

# **APPRAISAL SYSTEM AND EMPLOYEE PERFORMANCE IN SECURITY COMPANIES: A CASE OF 911 GROUP LIMITED, MOMBASA COUNTY, KENYA**

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**International Academic Journal of Human Resource and Business Administration**

**(IAJHRBA) | ISSN 2518-2374**

**Received:** 24<sup>th</sup> February 2023

**Published:** 28<sup>th</sup> February 2023

Full Length Research

**Available Online at:** [https://iajournals.org/articles/iajhrba\\_v4\\_i2\\_214\\_227.pdf](https://iajournals.org/articles/iajhrba_v4_i2_214_227.pdf)

**Citation:** Gitari, R. W., Nderi, C. (2023). Appraisal system and employee performance in security companies: a case of 911 Group Limited, Mombasa County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 4(2), 214-227.

## **ABSTRACT**

Performance of security sector plays an important role in providing security services in Kenya. However, in the recent past there has been a high rate of insecurity in various organizations due to low achievement by employees' in the security sector. According to the discussion held with employers of 911 Group Company, Mombasa branch (2019), the appraisal system has been found not to be active, lack a persistent, dependable, certain and a well-defined policy on employee appraisal which has affected employee's performance. The aim of this study was to investigate employee performance and the appraisal system in 911 Group Limited Company, Mombasa. The specific objectives were to ascertain the effect of appraisal feedback, appraisal standards and employee motivation on employee performance in 911 Group Limited Company. The study have benefited the top management of 911 company as they have been able to focus their attention on how to respond to employees to improve their performance. This study was anchored on four theories including Two-factor theory, Expectancy theory, Goal setting theory, and Feedback Intervention Theory. The population of the study was 200 employees of 911 Group Limited in Mombasa. Based on their involvement in the staff evaluation process and the organization's level, employees were classified into four strata, and using stratified random sampling, a sample size of 61 was selected. The Malindi branch of 911 Group Limited Company executed a pilot test with

six employees. A descriptive research design was used in this study. A standardized questionnaire was used to obtain primary data for the study. Tables and figures were used to present the data, which was accompanied by narrative interpretations. From the results, appraisal feedback has a significant effect on employee performance in security companies in Kenya ( $= 0.424$ ,  $p$  value  $0.05$ ). In addition, the results revealed that appraisal standards have an effect on employee performance of security companies in Kenya ( $= 0.963$ ,  $p$  value  $0.05$ ). Further, the results revealed that security companies' employees' motivation has a significant effect on their performance in Kenya ( $= 0.356$ ,  $p$  value  $0.05$ ). From the findings appraisal feedback has a positive effect on Kenyan security firms' employee performance. The study also found that appraisal standards and employee motivation influences the performance of security firms in Kenya. This implies that improvement in appraisal feedback, appraisal standards and employee motivation would facilitate the employee performance in the organization. The study recommends that the top management of security firms in Mombasa County should create and implement strategies for increasing maximum appraisal feedback, appraisal standards and employee performance.

**Keywords:** Appraisal System, Appraisal Feedback, Appraisal Standards, Employee Motivation, Employee Performance.

## **INTRODUCTION**

Ibeogu and Ozturen (2015) state that, employee performance is a technique that makes sure that the targets of the employee, team, and organization are met. Most of companies acknowledge that increasing productivity is a top priority, hence using employees is essential. Jalal and Putri (2015) highlight the necessity of an organization's employees if it wants to maintain a competitive advantage. Therefore, the workforce's value must be considerably improved. Employee performance is measured on how well they perform their job in comparison to set organizational standards. Effectiveness and efficiency come together to make up performance. This means that there are common standards for employee performance in every organization (Ibeogu&Ozturen, 2015).

According to Bond and Fox (2007), the result of the organization is one of the measures used to evaluate employee performance or obtaining management's feedback on the production of employees through techniques like multiple feedback and self-evaluation, as well as documenting the employees' abilities, essential qualities, and behaviors that determine both their achievement and the attainment of the company's goals. As per Rudman (2003), measuring an employee's performance involves comparing the tasks and achievements they achieved throughout the period with objectives defined the time period's beginning. They can be used by organizations to evaluate employee performance, which emphasizes the importance of a complete evaluation of performance, the accomplishment of such objectives as well as the accomplishment of organizational goals. According to Rudman (2003), evaluating an employee's performance entails contrasting the duties and accomplishments they made throughout the course of a particular period with the objectives which were set at the time period's beginning. They can be used by organizations to evaluate an employee's performance.

