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**INFLUENCE OF APPRAISAL FEEDBACK ON EMPLOYEE PRODUCTIVITY AT  
WATER AND SEWERAGE COMPANY GARISSA COUNTY**

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**ABSTRACT**

In Kenya, performance appraisal has been adopted in both private and public firms as an instrument for performance enhancement. This study tried to determine the influence of appraisal feedback on employee productivity at water and sewerage company Garissa County. The study was moored on systems theory. The study targeted 115 laborers chosen from the accompanying offices: human resources, money, data innovation, specialized help and client administration. The respondents incorporated heads of offices, area heads and managers. The study utilized a descriptive research design. Information gathered was coded, entered and broken down utilizing the Statistical Package for the Social Sciences (SPSS). Descriptive and Inferential insights were utilized, to sum up, the populace. The descriptive results indicated an agreement with the statements on management by objectives, evaluation, performance appraisal design and 360 degrees appraisal method. The study concluded that; Appraisal feedback was provided to employees by their managers. The organization found it easy to share positive and adequate feedback regarding performance as compared to criticizing poor performance. Appraisal standards have a positive influence on the employee productivity of an organization. The study recommended that; the study recommends that water and sewerage companies should have well laid down procedures to be followed in dealing with employees' feedback and responding to the feedback from its surrounding. The study recommends that the Federation of Kenyan Employees (FKE) should formulate procedures and policies to be used in the identification of employees' standards.

**Keywords:** *Appraisal feedback, Employee Productivity*

**INTRODUCTION**

To gain a competitive advantage in a rapidly changing global economy, multinational firms are increasingly promoting high levels of employee performance through conducting effective performance appraisals. Performance appraisal is a critical and strategic human resource practice adopted by many multinational corporations (MNCs) to evaluate and continuously improve both employee and organizational performance (Guest, 1997; Selvarajan & Cloninger, 2008; Smither & London, 2009; Festing, Knappert, Dowling, & Engle, 2012; Vo & Stanton, 2011). The success

of organizations depends on how well the employees can achieve the set goals. Thus, many organizations consider the performance of employees to be an important yardstick in measuring the organization's performance. Many researchers consider performance appraisal to be of great importance in achieving organizational goals. For instance, Dash, Drabman & Spitalnik (2008), argues that appraisal is key because companies use it to identify the training needs of employees. The appraisal process should therefore be a central part of the success of organizations.

The basis of profitability boom and manufacturing development are clarified by utilizing Jorgenson et al. (2000) as pursues: efficiency blast is the main financial pointer of development. Productive presentation of new products and new or adjusted procedures, boss structures, frameworks, and business undertaking styles create an increment of yield that surpasses the development of data sources. These outcomes in development in productiveness or yield per unit of information. Pay development can also take locale without advancement through replication of setup innovations.

According to Garissa County Water and Sewerage Services Sector Policy, 2017 on a real foundation, the County Government wants to develop crucial infrastructure and public works across the county to boost industry, form opportunities and eradicate scarcity. As part of these procedures, the county authorities plan to deliver splendid contributions to waste management and sewerage and try to establish a local market for red meat and chicken abattoirs in the county and to take an interest in or advance the bundling of meat products for export.

The structural reforms that had been introduced since the Water Act 2002 were intended to expand proficiency. Water carrier merchants have been mandated to improve their services. As indicated by Appida and Kakumu (2004). WSPs main business is vending water and sewerage services to customers. For a permit, the company must be registered with the aid of WASREB and be authorized with the guidance of the water supplier board. Most WSPs were possessed through the neighbourhood specialists, city and city boards, which have considered the way that been subsumed by methods for the regional governments.

### **Problem Statement**

Partnerships in water and sewerage play a vital part in the national growth and recognition of Kenya's 2030 dream. As shown by the WASREB reports for the year 2015/2016-2016/2017, the overall efficiency of the water and sanitation organizations in Kenya has increased substantially. The areas which are providing water have the desire to enhance access, guarantee better services and reduce losses. Unfortunately, no critical improvement has been achieved since 2015. Staff productivity is one of the main success metrics for the water sector. However, according to workforce productivity reports, it reveals that it has been inactive for 2014/2015, 2015/2016 and 2016/2017 years. In Garissa County a large portion of the water and sewerage firms under the nation's common staff for each one thousand associations according to WASREB 2018 affect report. As indicated by Garissa water and sewerage services zone coverage 2017, it is important to enhance water and sewerage services on account that the County has a developing populace price mainly because of the well-developed infrastructure inside that region.

The above investigations demonstrate that although there have been numerous research on staff performance and staff efficiency few are in the water sector. Studies concentrating on appraisal outcomes and evaluation measures and staff efficiency have been minimal. In this respect, this report aims to address this awareness gap by looking at the effect of the Performance Evaluation

Process on the effectiveness of workers in water and sanitation organizations in Garissa County Kenya.

