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**PERFORMANCE APPRAISAL OUTCOME AND EMPLOYEE MOTIVATION IN
KENYA PRISONS SERVICE. A CASE OF NYERI PRISONS DEPARTMENT - NYERI
COUNTY**

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Abstract

Performance Appraisal (PAS) in Kenya was introduced in Kenya in 2005 by the civil service on basis of promoting the service delivery to the citizen who access services. The general objective of this research was to establish the impact of performance appraisal outcome on the motivation of staff in Kenya prisons service. The study considered descriptive survey design where the total population of this study was the staff in the prisons department ranking in PG2- PG9. The target population of this study was a total of 202 staff and a sample of 135. Primary data was collected using questionnaires and interpreted using SPSS and presented using tables. From the study it was established that staff remuneration affect the employee motivation in the prison department in Nyeri County. The aspects allow the staff to learn new skills, improve staff motivation, increases productivity and enable customer retention. The study concluded that staff remuneration is the key aspect of performance appraisal outcome hence recommended that the prison management should emphasize on staff remuneration in order to streamline the prison department operations. However, further study can be conducted when considering all prisons in Kenya.

Keywords: Motivation, Remuneration, Performance, Performance Appraisal System

Background of the Study

The current management across the globe has witnessed many variances and changes in the style of leadership within the public sector. The objective is to increase service delivery effectiveness and efficiency hence introduction of Performance Appraisal System (PAS) according to Perry (2013). PAS was developed in France in 1960s after the series of Nora reports of State Owned Enterprises (SOE) and was in collaboration of Pakistan, Korea and India.

However, the system was finally introduced in the correctional institutions across the world with aim of monitoring and evaluation of employee performance and efficiency (Leila, 2011). In Africa, the PAS was introduced in South African, Nigeria and Egypt with core objective of ensuring public institutions HRM system is user friendly to the staff and excellently implemented by supervisors and senior management (Ojukuku, 2013). The PA must be organized from time to time with aim of monitoring and evaluating staff performance within their job targets.

Staff Performance appraisals is the process whereby the staff contributes to the organization during the assessment time (Mwema *et al.*, 2014). Employee motivation is the process in which any organization give incentives to its employee after maintaining a certain goal objective of the organization, (Lepsinger & Lucia, 2013).

In Kenya, the introduction of the PAS in the civil service resulted to the effectiveness of the training, promotion, remuneration and self-discipline in the prison department. According to Ochoti *et al.*, (2012), the system

addressed issues of low work productivity, inefficiency in Service delivery and lack of proper public resources utilization from July 2006. The core aim of the study is to investigated the impact of PA outcome on employee motivation in the prison department in Nyeri County.

Problem Statement

Kenyan human resource economy has witnessed the high rate of employee demotivation and other pressures which has resulted to high employee turn-over in many organizations. The constant rate on turn over and unemployment has influenced the employers to generate employee appraisal which evaluates every staff (Brown, 2013).

The Kenya Prisons Service (KPS) has experienced the same HRM atmosphere within the labor market hence come up with a staff appraisal with aim of improving the staff productivity and general state of the department objectives. Many studies have been done on the staff appraisal and employee motivation in both public and private sector organizations. International studies included: Dargham (2010); Ahmad and Addison (2012); Ochoti *et al.*, (2012), Lillian & Sitati (2011); Omboi and Kameneu (2011).

Among the studies done none of them has concentrated on the impact of the appraisal outcome on employee motivation and their relationship and specifically on prison departments in Kenya. The study answered the question: what is the effect of PA outcome on the employee motivation in prison departments in Nyeri County?

Objective of the Study

To establish the effect of performance appraisal outcome on employee motivation in Kenya Prison Service; A case of the prisons department in Nyeri County.

Research Hypothesis

H₁: Performance appraisal outcome has no effect on motivation of employees in the prisons department

H₂: Performance appraisal outcome has an effect on motivation of employees in the prisons department

Significance of the Study

The Prison service and government will understand the effect of performance appraisals outcomes on the motivation of its employees hence putting in place mechanisms that motivate employees through performance appraisal. The academic community and scholars will benefit from this study as a source of literature on the study area to facilitate further research.

LITERATURE REVIEW

Performance Appraisal Outcome

Kenya Prison department has been conducting performance appraisal using the traditional ways and only once in every financial year. The main aim of the performance appraisal is to make sure that all employees' performance is monitored in order to achieve the institution goals and objectives, (Ahmad & Shahzad, 2011). The performance appraisal brings up the importance of training, promotion, remuneration and work discipline management.

