Analysis of Behavioral Anchored Rating Scales on Civil Servants' Motivation in the Department of Tourism, Kenya

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Abstract

The success of every organization, public or private, depends largely on the availability and quality of well-motivated human capital. On this regard, strategic planners and human resources professionals need to develop collaborative efforts to design strategies and frameworks that are fruitful and creative in a bid to develop the capacity of human resource to meet such need. Research has attested to the fact that organizations that adopt intensive and cohesive human resource processes and systems are those that come out successful (Marquardt, 2004).Organizations with best systems of performance appraisal usually show higher growth, higher return per employee, less attrition rate and stable platform for new challenges. The purpose of this study will be to assess the influence of the performance appraisal techniques on civil servants' motivation in the department of Tourism in Kenya. The study specifically; established the effect of human resource accounting method on civil servants' motivation, determined the influence of behaviorally anchored rating scales on civil servants' motivation, examine the influence of 360 Degree Performance Appraisals on civil servants' motivation and assessed the effect of Management by objectives on civil servants' motivation. The study will benefit the, academicians, policymakers and community members. The study was guided by the Expectancy Theory. The study adopted a descriptive survey research design with a target population of 174 staffs of Job Group H and above. A sample size of 123 persons was utilized after being determined using Krejcie & Morgan table (1970). The study adopted a stratified random sampling technique to identify the respondents of the instruments. The study used structured questionnaires as the main tool of data collections. The instrument was validated by the supervisors. Reliability of the instrument was determined through a pilot study. Thereafter, Cronbach alpha coefficient of 0.788, Behaviorally Anchored Rating scales on civil servants' motivation respectively was obtained from the instrument. This indicated that the instrument was reliable. Quantitative data was analyzed using descriptive statistics and inferential statistics and presented in tables. The study established that Behaviorally Anchored Rating scales (p=0.000), significantly influence civil servants' motivation. It is concluded that the techniques of performance appraisal (BARS) influence civil servants' motivation. The study recommended that the policy makers and other stakeholders adopt mixed models of performance appraisal to achieve desired objectives in the tourism industry.

Keywords: Behaviorally anchored rating scales, civil servants' motivation in the department of Tourism, Kenya.

1.1 Background of the study

Human Resource Management practitioners focus on human capital related areas such as job design, resource planning, recruitment, selection, performance management system, compensations and employee relations. For the success of the organization, one function plays a critical role for the global success of the organization and this is performance appraisal. This has become necessary because the outcome of the process indicates the success of the realization of the other areas in the field of Human capital. Building block for enhancing performance is creating a performance culture and implementing the performance management process and more specifically a performance appraisal system. Assumptions of corporate management are that this culture makes people (employees) develop their capacity and thus be truly engaged in the business of the organization (Reid & Hubbell, 2005).

Maximizing the performance in the tourism industry is the main issue and good organization performance refers to the employee's performance (Kamiti, 2014). The Vision 2030 goals include improved performance and quality service delivery, promotion of transformative leadership in the Government of Kenya (GOK), and improved public service delivery that meets expectation of the citizens and other clients (Kenya Vision 2030, 2008). An organization becomes successful when its workforce works hard to achieve the organizations goals and objectives and when the organization becomes successful, it helps employees to progress in life, career and earnings (Mullin, 2010).

Motivation signifies a worker yearning and obligation, which is marked as effort and after employee selection, probably the most powerful tool managers have to examine employee's motivation and getting results is the performance appraisal (Ambily, 2011). Therefore, performance appraisal is a very important part in an organization as it helps the organization to build a fine group of management which improves its performance year after year (Jabeen, 2011). In addition, performance Appraisal has increasingly become part of a more strategic approach of integrating human resource (HR) activities and business policies convening a variety of

activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards (Iqbal, Ahmad, Haider, Batool, & Qurat-ul-ain, 2013).

