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Influence of Performance Management Practices on Performance of County Government of Bomet

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ABSTRACT: The most crucial and essential factor in managing an organization and making sure that its goals are met is effectively and successfully managing the performance of its employees. In essence, the performance of any organization is the collective performance of its employees. For this reason, performance management practices are essential to managing the entire organization and guaranteeing its long-term success in the industry. The goal of this academic work sought to establish the effect of performance management practices on performance at the County Government of Bomet. The following specific objectives guided the study; To assess the influence of performance appraisal, performance monitoring, total compensation and continuous feedback on performance at County Government of Bomet. A descriptive research design was utilized in the study with a target population of 3470 employees from across all ten (10) departments in the County Government, wherein a sample of 1041 was adopted using a stratified random sampling procedure. The sample size being 30% of the target population was an adequate representation for a complete study (Mugenda and Mugenda, 2003). Questionnaires was used in collection of data. The data obtained were entered onto Statistical Package for Social Sciences software for analysis. Positive and Significant relationship between Performance appraisal, performance monitoring, Continuous feedback ($r = .938^{**}$, $.916^{**}$ and $.914^{**}$ respectively, P -value < 0.01) and performance at CGB was established implying that change in performance score is attributable to performance appraisal, performance monitoring and feedback. On the other hand, however, a weak positive relationship between performance at CGB and total compensation ($r = .065^{**}$, P -value < 0.01) was established. It is recommended that the County Government should supply employees with adequate resources and deploy both formal and informal feedback system, the employees in the County Government should fully participate in performance appraisal and the County Government should link their Total compensation practice to performance, where high performing individuals is rewarded and the suppliers of Human Resources information systems to the organization should add a module for employees to conduct self-appraisal online.

Key Words: *Performance management practices, performance, Monitoring, Appraisal, Total compensation, feedback, County Government.*

1.1 Introduction

Organizations in its very existence intend to perpetuate its success values and always increase its impact, effectiveness, efficiency and overall performance in their areas of operation. In always striving for more impactful operations, the management of these organizations must always measure the productivity of their workforce. It is in this regard that performance measurement and monitoring practices are set and implemented in organizations. It is the honest wish of this researcher that the conclusions, findings and recommendation will have a significant positive impact on organizational management. Armstrong and Taylor (2018) explained employee performance as being the capacity of the employee to deliver and perform in his or her work successfully and efficiently.

Successfully managing employees' performance is the single most deciding and valuable component to managing the organization and ensuring that the set-out organizational goals and mission is achieved. To this end, various theories, systems, practices and programs have been formulated to raise the everyday performances of employees working in every aspect of the organization while leveraging on their individual interest. Performance management is therefore a

critical component in managing the entire organization and ensuring its continued success in the corporate world.

Hartle (2003) opined that the management of a company's operations should incorporate performance management, and it should be linked to other crucial procedures including business strategy, staff development, and total quality management. It is a systematic and integrated approach that helps firms maintain success by raising employee productivity and fostering both team and individual contributions. It is strategic in that it is focused with the bigger, longer-term problems that a firm must address if it is to operate profitably in its industry. Performance management comprises coaching and assisting staff members to work as efficacious as feasible as set out by the organizational requirements and demands. This entails keeping an eye out for employee behaviors that strengthen the bond between employers and employees. Performance management practices are therefore a very important aspect of any organization seeking to attain corporate success and/ maintain it. The reason why it is a very important aspect is because it is these initiatives that delivers the requirements to the employees while it measures the attainment of the organization's objectives.

In the recent times, the Kenyan Government has come up with performance contracting initiative which is an example of a performance management practice, to try and manage the general productivity of its workforce. Although its implementation has not yet been implemented across the board and its wide acceptance is still being sought after, there is no doubt that this is a very timely initiative that will streamline the operations of the public service. The importance of a robust performance management practice in an organization and its contribution to the development of the country's economy cannot be emphasized enough.

1.2 Statement of the Problem

In his study, Ed Gerish (2015) indicated that countless Governments have implemented performance management practices with the hope that there will be a marked improvement on performance'. Performance management practices in organizations are critical initiatives to ensuring true stays to its mission and vision in the industry in which it operates. To most organizations, establishing performance management practices and embedding them in the overall organizational operations is not considered a priority due to misconception of cost factors, what it contains and viewing the management performance practices as complicated and serving no purpose to the organization's objectives. Devolution and the concept of County Governments being a new emergence in the Republic of Kenya means that guidelines and procedures for employee productivity Management have not been fully operationalized at the County Governments, particularly at the County Government of Bomet. There is an increasing need to Develop these practices and review the ones adopted from the National Government on devolution with a view to aligning them to establish cohesive synergy so as to increase efficiency, accountability and quality services.