### **Purpose of the Study**

To determine the influence of appraisal feedback on employee productivity at water and sewerage company Garissa County.

## **THEORETICAL REVIEW**

### **System Theory**

It suggests that intricate frameworks share essential arranging standards regardless of their motivations, and the standards are demonstrated numerically. Bowen and Ostroff (2004) intellectualize the association as a framework having objectives and targets. Ferguson and Reio (2010) recognize evaluation as a framework where, representatives are termed as a contribution to the procedure stream of the framework, the examination of the executives is a piece of HRM rehearses is the procedure of the framework, though workers' execution yields this framework. The framework demonstrates a change of these contributions via particular, interconnected exercises, and procedures to accomplish the yields of representative ability and execution.

Accordingly, the framework hypothesis perspective focuses on the beneficial outcomes of the HR framework with representative results (Gould-Williams, 2003). The present investigation can make commitments because the frameworks are objective arranged (representative efficiency); have inputs and through information sources (examination frameworks); and accomplish yields to accomplish their objectives (worker ability. Accordingly, the present investigation utilizes the framework's hypothesis that a hierarchical framework incorporates distinctive authoritative 'sub-systems; these sub-systems cooperate and utilize the framework procedures to change organization contributions to performance results (staff capability). The HRM sub-systems comprise HR processes that are changed into an actualized arrangement of procedures related to practices, for example, performance examination, and remuneration processes. It is these connected procedures that straightforwardly influence staff expertise results.

### **Empirical Review**

Performance response evaluation aims to better personal and community performance, as well as the motivation, encouragement and performance of staff (Aguinis, 2009). Execution feedback is persuasive in improving worker behavior job efficiency and execution. Powerful execution criticism among representatives and bosses is the way to fruitful association efficiency. Normal input causes representatives to base their job activities on workers, divisions, and associations to accomplish their goals (Solmon and Podgursky, 2010). It constructs responsibility, as workers and managers partake in coming up with objectives, building up skills, developing career enhancement and staff inspiration. Be that as it may, there are a few associations that neglect to give input (Jackson and Schuller, 2012). Despite this, there are a few managers who may deliberately shut down input from employees, many of whom are overwhelmed by other administration tasks that take a considerable amount of time. Additionally, many firms need proper valuation frameworks or the administration lack a significant system that is set up (Banket, 2011).

Response directors one to the company's goal and mission. In a perfect circumstance, the staff gets information on their performance including areas of their improvement. Schraeder, Becton

and Portis (2009) recommend execution input can be used to quantify workers' quality and shortcomings. Criticism ought to be given with an uplifting frame of mind as this can affect the workers' future execution. As the result, the issues and the possible game plans are inspected with the purpose of basic reasoning and accomplishing accord (Webb and Sheeran, 2008). A champion among the most essential bits of the appraisal system is the brief correspondence among officials and personnel.

In the best case, the individual receives feedback on how they work and where they can change. As suggested by Heere and Xing (2012) the chiefs recognize shortcomings of the staff and address them accordingly. The success of the delivery test indicates how subordinates are pleased with the process and the information they have obtained.

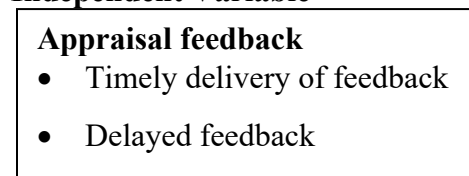
Without some sort of structured structure and with several different demands, usually broad directors often offered the suggestions a chance to tumble to the sidelines. The lack of feedback may leave hardworking staff unrewarded. Nevertheless, even bad executions are not subject to adequate scrutiny (Solmon & Podgursky, 2010).

Happier people will strengthen more working relationships with management and stakeholders after the implementation test. Feedback will also lead to adverse responses from staff. If perceived as unjustifiable, critique may affect shifts, such as lack of participation, opposition, lack of emphasis on demands, and unpleasant difficulty, and can also affect workers' turnover. Macky and Johnson (2000) concluded that the value of applying the executive structure is continuously enhancing organizational implementation, and this is done by increasing the efficiency of workers. In this way, enhancing staff performance through the use of a performance appraisal system is an approach to improving firms' performance. Though, specialists established that not much consideration has been directed towards the performance appraisal process in Ethiopian HEIs. Distinctive neighborhood research agrees with this fact. Notwithstanding that many were not conversant with the appraisal procedure, the norms and results are not imparted to the staff, and the necessity of estimating the exhibition of the worker in some cases relies upon the conduct of the staff as opposed to the guidelines.

