

## Effect of Performance Appraisals on Organizational Performance in Public Secondary Schools in Pokot Central Sub County

Nicholas Ogamba Kanisa<sup>1\*</sup> Dr. Elizabeth Nambuswa Makokha<sup>1,2</sup>

1.College of Human Resource Development, Department of Entrepreneurship and Procurement, Leadership and Management, Jomo Kenyatta University of Agriculture and Technology, P.O. Box 62000 - 00200, Nairobi Kenya

2.College of Human Resource Development, Department of Entrepreneurship and Procurement, Leadership and Management, Jomo Kenyatta University of Agriculture and Technology, P.O. Box 62000 - 00200, Nairobi Kenya

### Abstract

The purpose of the study was to analyze the Effect of performance appraisals on organizational performance in Pokot Central Sub County. This study was guided by the following objective; to determine the effect of employee productivity on organizational performance in public secondary school in central Pokot sub County. The theories which guided this study includes, Maslow's hierarchy of needs theory, expectancy theory, Herzberg's two factor theory, Goal setting theory and Agency theory. The study adopted a descriptive survey design. Population target included all the teachers in Pokot central Sub County who are 300 in total with a sample size of 170 teachers. Questionnaires were used to collect data from respondents. The pilot study was carried out in ten schools whose results were not included in the final result. The data was collected and fed in statistical packages of social science (SPSS) version 2.0 and was analyzed by use of descriptive data analysis technique, and presented in the form of frequency tables. The study was to help Pokot central Sub county to come up with better ways of performance appraisal for its employees in order to improve organizational growth. It is also hoped that the study was to provide information helpful in providing the managers with information that was to help to improve employee job satisfaction which helps organization perform. Finally, the study was to serve as a data bank for researchers who wish to conduct further research on performance appraisals.

**Keywords:** Employee Productivity, Organisational Performance

### 1.0 Introduction

A Performance Appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities. The appraisal is based on results obtained by the employee in his or her job, not on the employee's personality characteristics. In America according to study by Andrew (2014) on Jamaica Public teachers asserts that teacher performance evaluation is one of the most common policies in formal education and one that is considered a controversial process. Effective teacher performance evaluation is one that depends on sound policy implementation followed up by an effective process which strengthens the nature of the practice as a whole. This is guided by an understanding of the two major categorical types of teacher performance evaluation -namely formative and summative and knowing the many purposes of teacher performance evaluation. Therefore the coming together of policy and process is needed to accomplish the desired outcomes of growth and change.

According to Patrick (2011) in Ghana appraisal or performance review is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost and time) typically by the corresponding manager or supervisor. On the other hand performance appraisal is a part of guiding and managing career development as well as the process of obtaining, analysing and recording information about the relative worth of an employee to the organisation. It can also be termed as an analysis of an employee's recent successes and failures, personal strengths and weaknesses and suitability for promotion or further training. The appraisal again measures skills and accomplishments with reasonable accuracy and uniformity. It provides a way to help identify areas for performance enhancement and to help promote professional growth. It should not however be considered the supervisor's only communication tool.

Jensen, and Reichl, (2014) also in America points out that meaningful appraisal is geared to teacher development and improvements in learning. It helps teachers improve their teaching skills by identifying and developing specific aspects of their teaching. It improves the way they relate to students and colleagues and their job satisfaction, and has a large impact on student outcomes in terms of growth. All studies show that the key to higher performing students is the effectiveness of their teachers. Conservative estimates suggest that students with a highly effective teacher learn twice as much as students with a less effective teacher. Systems of teacher appraisal and feedback that are directly linked to improved classroom teaching and student performance can increase teacher effectiveness by as much as 20 to 30% which lift the performance of America's students to the best in the world.

