INFLUENCE OF PERFORMANCE APPRAISAL ASSESSMENTS ON PERFORMANCE OF COUNTY FUNDED DEVELOPMENT PROJECTS IN LAIKIPIA COUNTY, KENYA

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ABSTRACT

Performance assessment in professional services is a process for ensuring employees focus on their work in ways that contribute to achieving the organization's objectives and in public sector through better service delivery. Public organization must ensure fully implementation of planned projects to the intended purpose through dedicated team who must been appraised on that. The overall goal of this study was to find out the influence of performance appraisal assessment on performance of County funded Development projects in Laikipia County, Kenya. The specific objectives were; to establish how appraisal assessment planning process, methods of appraisal assessment, resource utilization, staffs' and organization structures affect the performance of County funded Development projects in Laikipia County, Kenya. The study adopted happiness, Cognitive and innovative theories as explain in theoretical framework. The study adopted a descriptive design with target population of 135 with a simple size of 68 respondents in Laikipia County government. Questionnaires were developed into structured questions. Data analysis was done using descriptive statistics such as frequencies and percentages. Inferential statistics were used to analysis the relationship between the study variables. Presentation of the results was done in form of tables and graphs which facilitate clear interpretation of results. The results were used to draw conclusions and recommendations. The study concludes that Laikipia County Government undertakes performance appraisal planning. In addition, the study concludes that performance appraisal planning enhances the project implementation in Laikipia County to a large extent. The study concludes that Laikipia County government conducts staffs' performance assessment. Also, the study concludes that Laikipia County government conduct staff's performance assessment on annually basis. The study concludes that the Organization resource utilization enhances the performance of County funded Development projects in Laikipia County, Kenya to a large extent. The study concludes that organizational culture has a negative influence on the performance of performance of County funded Development projects in Laikipia County.

Key Words: *methods of appraisal assessment, resource utilization, appraisal assessment planning, organization policy structures, performance, appraisal, projects implementation, assessment*

INTRODUCTION

Globally, performance planning and assessment in professional services is a process for ensuring employees focus on their work in ways that contribute to achieving the organization's mission is indispensable for a public organization. Actually, performance professional services includes various types or system. Supervisors and managers are responsible for managing the performance

of their employees, rewards and planning. Each organization's policy should specify how the performance in professional services system will be carried out. Organizations should adopt performance in professional services practices that are consistent with the requirements of their policy and that best fit the nature of the work performed and the mission of the organization (Hodson and Roscigno, 2004).

The Staff Performance Appraisal (SPA) though new concept in developing Countries especially in African, is a critical component of the overall human resource management function in the public service in Kenya which was introduced during President Kibaki era around 2003. It is predicated upon the principle of work planning, setting of agreed performance targets, feedback and reporting under performance planning, use of better assessment methodology which usually leads better resource utilization. This linked to other human resource management and processes including recruitment, placement, training and development, career progression, rewards and sanctions.

In Kenya situation performance appraisal planning is a tool that manage and improve performance of the public service by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance by link individual performance targets with organizational strategic objectives and workplan. It alsopromote communication between appraisee and supervisor with continuous feedback on work progress, monitored and evaluated as stipulated in the individual work plan, align operational and financial performance targets with budgetary provisions, assess the learning and development needs of staff on a timely basis and provide information for decision making on administrative and human resource issues such as renewal of contracts, promotions, delegation of duties, training, deployment, rewards and sanctions (Njanja et al, 2013).

In Laikipia County, performance appraisal process provides a mechanism for employees to contribute to the achievement of the county goal orobjectives which usually well highlighted in the County Integrated Development Plan (CIDP) for better projects implementation to its citizen and effective utilization of resources. It facilitates communication between the staffs of different cadres and the immediate supervisor by providing a structure for feedback on performance. The successful implementation of the process lead to development of employee potential and improve communication relating to performance; improved productivity and reinforce the values and principles of public service; and inculcate a culture of high performance in the service according to PSC, 2016 circular.

