

The study in seeking to establish the influence of goal setting on the duty performance asked the respondents about their involvement in goal setting using a structured question requiring a YES or NO. The results are presented in the Table 4.24.

Table 4.24; DOs, Chiefs and Assistants Responses on their involvement in Goal Setting for P.C.A.

	Frequency	Percent
Yes	37	56.9
No	28	43.1
Total	65	100.0

The responses revealed that there were lapses in the consultation process with Dos, chiefs and assistant chiefs well spread across the divide in that 56.9% responded on the positive while 43.1 % responded on the negative. These findings implied that there was considerable lack of involvement during goal setting in PCA.

The study further established that the DCs were even worse off because their response to the same question revealed an increased lack of consultation as reflected in Table 4.25

Table 4.25 Responses by DCs on their involvement in Goal Setting for P.C.A.

	Frequency	Percent
Yes	2	40.0
No	3	60.0

Total	5	100.0
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From Table 4.25 it is clear that a majority of the DC,s at 60% were not consulted, hence adding credence to the shaky nature of involvement of the officers in goal setting during PCA.The study further used a structured question to find out if the respondents were aware of the goals of PCA and the findings presented in Table 4.26.

Table 4.26. Dos, Chiefs and assistants responses on awareness of P.C.A goals.

	Frequency	Percent
Yes	57	87.7
No	8	12.3
Total	65	100.0

From the table, 87.7 % indicated that they were aware of the goals of PCA while 12.3% were not aware of goals of PCA. 100 % of the DCs on the other hand were aware of the goals of the PCA. Using a structured question the study inquired on how realistic and attainable the goals of the respondents PCA were within the set period and the findings presented in Table 4.27.

Table 4.27 DOs, chiefs and assistants responses on whether the goals were realistic and attainable.

	Frequency	Percent
Yes	41	63.1
No	24	36.9
Total		100.0

From the findings, 65.2 % said yes while 34.8% felt that the goals were not attainable within the specified time as presented in the table 4.25The DCs

were of a similar opinion with their junior officers as 60.0 % said the time was adequate while 40.0 per cent felt that the goals were not attainable within the set time. These findings implied that there exists a gap between the goals and their being realistic and attainable, hence the need to make necessary adjustments. The study went ahead to investigate if goal setting significantly improved duty performance of the respondent, using a scale with various levels of agreement and disagreement and the findings presented in Table 4.28.

Table 4.28; DOs, chiefs and assistants responses on whether goal setting improves duty performance.

	Frequency	Percent
Agree	33	50.8
Strongly Agree	32	49.2
Total	65	100.0

From the findings a cumulative 100% agreed that goal setting did indeed improve duty performance.

The previous studies revelations in the reviewed literature concur with the findings in that they advocate for the involvement of all employees in the performance rating process as this makes them understand organizational goals, what is expected of them and what they will expect for achieving their performance goals. (Bertone etal 1998). To investigate further the influence of goal setting on duty performance, the DC,s were also asked to indicate their level of agreement with the assertion that goal setting in PCA influenced their duty performance and their responses presented in Table 4,29.

Table 4.29 D.Cs responses on the influence of goal setting on duty performance.

	Frequency	Percent
Agree	2	40.0
Strongly agree	3	60.0
Total	5	100.0

From the findings, 100% of the DC,s responded in the affirmative, confirming further the essence of goal setting in PCA.

The study endeavored to find out the influence of goal setting in PCA on coordination of government business and policies and the findings presented in Table 4.30.

Table 4.30. Responses on whether goal setting improves coordination of government business.

	Frequency	Percent
Agree	39	60
Strongly Agree	25	38.5
Disagree	1	1.5
Total	65	100

The results indicated that goal setting was instrumental in coordination of government business with a cumulative 98.5% expressing agreement.

On dissemination of government policies, the researcher sought to establish whether goal setting in PCA had any significant influence by enlisting the agreement levels of the respondents and the findings were as presented in the Table 4.31.

Table 4.31 Responses on whether goal setting improves dissemination of government policies

	Frequency	Percent
Agree	32	49.2
Strongly Agree	31	47.7
Disagree	2	3.1
Total	65	100.0

It emerged that goal setting significantly improved co ordination of government business, with 49.2% and 47.7 % agreeing and strongly agreeing respectively and only 3.1 % disagreeing.

The study also sought to establish the extent to which goal setting influenced reduction of illicit brews and narcotics by the provincial administrators. The findings are presented in Table 4.32.

