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## Employee Appraisal on their Work Productivity at Aljamea-Tus-Saifiyah Campus, Nairobi County, Kenya

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**Abstract:** This research aimed to assess the employees' appraisal on their work productivity within Aljamea-tus-Saifiyah Campus, Nairobi County, Kenya. The study specifically explored the effect of performance goal setting, employee training, performance appraisal, and performance rewarding on productivity levels. Additionally, it investigated the moderating effect of organizational culture on the relationship between these practices and employee output. Grounded in goal-setting, social learning, Campbell's Performance, expectancy, and Schein's Three-Level theoretical frameworks, this study adopted a cross-sectional survey design. Yamane formula and a stratified random sampling technique was used to select a representative sample of 224 employees from a total population of 508 employees. Data was gathered using questionnaires administered via online platforms. Validity of the instruments was assessed through expert review and reliability assessed through pilot testing (using Cronbach's Alpha). Collected primary data was analysed using descriptive (frequencies, means, standard deviations) and inferential (correlation, multiple linear regression) statistics via SPSS. The inferential analysis revealed that performance management practices significantly influenced employee productivity at Aljamea-tus-Saifiyah. Performance goal setting ( $B = 0.214$ ,  $p < 0.05$ ), performance training ( $B = 0.176$ ,  $p < 0.05$ ), performance appraisal ( $B = 0.205$ ,  $p < 0.05$ ), and performance rewarding ( $B = 0.188$ ,  $p < 0.05$ ) all positively and significantly predicted productivity. Additionally, organizational culture significantly moderated these relationships, strengthening the impact of each practice on employee productivity. The study concluded that performance management practices specifically goal setting, training, appraisal, and rewarding positively influenced employee productivity, though their effectiveness varied depending on clarity, fairness, and competitiveness. Organizational culture was found to play a critical moderating role, strengthening the impact of these practices by fostering fairness, adaptability, recognition, and shared values. Overall, integrating performance management practices with a supportive culture creates a more enabling environment for enhanced employee productivity. It is recommended that Aljamea-tus-Saifiyah strengthens performance management practices by ensuring clear goal setting, continuous training, fair appraisals, and effective reward systems. Integrating these practices within a supportive organizational culture that values fairness, recognition, and adaptability will enhance employee motivation and commitment. Overall, aligning performance management with a strong culture will create an enabling environment that maximizes employee productivity and institutional effectiveness.

**Key Words:** Employee Appraisal; Performance; Management; Work Productivity

### 1.1 Background of the Study

Today's organizations are operating in a very dynamic and highly competitive environment which demands committed employees to carry out their duties with full potential and accommodate the changes emerging in the environment. People are the most valuable asset of an organization, and managing their performance is the top most concern. When managed well, employees are motivated to produce satisfactory results (López-Cabarcos, Vázquez-Rodríguez, & Quiñoa-Piñero, 2022). Most employers like to have their employees actively engaged to perform their best, but do not understand what truly motivates a person to perform well. Understanding the relationship between performance management exercise and employee performance helps view job satisfaction in the context of the decisions people make about their work which are important in gaining competitive edge (Rožman, Tominc, & Štrukelj, 2023). Thus, performance management can be known as a process whereby managers and supervisors work to align employee's performance with the firm's goals.

Performance management is “a continuous process of identifying, measuring, and developing the performance of individuals and workgroups and aligning performance with the strategic goals of the organization” (Aguinis, 2019b). Therefore, performance management is critical for talent management because it helps employees become more competent, committed, and motivated; facilitates organizational change; clarifies organizational goals; differentiates good from bad performers; and helps organizations make fairer and more appropriate administrative actions, which in turn protects organizations from lawsuits (Claus, 2019).

Without a good performance management system, organizations are unable to make fair personnel decisions e.g., layoffs, bonuses, pay raises, and promotions, effectively motivate and engage their employees, retain top talent, collect information to allocate resources appropriately, and address human resource disruptions (Aguinis, 2019a). van Vulpen (2024) defines performance management methods as systematic processes and systems used by businesses to assess, improve, and align employee performance with organizational goals.

Boas (2024) defined performance management as actions such as knowing what goals are and how they should be monitored, evaluating performance, providing feedback, incentivizing performance, career planning, motivating, and training and development. The concepts have been applied and adopted differently in different regions across the globe. In the USA, Brown, Smith and Johnson (2023) indicated that performance management practices emphasize results-oriented strategies, such as setting SMART goals and frequent feedback mechanisms through performance reviews. Moreover, continuous performance management, involving real-time feedback, enhances employee engagement and productivity. Brown, et al., (2023) further add that technological advancements have led to the adoption of AI-driven performance tracking tools, which help in customizing employee development plans.

In German, Müller, et al. (2022) showed that SMEs integrate supportive leadership styles with regular performance dialogues, focusing on employee growth rather than punitive measures. The authors further revealed that within the SMEs, collaborative goal setting and personalized feedback improve employee retention and motivation. Similarly, in UK, Taylor, et al. (2021) indicated that most of the organizations emphasize fairness and inclusivity in performance reviews. Moreover, many companies incorporated diversity and inclusion metrics into their evaluation frameworks.

Among Indian enterprises, Ishrat (2023) focused on the challenges and changes in performance management systems. They reported that the performance management system (PMS) is critical for analyzing and improving employee performance, integrating individual and organizational goals, and promoting a culture of continuous improvement. The author also stated that Indian firms have been focusing on many key areas to enhance their PMS because they acknowledge the critical role that good performance management plays in driving employee engagement, productivity, and organizational success (Ishrat, 2023). Some of these areas include the transition to continuous feedback, technology adoption, goal alignment and cascading, performance coaching and growth, and performance appreciation and rewards.