According to Obisi (2011) in Nigeria asserts that Organizations can only win a competitive advantage

through people. Competition for scarce resources among organizations is becoming more and stiffer. This therefore means that organizations can grow to the extent that people who work in such organization are supported to grow. However Banjoko (2015) asserts that there is probably no program of personnel management that is difficult to effectively implement and yet so fundamental to individual and organizational growth than performance appraisal. In business as well as in government, effective results are crucial to survival since improved performance is a basic criterion for individual and organization growth.

Banjoko (2015) explains that in many Nigerian organizations, performance appraisal is viewed and conducted solely in terms of its evaluative aspect thereby overlooking its use for facilitating growth and development in employees through training, coaching, counselling and feedback of appraisal information. According to Banjoko, performance appraisal is accorded a lesser role in Nigerian organization as more emphasis is given to selection, training, development and salary administration. This means that organizations are putting the cart before the horse and are in turn stifling genuine individual and organizational growth. It would be foolish for organizations to emphasize more on training without paying special attention to performance appraisal as Rao (2014) writes that it is the outcome of performance appraisal that would reveal training needs. There should be a change-over on the part of organizations to start paying special attention to their performance appraisal practices and approaches.

Performance appraisal is a formal system of review and evaluation of individual or team task performance. According to Adam, Stella and Agasa (2015) in Tanzania Employee performance is a major issue in the performance of any competitive organization hence to performance appraisal system is of top priority. Performance Appraisal is a method of evaluating the behaviour of employees in the work and normally including both the quantitative and qualitative aspects of job performance.

Baguli, (2014) argues that performance appraisal is a procedure to evaluate how individual personnel are performing and how they can improve their performances and contribute to overall organizational performance. In order to find out whether an employee is worthy for continuing with employment or not, or whether he or she should receive a bonus, a pay rise or promotion his or her performance needs to be evaluated from time to time to discover the weakness of an individual employee, or to find the reason on why the targeted productivity stage has not been met from individual point of view and hence to use such an information for the future plan.

Performance appraisal system should be done in a just way as this causes satisfaction Deepa and Kuppusamy (2014). Darehzereshki (2013) found that there is a positive sign regarding overall performance level of employees and that performance appraisal is an important issue that has to be taken care of in order to achieve ultimate goals of the organization. Kyakulubye (2013) found that there is a significant relationship on employee's performance and motivation. In addition, the study indicated that the effective organizational environment promotes the effectiveness of the said performance appraisal and employee motivation.

Jocelyn et al (2013) in Kenya assert that performance appraisal is the periodic evaluation of an employee's performance measured against the job's stated or presumed requirements. They further a cure by saying that it can identify an individual's strengths and weaknesses and indicate how such strengths may best be utilized and weaknesses overcome. Nambuswa (2014) agrees that a generation ago, appraisal systems tended to emphasize employee traits, deficiencies and abilities. With the development of the employee/organization relations modern appraisal philosophy emphasizes on the present performance and future goals. Kumar, (2014) Modern philosophy also stresses on employee participation in mutually set goals with the supervisor.

The underlying philosophy behind mutual setting of goals is that people will work harder for goals or objectives that they have participated in setting. The assumption is that people want to satisfy some of their needs through performing work activities that provide them with a supportive environment. They also need to perform meaningful tasks, share the objectives setting, and share the rewards of their efforts and continued personal growth. (Nambuswa 2014)

Odhiambo (2014) notes that, although teacher appraisal is already well established in countries such as Britain, the USA, Australia and New Zealand, it has only recently become a significant issue in Kenya. Over the years, teacher appraisal in Kenyan secondary schools has been mainly inspectorial, achieved through occasional inspection of schools and teachers by school inspectors. The study established that teacher appraisal policies and practices in Kenyan secondary schools exhibit weaknesses, which need to be urgently addressed if teacher appraisal is to be used to improve the quality of teaching and education in Kenya which translates into growth.