Efforts at capacity development involve investments in human capital, institution building and process improvement. The broad objectives of the various initiatives should be the development of human and material resource to analyze, plan, implement and monitor programmes, which have a positive impact on national development. These efforts should be initiated to create the framework for the identification and analysis of problems and the formulation and implementation of solutions to enhance sustainable human development (Fourth Pan African Public Service Ministers, 2003). An employee is a valuable resource (asset) of the organization. The success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development. According to Mooney (2009), the study posited that performance is not only related to results but it also relates with activities and behaviors of employees that they adopted to achieve their given goals. Therefore, goal-based performance oriented appraisal should move along with standard-based performance appraisal.

The Kenyan government acknowledges that for many years there has been poor performance in the civil service (GoK., 2010). The civil service is faced with the challenge of poor and deteriorating performance, which acts as a stumbling block to realization of sustainable economic growth. The civil service has consistently performed below expectations due to: poor management and leadership; funds and human resource mismanagement; excess staff; work duplication; poor staff performance; government bureaucracy and excess political interference. This leads to weak economies, poor services; poor and weak infrastructures amongst other economic problems like brain drain (Government of Kenya (GoK), 2013). Organizations with best systems of performance appraisal usually show higher growth, higher return per employee, less attrition rate and stable platform for new challenges (Sanyala & Biswasb, 2014).

Several studies have been done in relation to the effect of performance appraisal on employee motivation. In addition, Muriuki (2016) on a study of performance appraisal on employee motivation at Ministry of East African Community, Labour and Social Protection, found that performance appraisal leads to employee motivation, Njeru (2013) conducted a descriptive research study on the role of performance appraisal on performance of job in the public sector at Kirinyaga Central District. The study established that majority of civil servants set goals and attains them while a few received feedback on their performance. Kamiti (2014) did a descriptive study on the effect of performance appraisal on civil servants at Directorate of Tourism. The study revealed that performance appraisal acts as important factor that contributes to the employees' motivation. The more transparent and objective performance appraisal is in the government offices, the higher would be the motivation of employees.

The functioning of the Government depends upon how people work and within the public sector, an improvement in effectiveness and efficiency of civil servants is central to the government's strategy of maintaining and improving national prosperity (Government of Kenya (GoK), 2013). According to Economic Recovery Strategy (2003) the civil servants embraced the promise of performance contracting and appraisal as a means to improve performance, spur innovations such as balanced scored card. Therefore, the Kenyan Government introduced performance appraisal in the civil service as a way of ensuring that service delivery improved. When it began way back around 2004, only a few number of State Corporations participated but now performance appraisal is being put into practice in most of the Ministries, Departments and Agencies (MDAs). The benefits of performance appraisal encouraged the decision for it to cover all MDAs due to improved administrative decisions, financial performance and improved service delivery. To ensure its success, Ministries had to work towards set targets, come up with service charters and compare their performances with other best performances worldwide. The results of the efforts were considerable that Ministries won international recognition in several African countries that were willing to learn from the practice in Kenyan Government (GoK., 2010). Despite the critical role played by the Kenyan Government, the civil servants motivation has persistently been poor (Muriuki, 2016). This study, therefore, assessed the performance appraisal techniques and civil servant motivation in Kenya to fill in the gap.

1.2 Statement of the problem
The issue of performance of employees in both Public and Private sectors has dominated discussions in both developed and developing countries. This is as a result of challenging economic conditions (such as global competition, slow economic growth, and economic downturns), organizations are starting to look internally for performance and productivity gains rather than wait for external improvements (e.g., market growth or technological advances) (Boxall and Purcell, 2003; Buchner, 2007). A number of studies have been conducted on the impact of performance appraisal on employee development. Organizations have been focusing their attention on performance management and more specifically performance appraisal as a way to improve employee performance and productivity (Boxall and Purcell, 2003).