In Africa, the concepts of performance management practices are not different from those adopted in organizations in global settings. For instance, Okeke (2019) while focusing on different organizations in Nigeria assessed how PMS affected productivity of employees. They identified that indicators of performance management practices such as 360-degree feedback appraisal, evaluation review and self-assessment refurbished employee productivity. In Zimbabwe, Ziyaminyana and Pwaka (2019) noted that within the ICT companies, performance management practices such as performance appraisal and performance training are critical elements that significantly contribute to the productivity of employees within organizations.

Within

Performance management practices have been reviewed in different industries and contexts in Kenya. For instance, in the educational sector, a study by Ngugi and Bula (2019) examined the influence of performance management practices on employee performance in public secondary schools in Nairobi County. The study used goal setting, continuous feedback, competency-based evaluation, and career planning as the key indicators of performance management practices. These indicators were found to have a significant influence on the performance of employees.

Concentrating on the manufacturing industries in Kenya, Oloo (2023) expressed PMP was only applicable to management staff while leaving out the union staff. The author also indicated that key indicators of PMP such as performance planning and goal setting, measurement, review, rating and reward of employees significantly influenced employee performance. From the reviewed concepts of performance management practices from the global to local perspectives, this study adopted performance goal setting, performance training, performance appraisal, and performance rewarding as the key indicators of PMP and assessed how they influenced employee productivity.

### ***The Concept of Employee Productivity***

Employee productivity, according to Leitao et al. (2019), is the appraisal of a worker's or a category of workers' efficiency and it can be measured in terms of an employee's production in a certain time period. Furthermore, Nwannebuife (2017) defined productivity as a predefined norm for the amount and quality of work completed while accounting for resource expenses. Productivity increases an organization's competitive edge since it reduces costs associated with the production of goods and services (Nwannebuife, 2017). According to Tinofirei (2021), employee productivity refers to the extent to which an individual successfully completes assigned tasks to predetermined organizational standards while efficiently and effectively using available resources in a dynamic work environment. In essence, productivity reflects how well employees transform inputs—such as time, skills, and organizational

resources—into high-quality outputs that contribute to the achievement of organizational goals. Globally, governments and businesses spend billions of Shillings each year on employee performance evaluations. To fulfil their strategic goals and maintain their competitive edge, their personnel must be able to perform productively at a high level (Dessler, 2021).

Despite billions being spent in employment growth, there have been evidences of reduced productivity. For instance, in the European Union, while employment grew at an average rate of 1.1%, productivity growth per employed person slowed down to an average of 0.6% in 2023 (European Commission, 2024). In the USA, it was reported that employers lose \$483 to \$605 billion annually due to lost productivity among employees. Moreover, from a global perspective it has also been reported that employees who are disengaged employees cause \$8.8 trillion in lost productivity (Johnivan, 2024). Almaamari and Alaswad (2021) did a desk review on factors influencing employees' productivity specifically aiming at the influence of work environment, leadership styles, and organizational culture in Turkey. Findings show that the democratic leadership style is known to be the best to increase productivity. However, it might be different from one country to another and from one context to another. As for organizational culture, it was found that conflict, solidarity, creativity, and goal clarity are the most powerful factors that influence productivity. Moreover, work environment like air, temperature, light, space, sound, and colour have effect on productivity but many other factors play a role in that.

In the African context, employee productivity is low and has been a long-standing issue across the continent. In fact, every sector in Africa has either the lowest or second-lowest productivity in the world (African Center for Economic Transformation (ACET), 2023). Employee productivity, defined as the efficiency with which workers convert inputs into outputs, is a critical determinant of economic growth and competitiveness across African countries. For instance, in 2023, South Africa's labor productivity was estimated at \$20.8 per hour worked, positioning it among the more productive African economies. In contrast, countries like Kenya and Nigeria reported lower productivity levels, with Kenya's output per hour worked at approximately \$4.9 in the same year (OECD, 2024).

Several factors contribute to these productivity variations. In South Africa, the implementation of incentive schemes has been shown to enhance employee productivity, with studies indicating that both monetary and non-monetary incentives can lead to positive productivity spillovers across various industries (van Zyl & Magau, 2024). Still in South Africa, a report based on a survey of different companies conducted by Mashabela (2024) indicated that challenges such as energy crises and geopolitical tensions have impeded productivity growth, with labor and capital productivity remaining stagnant or declining.

In Tanzania, Lupenza, Kilima and Kumburu (2024) assessed how employee productivity in public hospitals was being affected by performance appraisal and mediated by working environment and management style. Employee productivity was measured using customer satisfaction and quality of service delivery. Goal setting and planning were found to significantly affect productivity of employees. It was mediated by the working environment and management styles adopted. In Uganda, a report by Ayesiga, Kabanda, and Akampurira (2023) highlighted that having a strategic plan in place was essential in improving the productivity of employees by overcoming the problem of unclear goals and objectives. Additionally, good working conditions and compensations were also found to contribute to the productivity of employees.

Factors influencing employee productivity in Kenya include access to resources, training, and organizational culture. A report by Okello (2024) emphasized the role of technology in bridging productivity gaps, with many firms adopting digital tools for real-time performance tracking. Additionally, Kenya's Vision 2030 underscores the importance of enhancing workforce efficiency to achieve national development goals, emphasizing structured performance management and capacity-building initiatives.

Concentrating on the commercial banks in Turkana County, Kipsegerwo, Kimutai and Kimani (2016) reported that employee productivity is related to output quantity and its quality. It also relates to timeliness of output, job appearance or frequency of showing up, efficiency and effectiveness of the accomplished tasks. Estimating or quantifying employee productivity entails establishing the duration that a typical worker is required to generate a stated degree of production. The measuring of employee productivity could also be done by determining the duration that a category of workers employed on a particular activity that included; production, travel, or slack time devoted to waiting for materials or replacing defective apparatus (Karim & Mitra, 2019).