Therefore, satisfactory performance is the center step to ensuring that resources have been used effectively in recognizing the goals in any organization. Thus, it is difficult for the managers to make sure that, given a particular level of reserves, they generate more gains (Asfaw, Argaw & Bayissa, 2015). Performance thus is the key to ensuring that resources have been wisely spent in achieving goals in any organization. Having competent and high-performing employees is the common goal of the HR functions of employee training, performance appraisal, rewards, and unification (Kariuki & Murimi, 2015). As per Saeed (2013), the US military began using appraisal system in the 19th century where great pressure increased in the defense levels. This necessitated for an appraisal method where methods such as character grading scales and peer rating were established and used. The African Union (AU) the New Partnership for Africa's Development (NEPAD) system, which the specific governments of the member states are required to implement, in order to improve their corporate, political, economic, and political governance. As per Wanjiru, Abaja, and Ochieng (2013), Kenya first used this method in 2003. Nigeria, Ghana, and the Gambia are executing it. Owor's (2016) study exhibit that employees in Uganda are inclined to regular

measures of regulation highlights cumulative recognition, growth and realization of both personal and group goals.

### **Statement of the Problem**

In order to ensure employees are working efficiently and effectively Each organization ha to continuously carry employee performance in order to retain them in check and replace, motivate, retain, or take any other appropriate action (Morrisey, 2007) According to Margaret (2007), an effective performance appraisal is meant to motivate staff, develop their attitude and behavior. This is achieved through transmitting organizational objectives and promoting positive correlation between management and staff by providing feedback to both the employee and the management, to be able to plan for the future.

According to the discussion held in a meeting with the employees in 911 company (911 Company minutes, November 2019), 911 lacks a consistent, reliable, automatic and well-defined policy on employee's appraisal which has affected employee's performance. Despite the 911 company providing security services to banks and companies, there has been high rate of cases of insecurity which includes theft and murder in these organizations. Several cases of robbery in banks were reported last year; a case of KCB Busia branch (a report from Kenya News Agency, July 5, 2020); a case of Transnational Bank Kiptagich branch (a report from Nairobi news, February 10, 2020) and a case from Prime Bank Mombasa road branch (a report from K24 station January 18, 2020). This trend is due to low performance shown by employees in the security sector. There is therefore a need to boost the performance of employee in the security sector.

Studies conducted by Gatemi (2004), the impact of appraisal on the performance of teachers' in secondary school, was to find out if performance appraisal (PA) has led to improvement in personnel and organizational decisions and increase in pay of the staff. The study was limited to appraisal feedback and appraisal standards which will be discussed in this study; Rotich (2004), the effect of performance appraisal on the workers of the public service. The study used interview in data gathering while this study will use a questionnaire in data collection. Mburiah (2007) did a study on the influence of performance evaluation on workers of small and medium businesses in Nairobi where the aim was to find out if performance appraisal resulted to motivation and advancement of staff. The study did not focus on appraisal feedback which will be a focus in this study. Elphas (2010), the impact of the performance appraisal system on employee in horticultural crops Development Authority, was to find out if performance appraisal has improved employee relations and teamwork in authority. The study was limited to employee motivation and appraisal feedback which will be discussed in this study; Libokoyi (2012), an investigation of performance evaluation system on the production employee performance in the banking sector, was to evaluate the consequence of frequency in evaluation on employee performance and how compensation

structure affects employee performance. The study was limited to appraisal feedback which will be focused in the current study.

The studies were done in other sectors whereas this study will be conducted in Security sector. Studies focusing on appraisal feedback, appraisal standards and employee motivation have been limited, therefore this research will pursue to fill these disparities by scrutinizing the impact of performance appraisal system on the production of workers in 911 Group Limited company, Mombasa.

### **Objective of the study**

The aim of this study was to explore the impact of appraisal system on the production of employee at 911 Group Limited, Mombasa, Kenya.

### **Specific Objectives**

- i. To evaluate how appraisal feedback affects employee performance at 911 Group, Limited, Mombasa, Kenya.
- ii. To analyze the impact of appraisal standards on employee performance at 911 Group Limited, Mombasa, Kenya.
- iii. To assess the consequence of employee motivation on employee production at 911 Group Limited, Mombasa, Kenya.

## **THEORETICAL REVIEW**

### **Two- factor Theory**

As per Frederick Herzberg's two-factor theory, a different set of factors prevail out of the workplace that also motivate job fulfillment can lead to discontent. In accordance with Herzberg (1964) inherent motivators such as demanding job acknowledgement and obligation bring about employee satisfaction, while extraneous hygiene factors, including rank, secure employment and earnings if not provided will lead to dissatisfaction.

This theory appears to be similar to Maslow's needs of hierarchy. Individuals work towards satisfying higher level psychological needs such as achievement, acknowledgment, obligation, upgrading; and work itself and its quality (Engle and Kane, 2004). Herzberg (1964) attached a new aspect to this theory, integrating factors that lead to discontent, such as policies of the company, administration, earnings, interpersonal connections on the job, and the working environment.

The theory exhibits the significance between inherent and extraneous Inherent (innate) factors are believed to boost employee contentment and extraneous (external) factors avert any employee discontent. The theory describes the component elements of their jobs that make workers find satisfying or dissatisfying. These elements include the hygiene factors and promoters. Absence of dissatisfiers can lead to workplace discontent, but when fully provided in the workplace

environment on their own are not adequate to satisfy employees, whilst the motivators give rise to satisfaction and can bring about higher motivation.