In their study, Makhubela et al., (2016) looked at the way employee participation in the running of the organization, performance driven culture, top management commitment with the effectiveness of a performance management practice, procedures and commissioned policies. Factors like knowledge of the appraiser, employee participation and goal setting were investigated. The authors stated that the performance management practice's effectiveness depends on the

synergy of the practices with the other existing practices in the organization. Performance Management practices are a fairly new frontier in the development of people and managing their productivity, specifically at the devolved units of Government in order to ensure that these practices run smoothly and effectively and as such the County Government has had several trainings on performance Management practices organized for everyone in the organization. Communication procedures have been eased. This therefore increases the feedback rate, Monitoring and appraisal systems are being integrated to performance management practices.

The connection between performance management practices and performance and its importance in an organization have attracted several studies to be carried out. Lumumba and Florah (2013) focused on “intrinsic reward and organization performance at Vihiga County Government, Kenya”. Paais and Pattiruhu (2020) studied the “effect of leadership and organizational culture on satisfaction and employee performance in Indonesia”. However, no study have been conducted on performance management practices and its relationship to performance at the County government of Bomet.

1.3 Objective

The objectives of this research were to establish the influence of performance management practices on performance of County Government of Bomet. Specifically, the study looked at how performance appraisals, performance monitoring, total compensation and continuous feedback influenced performance:

II: THEORETICAL FRAMEWORK

2.1 Locke goal setting Theory

Latham and Locke (2000) said that there is difference between giving challenging task compared to employee assigned a lenient task or easy duties. The more challenging the duties assigned the higher performance. Setting organizational objectives is necessary and critical because it put in place the organization’s expectation on the employee, while giving an opportunity for continuous feedback, improves self-esteem, and encourages commitment to the vision and lead employees to check their own productivity. It is critical for organizations to be successful.

2.2 Taylor’s Scientific Management Theory

Taylor (1909), stated that employees required close supervision and monitoring since most do not perform duties by their own. This demonstrates the significance of performance monitoring at the County Government of Bomet in boosting employee productivity and consequently increasing the performance of the organization.

2.3 Douglas McGregor’s X and Y Theory

McGregor’s Theory X (1960) advocated for performance monitoring when he pointed out that most workers need to be supervised to perform better. Theory X advances that people view work as distasteful and that they avoid work by all means, that most people are not ambitious, have little desire for responsibility. Theory X therefore is of the view that people prefer to be directed and monitored for them to achieve their set targets. Further theory Y explains that too close supervision and punishment in essence is not a sure ticket to achieving success. It advances that people view work as natural as play if the conditions are favorable. It further states that people are committed

to their quality and productivity objectives. These theories are important to this research as it examines how the key performance management relates to performance.

2.4 Literature review

Qureshi (2013) carried out research into how performance management affects organizational performance. The author concluded that performance appraisal programs carried out yearly motivated the employees to work harder and pushed them to perform. In addition, conducting performance appraisal process and adopting it as a critical performance management component led to the design of cutting edge and practical training and development programs as well as total compensation streamlining. These factors also encourages as it motivates the average employee to performs and be more efficient in the organization, thus overall cutting costs and increasing production. As per the study carried out by Omboi et al (2011), an appraisal system in the work-place is the only pre-requisite that enhances the suitable selection, employee training and motivational systems to be put in place.

Wright et al., (2013) carried out an investigation where he concluded that organizations who adopt empirical and sound systems to manage employees and by extension apply progressive human resource practices can results in the reaping of high operational performance in return.

According to Benson (2003), the appraisal process helps in pointing out areas with gaps between the employee's personal presentation and his/her superiors' viewpoint. Ultimately, this leads to an insightful examination of one's performance aspects and key indicators while carrying out the appraisal interactions. While the evaluation discussion is being carried out, the supervisor needs to pay attention on the past performances, upcoming tasks blue-prints, challenges, training and improvement requirements of the appraisee are well understood and harmonized together. further, the appraisee needs to make sure that he or she pays attention while taking part in these interaction for maximum benefits in the process. It is imperative that he/she also ask questions on the areas that requires clarification so as to remove the grey areas of the exercise.

Performance appraisals have a wide range of different applications across various organizations and thus there are diverse effects on labor force that managers must identify and be aware of. According to Stajkovicand Luthans (2001), Constant evaluation on employee performance is a crucial career development element in the firms operation.

Performance monitoring in the organization as a whole and on its employees is a critical component that cannot be ignored. It is among the most important functions in managing the entire organization's trajectory towards achieving what it sets out to achieve. Since implementing the organization's blueprint requires human resource, monitoring the employees therefore is an essential sub-element as they deliver on their mandate which collectively sums up the organization's goals. Monitoring therefore leads to efficient utilization and the effective management of employees so as to meet the desired organization's performance. As stated by Whetton (2001) there are so many tools that can be used to monitor performance of employees, among them are; use of video connectivity, telephone call, reports and computers systems and software that can be tailored to give a blow by blow, minute by minute utilization of the employees' assigned resource, especially time resource in the organization.