Employee training is defined as the additional of knowledge and skills regarding the job

assignments hence improve the general productivity of the organization, Ochoti *et al.*, (2012). Employee promotion is the process of awarding the high potential staff to the higher job group with additional assignments, remuneration and benefits, (Leila, 2011). Remuneration is defined as the agreed reward between an employer and employee after successfully completion of any give duty, (Mwema & Gachunga, 2014).

Work discipline is defined as the employer's special ways in inspecting, monitoring individual employee behavioral conduct to fully ensure that all company rules and regulation governing the work place are followed.

Employee Motivation

The developing countries, all correctional institutions have considered employee motivation as key aspect in improved productivity regardless of the size of the institution (Mathias, 2010). Extend in which an institution HRM is effective, the more efficiency the firm is in areas of service delivery and product development (Ochoti *et al.*, 2012). Employee motivation has experienced a lot of challenges like lack of funds and the poor employer-employee relationship especially in Kenya. Employee motivation is a very non-direct aspect to implement either in employer-employee motivation, employee-employer motivation and employee-employee motivation.

Employee motivation in Kenya Prison Service is carried out through training, promotion, remuneration and the work-discipline. The service.

Performance Appraisal Outcomes

The effect of the performance appraisal outcomes in Kenyan prisons involves staff training, staff promotion, staff remuneration and work discipline to the motivation of the employees.

Training and Employee Motivation

According to Ochoti *et al.*, (2012), staff training on performance appraisal and evaluation is employee job development initiative within the organization in the developing countries in the world. Employer's staff evaluation defines the weak areas which needs staff training for significant improvement on the productivity by introducing the training needs. Continuers staff training based on the performance appraisal feedback can increase the effective and efficiency in production hence achieving the set targets within agreed time, (Brown & Benson, 2013).

The basic aim in the staff training is to nature the already acquired job skills and knowledge, attitudes towards job assignments (Abu-Jaber, 2012). It results in motivation with result on the weak points of the prison employees and whole institution. However, training provides significant productivity improvement incentives for the prison staff hence motivate the staff output through career development, (Aslam, 2011).

Promotion and Employee Motivation

Staff promotion can be explained as the process whereby an employee is awarded a more assignments from a lower job group to a higher job group (Leila, 2011). Most prison staff considers other employment incentives

like rewards, work benefits, and working environment which are the key job features.

According to Rosen (1986) prisons exhibits staff a promotion can be the prize and the probability of obtaining job commitment within the prisons. This gives chances for promotion and getting more incentives, allowance attached to the new responsibility. Leila (2011), established that prison staff promotion opportunity gives the employees some aspect ownership, hard work to the firm's objectives and goals which attached both the employee and the employer.

Lillian and Sitati (2001) considers job promotion in any working environment as the aim of any motivational management approach used in 19th and 20th century which includes prisons internal and external promotions.

Remuneration and Employee Motivation

Remuneration is the reward any person gets after completion of any given assignment by other person whom it may be defined as an employer (Kibuine, 2011). A theory published by Frederick Taylor in 1911 states that all people in the world specifically works for money and any other benefits like medical insurance and allowances which are attached to the basic pay. The research stated that staffs were paid according to the production lines and how quality is the production hence most of them were paid in piece rate.

Generally, Bates and Holton (2006), states that apart from the basic pay to the staff, the prisons provides other incentives which are determined by the service delivery and the quality of results obtained. Other incentives can be as a compensation other than the basic pay that allows the employees to attain some

standards such as introduction of new formulas, goals and organizational productivity, (Mwema & Gachunga, 2014).

Discipline and Employee Motivation

Work discipline is defined as the employee ability to fully control work behavior which comply with the company discipline policy, regulation and guidelines (Lillian & Sitati, 2001). Labor disciplines are key prison management attributes which promotes the laid down conduct standards by the prisons supervisors, (Kibuine, 2011).

The work discipline is interpreted as the key staff motivation outcome in prisons if the PAS guidelines are followed hence strengthen the organization productivity. In prison department, work discipline is a key factor in performance appraisal through employee inspecting, monitoring individual behavioral to completely ensure that all department rules and regulation governing the work place are followed, (Lillian & Sitati, 2001). The key purpose of the discipline in performance appraisal system is to enable prison employees to maintain the acceptable behavior which is not made to punish or undermine the employees.