This theory mostly stresses on incentive coming from within the workers themselves in preference to other external factors. If a company focuses on this theory it can enhance its working surroundings and conditions so that the workers feel inspired to work hard which in turn will benefit the company as a whole. When this theory is used by a company then it comes to realize workers' problems and that can reduce the factors which discontent the workers making the environment of the company accommodating.

The theory states that it is not always mandatory that contented employees will lead to rise in productivity in the company as job contentment is one of the factors that lead to the increase in job capacity but there are other factors. This theory also disregards extrinsic factors which in real sense plays a big role on employees' performance. This theory supports the variable of employee motivation.

### **Goal setting Theory**

Edwin A. Locke formulated this theory in 1968. The theory states that setting objectives is actually connected to the performance of a task. The theory states that if there are particular and demanding objectives together with proper response given leads to greater and better production of a task (Locke & Latham, 1979; Locke & Latham 2006). In accordance to this theory, provision of an incentive and production are elevated when persons are giving particular objectives in an organization, when objectives are demanding but received by employees and when proper response on production is given.

Inclination and production will increase if employees have demanding but accepted objectives and get proper feedback (Armstrong, 2006). Many fields of study have exhibited benefits of defining the goals for production (Locke & Latham, 1990, 2002). As per Baum, Locke (2004), O'Leary Kelly, Martocchio, and Frink (1994), these goals have positive effects on the production of persons, categories, and different departmental units (Rogers & Hunter, 1991), company as a whole (Baum, Locke & Smith, 2001).

Particular objectives can improve inclination and production by guiding employees to center their concentration on particular goals Latham (2004), boost their endeavour to realize these aims (Bandura & Cervone, 1983), persevere in the presence of difficulties (Latham & Locke, 1975), and come up with new plan of action so that they can deal better with complicated demands to attainment of the goals (Wood & Locke, 1990). Demanding goals are regularly met through such inclinational activities, leading to important awards such as acknowledgement, promotion and

increase in one's salary from one's job (Latham & Locke, 2006). This theory is significant to this research considering that it describes how companies can be able to boost employee's production by not only enhancing inspiration, however also by boosting the standard of the feedback. The objectives of an organization give guidance to an employee about what they need to do and the amount of effort required, which fosters self-satisfaction and dedication, all of which have a positive influence on the final product of employee. The theory gives an understandable instruction on how to set goals and attain them in a successful way. Setting of goals helps in improving the performance of employee by boosting efforts and inclination in general. Setting of goals helps you to pay attention on what is important to you, what you want to achieve, and where you want to be in the course of time. This approach helps in making decision in an organization. The theory supports up the employee performance variable.

### **Feedback intervention Theory**

The theory was formulated by Denis (1996) and it explains how an individual respond to feedback. Attention shifts occur, depending on the features of the feedback remarks, nature of the job, and personality and situational aspects. Considerable amount of research suggest that feedback has significant effect on performance of the employee (Avraham & Angelo, 1996). It creates chances for studying and the energy so evaluative for culture of prospering. Feedback consists of the actions taken by an agent to provide information concerning some features(s) of one's task. The kind of feedback provided can affect production, motivation and attitude of workers. The varied outcomes in the feedback-seeking literature shows that feedback-seeking may not consistently result to deliberated productive outcomes, and the productiveness of response may depend on personal characteristics (Ashford *et al*, 2003). The feedback produces the best results when it is delivered frequently. Feedback provides the employee with sufficient information on what needs improvement and how to improve it. This increases employee performance in an organization. When the feedback is given immediately to employees, they produce the best results. The organization should give the feedback to employees immediately after performance appraisal. The theory supports appraisal feedback as one of the variables.

### **Expectancy Theory**

Victor Vroom postulated the expectancy theory in 1964. The theory emphasizes and centers on results, and not on requirements. The theory expresses that the power of a likelihood to carry out a specific system is reliant on the power of a prediction that the production will result to a defined result and dependent on the person's interest in the success (Vroom, 1964; Lawler; Porter & Vroom, 2009). As per this theory, inspiration is brought about by a person's desire for reward (Valence), evaluation of the possibility that an effort will result in anticipated production (expectancy) and the belief that the production will lead in an award (instrumentality) (Vroom, 1964). Valence is the importance connected by a person regarding the anticipated results.

Anticipation is the faith that higher endeavors will lead to higher production. Expectancy is affected by elements such as ownership of relevant skills for carrying out the work, accessibility of crucial instruction and acquiring the necessary aid for finalizing the task (Scholl, 2002).

The theory focuses on the result which an individual expects while performing a task rather than focusing on basic needs or security aspects which is discussed in Maslow theory of motivation, it motivates employees. Expectancy theory helps in motivating employees because when employees realize that the company is supporting their expectations then they will put more effort with honesty resulting to the achievement of the objective by the organization. Predictions of all employees cannot be the same and while some expectations can be met is not possible which makes the theory impractical.