According to Hinton et al., (2005), if productivity of the employees in the organization is not properly accounted for in the organization, financial resources are spent without clear need, eventually, this leads to the organization's ultimate losses and collapse if the hemorrhage is not caught in time. The effective monitoring of worker's performance in work places stands as a critical, non-negotiable and an essential tool to achieving the organizational growth and development, or even on the basics, maintaining its lifeline. For the much-needed organizational growth and for the realization of the set objectives, the management team must deploy the necessary resources and make it their duty to monitor the performances of the entire workforce in order to make a realistic and data informed decisions in the organization.

Further as explained by Bach (2000), performance monitoring is an essential aspect on managing productivity because it forms the foundation of planning for the year by mentioning of set goals, and forming an effective plan to lead and manage the employee to successfully produce high performance.

While conducting the performance monitoring process, the management come together with their employee in the identification, clarification and ultimately coming into agreement on what can be delivered, what might be unrealistic, challenges involved and defining how results are measured, the required tools while also agreeing on how the processes are monitored and recorded to aid in decision making. Armstrong (2001) suggested that performance monitoring comprises of coming up with objectives, the way performance is measured and skills required to convey the strength of employees on realization of organizational goals. In many organizations every employee is required to come up with the goals and objectives after discussing it with and agreeing with their supervisors start of the monitoring period. The efforts of the employee, the effects of their actions, performance indicators, and performance goals that synced the appraiser and the appraisee are accurately represented in these practices.

As stated by Swanepoel et al. (2019) rewards from an employer may be monetary or non-monetary in exchange for the employee's time, expertise, and efforts in carrying out their job responsibilities. In the current workplace where competitiveness is rife, there is need to be very attentive on how these rewards are designed and awarded.

Warsame (2018) conducted an investigation to analyze how compensation management practices impacts employee performance in Wajir County and the findings shows employee performance, earnings given directly and incentives are all directly correlated. According to Ngui Thomas et al (2001) who carried out an investigation on how Commercial Banks operating in Kenya have their performance impacted by reward and compensation. They come to the conclusion that among Kenya's commercial banks, there is a distinct correlation between strategic reward and remuneration and employee performance.

Another investigation commissioned by Wambui and Kwasira (2018), emphasized that there is a significant connection between pay and worker performance. Ojokuku and Salami (2011) also suggested that Employee performance is highly impacted by financial incentives. On the backdrop of these studies, study human resource managers need to be keen during application of rewards and compensation package employees' motivation regarding various compensations. Money obviously motivates people differently, but different people have different needs and wants. In

addition, Koontz (2000) and Rao (2001) pointed out Money shouldn't be considered the primary driver over other factors like challenging tasks, positive feedback, excellent management support and organizational environment.

As asserted by Luthans et al, (2021) compensation of employees includes acknowledging and rewarding the portion of each employee's effort individually to the extent that their contribution aid in the achievement of company goals while also praising each employee based on their individual performance. There are two types of employee compensation: monetary awards and non-monetary benefits; Salary, bonuses, and gratuities go under the category of monetary rewards, but employee recognition and honors are under non-monetary benefits. Both of these approaches are used to encourage the desired individual performance.

Rewards are a key motivator for employees to work persistently on deploying their skills and coming up with innovative ideas that promotes better business practices and increase organizational productivity.

Luthans (2000), gave two major categories of employee's compensation; financial and non-financial where, he added, if applied positively, it boosts performance and give desired workers behavior". Financial incentives include direct pay-related compensation and benefits, such as performance bonuses, promotions to higher cadre with salary increases, performance-based commissions, service gratuities and gifts. Non-monetary remuneration, sometimes known as pay without money, is a type of employee recognition that includes recognition of exemplary performance and awarding certificates that shows sincere gratitude for the effort expended on the achievement of the organization's objectives. Rewarding employees without involving cash payments is referred to as materials award according to Neckermann at al, (2008).

Qureshi, Zaman and Shah, (2010) pointed out that in certain cases, management believes that financial awards have a negative impact on the workforce in the firm, despite the fact that salaries were once thought of as an important instrument for motivating high performance. on the other hand, Ryan (2013), indicated that Employees attach a great value to financial rewards, which is also a powerful motivator for increased performance. He continues to advise that individual based non-financial remuneration, which is cheap to provide may be used strategically to cultivate desirable employee behavior and boost organizational performance.

According to Stajkovic et al, (2001) who concurrently conducted an empirical study on two organization located in different location, the findings indicated that financial rewards increase productivity by more than 30% as compared with those without a solid financial incentive. It is therefore important as pointed out by the several studies conducted by many researchers and their findings showing that financial incentives have a direct effect on how well an organization performs.

Performance feedback between the management and employees is one of the most critical and determining factors of successful performance in organizations. Continuous feedback between employees and the management is a crucial aspect and it is important to concentrate on it so that the overall set objectives of the organization can be achieved. By aligning the organizational goals and objectives first in the departments, the chances of achieving its goals are greatly improved,

(Solmon and Podgursky, 2010). The alignment helps in building accountability and team effort since the management with involvement of the employees take part in building and setting goals, identifying key areas of interest, career development and workers motivation among other instances regarding performance.