Table 4.32: Responses on whether goal setting influences reduction of illicit brews and narcotics.

	Frequency	Percent
Agree	24	37
Strongly Agree	23	35.4
Disagree	17	26.1
Strongly Disagree	1	1.5
Total	65	100.0

The majority of the respondents were positive with 37% and 35.4 % agreeing and strongly agreeing respectively. Cumulatively 27.6% were opposed to the idea a factor which points to the possibility of the existence of other factors exerting considerable influence when it comes to reduction of illicit brews and

narcotics. The study further examined goal setting against the background of conflict resolution and the findings are tabulated in Table 4.33.

Table 4.33 Responses on whether goal setting improves conflicts resolution.

	Frequency	Percent
Agree	38	58.5
Strongly Agree	21	32.3
Disagree	6	9.2
Total	65	100.0

The findings in tables 4.30 to 4.33 confirm that goal setting in PCA indeed influences duty performance by provincial administration officers. The findings on whether goal setting significantly improves reduction of illicit brews and narcotics as presented in table 4.33 adds credibility to the study findings.

From the table majority 58.5 per cent agreed with an additional 32.3 per cent strongly agreeing. It is only a minority of 9.2 who disagreed.

The researcher further used Pearson correlation coefficient to test the hypothesis below: - . Ho: There is no significant relationship between goal setting and duty performance by provincial administration officers.

H1: There is a significant relationship between goal-setting and duty performance by provincial administration officers.

The results were presented in Table 4.34

Table 4.34 Relationship between goal- setting and duty performance

	Goal setting	Duty performance
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Goal setting	Pearson Correlation	1	0.66
	Sig. (2-tailed)		0.055
	N	65	65
Duty performance	Pearson Correlation	0.66	1
	Sig. (2-tailed)	0.055	
	N	65	65

Table 4.34 show that there is a strong positive correlation (+ 0.66) between goal setting and duty performance. The study therefore rejected the hypothesis and concluded that there is a significant relationship between goal setting and duty performance by provincial administration officers.

4.10 Influence of performance feedback on duty performance by provincial administration officers.

The study sought to establish the influence of feedback on PCA on duty performance by provincial administrators. The study investigated several questions linked to the hypothesis of the study, that Performance appraisal feedback had no significant influence on duty performance by provincial administration officers. The study explored feedback and its influence on duty performance, feedback and improvement of duty performance, feedback and improvement of coordination of government business, feedback and improvement of coordination of government policies, feedback and

improvement of conflicts resolution and finally feedback and reduction of illicit brews and narcotics.

4.10.1 Feedback and improvement of duty performance

The study investigated the respondent’s level of agreement with the assertion that feedback in PCA influenced their duty performance using a five point likert scale. The findings were as depicted in table 4.35

Table 4.35; DOs, Chiefs and assistants responses on PCA feedback influences on duty performance.

	Frequency	Percent
Strongly Disagree	8	12.3
Disagree	9	13.8
Neutral	3	4.6
Agree	22	34
Strongly Agree	23	35.4
Total	65	100.0

From the findings, a cumulative 69.4% responded in the affirmative, with another 26.1%disagreeing, while a paltry 4.6% remained neutral, This implies that while feedback undoubtedly influenced the respondents duty performance, it is possible that there are other factors which need to be identified as expressed by the disagreeing 26%.The response of the DC,s on the same issue was also sought and the findings presented in Table 4.36.

Table 4.36 Responses by DCs on PCA feedback influence on duty performance.

	Frequency	Percent
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Agree	3	60.0
Strongly agree	2	40.0

Total	5	100.0
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From the findings, the DCs, unanimously agreed that feedback on PCA influenced their duty performance. Of all the DCs 60.0 % agreed while 40.0% strongly agreed as shown in the 4.36.

This kind of responses showed that feedback on PCA was very significant in duty performance by provincial administrators. The study also examined if at all feedback improved duty performance of the respondents by asking them to indicate their level of agreement on a five point likert scale and the findings presented in Table 4.37.

Table 4.37 Responses on PCA feedback Improvement of duty performance

	Frequency	Percent
Agree	29	44.6
Strongly Agree	31	47.7
Disagree	2	3.1
Strongly Disagree	3	4.6
Total	65	100.0

From these findings, 44.6% and 47.7% agreed and strongly agreed respectively as presented in with only a cumulative 7.7% disagreeing. These findings imply that PCA feedback improves duty performance by provincial administration officers.