Mokaya, Musau, Wagoki, and Karanja (2023) have also been able to show that within the hotel industry in Kenya, the working conditions and job fulfilment among the employees are critical. They reported that employees are undoubtedly the most strategic resource that a corporation can have. This is because the employee dictates how efficiently any of the other resources can be used by the organization. Moreover, even if a company has outstanding resources, it will remain uncompetitive if it fails to invest adequately in maintaining the well-being of its employees. It is considered that corporations might abuse their employees to gain a competitive edge by improving their level of productivity (Ataullah & Sahota, 2024). Within the Kenyan universities, a report by Otieno (2020) showed that timelines in task completion, quality of work, commitment, and customer satisfaction are critical components in assessing the productivity of employees. By adopting some of these components, this study looked at how performance management practices affected employee productivity at Aljamea-tus-Saifiyah Nairobi Campus.

## **1.2 Statement of the Problem**

In today's dynamic and competitive work environment, effective performance management systems are essential for enhancing employee productivity and overall institutional performance (Awan, Habib, Shoaib Akhtar, & Naveed, 2020). Although performance management practices such as goal setting, training, performance appraisal, and performance rewarding are globally recognized as key drivers of employee productivity, their effectiveness varies widely across organizations due to differences in implementation and contextual factors (Kiiru, 2022). A fair and transparent system that integrates these components is not only perceived as meaningful and unbiased but is also crucial in minimizing workplace conflict, enhancing engagement, and boosting productivity (Tziner & Persoff, 2024). However, the success of these practices is often influenced by the prevailing organizational culture, which shapes employee attitudes, communication patterns, and motivation levels.

In Kenyan private universities, employee productivity challenges remain persistent despite efforts to improve performance management structures. Empirical studies highlight issues such as work-life imbalance leading to stress and burnout (Otieno, 2020), inadequate motivation, ineffective leadership, poor communication (Munezero, 2022), and frequent organizational changes without adequate employee

support (Kerangani, 2024). Additional concerns include limited health and wellness programs, high employee turnover rates (43%), and significant time lost to non-work activities, further undermining performance (Kariuki & Makori, 2020). These productivity challenges indicate possible weaknesses in how goal setting, training, performance appraisals, and rewards are designed, communicated, and reinforced—issues that are often compounded by unsupportive or inconsistent organizational cultures.

At Aljamea-tus-Saifiyah Nairobi Campus, similar indicators of reduced productivity have been observed, although no empirical study has been conducted to confirm or quantify them. Stakeholder feedback points to recurring delays in administrative processes, limited academic support, inconsistent service delivery, and missed operational and academic deadlines. These challenges have been attributed by among others inconsistent appraisal practices. HR reports cite declining motivation levels and insufficient professional development prospects, while external auditors highlight operational inefficiencies and underutilization of staff capacities (Khan et al., 2020). These recurring concerns suggest gaps in the institution's performance management framework and underline the moderating influence of the institution's unique organizational culture characterized by traditional values blended with modern educational systems (The Dawoodi Bohras, 2018)—which may support or hinder effective implementation of performance practices. Despite the importance of performance management in promoting employee productivity, existing studies in Kenya predominantly focus on public universities or private institutions in other regions. There is no empirical research examining how goal setting, training, performance appraisal, and performance rewarding, moderated by organizational culture, influence employee productivity at Aljamea-tus-Saifiyah Nairobi Campus. This presents a contextual and conceptual gap. Therefore, this study seeks to fill this gap by investigating the effect of performance management practices on employee productivity at Aljamea-tus-Saifiyah University in Nairobi County, Kenya, while examining the moderating role of organizational culture.

### **1.3 Research Objectives**

The objective of this study was to:

To examine the effect of performance appraisal on employee productivity at Aljamea-tus-Saifiyah Campus in Nairobi County, Kenya.

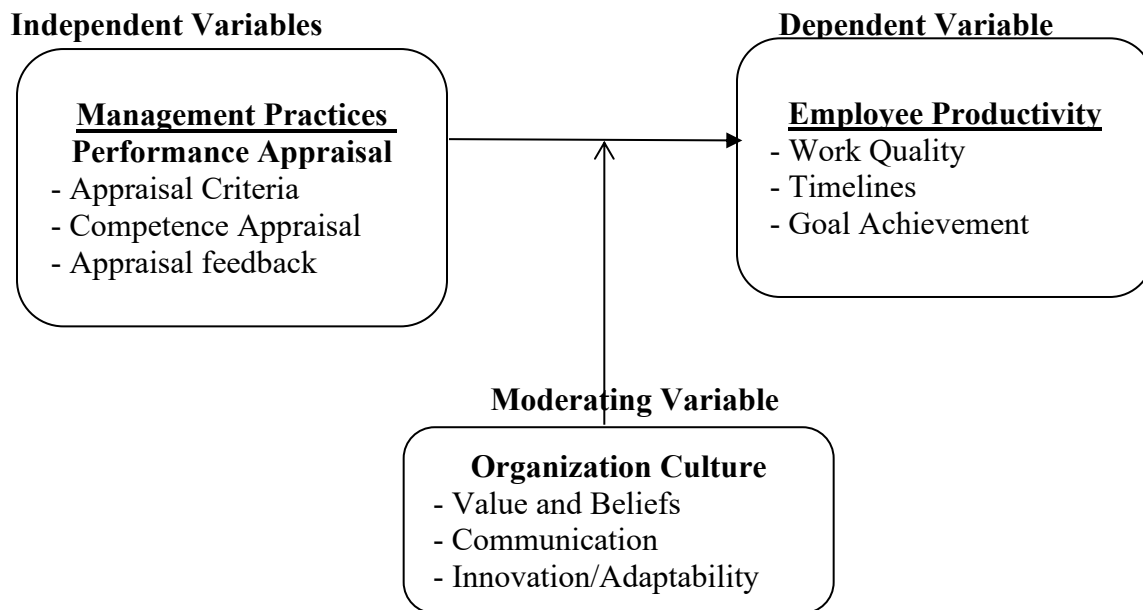
### **1.4 Research Hypothesis**

**H<sub>03</sub>:** There is no statistically significant relationship between performance appraisal and employee productivity at Aljamea-tus-Saifiyah Campus in Nairobi County, Kenya.

