

# Analysis of Management by Objective on Civil Servants' Motivation in the Department of Tourism, Kenya

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## Abstract

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 0.766, 0.788, 0.801, 0.705 and 0.775 for human resource accounting method, behaviorally anchored rating scales, 360 Degree Performance Appraisals, management by objectives and 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 the following performance appraisal techniques; human resource accounting method ( $p=0.000$ ), behaviorally anchored rating scales ( $p=0.000$ ), 360 Degree Performance Appraisals ( $p=0.000$ ) and management by objectives ( $p=0.000$ ) significantly influence civil servants' motivation. It is concluded that the techniques of performance appraisals influence civil servants' motivation. The study recommended that the policy makers and other stakeholders to come up with a blue print plan tourism sectors in tourism department.

**Keywords:** Performance Appraisal Techniques, civil servants' motivation, Department of Tourism in Kenya.

## 1.1 Background to the study

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).

In United Kingdom (UK), performance appraisal creates a chance for correcting underperformance and also motivating the workforce. Thus, recent policy discussions suggest a broad support for expanding and providing appropriate performance appraisal for enhanced performance. This is done through a specific higher performance work practices being employed in a number of public sector organizations (Higher Performance Work Practices (HPWP), 2004). In Botswana, Nigeria, motivation of employees in public sectors attributed to a number of factors including performance appraisal is of great concern, thus calls for investigation various performance appraisal techniques (Onyam, Usang, & Adanma, 2015).

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 technique on civil servant motivation in Kenya to fill in the gap.

## **1.2 Statement of the problem**

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 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 apply to the department of Tourism in Kenya as no study has ever been done on the 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 answers to the following question: How does Management by objectives influence civil servants' motivation in the department of Tourism in Kenya?

## **2.0 LITERATURE REVIEW**

### **2.1 Management by Objective on Employee Performance**

Management by objectives (MBO) has been advocated as a tool to improve management effectiveness for over twenty-five years. Drucker (1954) first advocated MBO as a systematic approach to setting objectives that would lead to improved organizational performance and employee satisfaction. A multitude of private sector business organizations and public sector organizations have implemented some form of MBO. A number of descriptive articles provide testimonials to the effectiveness of MBO, but few comprehensive studies have tested these claims. Most of the MBO literature has focused on describing the technique, suggesting the steps for implementation, and listing the advantages and disadvantages of adopting an MBO program. For example, McConkie, (1979), has a comprehensive summary of thirty-nine experts' descriptions of the nature of MBO.

According to Tobin, 2008, Management by Objectives (MBO) is a strategy that uses the S.M.A.R.T. goals method--setting objectives that are specific, measurable, achievable, realistic, and 23 time-based. His study shows that, if group members are committed to their goals, both group productivity and job satisfaction of team members can be improved. Group effort and collective planning seem partially to mediate this effect on job satisfaction. These results show that MBO can be an effective tool for leading self-regulating teams (Sparrow,

2012).

One of the managerial functions is employee motivation. However this function is rather complex since what motivates an employee today may not necessarily motivate them tomorrow (Kovach, 1987). An example is when an employee's income increases; money becomes less of a motivator. In addition, as employees get older, interesting work becomes more of a motivator than pay (Linder, 1998). In a study on Performance Improvement in Kenya Public Service, (2004), Marangu noted that motivation is an aspect of management that requires human behavior to be manipulated in order to harmonize an individual employee's goals to this of the organization. Therefore well motivated employees are those who work along clearly defined goals and who take action which will result in these goals being met. Employees who manage to motivate themselves seek, find and carry out work that satisfies their needs. However, majority of employees need to be motivated by the management through pay, praise, promotion, transfer, training and development in order to improve their performance.