Many of the studies that have been done on the effect of performance appraisal on employee motivation

within civil service have failed to explain how performance appraisal techniques base BARS) affect civil servants motivation in Kenya. Much of performance appraisal leads to employee motivation, despite this it is revealed that performance appraisal is one of the most problematic components of human resource management as some employees are dissatisfied with their organization's performance appraisal. The same might apply to the department of Tourism in Kenya as no study has ever been done on the influence of performance appraisal techniques on civil servants' motivation in the department of Tourism in Kenya. This study, therefore, aimed at bridging the existing knowledge gaps by providing an answer as how Behaviorally Anchored Rating Scales influence civil servants' motivation at the department of tourism in Kenya.

According to Watson Wyatt Worldwide (2004), very few employees believe that their company's performance appraisal system helps them to develop capacity and thereby improve their performance. This is because employees do not think that the systems establish Digitized by UCC, Library 6 clear goals, define realistic and fair performance standards, or generate honest feedback that are necessary for employee development. Employee development is becoming an increasingly critical and strategic imperative for organizations in the current business environment hence the justification of the study.

2.0 LITERATURE REVIEW
2.1 Behaviorally Anchored Rating Scales and Employee Motivation
According to Taylor (2014), the behavioural-anchored rating scale is an effective evaluation tool that overcomes common errors such as recency effect error, central tendency error and halo effect error, and helps to reduce the supervisor avoidance of performance evaluation task. BARS has unique strength in that the rating is anchored to descriptions of specific behaviours that are unique to each level of performance. Grussing and Williams (2011) conducted a study on development and Validation of Behaviorally-Anchored Rating Scales for Student Evaluation of Pharmacy Instruction. Rationale is provided for development of Behaviorally-Anchored Rating Scales, BARS, and the methods used are described. In a national study, 4,300 descriptions of pharmacy teaching were collected in nine critical incident writing workshops at four types of schools. Ten dimensions of pharmacy teaching were identified and validated for classroom, laboratory and experiential teaching. Scales were developed for each dimension. Measures of scale quality are described including retranslation data, standard deviations of effectiveness ratings, reliability and validity data and data supporting reduction of leniency and central tendency effects.

Cardy and Leonard (2011) came up with a formula with a bearing which states that performance is built up on three factors: ability, motivation and system. In other words, performance can be a result of either the person or the system or both. Once the manager knows what the problem source is, it is easier for him or her to look for a solution. For instance, if a manager discovers that the cause of the performance is the poor equipment, he or she knows that new and better equipment must be bought. On the other hand, if the performance cause lies within the person or cannot be seen clearly, the supervisor should go back to the first step of influencing factors where an answer might be found.

Islama and Rasad (2006) conducted a study on employee performance evaluation by using the analytic hierarchy process. Employee performance appraisal is generally considered to be essential in organizations and it is used for several different purposes such as pay increases, improvement and training, transfers, compensations, counseling, promotion, employee recognition and motivation. They revealed that to have an effective appraisal, it should be closely monitored and feedback should be obtained on the continuous basis. The process should also show accuracy and fairness.

Kamiti (2014) in his research on the effect of performance appraisal on motivation of civil servants revealed that performance appraisal is an important factor which touches on the employees' motivation. The study recommended that promotions and trainings motivate employees in the civil service apart from monetary rewards. To summarize, most of these empirical studies have revealed existence of a relationship between appraisal of performance and employee motivation. In addition it is important that organizations link performance to rewards and to sanctions. As a result the employees' behaviour will be facilitated through motivation in order to increase productivity and improve performance in the organization.

Njeru (2013) conducted a descriptive survey on the role of performance appraisal system on job performance in the public sector. The study found out that training and feedback on performance are critical in performance appraisal. Karimi's (2013) study on the role of appraisal system on job performance in the public sector found out that appraisal is an expensive investment both in time and effort. The study recommends that the Government of Kenya should ensure that civil servants must be motivated in order to enhance their performance.