### **1.5 The Conceptual Framework**

Ravitch and Riggan (2017) noted that conceptual framework is a diagrammatic representation that shows how different variables in study relate with each other. As hypothesized in this study, the different indicators of performance management practices (independent variables) affect the dependent variable which is employee productivity. The independent variables include performance goal setting, employee training, performance appraisal, and performance rewarding. The study further hypothesizes that there is a moderating variable that may affect the relationship between the independent and dependent variables. In this case, the moderating variable is organization culture. Figure 1 provides an illustration of the relationship between variables.

**Figure 1: *The Relationship between Management Practices and Employee Performance***



**Source: *Researcher, 2025***

As it has been conceptualized in this study, one of the factors that affect employee productivity is performance appraisal. The performance appraisal objective as conceptualized in the study was measured using appraisal criteria adopted in the university, competence appraisal approach, and feedback mechanisms used. It was hypothesized that with the right performance appraisal tactics, the university would be able to improve the productivity of their employees and vice versa. This study was guided by the goal setting theory, social learning theory, Campbell's Theory of Performance, expectancy theory, and Schein's Three-Level Model of Organizational Culture respectively.

### **1.6 Empirical Review**

#### ***Effect of Performance Appraisal on Employee Productivity***

Hamid (2023) explored how performance appraisals affected employee job satisfaction and organizational behavior. The approach utilized in this study was qualitative-library research, which involved collecting and analyzing data from published resources such as books, journals, and online databases. According to the findings, the experience of a favourable performance appraisal increases workers' sense of success, self-worth, and trust in the legitimate process. Furthermore, assessment promotes employee retention by emphasizing the company's commitment to meeting their needs and supporting their development. To improve job satisfaction and organizational behaviour, the study underlines the importance of providing feedback to employees, identifying goals, encouraging employee involvement, and conducting efficient performance appraisals. The methodological gap of this study is that it utilized qualitative approach and desktop review of literature. The current study applied both desktop review and primary data collection and analysis in order to have results which are backed by statistical evidences.

Setiawati and Ariani (2019) conducted a study in Yogyakarta, Indonesia, to investigate how performance appraisal fairness affects job satisfaction through dedication to job performance among respondents at Condong Catur Hospital. As a quantitative research study, samples were chosen by a survey, and data were collected from 187 employees via questionnaires. The data were examined using t-tests, F-tests, multiple linear regression, and path analyses. The results show that performance appraisal fairness and job happiness have a favorable and considerable effect on job performance, both partially and simultaneously. Furthermore, performance appraisal fairness and job happiness have a good and considerable effect on employee commitment, both alone and jointly. However, the direct effect of performance appraisal fairness and work satisfaction on job performance outweighs the indirect effect. The gap in this study is that it was done healthcare sector in Indonesia. Moreover, in terms of conceptual gap, the study concentrated on appraisal and its influence on job satisfaction as the dependent variable. In this study, employee productivity will be the dependent variable. Moreover, the study was done in a faith-based private university in Nairobi County, Kenya.

In the Lebanese retail industry, Helal (2022) conducted a study using quantitative techniques to assess the effect of performance appraisals on employee performance in the workplace. Data from both primary and secondary sources were collected and combined to create a comprehensive picture of the relationship between 360-degree performance reviews and employee motivation. The survey was disseminated using Google Forms to over 100 respondents from Lebanese businesses, and the data was analyzed using the SPSS statistical program, with the results provided in the form of descriptive and inferential statistics. The findings revealed a direct correlation between management by objectives, 360-degree appraisal, performance appraisal, and organizational performance. The gap in this study is that it was done in the Lebanese retail industry whereas the current study concentrated on employee productivity in a private university in Nairobi County, Kenya. Moreover, the study used employee performance as the dependent variable whereas the current study focused the productivity of employees and how it was being influenced by the performance appraisal.

Mose (2023) explored the effect of performance appraisal on employee performance to ascertain the effect of performance evaluation on employee performance in the Kenya energy sector. Similarly, the study examined the extent to which competency-based evaluation, ongoing feedback through employee achievement, and incentives affect employee performance. Companies examined included Kenya Power Ltd. (KP), Kenya Electricity Transmission Company Ltd. (KETRACO), and Kenya Electricity Generating Company PLC (KenGen). The researcher used explanatory sequential design method. Out of the targeted 8820 management employees, 11% of total population was sampled hence leading to 801 participants from various levels such as Senior, middle, and lower-level management employees. Semi-structured questionnaires were used and collected data analysed using SPSS. In relation to the effect on employee performance, the observations suggest that the assessment leads to enhanced productivity in an organization. An effective evaluation model can increase the employees' interest and performance to achieve the specific objectives of the organization. It was found that effective feedback is crucial to employees to achieve their set objectives. Feedback allows employees to know exactly what is expected of them. Adequate feedback builds accountability, as staff and supervisors contribute to development goals, skills identification, career development and motivation of employees for enhanced performance. The gap in this study is that it was done in the Kenyan energy sector whereas the current study concentrated on employee productivity in a private university in Nairobi County, Kenya. The study also

did not show how appraisal systems contributed to the productivity of employees which was a key focus of the current study.