Theoretical Framework

The study is based on the Taylors Motivational Theory (TMT) theory which was developed in 1911 by a scholar Fredrick Taylor. According to Taylor's study, any organization staff works for money only and not any other facility. The Kenya Prison Service give the staff more allowances like house, medical and commuter allowances on top of monthly salary.

The Mayo Effect Theory, In 1930s, a scholar Elton Mayo developed a theory which argues that any motivation at any organization was promoted by many factors like high level of communication, good team work, employee training, group decision making. The Mayo Effect theory suggested that employer have to ensure are staff welfare and every staff should be concerned by the wellbeing of the other workers. The prison service employees are motivated through work appreciations, staff welfare, and provision of social needs.

The Maslow Theory developed by scholar Abraham Maslow in 1943. The theory is based on a motivation theory which is guided by five essential needs presented in the hierarchy of needs. Kenya Prison service motivates the employee according to the theory. The needs are categorized in Physiological needs, safety needs, Love and belonging needs, self-esteem and self-actualization.

Empirical Literature Review

Malik *et al.*, (2011) studied the role played by the reward in the motivating employees of commercial banks of Kohat, Pakistan hence concluded that the variables; staff payments, staff promotion, benefits and recognition affect the staff motivation.

Dargham (2010) studied the impact of employee performance management and appraisal in Lebanon. The study established that graphic rating scales were the common method of staff performance appraisal. The staff performance feedback is available to the staff once in all trading period from the managers. Ahmed and Akbar (2010) studied the relationship between the appraisal outcome and the institutions Productivity in

Pakistan. The study concluded that Performance Appraisal is has a positive significance to the staff work satisfaction and inversely to staff.

Mwema (2014), studied the effect of PA on staff productivity in the WHO in Kenya Regional Office. The study established that performance appraisal affects the productivity with a very high significant level. However, the study concluded that employees have to be appraised and target evaluation in order to maximize on productivity.

Ochoti *et al.*, (2012), did a study based on the factors that determine the staff PAS in the Ministry of State for Provincial Administration, Nyamira District, Kenya. The study finds out existing relationship within the study variables. The variables have to be considered when developing appraisal which will be accepted to all employees of the ministry.

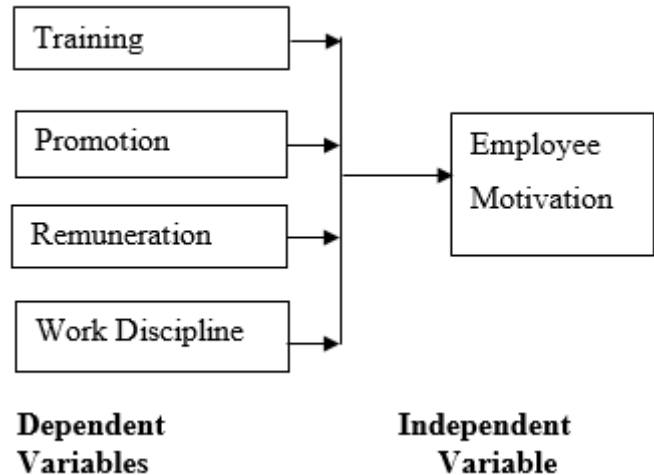
Lillian and Sitati (2011), studied the effect of PAS on staff motivation in the Department of Tourism (DT) in Kenya. The study concluded that PAS is a key factor contributing to the employee motivation which is affected by the higher the transparent and objective the performance appraisal. The study concluded that all staff should be involved in setting up all targets in a transparent appraisal which will be used in rewarding them.

Omboi and Kameneu (2011), studied the effect staff performance appraisal in Kenya Tea Development Agency in Kenya. The study established that staff job evaluation and development, staff management, incentives and allowance, staff training that affect the staff at KTDA.

Conceptual Framework

The conceptual framework illustrates the dependent and independent variables.

Figure 1: Conceptual Framework



Training is the management strategy in improving staff knowledge and skills for effective productivity (Mwema, 2014).

Promotion is believed as a way of promoting staff from one low job group to a higher job group with an aim of salary increase (Lilian & Sitati, 2011).

According to Ochoti *et al.*, (2012), Remuneration is defined as the reward given to employees by the employer after completion of a specific assignment. Due to these, performance appraisal offers a key contribution in salary increase strategic decision. Work discipline is defined as the employee ability to fully control work behavior which comply with the company discipline policy, regulation and guidelines (Ochoti *et al.*, 2012),

Research Gaps

This study's, literature review research gaps have been identified. First, there is lack of theoretical definition of performance appraisal

outcome hence institutions apply their own criteria of employee appraisal.