As much as the measures themselves are relevant in managerial decisions, it is also useful to recognize that when managers go through the process of HRA measurement treating human Resources as capital assets, they are more likely to make decisions that treat the company's Employees as long-term investments of the company. Flamholtz (1979) describes the HRA Paradigm in terms of the "psycho-technical systems" (PTS) approach to

organizational Measurement. According to the PTS approach, the two functions of measurement are: (1) process functions in the process of measurement and (2) numerical information from the numbers themselves. Whereas one role of HRA is to provide numerical measures, an even more important role is the measurement process itself. The HRA measurement process as a dual function attempts to increase recognition that human capital is paramount to the organization's short and long-term productivity and growth. When managers go through the process of measuring human resources, they are more likely to focus on the human side of the organization and are more likely to consider human resources as valuable organizational resources who should be managed as such. As noted earlier in the discussion of HRA model development, according to Flamholtz (1999), the concept of human resource value is derived from general economic value theory, and like all resources people possess value because they are capable of rendering future service. Thus as Flamholtz notes, an individual's value to an organization can be defined as the present value of the future services the individual is expected to provide for the period of time the individual is expected to remain in the organization.

Using the Stochastic Rewards Valuation Model, originally developed by Flamholtz (1971) for human resource valuation, and further explained in Flamholtz (1985, 1999), Flamholtz, Bullen and Hua (2003) showed a practical method for calculating ROI on management development, and reported the incremental cash flows that an organization will receive due to investment in human capital development. The research concluded that use of HRA as a tool to measure the value of management development enhances not only the value of human capital but also the value of management accounting. The authors utilized the HRA measure of expected realizable value, and found that employees' participation in a management development program increased the value of the individuals to the firm. In addition the authors noted (p. 40) that the HRA measures provided upper level management with an alternative accounting system to measure the cost and value of people to an organization. Thus HRA represented both a paradigm and way of viewing human resource decisions, and the set of measures for quantifying the effects of human resource management strategies upon the cost and value of people as organizational resources.

Davidove and Schroeder (1992) indicate that too many business leaders have no generally accepted definition or accounting procedure for tracking training investments, and note that a lower training investment is not automatically better for an overall return on investment. The authors suggest that although many business leaders still view training as an overhead expense, with thorough ROI evaluations, training departments can convince business to view them as partners in creating the assets crucial to organizational success.

In a ranking method system, employees in a particular department are ranked based on their value to the manager or supervisor. This system is a comparative method for performance evaluations. The manager will have a list of all employees and will first choose the most valuable employee and put that name at the top. Then he or she will choose the least valuable employee and put that name at the bottom of the list. With the remaining employees, this process would be repeated. Obviously, there is room for bias with this method, and it may not work well in a larger organization, where managers may not interact with each employee on a day-to-day basis.

To make this type of evaluation most valuable (and legal), each supervisor should use the same criteria to rank each individual. Otherwise, if criteria are not clearly developed, validity and halo effects could be present. The *Roper v. Exxon Corp* case illustrates the need for clear guidelines when using a ranking system. At Exxon, the legal department attorneys were annually evaluated and then ranked based on input from attorneys, supervisors, and clients. Based on the feedback, each attorney for Exxon was ranked based on their relative contribution and performance. Each attorney was given a group percentile rank (i.e., 99 percent was the best-performing attorney). When Roper was in the bottom 10 percent for three years and was informed of his separation with the company, he filed an age discrimination lawsuit. The courts found no correlation between age and the lowest-ranking individuals, and because Exxon had a set of established ranking criteria, they won the case (Grote, 2005). Another consideration is the effect on employee morale should the rankings be made public. If they are not made public, morale issues may still exist, as the perception might be that management has "secret" documents.