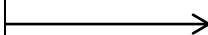
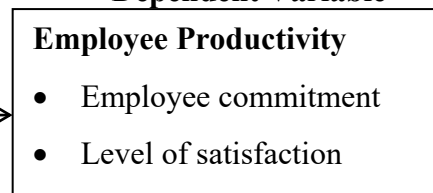
In either case, with globalization, there is a need for a more formal critique system. Managers should alert their staff where they work superbly, and when they haven't. Hinkin and Schriesheim (2012) also reported that there are three kinds of managers individuals who are looking for successful execution, individuals who are looking for bad execution, and individuals who are almost unable to improve any form of behavior, and those directors who are doing the least research would have the least pleased specialists. Unmistakable et al. (2008) also claim that a feeling of behavioral adjustment can be evoked by a process of enhanced mindfulness. People are bound by an abstract cycle of thought that ultimately results in more influential facets of self-consciousness.

### Conceptual Framework

#### Independent Variable



#### Dependent Variable



**Figure 1: Conceptual Framework**

## METHODOLOGY

The researcher used a descriptive research design. The population of the study comprised all the 115 employees of Water and Sewerage companies in Garissa. This study was a census, which involved obtaining information from every member of the population. The study targeted chief executive officers, managers, human resource managers or other managers of equivalent levels. Questionnaires were utilized to gather information. Pilot testing of the survey was carried including 12 representatives. After gathering data, the researcher broke down every filled questionnaire to check if appropriately filled. Descriptive statistics was used.

## RESULTS FINDINGS

### Response Rate

Out of the 115 questionnaires received, none was rejected or unusable. Therefore all the 115 questionnaires were used in the study at 100%. As cited by Creswell et al., (2007) observed that a 50% response rate is adequate, 60% is good, while 70% is rated very good. This suggests that the reaction rate in this examination was satisfactory for additional investigation which was credited to the viable information assortment techniques utilized by the researcher.

### Descriptive Analysis

An in-depth look at the influence of appraisal feedback on employee productivity at water and sewerage company Garissa County. Survey takers were given the option of relying on a likert scale that included the following options: strongly agree/strongly disagree; disagree/strongly disagree; disagree/strongly disagree; agree/strongly agree; disagree/strongly disagree. A mean was used to show the data.

The initial goal of this research was to determine the influence of appraisal feedback on employee productivity at water and sewerage company Garissa County. Scales of 1 to 5 (one is strongly disagree (SD), two is disagree (D) 3 means Undecided (U), 4 means Agree (A), and 5 means I Strongly agree(SA). Those who agreed and strongly agreed were placed together as agree, those who disagreed were classified as disagree, and those who didn't know were grouped as don't know. Results from this investigation are shown in Table 1.

**Table 1: Appraisal Feedback**

	SA	A	U	D	SD	Total	Mean
My boss offers me input that is rational	52	39	17	7	0	115	4.182
My boss meets frequently with me to chat about my results	45	35	25	8	2	115	3.982
I send my supervisors and my supervisor feedback regarding my job results	73	25	15	2	0	115	4.469
It is evident in my company that we have opportunity to give real input to people who are not doing well	61	32	15	5	2	115	4.260
What I am getting from those around me resonate with what I have done	35	35	30	12	3	115	3.756
My boss talks with me regularly regarding my	55	46	5	5	4	115	4.243

position and performance.

The input I get from my colleagues about how I do my job is really important.	80	25	5	4	1	115	4.556
About the way our company does things, I am pleased with the reviews I get.	75	15	18	7	0	115	4.373
I still get the input I need on my results.	54	25	30	5	1	115	4.095
The success reviews I get from my company is rational and impartial.	41	40	25	8	1	115	3.973

**Source:** Field Data (2021)

With a mean score of 4.556, Table 1 demonstrated that the majority of respondents strongly agreed that the input they got from their colleagues about how their jobs were important. Most of those polled agreed that they were happy with the way the company did things, with a mean score of 4.373 suggesting that the company carried itself well.

The results also showed that some of the respondents disagreed that their bosses talk to them regularly regarding their position and performance with the mean score for the place being 4.2 implying that those in management do not communicate with their subordinates about performance. Further, respondents disagreed that whatever they were getting from those around them did not resonate with what they had done with a mean of 3.5 implying that employees' feedback to each other was low.

### Regression Summary

Regression analysis to examine the impact of water and sewage companies' staff performance appraisal system on employee productivity in Garissa County. The regression equation was:

$$Y = \beta_0 + \beta_1 \text{ appraisal feedback} + \beta_2 \text{ appraisal methods} + \beta_3 \text{ appraisal standards} + \varepsilon$$

Whereby  $\beta_0$  is the regression constant,  $\beta_1$ -  $\beta_3$  (independent variables) are regression coefficients and  $\varepsilon$  is the regression model error term which indicates its significance.