Secondly, within the existing literature is challenge to measure exact performance and contribution of each employee in the general productivity of the organization. Employers have no idea on the keys aspects of employee appraisal hence lack of standard rating mechanism from all department in the organization.

RESEARCH METHODOLOGY

The study adopted a descriptive survey research design with a study population of 205 prison staff from job group PG2- PG9. It comprised of 167 from supervisory staff, 30 from middle management staff and 8 from senior management staff. The study adopted both stratified random sampling and simple random sampling hence a sample of 135 using Slovin's formula.

The sample 109 from supervisory staff, 20 from middle management staff and 6 from senior management staff presenting 80.74% from supervisory, 14.81% from middle management and 4.45% from senior management. The study adopted questionnaires in data collection, analyzed using SPSS (Statistical Package for Social Science) and presented into tables.

DATA ANALYSIS

The study targeted the Prisons employees in Nyeri County with an aim of determine the effect of staff appraisal on their motivation. The study used questioner to collect data from the 135 targeted sample size which included the senior, middle and junior staff. Hence, the data was analyzed using descriptive statistics.

Using SPSS the Cronbach Alpha which measures the reliability index resulted to be 0.872 and the Cronbach Alpha on standardized items was 0.877 on the 29 items of the study. The reliability test Cronbach alpha was above 0.7 hence treated as reliable.

From the study the response rate was 108 out of the targeted 135 respondents which presented 80.00% of the sample size. According to Hear *et al.*, (2003), a respondent's rate is considered valid if its above 75.0% of the targeted sample size hence the study was valid.

The table 1 below shows the gender of the respondents involved in the study. From the study the 64.8% of the respondents presented Male and 35.2% presented Female hence prison department employs more male staff than female by 29.6%.

Table 1: Gender

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male | 70 | 64.8 |
| Female | 38 | 35.2 |
| Total | 108 | 100.0 |

The table 2 below present the ages of the respondents in the study. From the research 21-30 Years presented 11.1%, 31-40 Years presented 31.5%.

Table 2: Age

| Age | Frequency | Percent |
|--------------|------------|--------------|
| 21-30 Yrs | 12 | 11.1 |
| 31-40 Yrs | 34 | 31.5 |
| 41-50 Yrs | 39 | 36.1 |
| 51-60 Yrs | 23 | 21.3 |
| Total | 108 | 100.0 |

The table 2 presents that 41-50 Years presented 36.1 % and 51-60 years presented 21.3 %. This shows that many of the prison

staff an aged between 41-50 Years and the least age is 21-30 Years.

The table 3 below presents the level of education of the respondents in the study.

Table 3: Level of Education

| Education Level | Frequency | Percent |
|-----------------|------------|--------------|
| Primary | 2 | 1.9 |
| Secondary | 39 | 36.1 |
| College | 39 | 36.1 |
| University | 28 | 25.9 |
| Total | 108 | 100.0 |

From the research primary level presented 1.9%, secondary level presented 36.1 %, college presented 36.1 % and university presented 25.9%. This shows that most of prison staff are secondary and college graduates with very few primary school graduates

Table 4: Working Station

| Work Station | Frequency | Percent |
|-----------------------|------------|--------------|
| Maximum Prison | 67 | 62.0 |
| Medium Prison | 18 | 16.7 |
| Women Prison | 14 | 13.0 |
| Regional Commander | 9 | 8.3 |
| Total | 108 | 100.0 |

The table 4 above presents the working station of the respondents. From the research, staff from Maximum prison presented 62.0%, medium prison presented 16.7%, women prison presented 13.0 % and the Regional commander office presented 8.3%. This shows that most of the respondents worked in Maximum prison and the least in the RC office

The table 5 below presents the job groups of the respondents in the study. From the research ACP presented 2.8%, SSP presented

3.7 %, SP presented 4.6 %, CIP presented 11.1%, IP presented 10.2 %.

Table 5: Job Group

| Job Group | Frequency | Percent |
|---------------|------------|--------------|
| "PG 9(ACP)" | 3 | 2.8 |
| "PG 8(SSP)" | 4 | 3.7 |
| "PG 7(SP)" | 5 | 4.6 |
| "PG 6(CIP)" | 12 | 11.1 |
| "PG 5(IP)" | 11 | 10.2 |
| "PG 4(S/SGT)" | 24 | 22.2 |
| "PG 3(SGT)" | 30 | 27.8 |
| "PG 2 (CPL)" | 19 | 17.6 |
| Total | 108 | 100.0 |

Descriptive Statistics

From the study, SSGT presented 22.2 %, SGT presented 27.8% and CPL presented 17.6%. Hence the study established that most of the respondents are SGT and the least number are the ACP.