Shida, Monari, and Sasaka (2019) examined the impact of performance appraisal practices on employee productivity through a case study of the Technical University of Mombasa. The study specifically assessed the influence of rater accuracy, interpersonal factors, and information-related factors on employee performance in a public university setting. It was anchored on Procedural Justice Theory, Expectancy Theory, and Goal Setting Theory. A descriptive research design was employed, and data were collected using structured Likert-scale questionnaires administered to a randomly selected sample of 63 respondents drawn from a target population of 72 staff members across selected departments. Statistical analysis using correlation and regression techniques in SPSS Version 20 revealed that all the appraisal components examined had a positive and statistically significant relationship with employee performance at the 95% confidence level. From a contextual perspective, the study was confined to a single public technical university, limiting the applicability of its findings to other institutional contexts such as faith-based, privately governed, or culturally distinct organizations. Conceptually, the study focused narrowly on appraisal system attributes without integrating broader performance management practices such as continuous feedback, employee development, or reward systems, thereby creating a gap that this study sought to address by examining performance management practices more holistically within a different organizational context (Aljamea-tus-Saifiyah Campus).

Collectively, the studies provide consistent and multi-contextual evidence that a well-structured and fairly administered performance appraisal system has a significant positive link to employee productivity. Research from diverse sectors including healthcare in Indonesia (Setiawati & Ariani, 2019), retail in Lebanon (Helal, 2022), the energy sector in Kenya (Mose, 2023), and public universities in Kenya (Shida et al., 2019), supported by broader theoretical reviews (Hamid, 2023), universally identifies this relationship. The evidence demonstrates that effective appraisals enhance productivity by promoting fairness, providing clear feedback, clarifying goals, and increasing employee motivation, commitment, and sense of accountability. The mechanisms of action—such as rater accuracy, ongoing feedback, and the link between evaluation and development—are shown to translate directly into improved performance outcomes. This convergence of findings across different methodologies and national contexts confirms that performance appraisal is a critical institutional process for driving employee productivity.

### **1.7 Research Methodology**

This study employed a quantitative approach, utilizing a cross-sectional survey research design. According to Creswell and Creswell (2018), this design involves collecting data from a population at a single point in time to analyze the relationships between variables without establishing causality. The design is efficient for assessing the prevalence of outcomes and identifying associations within a specific timeframe. The design was useful in this study as it allowed for the collection of data from employees at Aljamea-tus-Saifiyah University within a single time frame, providing a clear snapshot of the current performance management practices and their impact on employee productivity. It also facilitated the use of statistical analysis to identify patterns and correlations that could inform evidence-based recommendations. The target population was all employees working at Aljamea-tusa-Saifiyah Nairobi Campus. In total, the population of employees was 508. The unit of analysis was Aljamea-tus-Saifiyah

campus, whereas the unit of observation were the employees in the campus. To arrive at the sample size of the study, Yamane's (1967) formula for sample size determination was used. The formula is  $n = N / (1 + N * e^2)$

Where:

n: represents the required sample size.

N: represents the total population size.

e: represents the margin of error (0.05). This was justified because it represents an acceptable level of precision in social science research, balancing accuracy with feasibility by allowing the sample to estimate population characteristics with reasonable confidence while remaining practical in terms of time, cost, and accessibility of respondents.

therefore,

$$n = 508 / (1 + 508 * 0.05^2)$$

$$n = 508 / (1 + 508 * 0.0025)$$

$$n = 508 / (1 + 1.27)$$

$$n = 224$$

Therefore, the sample size of this study was 224 employees. Probability sampling techniques was used in arriving at the exact sample size of the employees. As such, simple random sampling techniques was adopted in selecting this sample. A list of employees was obtained from the institution's HR department. From the list, the names were randomly selected until the desired sample size was achieved. This ensured that all the employees had the possibility of being involved in the study without any biasness.

Primary data was collected using questionnaires. The questionnaires comprised of closed-ended questions. Additionally, 5-point Likert questions were also used and coded as follows; 1 = Strongly Agree, 2 = Agree, 3 = Undecided, 4 = Disagree, and 5 = Strongly Disagree. The Likert scale was appropriate for this study because it provides a balanced range of response options, allowing participants to express varying degrees of agreement or disagreement with the statements. It is simple, easy to understand, and reduces respondent confusion compared to scales with too many points, thereby improving response reliability. Additionally, the 5-point scale generates quantitative data that can be easily analyzed using statistical techniques to identify trends and relationships between variables. In terms of structuring, the first section of the questionnaire covered the demographic details of the employees. The other sections were structured in line with the study objective, performance appraisal. In ensuring that the questionnaire was tailored to the unique and cultural context of Aljameah-Tus-Saifiyah, the items were reviewed and modified in consultation with institutional leaders and faculty members to align with the campus's Islamic ethos and educational norms, ensuring that the language used was respectful, culturally sensitive, and free from terminology that could be considered inappropriate or misunderstood within the religious context. Moreover, certain items were rephrased to incorporate culturally familiar examples and scenarios that reflect typical workplace practices at the campus. This approach helped respondents relate their experiences to the questions, thereby improving the accuracy and validity of the responses. Care was also taken to avoid questions that might conflict with religious observances, gender norms, or hierarchical respect structures that are significant in the institution's operational culture.

All necessary paperwork for data collection was gathered before heading out into the field. An introduction letter from the Catholic University of Eastern Africa (CUEA) was first collected and then

research permit from the National Council of Science, Technology, and Innovation (NACOSTI). Consent was also obtained from Aljamea-tus-Saifiyah Administration in order to collect data from the employees. Moreover, consent was also obtained from the employees before engaging them in the data collection process. They were informed of the study purpose and its relevance. Moreover, they were also assured of confidentiality and professionalism in handling of the information provided by the employees. When the go-ahead had been provided, a survey monkey approach and google forms were adopted in distributing the surveys. This is whereby the question items was incorporated within the online google forms and the generated link shared via email. This made it easier for data to be obtained at a go as its being entered by the employees. Guided support and alternative assistance were also provided for less tech-savvy staff to ensure all eligible respondents participated in the study. The generated data was extracted from the online platforms and prepared for analysis at the end of the two-week period which had been provided for all the participants to take part in the study.