STATEMENT OF THE PROBLEM

There is need to ensure that top-level managers are accountable for results, and in turn hold those below them accountable. To improve projects implementation in public institutions, institutionalizing performance oriented culture in the civil service through introduction of an

objective performance appraisal system is Key. Development of Reward/Sanction System for motivation of employee Experience from other countries practicing a similar system indicates that performance appraisal succeed better where a reward suction application is in place. A Performance Incentive/Sanction System should therefore be developed for rewarding the good performers and punishing non-performers depending on the actual achievements of individuals as per the evaluation results. This would encourage individual public officers to perform well and also discourage poor performance in general. This will link reward to measurable performance and strengthening and clarifying the obligations required of the Government and its employees in order to achieve agreed targets to its citizen (Njanja et al 2013). A number of studies have been done on performance appraisal and in other length performance contracting but under different contexts in Kenya. The study then sought to establish the influence of performance appraisal assessment on projects implementation specifically in Laikipia county government and find out gaps on this issues civil servant appraisal against service delivery to citizen on projects implementation.

RESEARCH OBJECTIVES

1. To establish how methods of appraisal assessment affect the performance of the County projects
2. To examine the effects of resource utilization on the performance of county funded projects
3. To determine the effect of appraisal assessment planning process on performance of county funded projects
4. To examine the effects of organization policy structures on the performance of county funded projects for better service delivery

THEORETICAL FRAMEWORK

Happiness and Success Theory

According to the happiness and success theory, which attempted to relate success of work and happiness, people feel happy when they feel to be achieving their set goals, and especially so when it is a hard-won goal. Positive anticipation and attendant happiness happens when we predict that we will achieve our goals and feel confident about those predictions, perhaps because they have been right recently. This classic philosophy is not only more accepted these days, but also more practicable, now that scientific research provides more view on the conditions for happiness (Veenhoven 2004).

The first logical question is about the subjects' level of involvement. According to Bash (2005), when a person is emotionally involved in an issue they will process information and hence react in a different way to when the issue is not important and they are not really paying attention to it. The involved people want to make their own decisions and the non-involved people do not want

to put effort into decisions and will probably let you tell them what to think. Involved people want clear and sufficient information from which to draw conclusions. People can be encouraged to become non-involved people when they are snowed with a lot of complex information. Quantity may thus be inaccurately equated to quality.

In study, this theory relates to the socio-economic conditions factor which plays a significant role in the assessment of staffs performance which is emotional and attitude issues to many since it might affect individual income especially during timesheet which is linked to the pay roll in Laikipia County. Those who have done well get rewards and those who have not done might loose their salary.

Innovations Theory

Another important theoretical view of analyzing the new performance appraisal policy in the public sector in Kenya is by employment of the adoption of innovations theory. According to Bach (2005) an innovation is an idea, practice, or object that is perceived new by an individual or other unit of adoption in performance appraisal. The novelty in an innovation need not just involve new knowledge because some may have known about an innovation for some time but not yet developed a favorable attitude towards it, nor have adopted or rejected it. On the other hand, diffusion is defined as the process by which an innovation is communicated through certain channels over time among the members of a social system. It is the novelty of the idea in the message content of communication that gives diffusion its special character. According to this author, the general convention is to use the word diffusion to include both the planned and the spontaneous spread of new ideas.

The performative nature of human resource management increasingly reflects an economic approach within which its practices are aligned with agency theory. Such theory assumes that actors are motivated mainly or only by economic self-interest. Close surveillance is required to eliminate the risk of shirking and other deviant behaviors. It is a pessimistic mind-set about people that undermines the supportive, co-operative and developmental rhetoric with which appraisal interviews are usually accompanied. Consequently, managers often practice appraisal interviews while holding onto two contradictory mind-sets, a state of Orwellian Doublethink that damages individual learning and organizational performance. We encourage researchers to adopt a more radical critique of appraisal practices that foregrounds issues of power, control and conflicted interests between actors beyond the analyses offered to date (Coens, 2000).