In agreement through this research, it has been observed that individuals think logically, and consequently it matters the way persons view the significance of a production evaluation system. The basis of an exemplary performance evaluation system should be totally logical instruction in a view of the organization that connects HR tasks expressible to the goals the organization has set for itself. Since managerial measures and a company's performance have the maximal influence on employee intentions, the theory supports the employee feedback parameter.

## **Empirical literature Review**

### **Appraisal feedback and Employee Performance**

Mugwira (2014) executed a research on the consequence of appraisal feedback on production contracting implementation and production of employees' in Embu water sanitation company Ltd. The sample size of 79 employees was used. The questionnaire was used to gather data and evaluated using definitive statistics, proportions means, percentages, tables and graphics. Feedback from appraisal was available but was not used in water sanitation company because proper appraisal had not been done. Feedback should be provided to the employees and implemented to improve employee performance. The study focused on water sanitation company and not in Security sector. The study also focused on performance contracting and not appraisal system which will be discussed in the current study.

Consolata (2012) investigation scrutinized the consequence of appraisal feedback on the production of employee in Kenya seed company Limited. The sample comprised of 71 employees. The data was gathered using questionnaire and used descriptive statistics to analyze data which derive mean and frequency that was calculated into percentages and presented inform of tables, pie charts and bar graphs. The majority of employees said that the results are given to them and the scores are based on actual performance in order to improve service delivery, and communication is done freely. The employees considered feedback given to them as to improve



their performance to be the greatest success of the process of performance appraisal in Kenya Seed Company Limited. The study showed that performance appraisal results are relayed to the appraisees' immediately the exercise is over which is commendable, however respondents indicated that the feedback was not used throughout Kenya seed to improve work performance. The study centered on the agriculture sector, not in security sector which will be discussed in the current research. The research was constrained to employee motivation which will be discussed in this study.

### **Appraisal Standards and Employee Performance**

Choge (2010) research investigated the consequence of appraisal standards on the performance of employee in Horticultural crops development Authority. The sample size constituted 100 employees. A questionnaire was used to gather statistics and scrutinized using explanatory statistics which was used to get mean and frequency that was calculated into percentages and presented in form of frequency distribution, circle graph and bar charts. The business has established defined benchmarks for performance evaluation. The participants indicated that performance appraisal is not measured on clear standards nor are Horticultural crops development Authority goals and objectives clear to the appraisees. The respondents were of the view that apart from being allowed to participate in setting performance targets, performance appraisal standards to be clear and a time frame for accomplishing the targets be indicated. Instead of the security sector, the study concentrated on the agriculture sector. The study did not focus on employee motivation and appraisal feedback which will be discussed in this study.

Luka (2010) research investigated the consequence of appraisal standards on the production of employee in the ministry of energy. The sample comprised of 69 employees. The method of data collection used was questionnaire and Statistical Package for Social Science (SPSS) version was utilized to evaluate the data. The results clearly reveal that if the ministry of energy has performance standards in place they act as a guide to employees and they struggle to practice them at all cost and this improve employees' performance at a high extent. Performance appraisal always rely on performance standards to be effective and these enables managers to find out how well employees carry the duties, tasks and commitments. The study focused on the energy sector, not the sector of security which will be focused in this study. The study did not focus on appraisal feedback and employee motivation which will be discussed in this study.