Staff Training

The table 6 below presents the descriptive statistics of the staff training. From the research it is believed that Training has improves staff motivation, Increases the production value, Improves work efficiency, allows staff to learn new skills and enables the staff to retain customers of prison with mean of 4.28, 4.11, 4.22, 4.44 and 4.03; standard deviation of 0.639, 0.715, 0.753, 0.553 and 0.826 respectively.

Table 6: Staff Training

| Training Aspects | N | Mean | Std. Dev |
|--------------------------------|-----|------|----------|
| Improved staff motivation | 108 | 4.28 | .639 |
| Increases the production value | 108 | 4.11 | .715 |
| Improves work efficiency | 108 | 4.22 | .753 |

| | | | |
|---|-----|------|------|
| Allows staff to learn new skills | 108 | 4.44 | .553 |
| Enables the staff to retain customers of prison | 108 | 4.03 | .826 |

Staff Promotion

The table 7 below presents the descriptive statistics of staff promotion in the study.

Table 7: Staff Promotion

| Staff Aspect | Promotion | N | Mean | Std. Dev |
|---------------------------------|-----------|-----|------|----------|
| Encourages Employee Retention | | 108 | 4.27 | .621 |
| Gives staff control & save cost | | 108 | 4.20 | .840 |
| Reduces employees resistance | | 108 | 4.25 | .799 |
| Increases Motivation level | | 108 | 4.29 | .928 |
| Improves the prison image | | 108 | 3.99 | .942 |

From the research it has established that Staff Promotion encourages Employee Retention, gives staff control and save cost, reduces employee's resistance, increases motivation level and improves the prison image with mean of 4.27, 4.20, 4.25, 4.29 and 3.99 with standard deviation of 0.621, 0.840, 0.799, 0.928 and 0.942 respectively.

Staff Remuneration

The table 8 below presents the descriptive statistics of staff remuneration. From the research it has established that Staff remuneration improves quality of employees, Increases productivity, Increases staff Retention, and benefits paid in time and promotes the Discipline with mean of 4.31, 4.07, 4.03, 4.27 and 4.20 with standard

deviation of 0.729, 1.074, 0.826, 0.621 and 0.840 respectively.

Table 8: Remuneration and Employee Motivation

| Staff Remuneration | N | Mean | Std. Dev |
|-------------------------------|-----|------|----------|
| Improves quality of employees | 108 | 4.31 | .729 |
| Increases productivity | 108 | 4.07 | 1.074 |
| Increases staff Retention | 108 | 4.03 | .826 |
| Benefits paid in time | 108 | 4.27 | .621 |
| Promotes the Discipline | 108 | 4.20 | .840 |

Staff Work Discipline

The table 9 below presents the descriptive statistics of work discipline in the study. From the study, the discipline description meets business requirements, Candidates are assessed against disciplinary criteria at every stage, the process is lawful, employee can be confident it is genuine discipline Process and the process can be followed by management with mean of 4.25, 4.29, 3.99, 4.31 and 4.07 with standard deviation of 0.799, 0.928, 0.942, 0.729 and 1.074 respectively.

Table 9: Staff Discipline

| Discipline | N | Mean | Std. Dev |
|--|-----|------|----------|
| Meets business requirements | 108 | 4.25 | .799 |
| Candidates are assessed against disciplinary criteria at every stage | 108 | 4.29 | .928 |
| The process is lawful | 108 | 3.99 | .942 |
| Employee can be confident it is genuine discipline Process | 108 | 4.31 | .729 |
| The process can be followed by management | 108 | 4.07 | 1.074 |

Inferential Statistics

Inference statistics included the regression model which explained the numerical relationship between the dependent variable and independent variables.

Table 10: Tests of Normality

| | Kolmogorov-Smirnov(a) | | | Shapiro-Wilk | | |
|--------------|-----------------------|-----|-------|--------------|-----|------|
| | Statistic | Df | Sig. | Statistic | df | Sig. |
| Training | .265 | 108 | .200* | .693 | 108 | .367 |
| Promotion | .283 | 108 | .321* | .694 | 108 | .524 |
| Remuneration | .290 | 108 | .132* | .779 | 108 | .243 |
| Discipline | .209 | 108 | .093* | .871 | 108 | .142 |

a. Lilliefors Significance Correction

Table 10 above presents the normality test of the variables. From the study analysis, the normality test shows positive relationship of the dependent and independent variable (Training 0.367, Promotion 0.524, remuneration 0.243 and work discipline 0.142).