This theory is very much practical and relevant to this study since performance appraisal though not popular in civil service for long but both national and county levels of government have been embracing innovation especially during planning, and methods of assessment for the performance of its staffs.

Cognitive Placement Theory

It explain that core competence is the resource of organizations, and human resource is the most key resource of organizations. It is unique and hard to imitate, because it is the intellectual capital, which is unique and hard to imitate. So, talents or human resources (professionals) may differentiate firm from rivals. Secondly, HR is the intellectual capital of organizations, or intangible assets. Thus, it is resources. Firms create national GDP in an economy.

Cognitive Placement for Performance Appraisal method of cognitive placement determines the performance groups among employees. HR managers appoint the performance grade of employees into one group. Top performers and bad performers are interested to HR managers, because top performers make up the talent management group and bad performers make up the performance management group. Talent performers might be candidates for management positions, because they have the best individual performance, while bad performers may need performance management process to upgrade their knowledge and individual performance (Angwin, 2015).

In this study projects implementation was link to some variables like departmental workplan which number of achieved by each team. Team work is critical for better performance and projects implementation. Cognitive theory therefore correlates with what the study like to measure as part of theoretical review.

Appraisal assessment methodology and performance of County Funded Projects

Performance appraisal is what many leaders and managers do during the year in an organization as a means or tool to track performance in their organization with several intended outcomes like staff's rewards, measure organization performance and mostly result. It's mostly on conducting ongoing monitoring of the progress of the key performance indicators and action plans. If performance meets the desired performance standard, then reward for performance, for example, letter of recognition, increased compensation and/or a promotion is done (PSC, 2016).

Performance appraisals form an essential part of the HR department as they provide important and useful information for the assessment of employee's skill, knowledge, ability and overall job performance. These appraisals are not only used to eliminate behavior and productivity issues, but also to motivate employees to contribute more. There are many methods that organizations can implement depending on their preference as most have their specific advantages as well as limitations.

Though there are many performance appraisals methods being used all over the world like grading, rating, use of checklist, Work Standards Approach, ranking among others. In Laikipia county rating and grading is the major methodology the county is using in her performance appraisal methodology.

Rima (2012) observed that economic appraisal as a logical process that examines alternative use of funds and resources assessing the needs, the objectives, the options, the costs, the benefits, the risks, the funding, the affordability and other factors relevant for decision making. Economic analysis aims to assess the desirability of a project from the societal perspective. The rationale behind economic appraisal was to analytically explore the justification for a project, its objectives, costs and benefits so as to find out if the project in was affordable and represented good value for money, given the risks involved (Lorna & Virginia, 2011). This type of appraisal differed from financial appraisal since financial appraisal is generally done from the perspective of a particular stakeholder such as an investor, a lender or a government agency (Burg, 2012).

Organization utilization of resources and performance of County Funded Projects

Resource utilization in any organization focuses on how much time team members spend on various tasks. While there are multiple ways to measure resource utilization, the simplest and most common method is by taking the actual number of hours worked by a resource, and dividing it by the total number of hours that the resource could have worked. In Laikipia County it's all about using timesheet. Inadequate performance does not always indicate a problem on the part of the organization. Performance standards may be unrealistic or the organization may have insufficient resources. Similarly, the overall strategies or the organization, or its means to achieving its top-level goals, may be unrealistic or without sufficient resources. If performance does not meet the desired performance standards, then develop or update a Performance Development Plan to address the performance gap. If leaders decide that the organization needs to undergo a significant change in order to improve performance, then this is where Organizational Change is so useful.