Management by objectives (MBOs) is a concept developed by Peter Drucker in his 1954 book *The Practice of Management* (Drucker, 2006). This method is results oriented and similar to the work standards approach, with a few differences. First, the manager and employee sit down together and develop objectives for the time period. Then when it is time for the performance evaluation, the manager and employees sit down to review the goals that were set and determine whether they were met. The advantage of this is the open communication between the manager and the employee. The employee also has "buy-in" since he or she helped set the goals, and the evaluation can be used as a method for further skill development. This method is best applied for positions that are not routine and require a higher level of thinking to perform the job. To be efficient at MBOs, the managers and employee should be able to write strong objectives. To write objectives, they should be SMART (Doran, 1981):

According to Huang, Chen and Yien (2011), management by objective can be useful to evaluate change over time for employees doing routine work. It can also be useful where decision making is not a major function of the job, such as in the lower-level tasks. It is likely to be inappropriate in evaluating managers where senior management. Goswami, Sharma and Sujata (2013) conducted a study on Performance Appraisal-Management by Objective and Assessment Centre-Modern Approaches to Performance Appraisal. In MBO, employees are obliged to deal with overcoming challenges. MBO and Assessment both require consistency in criteria for comparison and standardization. Conclusion. Difference organizational culture and motives for appraisal have an impact on result of both the appraisal methods. Outcomes of tasks given for assessment might be different and involve different level of risks. In assessment center method employee is separated from others to appraise his performance. At times Management by Objective is effective method for comparison and judging employee performance in changing environment.

MBO is useful for lower level tasks; where decision-making is not a major function of the job and have less effect on the major process. But beyond this level, MBO can lack opportunities for truly deep employee analysis, unless considerable time is given to setting up criteria for assessment (Chegini, 2010). The use of management objectives was first widely advocated in the 1950s by the noted management theorist Peter Drucker. MBO (management by objectives) methods of performance appraisal are results- oriented. That is, seek to measure employee performance by examining the extent to which predetermined work objectives have been met (Newman, Thanacoody, & Hui, 2012). Usually the objectives are established jointly by the supervisor and subordinate. Once an objective is agreed, the employee is usually expected to self-audit; that is, to identify the skills needed to achieve the objective. Typically they do not rely on others to locate and specify their strengths and weaknesses. They are expected to monitor their own development and progress (Porter, 2008).

## 2.2 STRATEGIC PLANNING ON CIVIL SERVANTS MOTIVATION

The MBO approach overcomes some of the problems that arise as a result of assuming that the employee traits needed for job success can be reliably identified and measured. Instead of assuming traits, the MBO method concentrates on actual outcomes. If the employee meets or exceeds the set objectives, then he or she has demonstrated an acceptable level of job performance (Qureshi, Ramay, Marwat, & Zubair, 2007). The MBO method recognizes the fact that it is difficult to neatly dissect all the complex and carried elements that go to make up employee performance. MBO advocates claim that the performance of employees cannot be broken up into so many constituent parts as one might take a part an engine to study it. But put all the parts together and the performance may be directly observed and measured (Shaw, Delery, Jenkins, & Gupta, 2008).

According to Kelman, 2009, growing literature as developed by (Perry and Wise 1990; Horton 2008; Perry and Hondeghem 2008a; Perry and Hondeghem 2008b) on "public service motivation," defined (Perry and Hondeghem 2008a: 3-4) as involving motives for behavior "that are largely-altruistic and are grounded in public institutions." Especially given the relative absence of extrinsic incentives available in government, public service motivation may be seen as one driver of good performance. There is empirical evidence (Brewer 2008), albeit limited, relating higher public service motivation to improved individual performance.

