

# Evaluation of 360 Degree Performance Appraisal 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 established the bearing of the 360 Degree Performance Appraisals 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 0.801, 360 Degree Performance Appraisals on civil servants' motivation 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 360 Degree Performance Appraisals technique ( $p=0.000$ ) significantly influenced civil servants' motivation. It is concluded that the technique (360-degrees) of performance appraisal, influence civil servants' motivation

**Keywords:** 360 Degree Performance Appraisal, civil servants' motivation, Department of Tourism, Kenya.

## 1.1 Background to the study

At the threshold of the 21st century, organizations have reinterpreted organizational achievement bearings for employees and emphasized the significance of human capital more in their organizational activities. Moreover, human capital has become a global competition element for organizations in their institutional environments. For that reason, organizations have to manage their human capital in a better way to motivate their employees and to drive their energy into organizational achievement. It is also necessary and critical to evaluate properly the performance of employees for various human capital practices such as promotion, compensation, etc. In other words since organizational achievement can be considered as a synergic sum of individual efforts, performance appraisal for improvement purpose is crucial for such an organization.

Many organizations have introduced 360-degree feedback or upward appraisal from the start as a step toward a more participative and empowering organizational culture. Asking subordinates to provide feedback to their supervisors implies that the organization believes that the employees have valuable information to contribute. It also gives messages to management that the organization gives importance to how they manage people. Not only getting results, but also how managers get those results are important. Besides, sharing the information to management that they should be accountable to their employees but can be a new concept in some organizations in which traditional (top-down), hierarchical management has been used system (Waldman, 1998).

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. 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 360-degrees performance appraisal technique on civil servant motivation in Kenya to fill 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 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 evaluates 360-degree feedback and upward appraisal systems that provide supervisors the opportunity to increase their self-awareness. This will also help them to improve their leadership conducts by having feedback from various sources. The system will also increase individual commitment of subordinates by giving them chance to express their opinions about supervisors, and thus, to participate more in the decision making process which is likely to create a higher level of motivation. The bridged gap was to evaluate and determine the extent of 360 Degree Performance Appraisals influence on civil servants' motivation.

## **2.0 LITERATURE REVIEW**

### **2.1 360 Degree Performance Appraisal on Employee Motivation**

360-degree review or appraisals involve the employee receiving feedback from fellow employees, or customers, whose views are considered helpful and relevant. The appraisal is done on a form showing job skills, abilities, attitude and behavioral criteria, all of which have some sort of rating attached to them. The employee also assesses himself using the same form as the others who appraised him. The 360-degree feedback gives a better

overview of the employee. In this review co-workers are interviewed, and supervisors, customers and the employee himself will do an appraisal. This gives a better picture of how the employee handles all aspects of his job. The information that is received from the 360-degree feedback may indicate areas for improvement (Torrington, Hall, and Taylor, 2005).

The 360-degree feedback is often used when companies need to re-organize and try to utilize their resources efficiently, be it funds, employees, equipment, tools or other items. 360-degree feedback has a point system which allows employees to see how they compare to other employees in similar positions. The employee can also compare his points with points from the previous year to see if there has been improvement (Nowack, 1993).

It is a technique in which performance data/feedback/rating is collected from all sections of people employee interacts in the course of his job like immediate supervisors, team members, customers, peers, subordinates and self with different weight age to each group of raters (Ohabunwa, 2009). This technique has been found to be extremely useful and effective. It is especially useful to measure inter-personal skills, customer satisfaction and team building skills (Qureshi, Ramay, Marwat, & Zubair, 2007). One of the biggest advantages of this system is that assesses cannot afford to neglect any constituency and has to show all-round performance. However, on the negative side, receiving feedback from multiple sources can be intimidating, threatening, and expensive and time consuming (Shaw et al., 2008).

According to Baroda, Sharma and Bhatt (2012), the 360-degree performance appraisal system was introduced when employees needed to be equipped with information to deal with and respond quickly to growing customer needs and leverage on employee talent to meet the organisational objectives. In addition to a focus on customers, it became necessary for organisations to dive deeper into other dimensions of performance, such as leadership, strategic thinking, innovativeness and teamwork; therefore, they had to perform multiple assessments for a more objective assessment. According to Nel, et al., (2008), there have been many successes reported on the 360-degree performance appraisal system, with one noted example as the World Bank. Most of the Fortune 500 companies are using the 360-degree performance appraisal system to evaluate their employees.