**Table 2: Model Summary**

Regression Statistics	
Multiple R	0.118313
R Square	0.013998
Adjusted R Square	-0.01265
Standard Error	0.925288
<b>Observations</b>	<b>115</b>

**Source:** Field Data (2021)

The  $R^2$ , the coefficient of assurance shows changeability in subordinate variables clarified by the fluctuation in free factors. This worth reveals to us how performance can be clarified by appraisal feedback, appraisal methods, and appraisal standards. The  $R^2$  estimation of 0.923 infers that 99.3% of the varieties in performance can be clarified by the varieties in free factors.

**Table 3: Regression Coefficients**

	<b>Coefficients</b>	<b>Standard Error</b>	<b>t Stat</b>	<b>P-value</b>	<b>Lower 95%</b>	<b>Upper 95%</b>	<b>Lower 95.0%</b>	<b>Upper 95.0%</b>
Intercept	3.293733	0.868	3.793	0.0002	1.573	5.014	1.573	5.014
Appraisal feedback	0.066342	0.107	0.616	0.538	-0.146	0.279	-0.146	0.279
Appraisal Methods	0.087335	0.108	0.804	0.422	-0.127	0.302	-0.127	0.302
Appraisal standards	0.081838	0.095	0.857	0.39	-0.107	0.2709	-0.107	0.2709

**Source:** Field Data (2021)

From the discoveries in the Table above, it was built up that appraisal feedback had the most impact while appraisal methods and appraisal standards had minimal effect on performance. The un-normalized beta coefficients were then used to acquire the general relationship of the free factors and the needy variable and the model was detailed as:

$$Y = \beta_0 + \beta_1 \text{ appraisal feedback} + \beta_2 \text{ appraisal methods} + \beta_3 \text{ appraisal standards} + \varepsilon$$

Whereby  $\beta_0$  is the regression constant,  $\beta_1$ -  $\beta_3$  (independent variables) are regression coefficients and  $\varepsilon$  is the regression model error term which indicates its significance.

From the multiple regression analysis, the ANOVA test results are presented in Table 4.

**Table 4: Anova**

	<b>df</b>	<b>SS</b>	<b>MS</b>	<b>F</b>	<b>Significance F</b>
Regression	3	1.349153	0.449718	0.525275	0.665811
Residual	111	95.03346	0.856157		
Total	114	96.38261			

**Source:** Field Data (2021)

From the ANOVA results, since the p-value (.525) was obtained, it was concluded that at a 5% significance level, the combined effect of the independent variables has a statistically significant influence on the performance of female administrators.

### Discussions of Findings

The findings are in agreement with those of Shoенfelt (2013) who stated that managers should continue to communicate and assess progress towards goals regularly. Coaching should be a day-to-day activity. The appraisals should be merely a formalized summary of an on-going process.

Periodic feedback in relation to objectives helps keep the behavior on track, provides a better understanding of the reasons behind a given level of performance and ensures the employees know how well/poorly they are performing.

This study found that the perceived quality of appraisal feedback was significant in explaining changes in employee performance when regressed both individually and when combined with the other appraisal variables. This relationship was positive. These findings are consistent with the previous findings of Brown et al. (2010) who analyzed the influence of performance

appraisal quality measured by clarity, communication of feedback and trust throughout the performance appraisal on employee performance and found out that performance appraisal quality was significant in explaining changes in employee performance which was measured in terms of satisfaction and commitment both when regressed individually and when combined. This study also found out that employees who reported a low-performance appraisal quality (had low levels of trust, poor communication of feedback and lack of clarity about expectations) also reported lower levels of job satisfaction and commitment. These results are also in line with those of Cawley et al., (1998) who found that perceived quality of appraisal feedback was significant both individually and when combined with two other variables namely; perceived fairness and perceived satisfaction of employees.

### **Conclusions**

Appraisal feedback was provided to employees by their managers. The organization found it easy to share positive and adequate feedback regarding performance as compared to criticizing poor performance. The feedback given to employees on appraisal did not conform to actual performance since there was no regular discussion between the employees and the managers on the job performance. Freedom and independence of employees acted as a motivation tool. The setting and communicating of objectives helped the employees to be focused and motivated them to achieve those objectives. Individual employees' self-appraisal helped them to identify their areas of strength and weaknesses for standard productivity. The feedback provided by supervisors, customers and colleagues regarding productivity helped employees to strengthen individual development for superior performance. Most organizations use 360-degree feedback to provide appraisal information.

### **Recommendations**

The study recommends that water and sewerage companies should have well laid down procedures to be followed in dealing with employees' feedback and responding to the feedback from its surrounding. The feedback appraisal policy should also be in line with the water and sewerage company's objectives and ensure that all the employees are appraised according to their performance.

### **Recommendations for Further Research**

The study recommends that further research on the same be done on other water and sewerage companies in Kenya to augment the findings of this study. This is because all the water and sewerage companies were formed under the same water Act 2004 but they operate in different social and physical locations hence they may have unique employee performance management processes.

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