Some researchers have argued that performance appraisal should have the tone of employee development (Kirkpatrick, 2006). This developmental appraisal according to the researcher is an ongoing process which should take place during the whole year. This appraisal will determine where the employee fall short or weak area where specific development is required to improve performance of such employees (Kirkpatrick, 2006). When companies invest in perceived developmental activities, it is in the right direction since it will enhance employee performance. The significance of employee development in organizational setting has extensively been recognized. Organization that makes investments in its workforce signals its commitment regarding its approach to its workforce growth. This, in return, engenders motivation and promotes greater teamwork and cooperation. When employees start believing that organizations are sincere to provide development opportunities for them, they will definitely reciprocate (Georgellis and Lange, 2007; Lee and Bruvold, 2003). This also provides the organization a competitive advantage (Chay et al., 2003).

Chay et al (2003) argued that most organizations do not value employee developmental activities. What

they are interested only is the achievement of goals and thus whatever means the employee will satisfy the employers are of little concern. In modern business environment, organizations are seeking to fence their competitive Digitized by UCC, Library 19 strategies and the best way to do this is by developing and expanding the knowledge asset of their employees (Sheri-lynne and Parbudyal, 2007). The study of Rahman and Shah (2012) focus on public universities of Khyber Pakhtunkhwa in Pakistan revealed that empirical data from these universities validate the theoretical base regarding performance appraisal and employee development perceptions. The study used 295 responses collected from 16 public universities in the province with about 3500 population for analysis. The study employed Structural Equation Modeling (SEM) to evaluate the model. The quantitative results from the results validate the theoretical base of direct positive association between the variables. The study further revealed that the quality of performance appraisal has significance for promoting individuals' development perceptions. The model employed in conducting analysis in this study is in the right direction because SEM is used in studies that seek to analyze structural relationships of variables. In banking sector, the study of Nadeem et al (2013) focused on to find out the impact of performance appraisal on employee's performance and also analyzes how motivation affects the relationship of performance appraisal and employee's performance. These two hypotheses are analyzed by using sampling techniques and the study was purely primary study. From the banks of Dera Ghazi Khan, the study selected 150 employees as sample by using simple random sampling technique. Primary data were collect through standard questionnaire. For analyzing data, the study applied correlation coefficient through IBM SPSS and Amos Software. The study finds a positive Digitized by UCC, Library 20 relationship between performance appraisal and performance of employees. However, this performance was achieved when performance appraisal was geared towards development of employees.

Performance Appraisal (PA) and Employee level of satisfaction Performance appraisal is geared towards ensuring high performance or productivity from employees when a set standard is compared with actual productivity. However, satisfaction of employees with regards to performance appraisal system has significant effect on the impact or role the performance appraisal play. Appraisal reactions showed by employers send satisfaction signal to appraisers. According to Keeping and Levy (2000), for performance appraisal to positively influence employee behaviour and also their future development, employees must experience positive appraisal response. This position is also supported by Fletcher (2001) who argued that when employers fail to show positive reaction to appraisal conducted, it may fail as a mechanism for developing and motivating people. This supposed to mean that when there is dissatisfaction with performance appraisal system, retention of employees becomes difficult. This is evidenced by the study conducted by Poon (2004) who reported that employees decide or develop intention to quit when they are dissatisfied with performance appraisal resulting in reduced job satisfaction.

Organization is bound to loose quality staff with performance appraisals reports are not utilized as expected by employees. Besides, Levy and Williams (2004) added to the discussion by positing that if performance appraisal participants do not perceive the system to be fair, the sources to be credible, and the feedback to be accurate, they are likely to ignore the feedback or reactions received from the employers. In this sense, the purported authority of the appraisal is undermined. Every performance appraisal Digitized by UCC, Library 22 has a purpose and a major one is to help in the development of employees. When it comes to level of satisfaction employees have in the appraisal system, the researchers failed to classify the employees in terms where each derives satisfaction. Some of the employees are monetary satisfiers, task or challenge completion satisfiers (Harter, Schmidt, and Hayes, 2002).