Studies on resource utilization show they influence project performance significantly. Lee, Ford and Joglekar (2007) indicate that the project duration can be affected by the allocation policy chosen to a great extent in the United States, although policies used to reduce project duration are difficult to implement and design due to closed loop flows of work that create dynamic patterns of demand and delays in resource shifting in activities. Managers can use estimates in resource demand and resource adjustment times as policy features that can be used to alter the durations of a project. In addition, Yaghootkar and Gil (2010) argue that while capturing resources may ensure that the project that is business-critical is delivered timely, where the organization lacks capacity to free resource and does not recruit more staff, this practice will harm the performance schedule of the projects that is derived from the resources. Also, Umulisa, Mbabazize and Shukla (2015) indicate that allocation of resources e.g. time and cost efficiently is the project manager's role of the role thus the success of a project.

Organization Policy Structures and Performance of County Funded Projects

Organizational structures can inhibit or promote performance, depending how effectively the supervisory relationships and workflow influence productivity. These define departmental structure and the reporting hierarchy. Performance management involves goal-setting activities and periodic reviews by managers in the reporting hierarchy. Without defined policies and procedures that are consistently enforced throughout the organization, performance management strategies can fail to achieve their desired goal of improving product and service quality for end-user customers.

Njugi and Agusioma (2014) found that performance of World Vision was greatly influenced by organizational culture as it stated how things were in the work environment, performance targets organization's philosophy as well as organizations stability. Employees in the organization seek a working environment that will maximize their ability to be creative, innovative and independent of micromanagement unity with other colleagues. Further, Bateta and Wagoki (2015) showed that to strongly implement strategic plans, rewarding systems and behavioral norms are strong motivators in NGOs. In addition, to enhance strategic plan implementation, there are certain traits that are valued highly in the organization and communication strategies in NGOs. Also, Abok et al. (2013) found a significant relationship between NGOs and organizational culture. In order to show that the success of Kenyan NGOs is preserved in their culture, the NGOs showed aspects of culture in many ways. From the results, it was evident that the NGOs that were successful had staffs who showed a welcoming culture with a gist of criticism acceptance when corrections are made on any aspects e.g. in directions giving.

RESEARCH METHODOLOGY

Research Design

The study used a descriptive survey employing cross sectional survey design aimed at establishing the influence of performance appraisal assessment on projects implementation, Laikipia County. A descriptive research is designed to obtain information concerning the current situation at Laikipia County on the intended study and other phenomena and wherever possible to draw valid conclusion from the facts. Descriptive survey attempts to describe or define a subject often by creating a profile of a group of problems, people or events through the collection of data and tabulation of the frequencies on research variables or their interaction as indicated. The design sought to capture both qualitative and quantitative aspects.

Target Population

Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population of this study was 135 senior and middle management staffs at Laikipia County government.

Sampling Size and Sampling Procedures

Sampling means selecting a given number of subjects from a defined population as representative of that population. Any statements made about the sample should also be true of the population. The study employed simple random technique. The simple random sampling aims to ensure that there is an equal chance of selecting each unit from the population being studied. According to According to Gay (2001) a sample of 10 - 30% is representative to a given population. The simple random technique was stratified sampling technique, to select 68 respondents from the participating department.

Data Collection Procedures

The researcher administered questionnaires by interviewing respondents. To complement the questionnaire distributed, the researcher interviewed the respondents. The researcher sought approval for this study from the University of Nairobi and National Council for Science and Technology and Innovation (NACOSTI). As soon as permission was granted and an introduction letter obtained by the researcher, the study proceeded in the following chronology: recruitment of one research assistant; conducting briefing for the assistant on the study objectives, data collection process and study instrument administration; pilot testing; revising of the data collection instruments after the pilot study; reproduction of required copies for data collection; administering instruments via interview; assessment of filled questionnaires through serialization and coding for analysis; data analysis and discussion; preparation of the conclusion and recommendations.