### **Employee Motivation and Employee Performance**

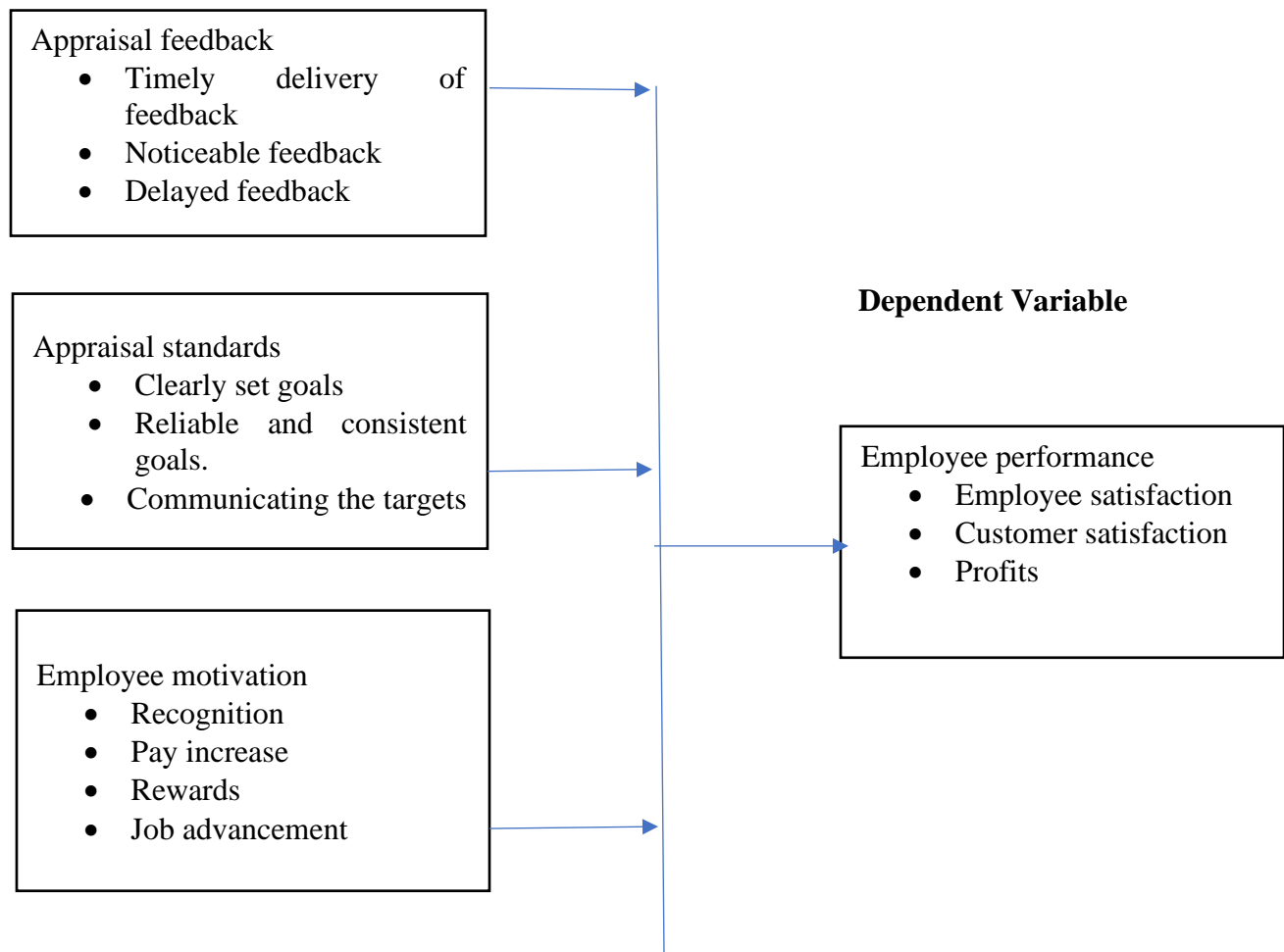
Louisa (2012) research examined the consequence of employee motivation on the production of employee in banking sector. The sample size was 43 commercial banks based in Nairobi. An inquisition was utilized to collect data and evaluated through utilization of SPSS version. Findings indicated that performance appraisal influence compensation structure and this greatly improves

the employees' performance. The study was centered on the sector of banking and not in the security sector which will be focused in the current study. The study did not focus on appraisal feedback which will be discussed in this research.

Mburiah (2007) study explored the consequence of employee inspiration on the production of employee in micro- enterprises in Nairobi. The size of the sample was 59 employees. A structured questionnaire was used for gathering data and evaluated using definitive statistics, proportions, means, percentage, tables and graphics. The results showed that performance appraisal motivated employees to work hard and boost their morale hence producing quality job the study focused on the sector of business, not the sector of security which will be focused in the current study. The study did not focus on appraisal feedback which will be discussed in this study.

**Figure 2: Conceptual framework**

**Independent Variables**



## **Research Design**

The research employed an expository research method. This research investigated the relationship between appraisal system and employees' production, descriptive study therefore led to an accurate interpretation. According to Kothari (2004) expository studies are formulated to acquire suitable and precise details on the present level of a difficulty and possibly draw valid conclusions from the reality detected.

## **Target Population**

The population is the total number of entities that a target research (Creswell, 2014). The purposed population for the research comprised of workers of 911 company limited. This consisted of Regional managers, Managers, supervisors, and security officers. The population of the research involved 200 employees in 911 company limited.

## **Sampling Design**

Sampling is the technique of choosing a large number of persons for a research in such a way that a smaller group of those persons stand for the large group from which they were chosen (Mugenda & Mugenda 2003). The sample size comprised of 61 employees. The study employed the stratified random sampling method since the populace existed in strata. Five strata were selected. For each stratum, the researcher random sampled each and a total of 61 employees were obtained. Since random sampling gives more details with a specified sample number and is more accurate, it was used since it is efficient in right choice when separate information is required concerning several groups within the population.

## **Data Collection Instruments.**

The research employed a structured questionnaire to gather primary data from the responders. The instrument collected both qualitative and quantitative data. In the questionnaire, there were two sections. Information about the historical background of the respondents was in Section A while section B focused on the three objectives of the study. The questionnaire was set up on a five-point Likert scale.