The study further investigated the respondent's level of agreement with the assertion that performance feedback significantly improved coordination of government business by presenting them with a four level choice of agreement. The findings are presented in Table 4.38.

Table 4.38 Responses on whether feedback Improves coordination of government business;

		Frequency	Percent
Valid	Agree	34	52.3
	Strongly Agree	28	43.1
	Disagree	2	3.1
	Strongly Disagree	1	1.5
Total		65	100.0

From the table it is clear that majority were for the idea in that 52.3 per cent and 43.1 per agreed and strongly agreed respectively. On the other hand only a cumulative insignificant 4.6 per cent were opposed to the idea.

Using a similar rating scale, the study investigated whether performance feedback significantly improved dissemination of government polices and the results presented in Table 4.39.

Table 4.39. Responses on whether feedback in PCA Improves dissemination of government policies

		Frequency	Percent
	Agree	33	50.8

Strongly Agree	29	44.6
Disagree	1	1.5
Strongly Disagree	2	3.1
Total	65	100.0

A cumulative 95.4% linked performance feedback with improved coordination of government business hence underscoring its paramount in the PCA.

The study also investigated the link between feedback on PCA and conflict resolution by the respondents. A question on whether feedback improved conflict resolution was posed to the respondents and the findings are presented in Table 4.40.

Table 4.40 Responses on whether feedback in PCA Improves conflict resolution

	Frequency	Percent
Agree	39	60
Strongly Agree	19	29.2
Disagree	5	7.7
Strongly Disagree	2	3.1
Total	65	100.0

From the table, majority 60% and 29.2% agreed and strongly agreed respectively that feedback on PCA greatly influenced conflict resolution by provincial administrators. Finally, the study engaged the respondents to establish whether feedback on PCA influenced the reduction of illicit brews and narcotics. The results were as presented in Table 4.41.

Table 4.41 Responses of whether feedback in PCA reduces illicit brews and narcotics

	Frequency	Percent
Agree	32	49.2
Strongly Agree	23	35.4
Disagree	8	12.3
Strongly Disagree	2	3.1
Total	65	100.0

The findings show that 49.2% agreed with another 35.4% strongly agreeing. The remaining respondents were opposed to the idea with 12.3% disagreeing and another 3.1 strongly disagreeing. To find out if the respondents were given feedback after the PCA exercise, they were required to answer a structured question requiring a YES or NO and the findings are as presented in Table 4.42

Table 4.42; DOs, chiefs and assistants responses on whether they received feedback after P.C.A

	Frequency	Percent
Yes	33	50.8
No	32	49.2
Total	65	100.0

From the findings, there was an almost equally contested tussle when it came to delivery of feedback with 50.8% agreeing that the feedback was given and the remaining 49.2 % saying feedback was never given. To analyze further the

dynamics surrounding feedback delivery, the study investigated the duration it took for the feedback to be given to the respondents and the findings were as presented in Table 4.43.

Table 4.43 Feedback Period for Dos, chiefs and assistants.

Duration	Frequency	Percent
Days	1	3.1
Weeks	5	15.6
Months	12	37.5
Over a Year	14	43.8
Total	32	100.0

The respondents a indicated that feedback took a long period. Majority who consisted 43.8 % indicated that it took over a year for feed back to given, while another 37.5 per cent said it took months for the feedback to be given.

The DCs were however categorical because majority indicated that feed back was not always forth coming after PCA. For instance 40.0 per agreed that feedback was given while 60.0 per cent said that feedback was never given. These findings imply that there is weakness in the feedback structures and style hence the need to harmonize the same for effective service delivery.

It can be said conclusively from the findings that the feedback was not always forthcoming and this pauses a major bottleneck to the entire PCA process.

The last hypothesis tested by the study was;

Ho: There is no significant relationship between performance feedback and duty performance by provincial administration officers.

H1: There is a significant relationship between performance feedback and duty performance by provincial administration officers

.The results were presented in Table 4.44

Table 4.44 Relationship between feedback and duty performance

		Feedback	Duty performance
Feedback	Pearson Correlation	1	0.70
	Sig. (2-tailed)		0.080
	N	65	65
Duty performance	Pearson Correlation	0.70	1
	Sig. (2-tailed)	0.08	
	N	65	65

Table 4.44 shows that there is a strong positive correlation (+ 0.70) between feedback and duty performance. The study therefore rejects the hypothesis and concluded that there is a significant relationship between feedback and duty performance by provincial administration officers.