The Civil Service People Strategy sets the strategic Human Resources (HR) agenda for 2017 to 2020

focusing on three key cross-cutting strategic HR priorities, which are: Be an Employer of Choice; Build the Workforce of the Future; and Build, Support and Value Managers as People Developers. These priorities will be supported in their delivery by an enabling priority which is the positioning of HR as a strategic driver. These priorities are based on people management challenges faced by all Government Departments and Offices, irrespective of their size and the nature of their business. The Strategy will help to embed Civil Service Renewal HR initiatives as key business processes and will create a solid foundation for strengthening strategic HR capability beyond 2020. The majority of Departments and Offices have, or are developing, their own People Strategies relevant to their business objectives and HR priorities. This overarching Strategy will help set the direction for those organizational People Strategies, ensure alignment with the Renewal Programme vision of 'One Civil Service' and support their implementation ([pev.gov.ie](http://pev.gov.ie))

### **2.3 Performance feedback on civil servants' motivation**

Performance feedback leads to a satisfaction improvement, at least over the short term (Ivancevich, 2016). Reliance on these results must be tempered, however, because a control group was not available and only two measurements were taken (before and after) in assessing changes in satisfaction. Formal and informal interviews indicated that the employees were satisfied with their ability to participate and formulate some specific objectives. Several limitations of this study need to be stressed. First, the conclusion based on the quality data should be interpreted with caution because the quality measures sampled only the correct completion of paperwork and therefore were not a comprehensive measure of the quality of a counselor's performance. Second, the sample size for this study was relatively small. Because a high degree of variability was found in the data, it would be beneficial to replicate this study on larger and different populations. Finally, both the satisfaction and the quality measures were obtained from the experimental group only. Greater confidence in the results might be warranted if a control group had been available for these measures. It would also be interesting to measure satisfaction over several periods of time instead of for one pre- and one post-intervention. The longevity of the effects on satisfaction was not measured as had been done in the Ivancevich (1972) study (finding MBO satisfaction improvements to be short-lived). Further study and research are needed on the effects that MBO has upon quantity and quality of performance and employee satisfaction. The limitations inherent in these fields of experiments notwithstanding, this study suggests MBO has a favorable impact on performance and satisfaction in public sector agencies. MBO seems to be effective even within the confining restrictions of the highly structured but vague organizational objectives of government agencies. The essence of an effective MBO program at any level entails providing for observable, measureable indices of performance. Reinforcement of the MBO process and continuous reinforcement while using the system aids in its acceptance and use.

According to Scott (2009), there needs to be an increased focus on the interpersonal issues surrounding appraisal. The reason is that interpersonal issues such as trust are important in the PA process and should thus be a part of the training program. Kondrasuk et al. (2002) also state that the condition of training for all involved individuals must be fulfilled. According to them this means that training is frequently updated and involves appraisal aspects such as give and take feedback, personal bias, active listening skills and conflict resolution approaches to build trust and thus enhance acceptance of the PA process. Reinke (2003) adds that a broad understanding of the system is essential. Harris (1988) also emphasized the importance of training. If implemented this way, employees are less confused; less disappointed concerning measures and are more aware about the intentions of PA. This also means that they will be capable of useful critique and feedback concerning the appraisal process.

The authors that studied the techniques of performance appraisal classified the MBO method as a modern method or a method oriented toward the future (Ahmed et al, 2013). A lot of studies that compared successful methods of performance appraisal considered that MBO technique is the most effective. In their research Jafari et al, 2009, Shaout and Yousif, 2014) claimed that MBO is the most successful method that enables employees to successfully complete their work. Starting from these statements of literature seeing the importance of MBO method in employees' development, we will analyze specifically MBO technique as an employees' performance appraisal method.

### **2.4 Hierarchy of objects leads to civil servants motivation**

Wanting people to perform in high level, high standards of performance should be set. The employees must know precisely why they figure in the payment list, what is expected from them and what makes a high performance. All organizations, in nowadays, are faced with a competing, unstable and turbulent environment, therefore managers focus is in creating competing advantage through employees' development of organization. Performance appraisal of employees is one of the most efficient methods for employees' development, motivation and evaluation, in modern time. Performance appraisal system is used in the organizations to measure the effectiveness and efficiency of their employees. It tends to improve the work performance, communication expectations, determining employees' potential and aiding employee counseling (Aggarwal & Thakur, 2013).