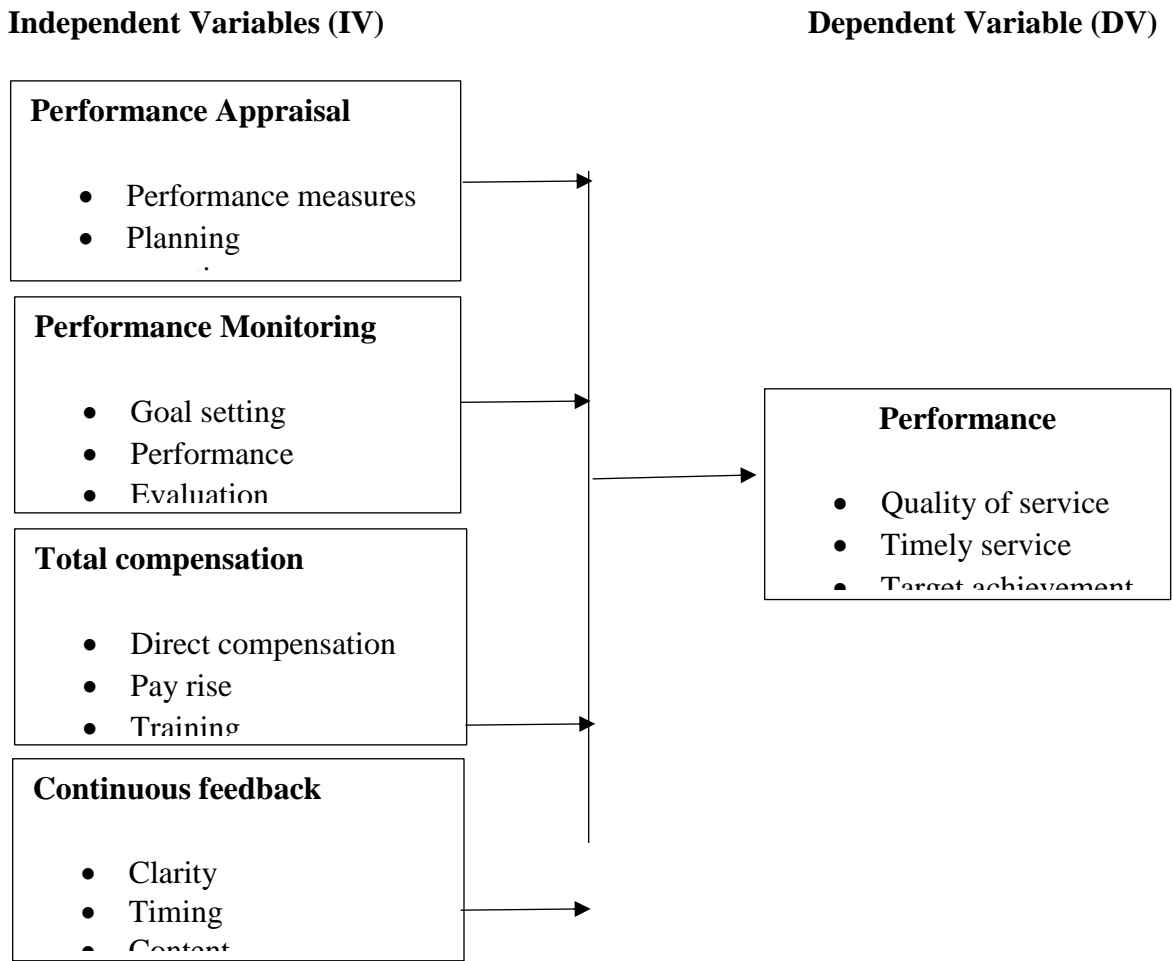
However, some organizations do not give feedback and by failing to do so result in unmonitored performance and this result in failure to achieve the intended objectives and its operations going off tangent from the intended course. Although some managers and supervisors may intentionally delay workers feedback, just because many of them are having a lot of work managing the many aspects of the organization's operation. This may take up their time therefore resulting in involuntary failure to implement performance management practices in the organization. Furthermore, many organizations don't have a formal appraisal system or the managers do not make use of the existing practices (Banket, 2011).

In public service case, performance feedback as a practice is carried out in both written and verbal form which is oral interview between the individual carrying out the appraisal and the person being appraised, both agree after a discussion and the agreed upon goals are finally put down for future reference and thus the recording forms a basis of monitoring the performance. Not just like the old system of appraisal that was majorly written and way only, the management rating employee without any agreement beforehand. "Performance management Practices are often times applied as the basis for reward and career development decision" as stated by Mainiero and Tromley, 2018. Thus, the appraisee should be able to make reference of the feedback made by management to make sure that they are helpful in steering performance towards the set-out objectives. At the County Government of Bomet, feedback and performance management practices are done both verbally and in an oral interaction between the subordinate and their supervisor. Both take part and arrive at a mutual agreement upon the set goals which are written down upon consensus.