## **Data Analysis and presentation**

Data evaluation was completed utilizing statistical package for social science (SPSS) version. Completed instruments were assembled and information analyzed. Computable Actual statistics such frequencies, average, and standard deviation were employed to evaluate the data. The data was exhibited through utilization of histograms, graph and tables A Pearson's correlation and regression model, which determined the relation between the variables, were included in the inferential statistics. The research carried out a multiple linear regression analysis and the regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y= Employee performance

$X_1$ = Appraisal feedback

$X_2$ = Appraisal standards

$X_3$ =Employee motivation

While  $\beta_0$  is the constant coefficient in the model,  $\beta_1- \beta_3$  are the regression coefficient in the model and  $\varepsilon$  is the error term.

## RESEARCH FINDINGS AND DISCUSSIONS

### Descriptive Statistics

*Table 1: Appraisal feedback and Employee Performance of 911 Group*

	Mean	Std. Deviation
My manager promptly provides me with appraisal feedback	4.3667	1.50667
My manager and I regularly discuss my job performance.	4.4000	1.44034
I enjoy discussing with people outside of it about my performance.	4.7167	1.47397
It is easy to share positive appraisal feedback as compared to criticizing poor performance in our organization.	4.1333	1.57810
My actual performance conforms to the appraisal feedback given to me.	4.0333	1.37738
I frequently communicates about my performance with my manager.	3.9500	1.33309
I usually receive reliable feedback regarding my duties execution.	3.8000	1.08612
I'm happy with how the appraisal feedback is provided.	4.2000	1.20451
I always get adequate performance feedback.	3.6667	1.01958
Current performance feedback in my organization is unbiased and fair.	3.8500	1.36326
<i>Valid N (listwise)</i>		

*Source: Study Data (2022)*

The responders agreed that prompt appraisal feedback from managers' results in improved employee performance. This is evidenced by a mean of 4.3667 (std. dv = 1.50667). The responders also agreed with the statement that they discuss on job performance regularly with manager bears positive impact on employee performance. A mean of 4.4000 (Std.dv = 1.44034) gives support to this statement. A mean of 4.7167 (std.dv= 1.47397) shows this, the respondent enjoys discussing about performance once with people outside improving employee performance. Sharing positive appraisal feedback is easier as compared to criticizing poor performance in the organization, leading to increased employee performance. A mean of 4.1333 (std.dv=1.57810) backs up this statement. Using a mean of 4.0333 (std.dv = 1.37738), the respondents agreed that manager communicates frequently about performance improving employee performance. The respondents agreed that the feedback given on appraisal conforms actual employee performance. A mean of 3.9500 (Std.dv = 1.33309) backs up this statement. Responders agreed that the feedback given regarding duty's execution is reliable for employee performance. A mean of 3.8000 (std.dv=1.08612) supports the statement. In addition, the participants agreed the manner used in providing appraisal feedback

bears positive impact on employee. A mean of 4.2000 (std.dv= 1.20451) backs up the statement. The responders agreed, as evidenced by a mean of 3.6667 (std. dv = 1.01958) that adequate feedback on performance bears positive impact on employee performance. The respondents agreed that Current performance feedback in the organization is fair and unbiased. This statements is supported by 3.8500 as the mean (std.dv = 1.36326).

**Table 2: Appraisal Standards and Employee Performance**

	Mean	Std. Deviation
Appraisal standards in my organization are clearly set	3.8667	0.91070
Appraisal standards set in my organization are reliable and consistent	3.6667	1.00282
I clearly understand the appraisal standards in my organization	3.7333	1.07146
I'm involved in setting of the appraisal standards in my organization	3.7667	1.26714
Appraisal standards assist the employees and managers to make informed decisions in my organization	3.4500	1.34574
Appraisal standards are developed by both management and employees in my organization	3.3567	1.44933
Appraisal standards are used to evaluate and guide employees in my organization	3.4833	0.91117
Appraisal standards assist in identifying future gaps for growth and development in my organization	4.0667	1.05557

*Source: Study Data (2022)*

The responders agreed with the results that clearly defined appraisal standards of the organization boosted employee performance. This is shown by a mean of 3.8667 (std.dv=0.91070). In addition, appraisal standards set in the organization are reliable and consistent for improved employee performance. A mean of 3.6667 (std.dv= 1.00282) support this. Responders agreed that improved employee performance resulted from a clear understanding of the organization's appraisal standards. A mean of 3.7333 (SD = 1.07146) adds support to this statement. The responders agreed, as evidenced by a mean of 3.7667 (SD = 1.26714). They are involved in setting of the appraisal standards in the organization for improved employee performance. In addition, appraisal standards assist the employees and managers to make informed decisions in the organization leading to effective employee performance. A mean of 3.4500 (Std.dv= 1.34574) shows this. The participants agreed that Appraisal standards are developed by both management and employees of

the organization which boost the performance of the staff. A mean of 3.3567 (std.dv=1.44933) backs up this statement. The participants agreed that Appraisal standards are used to evaluate and guide employees in the organization. . A mean of 3.4833 (std.dv= 0.91117) backs this statement. The respondents also agreed that Appraisal standards assist in identifying future gaps for growth and development in the organization, leading to increase employee performance. A mean of 4.0667 (std.dv=1.05557) backs this up.