3.0 Methodology
The study applied mixed methods approach, that is, quantitative and qualitative methods. This approach was appropriate for this study since the researcher collected both quantitative and qualitative. According to Creswell (2009), in quantitative method, the researcher asks specific questions, collects quantifiable data from a large number of participants; analyses these numbers using statistics; and conducts the inquiry in an unbiased and objective manner. Quantitative data was collected using questionnaires. In qualitative approach, the researcher relied on the views of participants, asked broad, general questions and collect data consisting largely of words from the participants. The researcher described and analyzed these words based on the objectives of the study. In this case, data was collected using interview schedules.

3.1 Research design
This study used Descriptive survey research design. In this study, the researcher typically placed greater emphasis on the quantitative methods. The researcher merged two data sets by bringing the separate results in the interpretation or by transforming data to facilitate integrating the two data types during the analysis. The purpose of the research was to examine 360 degree system of performance appraisal on employee motivation in the department of tourism and therefore, a descriptive research is more suitable because it is concerned with

examining conditions, practices, structures, differences or relationships that exist, opinions held, processes that are going on or trends that are evident. Descriptive survey is an attempt to collect data from members of a population to determine its current status with respect to one or more variables (Mugenda and Mugenda, 2003). Descriptive survey is considered appropriate because of the nature of the problem, which was a relationship between the variables over a short period of time. Descriptive research design further allowed the researcher to generalize findings to the larger population working within the organization.

3.2 Target population
Mugenda and Mugenda (2003) states that the target population should have some observable characteristics, to which the researcher intended to generalize the results of the study. The target population was 174 staffs as shown in Table 1.

Table 1: Target Population

Job Group	Population size	Percentage
Top level	30	17.24
Mid-level	75	43.10
Lower level	69	39.66
Total	**174**	**100.00**

3.3 Sample size and sampling procedure
3.3.1 Sample size
A sample is a smaller group or sub group obtained from the accessible population (Orodho and Kombo, 2002). The sample size was determined using the Krejcie & Morgan table (1970). According to the table, the target population of 174 staffs of Job Group H and above corresponded to a sample size of 123 persons.
3.3.2 Sampling technique
Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho and Kombo, 2002). This study adopted stratified random sampling technique where the target population was divided into groups called strata; Top level, Middle level and lower level. This is shown in table 2;

Table 2: Sampling Frame

Respondents category	Population size	Sample size	Percentage
Top level	30	21	17.07
Middle level	75	53	43.09
Lower level	69	49	39.84
Total	**174**	**123**	**100.00**

3.4 Research instruments
The study adopted questionnaires as tool to collect the data. According to Mugenda and Mugenda (1999), questionnaire is a set of questions designed in a form format and is employed by researchers in eliciting information for the purpose of data analysis. Questionnaires are efficient, require less expense and permit collection of data from a much larger sample (Kothari, 2004). The questionnaire was used to collect data from staffs as the sample size was large.

3.5 Pilot Study
A pilot study was conducted in the department of water to test the effectiveness of the instruments of data collection.

3.6 Validity of the research instruments
Validity reflects the extent to which the instrument measures what it was supposed to measure (Orodho, 2009). Therefore, both content and construct validity was employed. Content validity of the instruments was achieved by consulting the experts and the supervisors. After pilot study, construct validity was determined by employing factor analysis on the constructs, which was compared with the Kaiser-Meyer-Olkin measure of 0.5.
3.6.1 Reliability of the research instruments
Reliability is a measure of the consistency of the instrument in eliciting similar responses every time the instrument is utilized (Orodho, 2012). After pilot study, reliability was determined using Cronbach Alpha coefficient. The result obtained is as shown in Table 3.

Table 3: Reliability Test

	Reliability Statistics	
	Cronbach's Alpha	No. of Items
Behaviorally anchored rating scales	.788	4

As shown in Table 3, behaviorally anchored rating scales had four items with the Cronbach alpha coefficient of 0.788. As a rule of thumb, acceptable alpha should be 0.70 or above (Creswell, 2003). The Cronbach alpha coefficient was higher than the minimum acceptable value, hence, the items were considered reliable.