The researcher validated the research instrument for content and face validity. The content-related technique assessed the extent to which the question items represented the discussed topics. To validate the instruments, the researcher asked the research university supervisor(s) and professionals to assess the items on the instrument to see if the set of items accurately represented the variables under study. Piloting of research instruments was done in order to assess the reliability and validity of the questionnaires. For the piloting, only 22 individuals were chosen at random from MSB Educational Institute in Nairobi County, accounting for 10% of the total guided by Mugenda and Mugenda (2013). The pilot institution was chosen because it has similar characteristics with Aljamea-tus-Saifiyah campus. Reliability was determined using Cronbach alpha. This metric measures the degree of group cohesion within a particular dataset. The variables were found to be reliable with Cronbach Alpha value greater than 0.7 as presented in Table 1.

**Table 1: Reliability Results**

Variable	No. of Items	Cronbach value	Verdict
Performance Appraisal	7	.715	Reliable

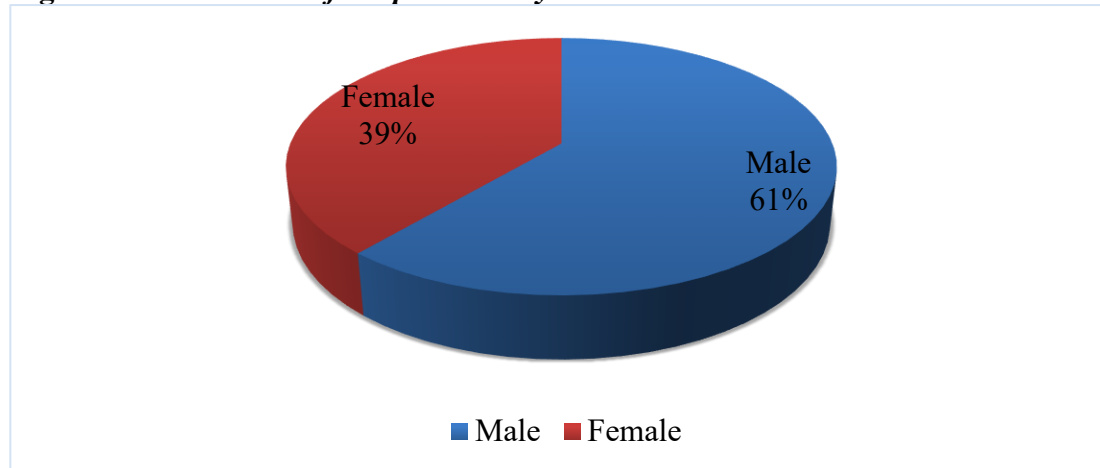
Source: *Reliability Test output*

In this investigation, various ethical considerations were addressed. First, the study strictly followed the ethical principle of anonymity. Furthermore, throughout data analysis and reporting, no contacts or respondents' true names were mentioned. The principle of secrecy was likewise followed throughout the study. Only the information required for the study was obtained. Respondents were also asked for their agreement to participate in the study. Those who were not willing to participate in answering the questionnaires were not coerced. Ethical approval and research permit were also obtained from the Catholic University of Eastern Africa. Additionally, a research license was also obtained from NACOSTI to facilitate the study to collect data from the public. Approval was also obtained from the administration of Aljamea-Tus-Saifiyah to conduct the study within their institution. The researcher and his helper also maintained professionalism during the fieldwork, and any information used was properly referenced and cited.

### 1.8 Data Presentation, Discussion and Interpretation of Findings

A total of 224 questionnaires were distributed to the targeted respondents for purposes of data collection. Out of these, 214 questionnaires were duly completed, returned, and found usable for analysis. This represents a response rate of 95.5%, which is considerably high and exceeds the minimum threshold often recommended in social science research. The background information of the respondents that were examined in this study included gender, education level, working experience, and work designation.

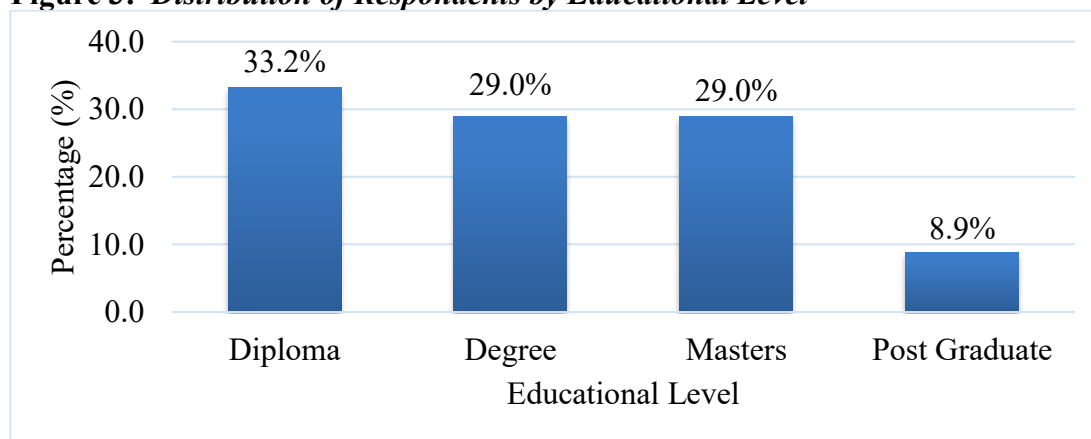
**Figure 2: Distribution of Respondents by Gender**



Source: *Research Data, 2026*

As indicated in figure 2, majority (61%) of the respondents were male. The remaining 39% were female employees. This shows that at Aljameah-tus-Saifiah both genders are represented in the different employment categories.