Diagnostic Test

From the study diagnostic test was done using normality test and correlation test.

Table 11: Correlation Test

| | | Training | Promotion | Remuneration | Discipline |
|--------------|-----------------|----------|-----------|--------------|------------|
| Training | Pearson | | | | |
| | Correlation | | | | |
| Promotion | Sig. (2-tailed) | | | | |
| | N | 108 | | | |
| Remuneration | Pearson | .447(**) | | | |
| | Correlation | | | | |
| Discipline | Sig. (2-tailed) | .000 | | | |
| | N | 108 | 108 | | |
| Training | Pearson | .711(*) | .473(*) | | |
| | Correlation | | | | |
| Promotion | Sig. (2-tailed) | .000 | .000 | | |
| | N | 108 | 108 | 108 | |
| Remuneration | Pearson | .166(*) | .110(*) | .272(*) | |
| | Correlation | | | | |
| Discipline | Sig. (2-tailed) | .086 | .257 | .087 | |
| | N | 108 | 108 | 108 | 108 |

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

The table 11 above presents the correlation test between the variables, from the study the correlation between employee training and the employee promotion is $r=0.447$ at $n=108$, employee training and employee remuneration is $r= 0.711$ at $n=108$, employee training and employee Discipline at $r=0.166$ at $n=108$.

However, the correlation between promotion and remuneration is $r=0.473$ at $n=108$, remuneration and discipline is $r=0.272$ at $n=108$. The variables are significantly correlated at ($p<0.05$) with positive r value hence reject the null hypothesis and conclude that that Training, promotion, remuneration and work discipline have an effect on motivation of employees in the prisons department.

Regression Model

This section gives the regression analysis which was used to determine whether the independent variables (X_1) Staff training, (X_2) Staff Promotion, (X_3) staff remuneration and X_4 Work discipline simultaneously affect the employee motivation (Y).

The table 12 below presents the model summary which gives a coefficient of determination $R^2=0.541$ at 0.005 significance level. The R^2 indicated that 54.1% of the positive relationship between the dependent and independent variables.

Table 12: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1 | .736(a) | .541 | .523 | .857 |

a: Predictors: (Constant), Training, Promotion, Remuneration, Work Discipline

The table 13 below shows the ANOVA analysis and F-statistics which reveal the value of F (4,103) =30.347, $p<0.005$. The F statistics states that study variables, (X_1) Staff training, (X_2) Staff Promotion,

(X_3) staff remuneration and X_4 Work discipline fully contributes to the staff motivation.

Table 13: ANOVA (b)

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|-------|------|
| Regression | 89.181 | 4 | 22.295 | 30.35 | .000 |
| Residual | 75.671 | 103 | .735 | | |
| Total | 164.852 | 107 | | | |

a: Predictors: (Constant), Training, Promotion, Remuneration, Work Discipline

b Dependent Variable: Staff motivation.

The model used to in the regression analysis was expressed in the general form as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Table 14: Model Regression Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .948 | .313 | | 3.029 | .003 |
| Training | .335 | .084 | .384 | 3.969 | .000 |
| Promotion | .077 | .080 | .075 | .968 | .335 |
| Remuneration | .289 | .080 | .356 | 3.624 | .000 |
| Discipline | .052 | .064 | .055 | .806 | .422 |

a Dependent Variable: Staff Motivation

The table 14 above presents the model regression coefficients of correlation (Beta) in establishing the contribution of each variable in the study. From the research, it was establishing that independent variables significantly contribute at significance level of 0.05 hence the model translates to:

$$Y = 0.948 + 0.335X_1 + 0.077X_2 + 0.289X_3 + 0.052X_4$$

Discussion

The study targeted the Prison employees in Nyeri County with an aim of determine the effect of staff

appraisal on their motivation. The study used questionnaire to collect data from the 135 targeted sample size which included the senior, middle and junior staff. Hence, the data was analyzed using descriptive statistics. From the study, it was established that the response rate was 80% which according to Hear *et al.*, (2003) a respondents rate is considered valid if its above 75.0% of the targeted sample size hence the study was valid.