2.5 Conceptual Frame work

The relationship between the independent variables and the dependent variable is demonstrated by the conceptual framework.

Figure 2.1: Conceptual Framework



Source: Author (2023)

3.0 Methodology

Research methodology refers to ‘how the research study is conducted’, it is the collection of steps and methods used to collect, select, analyze, and evaluate study-related data. This section provides an account of how the study was carried out. It outlines the research methodology, the intended

population, sample size and design, instrumentation used for data collection, test run, ethical considerations for the study, data analysis tools, and interpretation tools.

The study adopted descriptive research design in determining the influence of performance management practices on performance. This study adopted and used a stratified random sampling procedure to obtain the samples. According to Auka et al. (2013), a stratified random sampling procedure helps to guarantee that all the categories or areas are adequately sampled. This facilitates comparison among the groups. The sample size for each independent department were randomly selected for the purpose of the study. The sample size for the study was 30 percent of the target population. This is consistent with the findings made by Mugenda and Mugenda (2003), who suggested that a sample size of 30% would provide a sufficient representation of the complete population. To this end, for this study, the sample population is made up of 1041 individuals as presented in table 3.1, all working in the County government of Bomet as per the human resources department register of employees.

Table 3.1: Sample size

Department	Population	Percentage (%)
Administration and Public Service Management	131	3.7
Education	312	9
Finance	89	2.6
Social services	17	0.5
Public Works, Roads and Transport	41	1.2
Trade, Energy, Tourism and industry	6	0.2
Agriculture, Livestock, Veterinary and Cooperatives	29	0.8
Medical Services and Public health	379	11
Water and Irrigation	15	0.4
Lands and Urban Development	22	0.6
Total	1041	30

Data for the study was collected via questionnaires with a 5-point Likert scale that was specifically developed. This is because questionnaires provide a quick and inexpensive way of getting important data from a broad population, and therefore is a great tool in instances where conducting interviews is difficult or resource intensive.

The research tools were tested ahead of time with a sample of 20 participants to make sure they accurately represented the concept(s) they were meant to measure. Validity was enhanced by making sure that questions' clarity was maintained, unambiguous and reflected the intention of the research question. The researcher's supervisor and work colleagues also provided contributions and suggestions for constructive amendments. The Cronbach's Alpha reliability parameter was derived for consistency and to assess dependability. Reliability of the questionnaire was also

improved by extending the time between test and a follow up retest so as to reduce the memory influence.

The data obtained was analyzed using descriptive statistics and the statistical package for the social sciences (SPSS) version 28 was used in the analysis. To present the data, frequency tables, bar graphs, charts, and percentages were used. Correlation analysis and linear regression was used as inferential statistics in this study. The efficacy of the regression method to examine the effects of independent factors on the dependent variable is very important and were therefore taken into account.

4.0 Results and discussion

This section presents findings and discussion of findings

4.1 Performance Appraisal

The practice of identification, observation, measurement, and developing employee productivity inside the organization is known as performance appraisal. A proper performance appraisal management approach fosters employee morale to put more effort on their work. Further, Data from appraisals helps improve initiatives for training and development and pay management, both of which improve performance. The research assessed performance appraisal using mean and standard deviation. The response is as shown in Table 4.1

Table 4.1: Descriptive statistics on performance appraisal

Statement	Mean	Std. Dev
Performance appraisal indicators is clearly understood	3.52	1.03
Performance requirements are realistic	3.57	1.13
Performance requirements is adequately planned	3.80	0.99
Resources required are available	4.01	0.75
Performance appraisal indicators are objectively measured	3.73	0.87
Performance appraisal is participatory	3.67	0.79
Aggregate Mean	3.72	

As the results show, the respondents indicated that Performance appraisal indicators is clearly understood (Mean=3.52, Std. Dev= 1.03). They also agreed that Performance requirements are realistic (Mean=3.57, Std. Dev=1.13). The respondents further agreed that Performance requirements is adequately planned (Mean=3.80, Std. Dev=0.99). Moreover, they indicated that Resources required are availed (Mean=4.01, Std. Dev=0.75). The respondents agreed that Performance appraisal indicators are objectively measured (Mean=3.73, Std. Dev=0.87). In addition, they agreed that Performance appraisal is participatory (Mean=3.67, Std. Dev=0.79). The overall mean of 3.72 shows that employees of the CGB agree that performance appraisal as a performance management practice is engraved in the organization.