**Table 3: Employee Motivation and Employee Performance of 911 Group**

	Mean	Std. Deviation
Performance results lead to motivation in my organization	3.5833	1.24997
The set standards motivate performance in my organization	3.5333	1.50104
Without bias, employees are provided with opportunities for promotion	3.6842	1.25359
In my organization, the employees with exemplary contribution or have excellent work performance are recognized.	3.9000	1.27159
Promotion exercise is held regularly in my organization	3.4833	1.18596
Opportunities for job advancement are provided to employees in my organization	3.8833	1.04300
Performance results are used for promotion in my organization	3.7333	1.33869
Valid N (listwise)		

From the results, the responders agreed that Performance results lead to motivation of the organization which influences an employee, as backed by a mean of 3.5833 (std. dv 1.24997). The respondents, as evidenced by a mean of 3.5333 (std.dv= 1.50104), were in agreement. In this statement, the organization's performance is motivated by the standards it sets, which in turn influence employee performance. The participants agreed that Promotional opportunities for employees are provided without any bias. A mean of 3.6842 (std.dv= 1.25359) backs this statement. Further, the respondents agreed that employees with exemplary contribution or excellent work performance are recognized in the organization which influences employee performance. A mean of 3.9000 (stv.dv=1.27159) supports this statement. The respondents agreed, as evidenced by a mean of 3.4833 (std.dv=1.18596), promotion exercise held regularly in the organization improved employee performance. In addition, participant agreed that Opportunities for job advancement are provided to employees in the organization leading to improved employee performance. A mean of 3.8833 (std.dv= 1.04300) supports this statement. The respondents agreed, as demonstrated by a mean of 3.7333 (Std.dv = 1.33869), that Performance results are used for promotion in the organization which influences employee performance.

**Table 4: Employee Performance of 911 Group.**

	Mean	Std. Deviation
I'm motivated and satisfied with the way my organization uses the appraisal system to evaluate my performance.	3.6333	1.41381
The evaluation of my performance is dependent on how well I'm performing in my company.	3.5833	1.62910
The customers are satisfied with the services given by my company	3.3000	1.1.48780
The quality of work performed by employees in my organization is of high quality	4.0000	1.19320
Employees are satisfied with their job responsibility in my organization	4.0500	0.92837
Valid N (listwise)		

From the findings, the responders agreed that they are satisfied and motivated with the way the performance evaluation system is utilized by the organization. A mean of 3.6333 (Std.dv = 1.41381) illustrates this. Moreover, the participants agreed that based on how well one is doing, their performance is rated in the organization. A mean of 3.5833 (std.dv = 1.62910) supports this statement. Customers are satisfied with the services given by the organization, as evidenced by a mean of 3.3000 (std. dv = 1.48780) among the respondents. Participants also agreed that the organization's employees' quality of work is of high quality. A mean of 4.000 (std.dv. =1.19320) supports this statement. The responders further agreed that employees are satisfied with their job responsibility in the organization. A mean of 4.0500 (std.dv= 0.92837) backs this up.

**Correlation Analysis**

In order to ascertain the connection between the dependent variable (the employee performance of the 911 group in Mombasa County) and the independent variables (appraisal feedback, appraisal standards and employee motivation), this research used Pearson correlation analysis.

**Table 5: Correlation Matrix**

		Employee performance	Appraisal feedback	Appraisal standards	Employee motivation
Employee performance	Pearson Correlation	1			
	Sig. (2-tailed)				
Appraisal feedback	N	60			
	Pearson Correlation	.973**	1		
Appraisal standards	Sig. (2-tailed)	.000			
	N	60	60		
Employee motivation	Pearson Correlation	.968**	.955**	1	
	Sig. (2-tailed)	.000	.000		
	N	60	60	60	
	Pearson Correlation	.972**	.958**	.959**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	60	60	60	60

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

As per the results, there was a very strong correlation (r = 0.973, p value = 0.000) between the employee performance of the 911 group in Kenya and the feedback from appraisal. The

relationship was significant since the p value  $0.000 < 0.05$ . (Significant level). The findings are congruent with those of Ansong et al. (2015), who found that there is a very strong correlation between employee performance in the 911 group and appraisal feedback. The results also revealed a very strong correlation between Kenya's 911 Group employee performance and appraisal standards ( $P = 0.000$ ,  $r = 0.963$ ). Since the p value  $0.000 < 0.05$ , the relationship was significant (significant level). The relationship was significant since the p value  $0.000 < 0.05$  (significant level). The findings are congruent with those of Siddhartha et al. (2011), who discovered a very high correlation between performance and 911 group and appraisal standards.