The study established that the 64.8% of the respondents presented Male and 35.2% presented Female hence prison department employs more male staff than female by 29.6% and the prison staff were aged between 21-30 Years presented 11.1%, 31-40 Years presented 31.5%, 41-50 Years presented 36.1 % and 51-60 years presented 21.3 %. This shows that many of the prison staff a aged between 41-50 Years and the least age is 21-30 Years.

The respondent's education level, primary level presented 1.9%, secondary level presented 36.1 %, college presented 36.1 % and university presented 25.9%. This shows that most of prison staff are secondary and college graduates with very few primary school graduates. However, the study established that the respondents from Maximum prison presented 62.0%, medium prison presented 16.7%, women prison presented 13.0 % and the Regional Commander's Office presented 8.3%. This shows that most of the respondents worked in Maximum prison and the least in the RC office.

From the study, the job groups of the respondents are ACP presented by 2.8%, SSP presented 3.7 %, SP presented 4.6 %, CIP presented 11.1%, IP presented 10.2 %, SSGT presented 22.2 %, SGT presented 27.8% and CPL presented 17.6%. Hence the study established that most of the respondents are SGT and the least number are the ACP. The general aspect of how staff training affects the employee motivation. From the research 46.3% of

the respondents strongly agree, 47.2 % agree, 3.7 % are uncertain, 0.9% disagrees and 1.9 % strongly disagree that training affects the staff motivation in the prison department in Nyeri County.

From the research 36.1 % of the respondents strongly agree, 24.1 % agree, 12.0 % are uncertain, 15.7 % disagrees and 12.0 % strongly disagree that training affects the staff motivation in the prison department in Nyeri County.

The study also established that staff promotion affect the employee motivation with 40.7 % of the respondents strongly agree, 19.4 % agree, 19.4 % are uncertain, 19.4 % disagree and 0.9 % strongly disagree that staff promotion affects the staff motivation in the prison department in Nyeri County.

The study finds out that staff remuneration affect the employee motivation with 35.2 % of the respondents strongly agree, 20.4 % agree, 9.3 % are uncertain, 18.5 % disagree and 16.7 % strongly disagree that staff remuneration affects the staff motivation in the prison department in Nyeri County.

From the study the respondent's aspect on how staff work discipline affects the employee motivation. From the research 48.1% of the respondents strongly agree, 28.7 % agree, 17.60 % are uncertain, 4.60% disagree and 0.90% strongly disagree that staff work discipline affects the staff motivation in the prison department in Nyeri County.

The study from the descriptive statistics established that aspect of staff training allows staff to learn new skills, improves staff motivation, increases productivity and enables customer retention within prison business premises. This concurred with research done by Lepsinger & Lucia (1997) who studied the effect of appraisal feedback and performance appraisal. From the study it is established that staff promotion affect the staff

motivation, encourages Employee Retention, Internal promotion reduces employees resistance, Staff promotion gives staff control and save cost, Improves the prison image.

According to Obong'o, (2009) in his study on Implementation of performance contracting in Kenya believed that staff promotion encourages staff retention and employee motivation. From the study, the researcher established that staff remuneration affected the staff motivation significantly where it motivates quality employees, increases productivity; increases staff Retention, Staff remuneration and benefits paid in time with Staff Remuneration promotes the Discipline.

This concurred with Ojokuku, (2013) who studied the relationship between the PA and staff motivation and academic performance in Nigerian public colleges which believed that to increase productivity was the key objective of staff motivation. The study used a regression analysis to determine whether the independent variables (X_1) Staff training, (X_2) Staff Promotion, (X_3) staff remuneration and X_4 work discipline simultaneously affect the employee motivation (Y). The model summary which gives a coefficient of determination $R^2 = 0.541$ at 0.005 significance level. The R^2 indicated that 54.1 % of the positive relationship between the dependent and independent variables

The ANOVA analysis and F-statistics with the value of $F(4,103) = 30.347$ which is significant enough at 0.005 confidence level. Hence concludes that study variables, (X_1) Staff training, (X_2) Staff Promotion, (X_3) staff remuneration and X_4 work discipline fully contributes to the staff motivation. The study has established the coefficient of model to:

$$Y = 0.948 + 0.335X_1 + 0.077X_2 + 0.289X_3 + 0.052X_4.$$

This translates to staff training affects staff performance by 0.335, staff promotion affects staff

motivation by 0.077, staff remuneration affects the staff motivation by 0.289; and staff work discipline affects the staff motivation by 0.052. Therefore, all the five factors (X_1 , X_2 , X_3 and X_4) have an influence on the staff motivation and appraisal explaining 54.1 % of the variation.