(Dowling, Welch & Schuler, 1999), it can be defined as the formal assessment and rating of individuals by their managers (Armstrong, 2012), and is defined as “the evaluation of an individual's work performance in order to achieve at objective personnel decisions” (Robbins, Bergman, Stagg & Coulter, 2000). Generally, performance appraisal aims to recognize current skills’ status of their work force (Shaout & Yousif, 2014).

Civil servants are supposed to enjoy lifetime occupation, be dedicated to public service and subject to special disciplinary regulations. Civil servants often focus on legal and political constraints because they feel that their career depend on these factors. They can be classified as conformists that concentrate on procedures, rather than on innovative and performance oriented tasks (Demmke, 2005). The absence of a competitive environment and market forces in public organizations has resulted in a more internal and control oriented culture emphasizing stability and cohesion (Rainey, 2003).

## **2.5 Objective setting on civil servants motivation**

The public service sector is a critical pillar of international development. Delivery of key public services such as healthcare, sanitation, electricity and water supply can be hampered by an unmotivated workforce, undermining public welfare. Moreover, in many Countries; public services are being given fewer resources while facing increasingly complex problems to solve. Scholars argue that public officials have an intrinsic motivation to serve the public good. Working in the public service sector has been associated with “an attitude, a sense of duty” and “public morality”. Nonetheless, this intrinsic motivation, public service morale and the sense of self-worth among public officials have been in decline for many years (UNDP 2014)

In a 2013 survey of 1,000 United Kingdom government, education and health, and social care employees, management consultancy firm, Hay Group, reported that 70 per cent of respondents felt that their morale was “at an all-time low”. Almost 80 per cent of them were planning to leave their current jobs within the next three years and more than half the employees reported not feeling supported by their managers. The consultants urged managers to “reinvigorate employees’ enthusiasm and reconnect them with a clear organizational purpose and vision”. Otherwise, they warned, organizations would lose their more capable employees and this in turn would lead to a further loss of morale, productivity and pride.

Perry and Wise’s 1990 article laid the foundations for our current understanding of Public Service Motivation (PSM) as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions or organizations”. It is an individual’s PSM level influences their job choice and work performance: those with greater PSM are drawn to government service. In a British study of longitudinal data, it was found that employees working in the public sector are attracted because of the intrinsic rewards and so, are more likely to be committed to their organization. However, it is wise not to assume that all public service workers are motivated by the greater good. In fact, public sector workers are motivated by both extrinsic and intrinsic factors.

Most of the above authors divide the appraisal methods of performance into: traditional method and modern method for performance appraisal. In creating and implementing an appraisal system, management must determine which system of performance appraisal will be used and then decide on the process of implementing the system. The methods chosen and the instruments used to implement these methods are crucial in determining whether the organization manages its performance successfully (Azeem et al, 2013).

## **2.6 Research gap**

Many authors and scholars have conducted researches on how humans within an organization can be valued and reported in the financial statements of such organization. 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.

However, many of these 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 affect civil servants motivation in Kenya. This study therefore aims at bridging the existing knowledge gaps by endeavoring to provide an answer to the question: What is the effect of human resource accounting method on civil servants’ motivation? How does behaviorally anchored rating scales on civil servants’ motivation? To what extent does 360 Degree Performance Appraisals on civil servants’ motivation? What is the effect of Management by objectives on civil servants’ motivation in the department of Tourism in Kenya?

### 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 data. 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 is to examine performance appraisal system and 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 2.

**Table 1: Target Population**

Job Group	Population size	Percentage
Top level	30	17.24
Mid-level	75	43.10
Lower level	69	39.66
<b>Total</b>	<b>174</b>	<b>100.00</b>

### 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 3.2;

**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
<b>Total</b>	<b>174</b>	<b>123</b>	<b>100.00</b>

### 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 to test the effectiveness of the instruments of data collection and whereof necessary adjustment was done to suit the objectives of the research.