According to Alexander (2006), leaders who choose to use the 360-degree performance appraisal system in their organisations, must accept the fact that some employees will reject the system and the fact that implementing the system will likely improve the performance behaviour and outcomes of a certain percentage of employees who are willing to change and believe that it is the right tool for them. Sanyala and Biswasb (2014) conducted a study on employee Motivation from Performance Appraisal Implications: Test of a theory in the Software Industry in West Bengal (India). The exploratory paper, based on primary survey of 506 employee data collected from 19 software companies of Kolkata, the tier I region for the software industry in West Bengal. Data are analyzed using factor analysis, to find out the applications of appraisal, followed by a binary regression to understand their implications on the employee motivation. The study has found the importance of the line managers in the practice of the appraisal process also reviewed different dilemmas regarding appraisal practice and employee issues depending on company's size, business focus. The practice of appraising and its implications are also diverse in different companies throughout the industry.

Alexander (2006) conducted a study on how 360 Degree Performance Reviews Affect Employee Attitudes, Effectiveness and Performance. The study concluded that While behavioral change and performance improvement may be common outcomes of the 360 degree process, this desired outcome is not always achieved and the process can backfire on an organization in terms of an employee's affective and behavioral reaction, impacting their motivation and commitment. 360-degree performance appraisal as a holistic employee evaluation and feedback system has been preferred and used by the selected organization and other companies such as Shell, Exxon Mobil, IBM, AT&T, Levi Strauss and Fedex for at least the past five years as a viable alternative to traditional appraisal methods, citing that it is consistent with recent developments in management practices (Baroda, Sharma, & Bhatt, 2012:56-59). However, is it effective in bringing about the positive change in employee performance, training and development (leadership development), succession planning, the wellbeing of employees in terms of job satisfaction, and the wellbeing of the company in terms of return on investment as well as productivity (Wadhwa & Wadhwa, 2011:209). Is it a tool that management can continue to use to achieve the best results for their organizations (Wadhwa & Wadhwa, 2011:205)? As a researcher who has direct reports, employee development for high productivity has always been my personal interest, and the use of effective tools therefore paramount. Year after year, employees are subjected to a 360-degree evaluation and given feedback accordingly. Its impact on employees as well as on the company's performance has not been evaluated and therefore it is not proven as the best and most reliable technique of performance appraisal.

Most companies are competing in the diverse global markets nowadays, and competitive advantage through human capital is a necessity. There is record of research studies on 360-degree evaluation centered on the attitude of raters, as well as evidence of research on the effective implementation in the Indian corporate sector (Wadhwa & Wadhwa, 2011:205). However, there no evidence could be found on the system's effectiveness within the South African manufacturing environment, and more specifically in the selected steel organization currently using the system. According to Baroda, Sharma and Bhatt (2012:1), 360-degree feedback is

increasingly used as an integral part of the performance evaluation in organizations because of its ability to provide structured, in-depth information about the current performance and what will be required of an individual in the future. According to Wadhwa, and Wadhwa (2011:206), Indian companies hesitate to implement the 360-degree appraisal and feedback system, criticizing it by stating that the 360-degree system creates confusion for employees, performance is often not linked to the corporate objective, management tends to make verbal promises, there is a lack of honesty, power and politics influence the outcomes, and it is in general poorly implemented.

### 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
<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 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 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
360 Degree Performance Appraisals	.801	4

#### Source (Researcher, 2018)

As shown in Table3. 360 Degree Performance Appraisals had four items with the Cronbach alpha coefficient of 0.801. 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 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. Descriptive statistics for 360 Degree Performance Appraisal 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, 360 Degree Performance Appraisals were examined and summarized in Table 4.

**Table 4: Descriptive statistics for 360 Degree Performance Appraisal on civil servants motivation**

Statements		SD	D	U	A	SA	MEAN
Feedback that relies on input of employee's superior motivates civil servants	F	14	8	13	36	41	<b>3.73</b>
	%	<b>12.5</b>	<b>7.1</b>	<b>11.6</b>	<b>32.1</b>	<b>36.6</b>	
Feedback that relies on input of colleagues motivates civil servants	F	8	16	10	36	42	<b>3.79</b>
	%	<b>7.1</b>	<b>14.3</b>	<b>8.9</b>	<b>32.1</b>	<b>37.5</b>	
Feedback that relies on input of suppliers motivates civil servants	F	1	4	17	36	54	<b>4.23</b>
	%	<b>0.9</b>	<b>3.6</b>	<b>15.2</b>	<b>32.1</b>	<b>48.2</b>	
Feedback that relies on input of clients motivates civil servants	F	2	9	3	50	48	<b>4.19</b>
	%	<b>1.8</b>	<b>8.0</b>	<b>2.7</b>	<b>44.6</b>	<b>42.9</b>	

Table 4 shows that 41(36.6%) of the respondents strongly agreed with the statement that feedback that relied on input of employee's superior motivated civil servants, 36(32.1%) agreed, 14(12.5%) strongly disagreed, 13(11.6%) were undecided and 8(7.1%) disagreed with the statement. The study findings suggested that the respondents tended to agree (Mean=3.73) that feedback that relied on input of employee's superior motivated civil servants. This implies that when feedback relies on input of employee's superior, staffs are more likely to be motivated. This concurs with the findings of Ohabunwa (2009) that feedback that relies on input of employee's superior has been found to be extremely useful and effective. It is especially useful to measure interpersonal skills, customer satisfaction and team building skills.