3.6.2 Credibility of Qualitative Data

The credibility is involved in establishing that the results of the research are believable and depends more on the richness of the information gathered, rather than the amount of data gathered. The researcher established the credibility of qualitative data by data triangulation through multiple analysts. Creswell (2009) argues that ensuring credibility is one of most important factor in establishing trustworthiness. The following provisions may be made by researcher to promote confidence that they have accurately accorded the phenomenon scrutiny.

3.6.3 Dependability of Qualitative Data

Dependability ensures that the research findings are consistent and could be repeated and is measured by the standard of which the research is conducted, analyzed and presented. In this study, to guarantee dependability, each qualitative data collection process was reported in detail to enable the researcher to repeat the inquiry and achieve similar results.

3.7 Data Analysis Procedure

Data analysis refers to analytical data collected in a survey or experiment, and making deductions and inferences (Kombo and Tromp, 2006). Thus the study used both quantitative and qualitative analysis as per the study objectives. Qualitative analysis involves coding responses into categorical variables and themes (Mbwesa, 2006). For qualitative analysis, both descriptive and inferential statistics was adopted. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 22.0) software tool. The study employed qualitative data analysis in which both descriptive and inferential statistics were used as data analysis techniques. Descriptive statistical techniques such as mean, frequencies and percentages were applied and inferential statistics analyzed using Chi-square test of association. To test the hypothesis for each objective, the Chi-square test of association was adopted.

4.0 Findings

4.1 Behaviorally anchored rating scales on civil servants' motivation

The study adopted descriptive statistical techniques such as frequency, percentage and mean distribution and inferential statistical technique like Chi-square. This helped to determine the influence of behaviorally anchored rating scales on civil servants' motivation in the department of Tourism in Kenya. The analysis, therefore, opens with the descriptive statistics.

4.2 Descriptive statistics for Behaviorally Anchored Rating scales on civil servants' motivation.

For analysis, descriptive statistics (frequency, percentage and mean distribution) for the level of agreement on a five point Likert scale of the variable, behaviorally anchored rating scales were determined and summarized in Table 4.

Table4. Descriptive statistics for influence of behaviorally anchored rating scales on civil servants motivation.

Statements		SD	D	U	A	SA	MEAN
Rating based on items motivates civil servants	F	17	7	5	37	46	**3.79**
	%	**15.2**	**6.3**	**4.5**	**33.0**	**41.1**	
Rating based on numerical scales motivates civil servants	F	5	14	5	36	52	**4.04**
	%	**4.5**	**12.5**	**4.5**	**32.1**	**46.4**	
Use of analytic hierarchy process motivates civil servants	F	3	3	11	34	61	**4.31**
	%	**2.7**	**2.7**	**9.8**	**30.4**	**54.5**	
Descriptions of specific unique behaviours motivates civil servants	F	3	10	4	46	49	**4.14**
	%	**2.7**	**8.9**	**3.6**	**41.1**	**43.8**	

Table 4 shows that 46(41.1%) of the respondents strongly agreed with the statement that rating based on items motivated civil servants, 37(33.0%) agreed, 17(15.2%) strongly disagreed, 7(6.3%) disagreed and 5(4.5%) were undecided on the statement. The study findings suggested that the respondents tended to agree (Mean=3.79) that the rating based on items motivated civil servants. This implies that when rating is based on items, staffs are more likely to be motivated. This concurs with the findings of Taylor (2014) that the behavioural-anchored

rating scale is an effective evaluation tool that overcomes common errors such as recency effect error, central tendency error and halo effect error, and helps to reduce the supervisor avoidance of performance evaluation task.

Similarly, 52(46.4%) of the respondents agreed with the statement that rating based on numerical scales motivated civil servants, 36(32.1%) agreed, 14(12.4%) disagreed, 5(4.5%) strongly disagreed and another 5(4.5%) were undecided on the statement. It emerged from the study that the respondents agreed (Mean=4.04) that rating based on numerical scales motivated civil servants. This implies that when rating is based on numerical scales, staffs are more likely to be motivated. This is in line with the findings of Taylor (2014) that the behavioural-anchored rating scale is an effective evaluation tool that overcomes common errors such as central tendency error and halo effect error.