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of the summary of the study, discussions of the study findings, conclusions of the study, recommendations of the study and suggestions for further studies

5.2 Summary of the findings

The purpose of this study was to determine the influence of performance appraisal on duty performance of provincial administration officer in selected districts in Kitui. The study adopted four objectives from which the hypotheses were formed. These objectives included; To establish the extent to which training of personnel on performance contract appraisal influenced duty performance by provincial administration officers, to establish the extent to which procedural justice in PCA influenced duty performance of provincial administration officers, to evaluate the influence of goal-setting in PCA on duty performance by provincial administration officers and finally to establish the extent to which performance feedback in PCA influenced duty performance by provincial administration officers. Based on the following objectives, several hypotheses were tested; These were, Training on performance contract appraisal has no significant relationship with duty performance by provincial administration officers, Procedural justice in performance contract appraisal has no significant relationship with duty performance by provincial administration officers, Goal setting in performance appraisal has no significant relationship with duty performance

by provincial administration officers and performance appraisal feedback has no significant influence on duty performance by provincial administration officers. An overview of comprehensive reviewed literature related to performance contract appraisal was presented in chapter two. This helped in creating an elaborate understanding of the problem of the study. A survey research design was adopted and used to acquire relevant data; the target population formed the study participants. The respondents were picked randomly across six selected districts in Kitui county. DCs, chiefs and their assistants filled in questionnaires and the DCs were interviewed by the researcher. Participants were assured that their identities would remain anonymous. All the relevant research permits were acquired and presented to the respondents prior to the commencement of the study. The validity of the instruments was ascertained by colleagues and experts in research while reliability was determined using Pearson-moment co-relation co-efficient. Qualitative data was categorized thematically and presented as quotations and verbatim, while quantitative data was done using descriptive statistics with percentages being generated. Presentation of data was done using frequency distribution tables. The study findings revealed that performance contract appraisal had a very pronounced influence on the duty performance by provincial administration officers, hence the need to strengthen it for effective service delivery. The researcher concluded that performance contract appraisal as administered by the provincial administration was fairly competent and responsive and was perceived positively by the administrators despite the weaknesses it exhibited in training, goal setting and feedback. The researcher recommended adequate training of both the raters and rates of

performance contract appraisal, comprehensive consultation during goal setting in performance contract appraisal and prompt and elaborate feedback system for a better PCA system in the provincial administration. Based on the study findings the researcher recommended further studies on the performance contract appraisal on the devolved government structures in order to bolster their understanding with the ultimate goal of improving service delivery.

5.3 Discussions of the findings

The findings established that majority (60.7%) of the junior provincial officers had only been inducted concerning PCA while the senior officers; the DCs majority (60%) had advanced training in PCA. However despite rudimentary training on PCA among the provincial administration officers, there was wide consensus that training in PCA improved all the areas of operation by the provincial administration. Training improved coordination of government business as cumulatively supported by 98.2 per cent of the respondents.

Training in PCA also improved dissemination of government policies as confirmed by 92.9 % of the respondents, conflict resolution 87.5 % and reduction of illicit brews and narcotics 76.8%. This therefore confirms the alternative hypothesis that; there is a significant relationship between training on Performance contract appraisal and duty performance by provincial administration officers. The findings were in line with the emphasis on training as a way of creating more awareness about performance appraisal to avoid employee confusion. (Harris 1988). The findings also confirmed the primary position of training in PCA as the pillar to effective duty performance. This view was shared in the reviewed literature by various

authors ;(Goff and Longenecker(1990),(Boice and Kleiner(1997), (Tziner and Kopelman(2002) who all concur on training in performance appraisal as a prerequisite for employee performance.

Procedural justice in PCA was another area that was under study. It was established that 91.2% of the respondents supported fairness of PCA as an important aspect of procedural justice. Timely and afore communication were rated at 85.6% as crucial aspects of Procedural justice. The findings also established that Procedural justice in PCA improved duty performance by provincial administrators with 88.4% supporting. Procedural justice was rated highly in positively influencing dissemination of government policies, conflict resolution and reduction of illicit brews and narcotics at 97.1%, 89.9% and 79.7% respectively.

On goal setting in the respondent's performance appraisal, the study established that involvement of the officers was not sufficient with 43.1% of junior officers confirming non involvement and 60% of the DCs sailing in the same boat.