Finally, the study conducted a normality test and correlation test which resulted to significant relationship between the variables hence reject the null hypothesis and conclude that Training, promotion, remuneration and work discipline have an effect on motivation of employees in the prisons department.

SUMMARY, CONCLUSION AND RECOMMENDATION

Summary

The study targeted the Prison employees in Nyeri County with an aim of determine the effect of staff appraisal outcome on their motivation. The study used questioner to collect data from the 135 targeted sample size which included the senior, middle and junior staff. Hence, the data was analyzed using descriptive statistics. From the study, it was established that the response rate of the targeted sample size was valid hence prison department employ more males than females with many have secondary and college education.

From the study, staff training, staff promotion, staff remuneration and staff work discipline affects the employee motivation within prisons in Nyeri County. The study from the descriptive statistics established that aspect of staff training allows staff to learn new skills, improves staff motivation, increases productivity and enables customer retention within prison business premises.

From the study it is established that staff promotion affect the staff motivation, encourages Employee Retention, Internal promotion reduces employees

resistance, Staff promotion gives staff control and save cost, Improves the prison image.

From the study, the researcher established that staff remuneration affected the staff motivation significantly where it motivates quality employees, increases productivity; increases staff Retention, Staff remuneration and benefits paid in time with Staff Remuneration promotes the staff motivation.

The study used a regression analysis to determine whether the independent variables (X_1) Staff training, (X_2) Staff Promotion, (X_3) staff remuneration and X_4 work discipline simultaneously affect the employee motivation (Y). The study has established the coefficient of model to:

$$Y = 0.948 + 0.335X_1 + 0.077X_2 + 0.289X_3 + 0.052X_4.$$

This translates that all independent variables have positive significance on the employee motivation.

The model summary which gives a coefficient of determination $R^2 = 0.541$ at 0.005 significance level. The ANOVA analysis and F-statistics which reveal the value of $F(4,103) = 30.347$ which is significant enough at 0.005 confidence level. This proves that independent variables affects the staff motivation.

Conclusion

The study targeted the Prison employees in Nyeri County with an aim of determine the effect of staff appraisal outcome on their motivation. The study concludes that the response rate was significant to carry out the study in which more male staff at age of 41-50 years where involved in the study. Nyeri prison produced more respondents with job group SGT.

From the study, staff training, staff promotion, staff remuneration and staff self-assessment affect the employee motivation in the prison department in Nyeri County. The study established that aspect of staff training allows staff to learn new skills, improves staff motivation, increases productivity

and enables customer retention within prison business premises. Staff promotion encourages Employee Retention, Internal promotion reduces employees resistance, Staff promotion gives staff control and saves cost, Improves the prison image.

Remuneration was significantly related to staff motivation which indicates that staff remuneration have an influence on PA outcome. The appraisal system had strong relationship with staff remuneration which is key objective of every staff to work. However, staff promotion also had strong relationship with the PA since the appraisal results are used in offering job promotion to the staff, hence evidence indicate that staff promotion have an influence on performance appraisal.

Recommendation

The aim of the study was to determine the effect of staff appraisal outcome on the motivation of prison staff in Nyeri County. From the results, the study recommends that the prison department should strengthen its staff training facilities to enable them identify their strength and weaknesses. Hence every staff will fully concentrate on its areas of strength.

The management should continuously review and evaluate the appraisal in order to address the human resource dynamic changes. This is due to the new staff Disciplines of prison staff every financial year in which their training is different from the staff who are exiting from the service. Training on the importance of the appraisals should be put in place as a mandatory continuous exercise.

Suggestion for Further Studies

The aim of the study was determine the relationship of staff appraisal outcome and staff motivation within prison staff in Nyeri County. More study can be done on the effect of the staff appraisal process on the productivity of the prison service and the impact of the performance appraisal among the

prison staff covering all the prison units within the country.

Implication of the Study

The research results have implication on strategies and plans drafted to improve the efficient of the appraisal and motivation of staff in Kenya public service more so in the prison service. The study results suggested that promotion and training are significant factors in motivating employee's prison department.

However, staff remuneration also affected the staff motivation in the prison department. The service should have a collective bargaining agreement on how the prisons staff will be remunerated since there operate in a more risk duties. Finally, all the outcomes gives the staff to operate in a joint goal setting and evaluation from time to time hence the senior management and other staff will establish a transparent criteria for the performance appraisal.

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