#### 3.5.1 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 Data Collection Procedure

After the approval of the proposal by the School of Graduate Studies, the researcher will obtain an introduction letter from Mount Kenya University to acquire permit from National Commission for Science, Technology and Innovation (NACOSTI). On acquisition of the research permit, the researcher will proceed to the relevant authority for permission to collect data. In addition, the researcher will recruit two research assistants who will help in administration of the questionnaires.

### 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 20.0) 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 Management by objectives 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, management by objectives were examined and summarized in Table 3.

**Table 3: Management by objectives on civil servants' motivation**

Statements		SD	D	U	A	SA	MEAN
Strategic planning leads to civil servants motivation	F	15	9	5	39	44	<b>3.79</b>
	%	<b>13.4</b>	<b>8.0</b>	<b>4.5</b>	<b>34.8</b>	<b>39.3</b>	
Performance feedback leads to civil servants motivation	F	4	13	9	42	44	<b>3.97</b>
	%	<b>3.6</b>	<b>11.6</b>	<b>8.0</b>	<b>37.5</b>	<b>39.3</b>	
Hierarchy of objects leads to civil servants motivation	F	1	5	11	28	67	<b>4.38</b>
	%	<b>0.9</b>	<b>4.5</b>	<b>9.8</b>	<b>25.0</b>	<b>59.8</b>	
Objective setting leads to civil servants motivation	F	2	10	3	44	53	<b>4.21</b>
	%	<b>1.8</b>	<b>8.9</b>	<b>2.7</b>	<b>39.3</b>	<b>47.3</b>	

Table 3 shows that 44(39.3%) of the respondents strongly agreed with the statement that strategic planning led to civil servants motivation, 39(34.8%) agreed, 15(13.4%) strongly disagreed, 9(8.0%) disagreed and 5(4.5%) were undecided on the statement. The study findings suggested that the respondents tended to agree (Mean=3.79) that strategic planning led to civil servants motivation. This implies that when there is a strategic planning, staffs are more likely to be motivated. This concurs with the findings of Huang, Chen and Yien (2011) that strategic planning led to employees' motivation.

Similarly, 44(39.3%) of the respondents agreed with the statement that performance feedback led to civil servants motivation, 42(37.5%) agreed, 13(11.6%) disagreed, 9(8.0%) were undecided on the statement and 4(3.6%) strongly disagreed with the statement. It emerged from the study that the respondents tended to agree (Mean=3.97) that performance feedback led to civil servants motivation. This implies that when there is a performance feedback, staffs are more likely to be motivated. This is in line with the findings of Qureshi, Ramay, Marwat, & Zubair (2007) that, when there is a performance feedback, staffs are more likely to be motivated.

Additionally, 67(59.8%) of the respondents strongly agreed with the statement that hierarchy of objects led to civil servants motivation, 28(25.0%) agreed, 11(9.8%) were undecided on the statement, 5(4.5%) disagreed and 1(0.9%) strongly agreed with the statement. The study findings suggested that the respondents agreed (Mean=4.38) that hierarchy of objects led to civil servants motivation. This implies that when there is a hierarchy of objects, staffs are more likely to be motivated.

Lastly, 53(47.3%) of the respondents agreed with the statement that objective setting led to civil servants

motivation, 44(39.3%) agreed, 10(8.9%) disagreed, 3(2.7%) were undecided and 2(1.8%) strongly agreed with the statement. It emerged from the study that the respondents agreed (Mean=4.21) that objective setting led to civil servants motivation. This implies that when there is an objective setting, staffs are more likely to be motivated. This concurs with the findings of Chegini (2010) that seeking to measure employee performance by examining the extent to which predetermined work objectives have been met leads to their motivation. These descriptive statistics of objective four was followed by a Chi-square test to assess the influence of management by objectives on civil servants' motivation in the department of Tourism in Kenya. This was analyzed under the following sub-section.