These findings concur with the findings of another study which established that out of 280 senior government officers sampled for a study on performance contacting in the civil service, 68.6% admitted their involvement had not been enlisted in so far as the formulation of their performance appraisal was concerned.(Kobia and Mohammed(2006). This trend goes against the spirit of the reviewed literature which advocates for the involvement of all the employees in their performance rating process in order for them to comprehend organizational goals, expectations and the

consequences.(Bertone et al(1998),(Roberts(2003). Majority of the respondents in this study (88.4%) affirmed that goal setting influenced their duty performance while 65.2 per cent said the goals were realistic hence attainable.

All the respondents agreed that goal setting improved performance. Goal settings influence on coordination of government business was rated at 98.5 per cent while its influence on dissemination of government policies was at 97.1 per cent. The respondents said goal setting was instrumental in reducing illicit brews and narcotics. These consisted 73.9 while those who associated conflict resolution with goal setting were 91.3 per cent.

The fourth objective was on the influence of feedback on duty performance of the provincial administrators. It was established that feedback on PCA improved duty performance with 69.5 per cent of junior officers supporting and 100 per cent support by the DCs. The findings further established that feedback on PCA improved coordination of government business with 95.7 per cent supporting. On dissemination of government policies 95.6 per cent supported while 89.8 per cent and 85.5 per cent supported conflict resolution and reduction of illicit brews respectively.

However when it came to establishing the flow and duration of feedback, it emerged that there were glaring discrepancies and lack of consistency.60% of the Dcs were categorical that feedback was never given, while 49.2% of their juniors also affirmed the lack of feedback after PCA. The respondents also exposed a clear lack of uniformity in the duration of the feedback. Out of the officers who received feedback, 15.6% got it in weeks, 37.5% waited for

months while 43.8% waited for years for the feedback, a trend which contradicted reviewed literature on the same.

Longenecker (1997) asserted that ratees should be given feedback on their competence and overall progress and this should be specific and timely and be against the predetermined performance expectations. These findings are in tandem with another study on performance appraisal outcomes where 86% of the respondents were negative on performance appraisal outcomes with some quoted as having noted that there were no appraisal outcomes because it had become a routine paper work of filling in forms.(Kirwa 2011).With no prompt feedback, PCA exhibits great weakness.

5.4 Conclusions of the study

This study concludes that performance contract appraisal had a clear influence on the duty performance of provincial administration officers in the selected districts in Kitui because it militated around the successes of the selected duties of the provincial administrators. The findings of the study also gave the PCA as administered currently within the ranks and file credibility because from their responses the officers did indeed acknowledge its crucial role in their day to day undertakings. However, the appraisal system exhibited weaknesses in training with the exposure of skewed training in PCA which appeared to favour the senior officers at the expense of their juniors. The issue of goal setting in PCA also came to the fore with lack of consultation during PCA goal setting threatening the strength of the entire process. Moreover the inconsistency in the PCA feedback delivery and the lack of uniformity on the timing of the feedback delivery undermine the strength of the PCA as

confirmed by the respondents. Nevertheless the influence of performance contract appraisal on the duty performance of provincial administration officers remains strong to confirm the study objectives as well as the alternative hypotheses.

5.5 Recommendations and suggestions of the study

This study makes several recommendations which include;

The provincial administration officers should be accorded adequate training on PCA as opposed to their current levels and those not trained to be considered urgently. Such training will reinforce their competencies in PCA thus influencing their efficacy as well as efficiency in duty performance. Such training will be in line with the findings of this study, that training in PCA influences the duty performance of these officers.

There is also need for proper involvement of the officers during the goal setting in PCA since participation is key to employee acceptance and confidence. All provincial administration officers ought therefore to be part and parcel of goal setting consultations.

Thirdly, it must be accepted from the findings of the study that feedback in PCA is an integral component for the success of the system hence the provincial administration should invest more in the timeliness and consistency of the PCA feedback. Moreover, there is need to ensure that all appraises get their feedback lest the PCA exercise be perceived as just another paper formality.

5.6 Suggestions for further studies

Based on the findings the researcher wishes to recommend that more studies be done on the PCA on the devolved system of government especially on the County levels.

There is need also to have research on PCA on the elective positions because of the provisions of the new constitution about recall on non performing elected leaders.

Finally the researcher wishes to suggest further studies on the transformation of PCA in the wake of transition to the devolved government

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APPENDICES

APPENDIX I

Jacob M O Ouma
Mutitu
District
Headquarters
P.O Box 1-
90212, Zombe

Date:.....
.....