4.2 Performance Monitoring

Performance monitoring entails measurement of performance over a period of time and comparing against the key performance indicators so as to set corrective measures and make informed

decisions. One of the key responsibilities of human resource management is to monitor employee performance so as to effectively manage staff in order to meet the set goals both individually and collectively. A well-designed performance monitoring approach enhances performance through boosting employee morale and enthusiasm. The study, using mean and standard deviation evaluated performance monitoring in the organization. The results are shown in Table 4.2

Table 4.2: Descriptive statistics on performance monitoring

Statement	Mean	Std. Dev
Goals are clearly understood in the organization	3.50	0.98
Setting goals is a participatory process in the organization	4.11	0.42
Adequate time is given for task completion	3.92	0.63
Progress of performance monitoring is continuous	3.95	0.81
Monitoring process is objective	3.90	0.65
Monitoring process is transparent	3.68	0.77
Aggregate Mean	3.84	

According to the research findings, the respondents agreed that Monitoring processes is clearly understood in the organization (Mean=3.50 Std. Dev= 0.98). They also agreed that Monitoring indicators are clearly communicated (Mean=4.11, Std. Dev=0.42). The respondents further agreed that Performance monitoring boost employee performance (Mean=3.92, Std. Dev=0.63). Moreover, they agreed that Monitoring detects underlying challenges (Mean=3.95, Std. Dev=0.81). The respondents agreed that Monitoring process is objective (Mean=3.90, Std. Dev=0.65). In addition, they agreed that Monitoring process is transparent (Mean=3.68, Std. Dev=0.77). The overall mean of 3.84 shows that performance monitoring as a performance management practice is engraved in the organization.

4.3 Total compensation

Total compensation refers to the rewards extended to employees for their service rendered for the organization's cause, in form of their time, their effort and skill. Total compensation can be fixed or variable, or both. They can also be based on performance standards. The research study assessed total compensation within the CGB. The results are shown in Table 4.3

Table 4.3 Descriptive statistics on total compensation

Statement	Mean	Std. Dev
Direct compensation is adequate	2.47	1.16
Direct compensation is fairly given	2.61	1.13
Pay rise is linked to performance	1.68	1.07
Pay rise policy is understood in the organization	1.59	0.88
Training opportunities is fairly offered	1.94	0.75
Training opportunities is linked to performance	2.26	0.67
Aggregate Mean	2.09	

According to the results, the respondents elicited a negative attitude when asked if Direct compensation is adequate (Mean=2.47, Std. Dev= 1.16). The respondents also indicated a neutral attitude on whether direct compensation is fairly given (Mean=2.61, Std. Dev=1.13). The respondents further showed a negative attitude on whether pay rise is linked to performance (Mean=1.68, Std. Dev=1.07). They also indicated that Pay rise policy is not understood in the organization (Mean=1.59, Std. Dev=0.88). Moreover, they indicated that Training opportunities is not fairly offered (Mean=1.94, Std. Dev=0.75). In addition, the respondents indicated that Training opportunities is not linked to performance (Mean=2.26, Std. Dev=0.67). The overall mean of 2.09 shows that employees have a negative attitude on total compensation as a practice to improve on performance.

4.4 Feedback

Whether vertical or horizontal, in both directions, flow of information is key to the success of all performance management practices. Feedback that was reached after data collection, real-time feedback and intensive executive's employee-management involvement contributes to success of performance management practices. No initiative ever succeeds without a well-developed continuous feedback strategy. The research evaluated feedback in the organization. The results are as shown in Table 4.4

Table 4.4: Descriptive statistics on feedback

Statement	Mean	Std. Dev
Feedback is Clear in the organization	3.71	0.79
Feedback given is easily understood	3.53	0.84
Feedback is given in a timely fashion in the organization	3.92	0.67
There is adequate time given for feedback session	4.02	0.36
Feedback given is adequate	3.92	0.48
Feedback is objective.	4.01	0.42
Aggregate Mean	3.85	

According to the results, the respondents agreed that feedback is Clear in the organization (Mean=3.71, Std. Dev= 0.79). They also agreed that feedback is given in a timely fashion in the organization (Mean=3.53, Std. Dev=0.84). The respondents further agreed that feedback given is adequate (Mean=3.92, Std. Dev=0.67). Moreover, they agreed that feedback delivery mode used is appropriate (Mean=4.02, Std. Dev =0.36). The respondents agreed that feedback given is fair (Mean=3.92, Std. Dev=0.48). In addition, they agreed that feedback is objective (Mean=4.01, Std. Dev=0.42). The aggregate mean of 3.85 shows that there is feedback as a performance management practice in the organization.

4.5 Performance

The effectiveness of an organization can be considered as the sum of employees' contribution, competency and innovativeness. The effectiveness of an organization depends on its understanding of how various resource combinations or combinations of resources influence the results. The research evaluated performance within the organization. The response is as shown in Table 4.5

Table 4.5: Showing influence of performance appraisals on performance

Statement	Mean	Std. Dev
I understand the quality of service required of me	3.92	0.43
I complete my assignments to the required level of quality	4.47	0.51
I complete my assignments within the given time	4.12	0.99
I don't need constant supervision to complete my tasks in time	4.01	0.75
I understand what I am required to do	3.73	0.87
I achieve my work targets as required	4.27	0.47
Aggregate Mean	4.09	

As the results show, the respondents indicated that I understand the quality of service required of me (Mean=3.92, Std. Dev=0.43). They also agreed that I complete my assignments to the required level of quality (Mean=4.47, Std. Dev=0.51). The respondents further agreed that I complete my assignments within the given time (Mean=4.12, Std. Dev=0.99). Moreover, they agreed that I don't need constant supervision to complete my tasks in time (Mean=4.01, Std. Dev=0.75). The respondents agreed that I understand what I am required to do (Mean=3.73, Std. Dev=0.87). In addition, they agreed that I achieve my work targets as required (Mean=4.27, Std. Dev=0.47). The overall mean of 4.09 shows that employees of the CGB agree that they perform in the organization.