Data Analysis Methods

The data was qualitative in nature, due to this fact; the completed questionnaires were edited for completeness and consistency, checked for errors and omissions and then coded to SPSS and analyzed qualitatively and quantitatively. Qualitatively the data was sought into themes, categories and patterns. This enabled myself to make general statements in terms of the observed attributes hence conceptualization as per the conceptual framework. Data from questionnaires was summarized, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Coded data was then fed into the statistical package for social sciences (SPSS) version 21. The results were presented in tables. The data also was analysed using correlation regression; the

study used Pearson correlation in order to establish the level of relationship between the study variables, while multiple regressions were guided by the model specification as follows:

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

Where: Y = Project Performance; β_0 = Constant Term; β_1= Beta coefficients; X_1= M&E budgetary allocation; X_2= Baseline Survey; X_3= Performance Reviews; X_4= Capacity Building

RESEARCH RESULTS

Performance appraisal planning and performance of County Funded Projects

The respondents were asked to indicate the extent to which Performance appraisal planning is a contributing factor of monitoring and evaluation. Their responses were rated on a 5 point Likert scale where SA-strongly agree (5), Agree (4), N-neutral (3), D-disagree (2), SD-strongly disagree (1). Based on the study findings, the respondents strongly agreed that the County has put in place sound performance appraisal model that is acceptable to all staffs during planning phases and departmental work plan is link to projects performance to citizen under county assembly approved budget estimate (mean=4.2979) and that individual workplan is sufficient methods to measure individual performance (mean=4.2872). In addition respondents agreed that human capital with proper training and experience is vital for the production of M&E results (mean=4.266), and that the organization's managers uses performance appraisal assessment to intimidate their juniors during planning approval process (mean=4.1979). This implies that the County has put in place sound performance appraisal model that is acceptable to all staffs during planning phases, departmental work plan is link to projects performance to citizen under county assembly approved budget estimate and that individual workplan is sufficient methods to measure individual performance.

Performance appraisal Assessment methodology and performance of County Funded Projects

The study sought to establish whether performance appraisal assessment methodology influence performance of County funded Development projects in Laikipia County, Kenya. The study findings are as shown in subsequent headings. The study also sought to establish the extent of agreement with various statements on the impact of Performance appraisal assessment methodology and performance of County funded Development projects in Laikipia County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; SA-strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1). The respondents strongly agreed that, Laikipia County government uses County rating and grading to enhance implementation of projects (mean=4.0957), Performance appraisal Assessment methodology Performance appraisal Assessment methodology makes sure that every possible impact of a project

is captured at evaluation (mean=4.0638), and Performance appraisals methodology provide important and useful information for the assessment of employee's skill, knowledge, ability and overall job performance (mean=4.0319). In addition respondents agreed that Performance appraisal Assessment methodology must be carried out before project implementation (mean=4.0106) and that performance appraisals methodology motivate employees to contribute to implementation of projects (mean=3.9362). This implies that Laikipia County government uses County rating and grading to enhance implementation of projects, Performance appraisal Assessment methodology Performance appraisal Assessment methodology makes sure that every possible impact of a project is captured at evaluation, and that performance appraisals methodology provide important and useful information for the assessment of employee's skill, knowledge, ability and overall job performance.

Organization resource utilization and performance of County Funded Projects

The study also sought to establish the extent of agreement with various statements relating to the Organization resource utilization and performance of County funded Development projects in Laikipia County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; SA-strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1). Based on the study findings, the respondents strongly agreed that, Organization resource utilization help in giving the management an accurate picture of the project progress (mean=4.117), and that Organization resource utilization are intended to check the progress of activities against the plan (mean=4.1064). In addition, respondents agreed that Insufficient Resource utilization negatively affects project implementation (mean=4.0638), and that Resource utilization focuses on how much time team members spend on various tasks (mean=4.0213). This implies that Organization resource utilization help in giving the management an accurate picture of the project progress and that Organization resource utilization are intended to check the progress of activities against the plan.