Performance appraisal has over the years become a very crucial part of the Human Resource Management in organisations and its benefits to these organisations around the world cannot be overemphasised. Notwithstanding its enormous contributions to the development of organisations the world over, Performance appraisal usage has not as yet gone down well with a number of organisations most often government institutions and the county governments is not exception (Patrick 2011). Performance appraisal is becoming more strategic amongst the numerous human resource management practices in the contemporary business management (Adam, Stella and Agasa 2015).

According to Obisi (2011) Organizational performance and its resultant efficiency and effectiveness can

only be achieved when individuals are continuously appraised and evaluated. The inability of organization to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before. Appraisal processes are not systematic and regular and often characterized by personal influences occasioned by organizations preoccupation to use confidential appraisal system which hinders objectivity and fairness.

Organizations have survived in the pursuit of both performance and development through the huge investment into human capital. The performance of employees is critical to the survival of the production process in the organizations. Whether educational or corporate settings, it is with such production processes are supported by a well streamlined and purpose driven human labor which is willing and determined to challenge its self to the maximum to meet set challenges (Juliet, 2010). Society of Human Resource Management (2014) assert that the economy continues to improve over the years, respectful treatment of employees remains organization growth contributor. Satisfied employees will influence the productivity of the organization and will lead to achieving the organization's vision and goals (Hussin, 2011). Therefore the study seeks to analyse the effect of performance appraisal on organizational performance among public secondary schools in central pokot Sub County.

## **2.0 Effects of Employee Productivity on Organizational Performance**

Productivity can be defined as a measure in relating the quality and quantity of output against the input provided by individuals to produce said output. The normal measure for productivity is to link a rand value against hours worked or tasks accomplished.

The definition of productivity according to Benson (2014) is the output of an employee that is measurable against the employee's effectiveness and efficiency in the achievement of the set goals or job tasks. Du Plessis and Ferreira (2014) stated that productivity is the time spent by an employee actively participating in his/her job that he or she was hired for, in order to produce the required outcomes according to the employers' job descriptions. As suggested by Coetsee (2014) the core cause of the productivity problems in the South African society are people's motivation levels and their work ethics.

According to Benson (2014), having the technical knowledge and ability does not guarantee that employees will be efficient and effective in their job tasks. To get effectiveness and efficiency in the work environment one also needs to provide the necessary resources that are required in accomplishing the task, have a supportive management structure and lead with vision, which is in alignment to the employees' goals and objectives. Employees are influenced by the management styles employed by their managers and as described by Benson (2014) the transformational leadership style can be closely tied to employee performance and productivity in an environment of change. A study that was undertaken by Sabine, Silke and Daniel (2015) indicated that performance was positively influenced by transformational leadership. Transformational leadership can be defined as leadership that include the stimulation of intellects, showing of consideration towards any human being individually as well as group related, inspiration and idealized influence. Through management showing these traits towards their employees, the employees will feel that the managers care about them and will listen to them when problems arise.

## **3.0. Methodology**

The study will adopt a descriptive survey design. The target population of 300 as per the 2014 TSC annual report. The sample size for the study was 170 participants. The study used structured and unstructured questionnaires to collect data from respondents. The study adopted a drop and pick method where the instruments were dropped and collected after having been completed by the respondents. The Likert scale will have a range of options from "Strongly Disagree" to "Strongly Agree".piloting was done to check the validity and reliability of the research instrument. A multiple regression analysis was applied to test the significance of one variable over the others as shown in the regression model

## **4.0 Discussion**

The objective of the study aimed at determining the effect of employee productivity on organizational performance in public secondary schools in pokot central sub county. The findings showed that majority 32.9percent of the respondents disagreed while 24.3percent strongly disagreed that performance appraisal is beneficial to the whole organisation. This cumulatively gave a majority of 57.2percent. But 20percent strongly agreed, 18.6percent agreed while 4.2percent were neutral. This implies that majority strongly agreed that a performance appraisal is beneficial to the whole organisation.