To all Provincial Administration Officers
Kitui County
Kenya

Dear Sir/Madam,

REF: PARTICIPATION IN RESEARCH

I congratulate you for having been selected to participate in this study. I am a Post graduate student at the University of Nairobi pursuing a Masters Degree in Project Planning and Management. As part of the requirements for the award of this degree I am conducting a study on the **Influence of Performance Contract Appraisal on duty performance by provincial administration officers in Kitui County**. Your district is one of the districts chosen for this study. Therefore I humbly request you to co-operate and assist in filling in the questionnaire. The information you will provide will be strictly used for the purpose of this study and your identity will be kept confidential. I will be grateful for your co-operation. Thank you in advance.

Yours faithfully,

Jacob Muganda Oluoch Ouma
University of Nairobi

APPENDIX II

QUESTIONNAIRE FOR DOS, CHIEFS AND ASSISTANT CHIEFS

The purpose of this questionnaire is to gather information on the Influence of Performance Contract Appraisal on duty performance by provincial administration officers in Kitui County, Kenya. Your responses will be accorded great confidentiality and will only be used for the purpose of this study. I request you to cooperate in this exercise. Please indicate your option by putting a tick (R) against one of the multiple choices and in the provided space write your chosen opinion(s).

PART A: Biodata of the respondents

1. What is your gender?

- a) Male b) Female

2. What is your age bracket in years?

- a) Less than 30 b) 30-35 c) 36-40 d) 41-45
e) 46-50 f) greater than 50

3. What is your highest level of education?

- a) Primary b) Secondary c) Certificate
d) Diploma e) Degree

Others; specify _____

4. Indicate your post in the choice given below?

- a) DO1 b) DO c) Senior chief d) Chief
e) Assistant Chief

5. How long have you been in your present post in years?

- a) Less than 5 b) 6-10 c) 11-15 d) 16-20
e) greater than 20

PART B: Influence of Performance Contract Appraisal on duty performance by provincial administration officers.

6. Have you received any training in Performance Contract Appraisal?

- a) YES b) NO

7. Below are levels of training on performance contract appraisal. At what level/s have you received training on performance contract appraisal?

a) Induction

b) Refresher

c) Advanced

d) None

8 a) Training of personnel on performance contract appraisal significantly influences duty performance by provincial administration officers. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

v. Strongly disagree ()

iv. Disagree ()

iii. Neutral ()

ii. Agree ()

i. Strongly agree ()

b.) Give reason(s) for your choice in (No. 8a) above?

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9. The table below has statements which describe the significance of training of personnel on performance contract appraisal and duty performance by provincial administration officers. Tick one that describes them best.

A- Agree

SA –Strongly Agree.

D- Disagree

SD – Strongly Disagree

STATEMENT	A	SA	D	SD
Training of personnel significantly improves duty performance by provincial administration officers				
Training of personnel significantly improves coordination of government business				
Training of personnel significantly improves dissemination of government policies				
Training of personnel improves conflict resolution				
Training of personnel improves reduction of illicit brews and narcotics				

The extent to which procedural justice influences duty performance by provincial administration officers

10. a) Do you believe the procedure of the Performance contract appraisal was fair?

a) YES b) NO

b) What are the reasons for your answer above?

11. Timing and afore communication are components of procedural justice.

Using the five point likert rating scale given, to what extent is it agreeable to you?

- i) Strongly disagree ()
- ii) Disagree ()
- iii) Neutral ()
- iv) Agree ()
- v) Strongly agree ()

12a) Procedural justice in contract appraisal significantly influences duty performance by provincial administration officers. Indicate your level of agreement/non-agreement with this statement in the five point likert rating scale given.

- i) Strongly disagree ()
- ii) Disagree ()
- iii) Neutral ()
- iv) Agree ()
- v) Strongly agree ()

b.) Give reason(s) for your choice in (No. 12 a) above?

.....

13. The table below has statements which describe influence of procedural justice in performance contract appraisal and duty performance by provincial administration officers. Tick one that describes them best.

A- Agree

SA –Strongly Agree.

D- Disagree

SD – Strongly Disagree.

STATEMENT	A	SA	D	SD
Procedural justice significantly improves duty performance by provincial administration officers				
Procedural justice improves coordination of government business				
Procedural justice improves dissemination of government policies				
Procedural justice improves conflict resolution				
Procedural justice improves reduction of illicit brews and narcotics				

14. Do you believe there is always procedural justice during performance contract appraisal in the provincial administration? Give reasons for your answer.