**Figure 3: Distribution of Respondents by Educational Level**

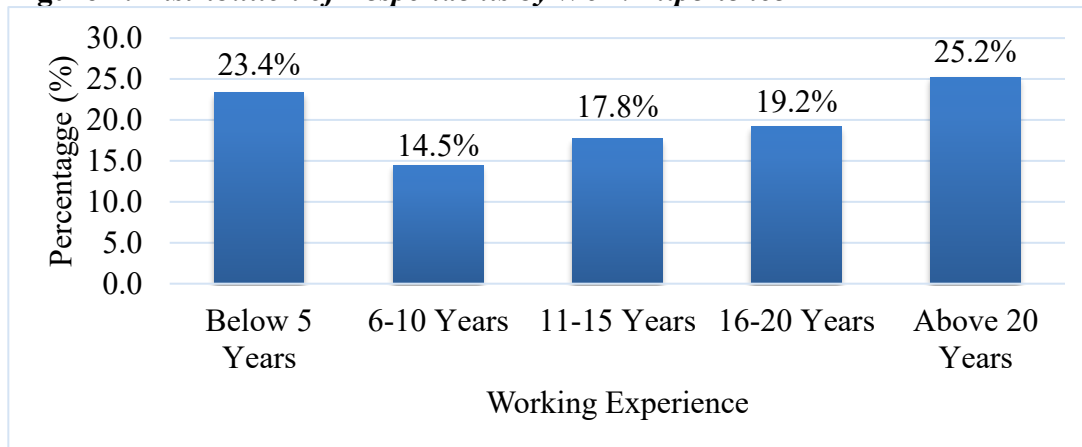


Source: *Research Data, 2026*

Regarding education level, Figure 3 illustrates that majority of the respondents had diploma (33.2%) followed by degree (29.0%) and master holders (29.0%) respectively. The remaining 8.9% were post graduate degree holders. This shows that the respondents were exposed in terms of higher education

hence they were fit to internalize the questionnaire and provide information that was relevant in answer the main research objective.

**Figure 4: Distribution of Respondents by Work Experience**



Source: *Research Data, 2026*

Figure 4 indicates that slightly more than a quarter of the employees had worked for more than 20 years whereas 23.4% had worked for less than 5 years followed by 19.2% and 17.8% who had worked for 16-20 years and 11-15 years respectively. The remaining 14.5% had worked for 6-10 years. This implies that the respondents had a diverse experience in the employment sector and therefore they could be relied on to express their experiences in terms of performance management practices and how it affects their productivity.

#### ***Descriptive Statistics for Performance Appraisal***

This study sought to examine the effect of performance appraisal on employee productivity at Aljameatus-Saifiyah Campus in Nairobi County, Kenya. In answering this objective, several statements were provided and the respondents asked to indicate their extent of agreement. Table 2 outlines the descriptive statistics obtained on performance appraisal as an integral aspect of performance management practices.

**Table 2: Descriptive Statistics for Performance Appraisal**

Statements	SD	D	UD	A	SA	$\mu$	$\sigma$
The performance appraisal criteria used in my organization are clear and understandable.	12.1	40.2	6.5	34.2	7.0	2.61	1.220
The appraisal process considers all aspects of my job performance comprehensively.	0.5	—	5.1	46.7	47.7	4.41	0.635
The appraisal process identifies areas where I need to improve my competencies.	1.4	10.7	9.3	57.1	21.5	3.84	0.922
My competence in handling work-related challenges is adequately assessed during appraisals.	—	1.4	7.5	57.5	33.6	4.23	0.644
I receive constructive feedback after my performance appraisal.	1.4	10.7	10.3	47.7	29.9	3.92	0.979
I am satisfied with the transparency of the performance appraisal criteria.	4.2	16.8	7.9	38.9	32.2	3.77	1.188
The feedback I receive during appraisals is specific and actionable.	0.9	2.3	5.1	45.4	46.3	4.36	0.762
<b>Average Score</b>						<b>3.88</b>	<b>0.907</b>

Source: *Research Data, 2026*

The findings in Table 2 show negative perceptions regarding the clarity of appraisal criteria. Only 34.2% agreed and 7.0% strongly agreed that the appraisal criteria are clear and understandable, while a larger proportion (40.2% disagreed and 12.1% strongly disagreed) expressed dissatisfaction, with 6.5% undecided. The item recorded a mean of 2.61 and standard deviation of 1.220, indicating overall disagreement and considerable variation in responses. This suggests that many employees do not fully understand how their performance is evaluated. Literature indicates that appraisal systems are more effective when employees clearly understand the criteria used, as lack of clarity may lead to perceptions of unfairness and reduced motivation (DeNisi & Murphy, 2017). In contrast, employees strongly agreed that the appraisal process considers all aspects of job performance. A very large majority (46.7% agreed and 47.7% strongly agreed) supported this statement, with only 5.1% undecided and 0.5% strongly disagreeing. The statement had a mean of 4.41 and standard deviation of 0.635, showing very strong agreement and high consistency. This implies that the appraisal system is perceived as comprehensive and capable of evaluating multiple dimensions of employee performance, consistent with modern performance management practices that emphasize holistic evaluation (Pulakos, 2009).

Similarly, most respondents agreed that the appraisal process helps identify areas for improvement. A majority (57.1% agreed and 21.5% strongly agreed) supported this statement, while 10.7% disagreed, 1.4% strongly disagreed, and 9.3% were undecided. The item recorded a mean of 3.84 and standard deviation of 0.922, indicating general agreement with moderate variation. This suggests that employees view appraisals as developmental tools that help improve competencies rather than merely judging performance.