#### 4.2 Chi-square test for association between management by objectives and civil servants' motivation

The Chi-square test at  $p \leq 0.05$  significance level illustrating statistically significant association between management by objectives and civil servants' motivation in the department of Tourism in Kenya are as summarized in Table 4. To achieve this, the hypothesis below was tested;

**H<sub>01</sub>:** There is no statistically significant association between management by objectives and civil servants' motivation in the department of Tourism in Kenya.

**Table4: Chi -square test for association between management by objectives and civil servants motivation**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1232.000 <sup>a</sup>	121	.000
Likelihood Ratio	496.388	121	.000
Linear-by-Linear Association	111.000	1	.000
N of Valid Cases	112		

a. 144 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

From the results in Table 4, the P-value for the Linear-by-Linear Association, Chi-Square test for association between management by objectives and civil servants' motivation is 0.000. Therefore the null hypothesis that, "there is no statistically significant association between management by objectives 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 management by objectives and civil servants' motivation in the department of Tourism in Kenya. This is in line with the findings of Newman, Thanacoody and Hui (2012) that management by objectives significantly influences employees' motivation.

## 5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Management by objectives on civil servants' motivation

On the influence of management by objectives on civil servants' motivation on civil servants' motivation in the department of Tourism, the study findings suggested that the respondents tended to agree that strategic planning led to civil servants motivation. Similarly, it emerged from the study that the respondents tended to agree that performance feedback led to civil servants motivation. Additionally, the study findings suggested that the respondents agreed (that hierarchy of objects led to civil servants motivation. Lastly, it emerged from the study that the respondents agreed that objective setting led to civil servants motivation. For Chi-square test, there was an association between management by objectives 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 techniques such as management by objectives (MBO) revealed to have a significant relationship with civil servants' motivation - that is, through Assessment of the staff salary increment, retirement benefits, staff number increment and human asset accounting they are more likely to be motivated. This finding is consistent with Ivancevich's (1974) study conducted in a private sector organization. The prediction that quantity of performance would improve following the MBO intervention was supported by significant improvements in three out of four archival performance measures and in the combined overall measure of performance following the intervention. There were no significant trends on any of the five measures prior to the MBO intervention period. The graph of means over the twenty-seven month period supports the positive trend in the overall measure of performance of the experimental group. This positive trend occurred directly after the intervention period. The graph indicates some other general considerations that merit attention. Although there was a large difference between the control and experimental groups from month 1 until month 9 (the pre-intervention period), after the MBO intervention the control and experimental groups were similar in levels of performance.

Further, the above findings are in line with the assertion that motivation and performance will improve if people have challenging, but agreed upon goals and receive feedback (Armstrong (2006). consistent with conclusions by Simon and Enz (1995) and Wiley (1997) who found that promotion and advancement



opportunity are among the best tools to motivate employees. Empirical research by Harrison and Novak (2006) also showed that promotion opportunities contributes to employee's job satisfaction and acts as a motivator for job performance. Other previous researches also lend support to the conclusion that performance appraisal highly affects the motivation of employees (Lillian and Mathooko, 2011; Leila Najafi, 2011; Shaemi Barzoki Ali, 2012). The findings also suggest a significant relation between training and motivation. Training makes employees feel more skilled, competent, confident and knowledgeable thereby motivating them to perform. The relationship between training and performance found in this study is consistent with the findings of Herzberg (1986) who listed offering training and development opportunities so that people can pursue the positions they want within the company as motivators related to work. The results are also similar to that of Roca et al. (2006) who found that there is a significant correlation between training and performance factor and that of Min et al. (2006) who found that the training of employees seems to be one of the motivational driving factors that directly correlate with their job performance

### 5.3 Recommendations

From the findings, conclusions and the direction from the literature review, it was clear that performance appraisal techniques have an association with civil servants' motivation in the department of Tourism. The study therefore suggests the following recommendation to enhance civil servants' motivation; the policy makers in the tourism sector should come up with a policy framework that guides employers in the tourism sector on the performance appraisal techniques.

Managerial structure should reflect the different performance appraisal techniques for improved civil servants' motivation in the tourism sector and in particular (MBO).

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