Additionally, 61(54.5%) of the respondents strongly agreed with the statement that the use of analytic hierarchy process motivated civil servants, 34(30.4%) agreed, 11(9.8%) were undecided on the statement, 3(2.7%) disagreed and another, 3(2.7%) strongly disagreed with the statement. The study findings suggested that the respondents agreed (Mean=4.31) that the use of analytic hierarchy process motivated civil servants. This implies that when analytic hierarchy process is used, staffs are more likely to be motivated. This concurs with the findings of Islama and Rasad (2006) that an employee performance evaluation by using the analytic hierarchy process touches on the employees' motivation.

Lastly, 49(43.8%) of the respondents strongly agreed with the statement that descriptions of specific unique behaviours motivated civil servants, 46(41.1%) agreed, 10(8.9%) disagreed, 4(3.6%) were undecided on the statement and 3(2.7%) strongly disagreed with the statement. It emerged from the study that the respondents agreed (Mean=4.14) that the descriptions of specific unique behaviours motivated civil servants. This implies that when specific unique behaviours is described, staffs are more likely to be motivated. This concurs with the findings of Taylor (2014) that BARS has unique strength in that the rating is anchored to descriptions of specific behaviours that are unique to each level of performance.

These descriptive statistics of objective two was followed by a Chi-square test to determine the influence of behaviorally anchored rating scales on civil servants' motivation in the department of Tourism in Kenya. This was analyzed under the following sub-section.

4.2.1. Chi-square test for Behaviorally Anchored Rating Scales on civil servants' motivation

The Chi-square test at $p \leq 0.05$ significance level illustrating statistically significant association between behaviorally anchored rating scales and civil servants' motivation in the department of Tourism in Kenya are as summarized in Table 5. To achieve this, the hypothesis below was tested;

H_{02}: There is no statistically significant association between behaviorally anchored rating scales on civil servants' motivation in the department of Tourism in Kenya.

Table 5: Chi -square test for association between behaviorally anchored rating scale and civil servants motivation

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	389.790[a]	132	.000
Likelihood Ratio	259.987	132	.000
Linear-by-Linear Association	84.493	1	.000
N of Valid Cases	112		

a. 156 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

From the results in Table 5, the P-value for the Linear-by-Linear Association, Chi-Square test for association between behaviorally anchored rating scales and civil servants' motivation is 0.000. Therefore the null hypothesis that, "there is no statistically significant association between behaviorally anchored rating scales and civil servants' motivation in the department of Tourism in Kenya", was rejected (p<0.05). This implies that there is a significant association between behaviorally anchored rating scales and civil servants' motivation in the department of Tourism in Kenya. This is in line with the findings of Kamiti (2014) that behaviorally anchored rating scales significantly influence employees motivation.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS
5.1 Behaviorally anchored rating scales on civil servants' motivation
On the Behaviorally Anchored Rating Scales on civil servants' motivation in the department of Tourism in Kenya, the study found that the respondents tended to agree that the rating based on items motivated civil servants. Similarly, it emerged from the study that the respondents agreed that rating based on numerical scales motivated civil servants. Additionally, the findings suggested that the respondents agreed that the use of analytic hierarchy process motivated civil servants. Lastly, it emerged from the study that the respondents agreed that the descriptions of specific unique behaviours motivated civil servants. For Chi-square test, there was an association between behaviorally anchored rating scales and civil servants' motivation.

5.2 Conclusions

From the findings, it is concluded that there is association between performance appraisal techniques and civil servants' motivation in the department of Tourism. This is because performance appraisal based behaviorally anchored rating scales has a bearing of employee motivation through numerical scales, use of analytic hierarchy process and descriptions of specific unique behaviours. For Chi-square test, there was an association between behaviorally anchored rating scales and civil servants' motivation.

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