Influence of goal-setting in performance contract appraisal on duty performance by provincial administration officers

15. Were you adequately involved in goal setting for the performance contract appraisal?

a) YES _____ b) NO _____

16. Are you aware of the goals of performance contract appraisal within the provincial Administration?

a) YES _____ b) NO _____

17a) Do you think the goals were realistic and attainable within the appraisal period?

a) YES _____ b) NO _____

b). What are the reasons for your answer in the question above?

18. The table below has statements which describe the level of significance of influence of goal setting in performance contract appraisal and duty performance by provincial administration officers. Tick one that describes them best.

A- Agree

SA –Strongly Agree.

D- Disagree

SD – Strongly Disagree.

STATEMENT	A	SA	D	SD
Goal setting significantly improves duty performance by provincial administration officers				
Goal setting significantly improves coordination of government business				
Goal setting significantly improves dissemination of government policies				
Goal setting significantly improves conflict resolution				
Goal setting significantly improves reduction of illicit brews and narcotics				

19. Do you believe the raters in performance contract appraisal are objective? Give reasons for your answer above.

Extent to which performance feedback on performance contract appraisal influence duty performance by provincial administration officers

20.a) Did you get the feed back after the performance contract appraisal?

a)YES_____ b) NO_____

b.)How long did it take for the feedback to be given to you?

a). Days

b). Weeks

C). Months

d). Over a year

c.)How was the feedback given?

a) Individual feed back

b) Group feedback

21.a) Feedback in performance contract appraisal significantly influences duty performance by provincial administration officers. Indicate your level of

agreement/non-agreement with this statement in the five point likert rating scale given.

- v. Strongly disagree ()
- iv. Disagree ()
- iii. Neutral ()
- ii. Agree ()
- i. Strongly agree ()

b) Give reason(s) for your choice in the question above?

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22. The table below has statements which describe influence of performance feedback in performance contract appraisal and duty performance by provincial administration officers. Tick one that describes it best.

A- Agree

SA –Strongly Agree.

D- Disagree

SD – Strongly Disagree.

STATEMENT	A	SA	D	SD
Performance feedback significantly improves duty performance by provincial administration officers				
Performance feedback significantly improves coordination of government business				
Performance feedback significantly improves dissemination of government policies				
Performance feedback significantly improves conflict resolution				
Performance feedback significantly improves reduction of illicit brews and narcotics				

End

Thank you for your cooperation.

APPENDIX III

INTERVIEW GUIDE FOR DISTRICT COMMISSIONERS.

1. Gender?

- a) Male b) Female

2. Your age bracket in years?

- a) Less than 30 b) 31-35 c) 36-40 d) 41-45 e) 46-50
f) over 5

3. Highest level of education?

- a) Primary b) Secondary c) Certificate d) Diploma
e) Degree

Any

other.....

4. How long have you been in your present post in years?

- a) Less than 5 b) 6-10 c) 11-15 d) 16-20 e)
greater than 21

5. Below are levels of training on performance contract appraisal. At what level/s have you received training on performance contract appraisal?

- a) Induction
b) Refresher
c) Advanced

d) None

6. Describe the extent to which training of personnel on performance appraisal influences duty performance by provincial administration officers.

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7. Timing and afore communication are components of procedural justice. Using the five point likert rating scale given, to what extent is it agreeable to you?

- i) Strongly disagree ()
- ii) Disagree ()
- iii) Neutral ()
- iv) Agree ()
- iv) Strongly agree ()

8. In your opinion to what extent does procedural justice influence duty performance by provincial administration officers?

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9. Were you adequately involved in goal setting for the performance contract appraisal?

a) YES _____ b) NO _____

10. Are you aware of the goals of performance contract appraisal within the provincial Administration?

a) YES _____ b) NO _____

11. Do you think the goals were realistic and attainable within the appraisal period?

a) YES _____ b) NO _____

12. Do you believe that goal-setting has influence on duty performance by provincial

administration officers? Use five-point-rating-scale?

v strongly disagree ()

vi Disagree ()

iii Neutral ()

ii Agree ()

i Strongly agree ()

13. Does performance feedback influence duty performance by provincial administration officers? Describe it using the five-point-rating-scale.

v strongly disagree ()

vi Disagree ()

iii Neutral ()

ii Agree ()

i Strongly agree ()