Employees also expressed strong agreement that their competence in handling work-related challenges is adequately assessed during appraisals. Most respondents (57.5% agreed and 33.6% strongly agreed) supported this statement, with only a small proportion expressing disagreement. The item had a mean of 4.23 and standard deviation of 0.644, indicating strong agreement and low variability. These findings suggest that the appraisal system effectively evaluates real job performance and practical skills, which aligns with contemporary appraisal approaches that emphasize competency-based assessment (Aguinis, 2019).

Regarding feedback, the results show positive perceptions. A majority (47.7% agreed and 29.9% strongly agreed) indicated that they receive constructive feedback after appraisal, while 10.7% disagreed, 1.4% strongly disagreed, and 10.3% were undecided. The item recorded a mean of 3.92 and standard deviation of 0.979, suggesting that most employees receive useful feedback, although experiences vary. Constructive feedback is essential because it helps employees understand their strengths and areas for improvement, thereby enhancing performance.

Employees also reported moderate to high satisfaction with the transparency of the appraisal criteria. Most respondents (38.9% agreed and 32.2% strongly agreed) expressed satisfaction, while 16.8% disagreed, 4.2% strongly disagreed, and 7.9% were undecided. The item had a mean of 3.77 and standard deviation of 1.188, indicating agreement but with noticeable variation. This suggests that although many employees perceive the system as transparent, a significant minority still question its fairness. Studies show that perceived transparency in appraisal systems is critical for building trust and acceptance among employees (Jawahar, 2020).

The highest agreement was recorded on the quality of feedback, where 45.4% agreed and 46.3% strongly agreed that the feedback received during appraisal is specific and actionable. Only a small proportion expressed disagreement. The item recorded a mean of 4.36 and standard deviation of 0.762, indicating strong agreement and relatively consistent responses. This suggests that the appraisal system provides meaningful guidance that employees can use to improve performance, which is a key feature of effective performance management systems (Belschak & Den Hartog, 2019).

Overall, the average mean score of 3.88 ( $\sigma = 0.907$ ) indicates that employees generally hold favorable perceptions of the performance appraisal system at Aljamea-tus-Saifiyah. The main strengths of the system lie in its comprehensiveness, ability to assess competencies, and provision of constructive and actionable feedback. However, the relatively low mean on clarity of appraisal criteria suggests the need to improve communication and understanding of performance standards. Literature emphasizes that performance appraisal systems are most effective when they combine clear criteria, fair evaluation, and developmental feedback to enhance both employee performance and organizational effectiveness (Aguinis, 2019; DeNisi & Murphy, 2017). Strengthening clarity and transparency would therefore complement the already strong developmental orientation of the appraisal process.

### **Diagnostic Results**

Two diagnostic tests were conducted in this study in order to assess the quality of the data, evaluate compliance with statistical assumptions, and strengthen the credibility of the analytical findings. The tests included normality and multicollinearity tests.

### Normality Test

Kolmogorov-Smirnov and Shapiro-Wilk test were utilized in the study. The test examined the null hypothesis that the data was from a normal distribution. The data is presumed to be regularly distributed if the p-value produced from the test is greater than the set significance threshold (typically 0.05).

**Table 3: Normality Test Results**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Performance Appraisal	.091	214	.258	.973	214	.082

#### a. Lilliefors Significance Correction

As presented in table 3 the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests show that performance appraisal has significance values greater than 0.05 in both tests. This indicated that the data for this variable did not significantly deviate from normality, meaning the assumption of a normal distribution was met.

**Table 4: Multicollinearity Results**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1		
Performance Appraisal	.759	1.317

#### a. Dependent Variable: Employee Productivity

The collinearity statistics indicate that performance appraisal, had tolerance values well above the threshold of 0.1 and variance inflation factor (VIF) value far below the critical value of 10. Specifically, tolerance value range between 0.620 and 0.897, while VIF values fall between 1.115 and 1.614. These results suggest that multicollinearity is not a concern in the model, meaning the predictors are sufficiently independent of each other and can be reliably included in the regression analysis without inflating standard errors or distorting the relationships with the dependent variable, employee productivity.

### 1.9 Results Summary

The descriptive results for performance appraisal at Aljamea-tus-Saifiah showed a generally favorable perception with an average mean of 3.88, indicating that employees view the appraisal system as useful and developmental. The strongest areas included the comprehensiveness of the appraisal process, assessment of competencies, and provision of specific and actionable feedback, all of which recorded high mean scores above 4.0. However, the clarity of appraisal criteria received a lower mean, suggesting that some employees do not fully understand how their performance is evaluated. This indicates that although the appraisal system is perceived as fair and helpful in identifying improvement areas, the organization needs to enhance communication and transparency of performance standards to strengthen employee confidence in the system. The inferential results also confirmed that performance appraisal had a positive and significant effect on employee productivity at Aljamea-tus-Saifiah campus in Nairobi County, Kenya.

### 1.10 Conclusion

Descriptive data suggested that while employees acknowledged feedback and evaluation processes, transparency and fairness were questioned by some. Regression results showed that appraisal significantly contributed to productivity, especially when reinforced by organizational culture. Where the culture promoted fairness, constructive feedback, and professional growth, appraisals became more than evaluative tools—they acted as mechanisms for motivation, competence development, and alignment with organizational goals.

### 1.11 Recommendations

To improve performance appraisal, the institution should embed greater transparency and participatory communication into a process that has traditionally been top-down. This requires openly explaining appraisal criteria through workshops that blend modern performance standards with the cultural values of humility, service, and community obligation. Inviting limited but meaningful employee input when shaping evaluation criteria will strengthen trust without undermining the cultural respect for authority. Furthermore, standardizing feedback delivery—while ensuring it is constructive, private, and delivered with cultural sensitivity—will help minimize departmental inconsistencies and reinforce the developmental purpose of the appraisal system.

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