4.6 Correlations Analysis

In this study we determine the extent to which changes in performance at county government of Bomet is associated with changes in performance management practices. To quantify the strength of the relationship between the variables, the study used Karl Pearson's coefficient of correlation.

Table 4.6: Correlation

		Performance	Appraisal	Monitoring	Compensation	Feedback
Performance	Pearson Correlation	1	.938**	.916**	0.065	.914**
	Sig. (2-tailed)		0	0	0.079	0
	N	742	742	742	742	742
Appraisal	Pearson Correlation	.938**	1	.981**	.146**	.273**
	Sig. (2-tailed)	0		0	0	0
	N	742	742	742	742	742
Monitoring	Pearson Correlation	.916**	.981**	1	.120**	.297**
	Sig. (2-tailed)	0	0		0.001	0
	N	742	742	742	742	742
Compensation	Pearson Correlation	0.065	.146**	.120**	1	.099**
	Sig. (2-tailed)	0.079	0	0.001		0.007
	N	742	742	742	742	742
Feedback	Pearson Correlation	.914**	.273**	.297**	.099**	1
	Sig. (2-tailed)	0	0	0	0.007	
	N	742	742	742	742	742

** . Correlation is significant at the 0.01 level (2-tailed).

Results from the study as shown in table 4.6 reveal that there is a positive and significant relationship between performance appraisal and performance at CGB ($r = .938$, $P\text{-value} < 0.01$), positive and significant relationship between performance monitoring and performance at CGB ($r = .916^{**}$, $P\text{-value} < 0.01$) and a positive and significant relationship between Continuous feedback and performance at CGB ($r = .914^{**}$, $P\text{-value} < 0.01$). In these findings the correlation between performance appraisal, performance monitoring, continuous feedback and performance at CGB is significant at 0.01 levels (2-tailed). This implies that change in performance score is attributable to performance appraisal, performance monitoring and feedback. On the other hand, however, there is a weak positive relationship between total compensation and performance at CGB ($r = .065^{**}$, $P\text{-value} < 0.01$).

4.7 Relationship between performance management practices and performance

Regression analysis was used in the study to examine the relationship between the predictor and response variables. The method can demonstrate how much of the variance across variables is attributable to the dependent variable and how much is attributable to the independent variables.

An equation can typically be used to show how the variables relate to one another. Simple regression was adopted in the study under the following model:

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.891	.890	3.24094

a. Predictors: (Constant), Performance appraisal, Performance monitoring, Total compensation and Continuous feedback

Table 4.7 provides R and R². The R value is 0.944 which represents the simple correlation. It indicates a higher degree of correlation. The R² value show how much of the dependent variable (performance) can be explained by the independent variables (appraisal, monitoring, compensation and feedback). In the findings of the study 89.1% can be explained, which is large. The independent variables studied explain only (89.1%) of the influence of performance management practices on the performance of CGB as represented by R². This means that the other variables not studied in this research contributed (10.9%) and thus further research should be conducted to investigate these other factors influencing performance at CGB.

Table 4.8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63075.694	4	15768.923	1501.271	.000 ^b
	Residual	7741.240	737	10.504		
	Total	70816.934	741			

a. Dependent Variable: Performance
 b. Predictors: (Constant), Performance appraisal, Performance monitoring, Total compensation and Continuous feedback

Table 4.8 indicates that the regression model predicts the outcome variable significantly well. The "Regression" row and the Sig. column indicates the statistical significance of the regression model that was applied. Here, $p < 0.0005$, which is less than 0.05, In this case, it indicates that the model applied can statistically significantly predict the outcome variable.

Table 4.9: Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	26.192		11.982	.000
	Appraisal	.855	1.141	17.704	.000
	Monitoring	-.178	-.215	-3.325	.001
	Compensation	-.314	-.083	-6.672	.000
	Feedback	.109	.075	5.835	.000

a. Dependent Variable: Performance

Table 4.9 present results of the simple linear regression influence of performance management practices on performance of county government of Bomet. It is evident that both the constant and performance management practices contribute significantly to the model by looking at the Sig. column. We can therefore derive a simple regression analysis equation from column B as

$$Y = 26.192 + 0.855X1 - 0.178X2 - 0.314X3 + 0.109X4 + e$$

4.8 Findings of the study

The results from descriptive analysis and inferential analysis established that performance management practices are crucial components of performance in an organization.