The results of the study further sought to establish whether employees have the required level of competencies for performing jobs. They showed that while majority 40.0 percent agreed; fewer 21.4percent strongly agreed, 25.7percent disagreed and 12.9percent were neutral. This cumulatively showed that 61.4percent agreed meaning employees have required level of competencies to perform their jobs.

The findings sought to know whether rewards and recognition in the company is linked to productivity. The results showed that majority 31.4percent agreed while 27.1percent strongly agreed, 10percent strongly disagreed, 30percent disagreed while 1.5percent was neutral that rewards and recognition in the company is linked to employee productivity. This implies that majority 58.5percent agreed that rewards and recognition in the company is linked to employee productivity.

The results of the study also showed that 27.1percent strongly agreed, 25.7percent agreed, 7.1percent were neutral, 25.7percent disagreed and 14.4percent strongly disagreed that they have reduction of staff turnover. This implies that 52.8percent agreed they have reduction of staff turnover.

Table 4:1 Pearson Correlation of Influence of employee productivity on organisational performance

Variable	Test	Succession Planning
employee productivity	Pearson Correlation	.653**
	Sig. (2-tailed)	.000
	N	170

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

The study shows that employee productivity has positive relationship on organizational performance. The r value is 0.653 which is relative strong at 2 tailed significance of 0.000 which is below 0.01 significant level.

### Regression

The study did regression on quantitative data between employee productivity on organisational performance and presented the findings in the Table 4:2.

Table 4:2 Coefficients Determination of Influence of employee productivity on organizational performance

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.918	.182		10.525	.000
Employee Productivity	.307	.353	.307	.869	.388

a. Dependent Variable: Organizational Performance

Table 4.2 provides the information needed to organizational performance from effect of employee productivity. Both the constant and employee productivity contribute significantly to the model. The regression equation is presented as follows; organizational performance = 1.918 +0.307 (employee productivity).

### Model Summary

The model summary of the relationship of employee performance against organizational performance presented in Table 4:3.

Table 4:3 Model summary of employee productivity on organizational performance

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.360 <sup>a</sup>	.129	.076	.483

a. Predictors: (Constant), Employee productivity

Table 4:3 provides the R and R2 value. The R value is 0.36, which represents the simple correlation. It indicates an average degree of correlation. The R2 value indicates how much of the dependent variable, "organizational performance", can be explained by the independent variable, "employee productivity ". In this case, 12.9 percent can be explained, which is relatively significant.

Based on the findings: The null hypothesis  $h_{01}$ : employee productivity does not have statistically significant influence on organizational performance: was *rejected* therefore, employee productivity has a significant influence on organizational performance in secondary schools in pokot central sub-county.

### 5.0 Conclusions and Recommendations

The results the results showed majority strongly agreed that a performance appraisal is beneficial to the whole organisation. The results of the study further sought to establish whether employees have the required level of competencies for performing jobs. They showed that while majority 40.0 percent agreed; fewer 21.4percent strongly agreed, 25.7percent disagreed and 12.9percent were neutral. This cumulatively showed that 61.4percent agreed meaning employees have required level of competencies to perform their jobs.

The findings sought to know whether rewards and recognition in the company is linked to productivity. The results showed that majority of 58.5percent agreed that rewards and recognition in the company is linked to employee productivity. The results of the study also showed that 52.8percent agreed they have reduction of staff turnover.

The null hypothesis  $h_{01}$ : employee productivity does not have statistically significant influence on organizational performance: is *rejected* therefore, employee productivity has a significant influence on organizational performance in secondary schools in pokot central sub-county.

Based on the findings, it was recommended that the management should bring out the meaning and

importance of performance appraisal to enhance organizational performance in public schools. The management should train and motivate their employees to bring out the required level of competencies for high performance. The employees should be made to understand what is expected of them right from the time they are employed. Also the organisation should engage and having employee involvement programmes of all the stakeholders in setting their objectives so to be able to gauge each employees performance in the organisation. The organisation should provide the employees with the proper working tools and equipment for high performance.

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