Similarly, 42(37.5%) of the respondents agreed with the statement that feedback that relied on input of colleagues motivated civil servants, 36(32.1%) agreed, 16(14.3%) disagreed, 10(8.9%) were undecided on the statement and 8(7.1%) strongly disagreed with the statement. It emerged from the study that the respondents tended to agree (Mean=3.79) that feedback that relied on input of colleagues motivated civil servants. This implies that when feedback relies on input of colleagues, staffs are more likely to be motivated. This is in line with the findings of Nel, et al., (2008) that One of the biggest advantages of this system is that assesses cannot afford to neglect any constituency and has to show all-round performance.

Additionally, 54(48.2%) of the respondents strongly agreed with the statement that the feedback that relied on input of suppliers motivated civil servants, 36(32.1%) agreed, 17(15.2%) were undecided on the statement, 4(3.6%) disagreed and 1(0.9%) strongly disagreed with the statement. The study findings suggested that the respondents agreed (Mean=4.23) that feedback that relied on input of suppliers motivated civil servants. This implies that when feedback relies on input of suppliers, staffs are more likely to be motivated.

Lastly, 50(44.6%) of the respondents agreed with the statement that feedback that relied on input of clients motivated civil servants, 48(42.9%) agreed, 9(8.0%) disagreed, 3(2.7%) were undecided on the statement and 2(1.8%) strongly disagreed with the statement. It emerged from the study that the respondents agreed (Mean=4.19) that feedback that relied on input of clients motivated civil servants. This implies that when feedback relies on input of clients, staffs are more likely to be motivated. This concurs with the findings of Baroda, Sharma and Bhatt (2012) that the 360-degree performance appraisal system was introduced when employees needed to be equipped with information to deal with and respond quickly to growing customer needs and leverage on employee talent to meet the organisational objectives.

These descriptive statistics of objective three was followed by a Chi-square test to assess the influence of 360 Degree Performance Appraisals 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 360 Degree Performance Appraisals on civil servants' motivation

The Chi-square test at  $p \leq 0.05$  significance level illustrating statistically significant association between 360 Degree Performance Appraisals 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<sub>03</sub>:** There is no significant association of 360 Degree Performance Appraisal on civil servants' motivation in the department of Tourism in Kenya

**Table 5: Chi -square test for association between 360 Degree Performance Appraisal on civil servants motivation**

	Chi-Square Tests		
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	422.759 <sup>a</sup>	143	.000
Likelihood Ratio	234.444	143	.000
Linear-by-Linear Association	78.044	1	.000
N of Valid Cases	112		

164 cells (97.6%) 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 360 Degree Performance Appraisals and civil servants' motivation is 0.000. Therefore the null hypothesis that, "there is no statistically significant association between 360 Degree Performance Appraisals 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 360 Degree Performance Appraisals and civil servants' motivation in the department of Tourism in Kenya. This is in line with the findings of Baroda, Sharma and Bhatt (2012) that 360 Degree Performance Appraisals significantly influence employees motivation.

## **5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 360 Degree Performance Appraisal on civil servants' motivation**

The study findings suggested that the respondents tended to agree that feedback that relied on input of employee's superior motivated civil servants. Similarly, it emerged from the study that the respondents tended to agree that feedback that relied on input of colleagues, motivated civil servants. Additionally, the study findings suggested that the respondents agreed that feedback that relied on input of suppliers, motivated civil servants. Lastly, it emerged from the study that the respondents agreed that feedback that relied on input of clients, motivated civil servants. For Chi-square test, there was an association between 360 Degree Performance Appraisals 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 360 Degree Performance Appraisals has a significant relationship with civil servants' motivation through assessment of the staff salary increment based performance, retirement benefits, staff number increment are more likely to be motivated.

### **5.3 Recommendations**

From the findings, conclusions and the direction from the literature review, it was clear that a performance appraisal technique (360-degrees) has 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. The human resource accounting method, behaviorally anchored rating scales, 360 Degree Performance Appraisals and management by objectives should be considered to international tourism.

### **5.4 Recommendations for further studies**

The researcher suggests the following for further areas of research;

To gain an ample understanding on this subject, future research should be narrowed down to the influence of each indicator (human resource accounting method, behaviorally anchored rating scales, and management by objectives) on civil servants' motivation. Besides, the study was limited to one variable; 360 Degree Performance Appraisal thus, a further study should also be carried out to assess the influence of other performance appraisal techniques on civil servants' motivation.

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