Descriptive statistics and inferential analysis imply that change in performance score is and can be linked to performance appraisal. It shows that majority of the respondents agreed that changes in performance measures increases and has a direct impact on performance in the County Government of Bomet. The study further indicated that the appraisal system, where appraisal indicators is well understood and realistic, planning of deliverables is adequately done and resources availed for performing of those planned tasks, measurement of performance indicators is objectively done and in a participatory environment, performance is improved in the organization. Study findings therefore revealed that performance appraisal had a positive and significant effect on the performance of The County Government of Bomet.

Descriptive statistics and inferential analysis imply that change in performance score is attributable to staff performance monitoring. The findings further shows that majority of the respondents were in agreement that performance monitoring measures increases and has a direct impact on performance in the County Government of Bomet, the organization under review had a fairly developed monitoring system, where goals were understood and developed in a participatory environment. The organization also provided adequate time for the completion of the task assigned and that the progress of performance of these tasks are monitored progressively. The findings of the study also showed that the monitoring process is objective and transparent. It therefore means that performance monitoring is a critical and important component to achieving the required performance level in the CGB. Study findings showed that performance monitoring had a positive and significant influence on the performance of The County Government of Bomet.

The study findings indicated that total compensation policy in the organization under review is not adequately developed, where direct compensation is inadequate, unfairly awarded, no relationship between pay rise and performance and pay rise policy is not understood in the organization. The respondents felt that the training opportunities and its related policy is unfair to employees in the organization. Whether Training opportunities is fairly offered and linked to performance, the respondents had a negative attitude as well. In these findings there is a weak positive relationship between performance at CGB and total compensation. The findings of the study therefore showed that total compensation had a positive but less significant influence on the performance of The County Government of Bomet.

The descriptive and inferential analysis shows that majority of the respondents agreed that Feedback is Clear in the organization, feedback given is easily understood and given in a timely

fashion. There is adequate time given for feedback session, feedback given is adequate and objective. Continuous feedback had a link to performance in the CGB which had an implication that the organization surveyed had a strong performance appraisal practice. The findings of the study therefore showed that continuous feedback had a positive significant influence on the performance of the County Government of Bomet.

5.1 Conclusions

According to the study, employee appraisal strongly correlates with and affects organizational performance. The study also revealed that the CGB has a performance appraisal system in place. Employee contributions to organizational goals are the primary focus of performance. These performance appraisals, which also provide staff members the chance to share their thoughts and expectations for achieving the organization's strategic goals and objectives is critical. A successful appraisal system can boost employees' productivity and motivation, enabling them to complete assigned tasks, meet set targets and ultimately meet organizational goals and objectives thus improving on the overall organizational performance.

The study discovered that the organization has performance monitoring initiatives in place that contributes to the performance witnessed. Keeping tabs on employees' actions as they move toward their goals, together with objectivity, role clarity, and transparency, helped the business achieve its goals and ultimately fulfill its mission and vision. Therefore, the study draws the conclusion that monitoring initiatives significantly impacted organizational performance, thereby raising performance. The organization may have a broad perspective and take corrective action while implementing organizational objectives thanks to the monitoring practices' more dynamic approaches that helps it achieve its goals.

According to the study's findings, the organization has poor total compensation system in place. Workers who meet and or exceed performance targets should be rewarded to encourage the positive behavior. Employee motivation is increased when an organization has the capacity to formally acknowledge and reward staff who fulfill their established goals and objectives in terms of quality, efficiency, and overall performance. Total compensation that is equitably distributed and openly disclosed inspires employees to think outside the box. Any organization's ability to achieve its goals depends heavily on the usage of compensation systems. Rewarding innovation and initiative increases the likelihood of it being repeated, while discouraging subpar performance. Task interest and performance increase as a result of compensation in the form of pay increases, training opportunities, and bonuses.

With the strong correlation between continuous feedback and performance, the results showed that in order for any business to achieve its goals, appropriate feedback is necessary. Performance increases if performance feedback is effective. Employees can get feedback so they know exactly what is expected of them. For increased productivity, it is crucial to convey and clearly explain the aim of the appraisal process. An effective performance feedback demonstrates how each employee's performance and degree of effectiveness contributed to the achievement of the organization's goals. The secret to great organizational performance is effective performance feedback between employees and supervisors, since both contribute to the establishment of goals, the identification of competencies, the discussion of career development and employee motivation. Adequate and timely feedback also fosters accountability, credibility and transparency.

5.2 Recommendations

The researcher recommends that the County Government should supply employees with adequate resources and deploy both formal and informal feedback system that utilizes clear and realistic goals if they have to meet their targets. Full participation in performance appraisal should be encouraged among the employees to express their ideas and expectations for meeting the strategic goals of the organization. It is further recommended that the County Government of Bomet suppliers of Human Resources information systems should add a component for employees to conduct self-appraisal online or in their duty station and have a reporting structure that summarizes critical points on the work-related milestones and targets progress.

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