Further, the results demonstrated a substantial correlation ( $r = 0.972$ , p value = 0.000) between employee motivation and employee performance at the 911 group in Kenya. The p value 0.000 was less than 0.05, indicating that the relationship was significant (significant level) (significant level). The findings are in line with those of Mangundjaya et al. (2015), who found that employee motivation and performance at the 911 group in Kenya have a strong relationship.

### **Regression analysis**

A regression analysis sought to ascertain the manner in which the independent variables predict dependent variables. Thus, to quantify the strength amid the study variables, multiple regression was adopted to study the determinants of internal control system and their influence on the financial management.

### **Model Summary**

The model summary presents the correlation coefficient (R) and coefficient of determination (adjusted R squared). The correlation coefficient indicates the strength of relationship between the variables. The coefficient of determination presents the extent with which the dependent variable is explained by independent variable.

*Table 6: Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.985	0.971	0.970	0.10323

*Source: Study Data (2022)*

The variation of the dependent variable that the independent variables could explain, the summary of the model explains. The coefficient was 0.971 between the independent and dependent variables.

This implied that independent variables (appraisal feedback, appraisal standards and employee motivation) could explain for 97.1% of the dependent variable's variation (employee performance in Kenyan security companies).



### Analysis of Variance

The study sought to establish the overall significance of the model. The findings in table below present the results.

**Table 7: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	20.083	3	6.694	628.202	.000
Residual	.597	56	.0011		
Total	20.679	59			

The ANOVA was utilized to ascertain how well the model fit the data. The calculated F was 628.202, and the critical F value was 2.690. 0.000 was the p value. The model was considered to fit the data well since the calculated F value exceeded both the p value 0.000 and the F-critical value which was less than 0.05. Consequently, the model can be utilized to predict the influence of appraisal feedback, appraisal standards and employee motivation on employee performance in security companies in Kenya.

### Regression Coefficients

Regression analysis presents the Beta coefficients and the P values which helps in developing the linear relationship between variables. The Beta coefficients indicate the changes in units to the dependent variable as a result of changes in the independent variable. The Beta coefficient also indicates the direction with which the dependent variable changes as a result of changes in the independent variable. If the P values are less than 5% then the specific variable is said to be significant in explaining the changes in the dependent variable. Table 8 presents the results.

**Table 8: Regression Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.820	.050		1.638	.000
Appraisal feedback	.424	.095	.396	4.474	.000
Appraisal standards	.275	.093	.265	2.963	.000
Employee motivation	.356	.097	.338	3.662	.000

The regression model was as follows:

$$Y = 0.820 + 0.424X_1 + 0.275X_2 + 0.356X_3 + \epsilon$$

As per the results, employee performance in security companies in Kenya is affected significantly by appraisal feedback (1=0.424, p value = 0.000). Since the p value 0.000 was less than the 0.05 level of significant, the relationship was considered significant. The findings supported Ansong et al (2015) finding that employee performance in security companies in Kenya has a strong relationship with appraisal feedback. The results also revealed that employee performance in Kenyan security companies is significantly affected by appraisal standards. (P value = 0.000;  $\beta_1=0.275$ ). Since the 0.000 p value was less than the 0.05 level of significance, the relationship was considered significant. The findings are congruent with those of Siddhartha et al. (2011), who discovered a substantial link between staff performance and appraisal standards in security

companies. Furthermore, the results suggested that employee motivation has a substantial impact on the employee performance in security companies in Kenya  $p$  value = 0.000;  $\beta_1 = 0.356$ ). The relationship was considered significant since the  $p$  value of 0.000 was less than the level of significant of 0.05. The findings agree with those of Mangundjaya et al. (2015), who discovered a significant connection between employee motivation and performance of employee in security companies in Kenya.

## **Conclusions**

The study concludes that employee performance at Kenyan security firms is significant and positively impacted by appraisal performance. The study discovered that Kenyan security firm employees' performance is influenced by their appraisal system. This suggests that improvement in appraisal performance and appraisal feedback would facilitate security firms' employee performance. The study concludes that employee performance at security firms in Kenya is strongly and favorably influenced by appraisal standards. This implies that improvement in appraisal standards would facilitate security firms' employees' performance.

Further, the study concludes that employee motivation has a favorable and substantial impact on the employee performance of security firms in Kenya. The study found that employee motivation influences the effectiveness of security firms in Kenya. This implies that improvement in employee motivation would facilitate security firms' employees' perform better.

## **Recommendations of the study**

The study's findings revealed that employee performance in security firms is influenced by appraisal feedback. The top management of security firms in Mombasa County is recommended to develop and implement timely and noticeable feedback to the employees ensuring maximum employee performance in the organization.

The study also found that security firm employee performance is influenced by appraisal standards. The top management of security firms in Mombasa County is recommended by this study to formulate clear, consistent, and consistent goals for the employees to boost their performance.

Further, the study found that security firms' employee performance is influenced by employee motivation. Therefore, this study suggests that Mombasa County's top security firm management formulate more ways of motivating the employees such as recognition, pay increase and rewards to increase the staff's performance at the firms.

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