Organization Policy Structures and performance of County Funded Projects

The study sought to establish the extent of agreement with various statements relating to the Organization culture and performance of County funded Development projects in Laikipia County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; SA-strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1). According to the findings, the staff agreed with a mean of 4.010 that the norms and traditions in their organization influence employee productivity and commitment. In addition, the staff agreed with means of 3.677 and 3.625 that the norms and traditions in their organization affects project implementation, however, communication in their organization enhances flow of information respectively. However, the staff were neutral on the statement that different departments in their organization often cooperate to create change as shown by a mean of 3.437. The staff were also neutral on the

statement that the way of doing things in their organization is normally very flexible and easy to change as shown by a mean of 3.333. In addition, the staff were neutral on the statement that the management of our organization ensures employee involvement in all phases of a project as indicated by a mean of 2.645. The staff disagreed with the statement that their organization normally utilizes change management practices as indicated by a mean of 2.437. In addition, the staff disagreed with the statement that their organization often experiences resistance to change in different projects as shown by a mean of 1.687.

The study also sought to establish the extent of agreement with various statements relating to the Organization leadership and performance of County funded Development projects in Laikipia County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; SA-strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1). According to the findings, the staff agreed that the leaders have the skills required to lead the organization and they involve the staff in the decision making process, as shown by means of 3.927 and 3.625, respectively. The staff further agreed that the relationship between their organization leaders and employees is good as leaders ensure that the staff are motivated though incentives, as indicated by means of 3.541 and 3.531, respectively. The staff were neutral on the statement that leaders are responsive to the ideas and thoughts of the employees and they encourage the staff to be creative and innovative, as shown by a mean of 3.375. The staff were also neutral on the statements that leaders use transformational leadership style and leaders clearly outline the organization's vision and mission as indicated by means of 3.291 and 3.187, respectively. The staff were also neutral on the statements that there are coaching programs in organization to enhance the skills of the staff and leaders set realistic and ambitious goals as shown by means of 3.114 and 3.041, respectively. The staff disagreed with the statement that leaders in their organization mentor the junior staff to improve professional and personal goals as indicated by a mean of 2.479.

Performance of Laikipia County Funded Projects

The study sought to establish the extent of agreement with various statements relating to the performance of County funded Development projects in Laikipia County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; SA-strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1). The study established that Preparation of individual workplan does not build on opportunities to strengthen the organization effectiveness to better projects performance (mean=4.2979), and that County should seeks and used to use advanced technologies to establish an effective, efficient and secure performance measure to improve projects performance for cash transfers (mean=4.266). In addition, the respondents agreed that Design and implementation an effective departmental workplan maximizes the use of result base management to improve its effectiveness (mean=4.1489) and Annual development budget estimates should be sufficiently accessible to citizen for better participation and accountability (mean=4.1277). This indicates that Preparation of individual workplan does not build on

opportunities to strengthen the organization effectiveness to better projects performance and that County should seeks and used to use advanced technologies to establish an effective, efficient and secure performance measure to improve projects performance for cash transfers.

INFERENTIAL STATISTICS

The study sought to determine the fit of the regression equation using the coefficient of determination between the overall independent variables and performance of County funded Development projects in Laikipia County, Kenya. Coefficient of determination explains the degree to which changes in the dependent variable will influence change in the independent variables. In this case how performance of County funded Development projects in Laikipia County, Kenya will be affected by the project appraisal functions. Model summary' table, provides information about the regression line's ability to account for the total variation in the dependent variable.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921[a]	.849	.845	.04131

Dependent Variable: Performance of county funded projects
Predictors: (Constant), Organization resource utilization, Performance appraisal planning and Performance appraisal Assessment methodology and organization policy structures

Table 1 illustrates the strength of the relationship between Performance of County funded Development projects in Laikipia County, Kenya and independent variables. From the determination coefficients, there is a strong relationship between dependent and independent variables given an R^2 values of 0.849 and adjusted to 0. 845. This shows that the independent variables (Performance appraisal planning, Performance appraisal Assessment methodology, Organization resource utilization and organization policy structures) accounts for 84.5% of the variations in performance of County funded Development projects in Laikipia County, Kenya.