14. Did you get the feed back after the performance contract appraisal?

a) YES _____ b) NO _____

15. How long did it take for the feed to be given to you?

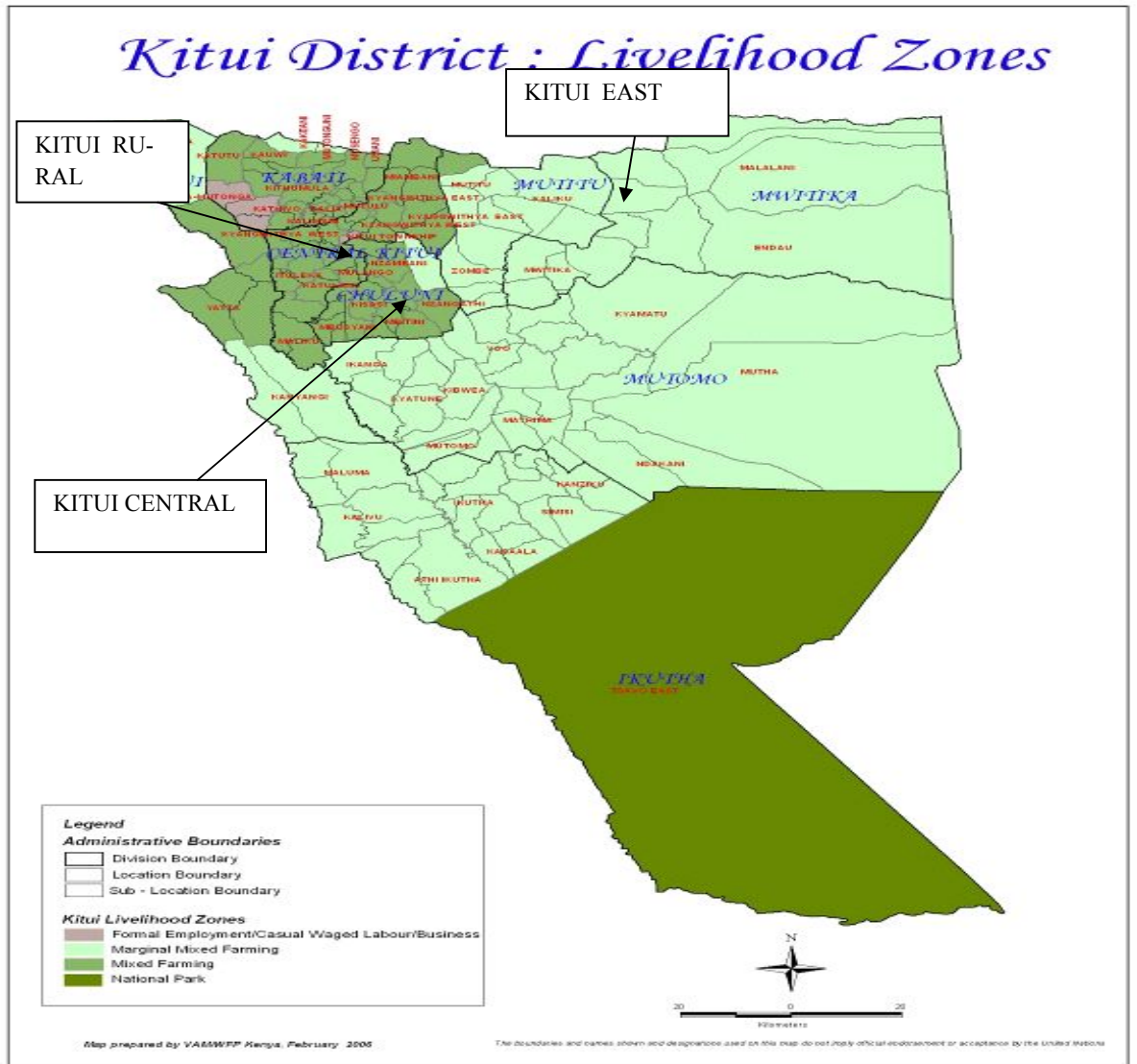
- a). Days
- b). Weeks
- c). Months
- d). Over a years

16. What reasons can you give for the current level of duty performance in the provincial administration in your district?

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17. Suggest possible ways of ensuring effective performance appraisal in provincial administration

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MAP OF KITUI COUNTY

Source. Arid lands and World food Programmes (WFP), February 2006.