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences among group means and their associated procedures (such as "variation" among and between groups)

Table 2: ANOVA of the Regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	195.568	4	48.892	9.44956	0.00081793
Residual	305.266	59	5.174		
Total	472.709	63			

Dependent Variable: Performance of county funded projects
Predictors: (Constant), Organization resource utilization, Performance appraisal planning, Performance appraisal Assessment methodology and organization policy structures

Analysis of Variance (ANOVA) was used to test possible significant relationships between variables (dependent and independent variables). This helps in assessing the significance of the regression model. The one-way analysis of variance (ANOVA) was used to determine whether there were any statistically significant differences between the means of independent (unrelated) groups. The ANOVA results presented in Table 4.20 shows that the regression model has a margin of error of p = .0008. This indicates that the model has a probability of 0.08% of giving false prediction thus it was appropriate.

Multiple regression analysis was conducted as to determine the relationship between the Performance of County funded Development projects in Laikipia County, Kenya and the three variables.

Table 3: Coefficient of Correlation

	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.77	0.451		8.3592	0.004
Performance appraisal planning	0.782	0.121	0.146	6.4628	0.003
Performance appraisal Assessment methodology	0.463	0.079	0.126	5.8607	0.001
Organization resource utilization	0.473	0.073	0.045	6.4794	0.005
organization policy structures	0.532	0.073	0.142	7.2876	0.004

a. Dependent Variable: Performance of county funded projects

Performance of County funded Development projects in Laikipia County, Kenya= 3.77 + 0.782*Performance appraisal planning + 0.463*Performance appraisal Assessment methodology + 0.473*Organization resource utilization + 0.532 organization policy structures

From the finding in Table 3, the study found that holding Performance appraisal planning, Performance appraisal Assessment methodology and organization resource utilization at zero Performance of County funded Development projects in Laikipia County, Kenya will be 3.77. Also, a unit raise in Performance appraisal planning, while holding (Performance appraisal Assessment methodology, organization resource utilization and organization policy structures) constant, will lead to a raise in performance of County funded Development projects in Laikipia County, Kenya by 0.782 (p = 0.003). Further, unit raise in Performance appraisal Assessment methodology, while holding (Performance appraisal planning, organization resource utilization and organization policy structures) constant, will lead to arise in performance of County funded Development projects in Laikipia County, Kenya by 0.463 (p = 0.001). A unit raise in Organization resource utilization, while holding (Performance appraisal planning, performance appraisal assessment methodology and organization policy structures) constant, will lead to a raise in performance of County funded Development projects in Laikipia County, Kenya by 0.473 (p

=0.005). In tandem with the study findings, Resource utilization is a vital component in the success of a project in any organization. Its application in terms of finances and equipment may influence the delivery time and project cost. The amount of resources that are received by various tasks is determined by several policies that govern resource utilization. The policy used in the allocation of resources can greatly influence the project period (Mutula, 2013). Reduction of time is crucial in various project's success. Resource utilization policies determine the resource amounts received by the various tasks (Jensen et al., 2016). There are two policies that are available to the managers and they can be used to redirect the project duration and these are estimates in resource demand and resource adjustment times (Gillis et al., 2014). Increasing resources amount, productivity and utilization of the resources using a resource management system that is effective help improve the schedule performance. Improving the total resource amount is mostly difficult therefore utilization of resources effectively is important in project duration reduction (Zenko et al., 2013). Policies can be diligently executed by managers in resource utilization despite the amount of resources fixed thereby reducing the project duration. For example optimum number of designers can be allocated by a designer manager to the initial design components in the case of depletion of all the components (Kozlenkova, Samaha & Palmatier, 2014). Designs will constantly be checked in order to identify the needed change and the form of corrections subjected to the various designs. Where resources allocated are scarce, the project's progress is slowed down while in the existence of many resources, productivity is reduced and may lead to resource wastage. Therefore, the management should allocate the scarce resources effectively in order to succeed in the project through reducing the project duration. Policies that are involved in resource utilization are an effective tool in project schedule reduction (Hongwei, Huixin & Jian-bo, 2009).

CONCLUSIONS

The study concludes that Laikipia County Government undertakes performance appraisal planning. In addition, the study concludes that performance appraisal planning enhances the project implementation in Laikipia County to a large extent . Further, the study concludes that the County has put in place sound performance appraisal model that is acceptable to all staffs during planning phases and departmental work plan is link to projects performance to citizen under county assembly approved budget estimate and that individual workplan is sufficient methods to measure individual performance.

The study concludes that Laikipia County government conducts staffs' performance assessment. Also, the study concludes that Laikipia County government conduct staff's performance assessment on annually basis. In addition, the study concludes that Laikipia County government uses County rating and grading to enhance implementation of projects, Performance appraisal Assessment Methodology Performance appraisal Assessment methodology makes sure that every possible impact of a project is captured at evaluation, and Performance appraisals methodology

provide important and useful information for the assessment of employee's skill, knowledge, ability and overall job performance.

The study concludes that the Organization resource utilization enhances the performance of County funded Development projects in Laikipia County, Kenya to a large extent. In addition, the study concludes that Organization resource utilization help in giving the management an accurate picture of the project progress and that Organization resource utilization are intended to check the progress of activities against the plan. Further, the study concludes that insufficient Resource utilization negatively affects project implementation and that Resource utilization focuses on how much time team members spend on various tasks.

The study concludes that organizational culture has a negative influence on the performance of performance of County funded Development projects in Laikipia County. The study found that norms and traditions in Laikipia County influences employee productivity and commitment. In addition, good relationship between the staff and management greatly affect the performance of the project. However, the way of doing things in the organization was inflexible and not easy to change and was not utilizing change management practices. The study found that leaders in Laikipia County have the skills required to lead the organization and they involve the staff in the decision making process. However, the study found that the leaders were not clearly outlining the organization's vision and mission and furthermore, the organization had no coaching programs to enhance the skills of the staff.

RECOMMENDATIONS

This study recommends reflection by the staffs and citizen on the project appraisal approaches available to the County and how they individually and collectively influence organizational performance. The findings of this study are relevant to County governments that have diverse projects as it highlights the significance of using staffs appraisal approaches on potential projects for achievement of organizational performance which better service delivery to its citizen.

Firstly, from the key findings and conclusion, it is apparent that project implementation and staffs appraisal approaches have a positive correlation. The County government therefore needs to determine how the staffs' appraisal approaches had been used and to what extent they could have been varied to achieve the highest project implementation. A combination of project appraisal approaches needs to be determined for individual appraisal based on their profiles and expectations as opposed to a generic methodology. The use of a standard fixed methodology of appraisal may lose the purpose of appraising staffs given that different projects have different objectives; some may want to achieve some service achievement yet others may have a quality, citizen service agenda.

Secondly, the County needs to establish what components would make up for project implementation and their relationship to measure a project's success before being implemented.

The County government should therefore find a way of balancing off and determining trade-offs as various projects could have different performance expectations to its staffs targets.

The third recommendation is that the organization needs to develop a tool that can be used to evaluate the potential project's specific results and compare these with the anticipated results that were derived at the staff appraisal stage. This tool would be important to the organization as it would highlight where the variations are and could draw lessons learnt by the various project managers and stakeholders. It should however be clarified that this tool should be used as a measure of the project achievements and successes but should not be used to measure and rate individual employees performance. This is to avoid manipulation by project managers and teams to tailor make expected results that would boost their individual performances.

The study revealed that leaders in the organization were not mentoring the junior staff to improve professional and personal goals. This study recommends that the management of the organization should develop coaching and mentoring programs as a way of ensuring professionalisms and enhancement of the skills and competence of the staff.

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