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## EFFECT OF WORKING CONDITIONS ON PERFORMANCE APPRAISAL IN THE SELECT PRESBYTERIES OF THE PRESBYTERIAN CHURCH OF EAST AFRICA, KENYA

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**Abstract:** Performance appraisal is a crucial tool in HRM for use in all kinds of Organisations, whether profit making or nonprofit making, private or public, religious or secular and small or large. There has been a dilemma whether performance appraisal is necessary in Church based Organisations which have its human resource drawn mainly from clergy and volunteers who believe that their service is mainly driven by faith and not by supervision or evaluations from earthly masters. As such, the purpose of the current study was to examine the effect of working conditions on performance appraisal in the select presbyteries of the Presbyterian Church of East Africa, Kenya. A cross-sectional survey research design was employed by the study. Stratified and purposive sampling techniques were used to arrive at a study sample of 84 respondents, including: 21 Ministers, 21, Pairing elders, 21 Evangelists 21 Secretaries. Data was subsequently evaluated utilizing descriptive analysis techniques. Questionnaires were used to collect data. Frequencies, percentages, summing ratings, and Mean are among the descriptive analysis approaches. To evaluate the data and exhibit it in tables and charts, computer-based quantitative data products (SPSS Version 22.0) were employed. The researcher also used the Statistical Package for Social Sciences (SPSS) version 22.0. In the Study it has been observed that P.C.E.A embraces performance appraisal and in its GAC of 2013 the Business committee which runs the Church from one General Assembly to the other, it was instructed to ensure that there is use of current management skills to ensure formulation and implementation of church programs. The church since the time has been having the practice of performance appraisal in some of its parishes and presbyteries. The results in the study show that; Effect of Working condition has 80% indicating it is Greater and 20% responding it is great. On extent of effect of attitude, 55% felt it is Greatest 27% Greater and 18% great. Finally on the extent of effect of Workload, 37% responded it is greater at 37% and 63% responding it is great. It is therefore evident from this Study that Training, working condition, employee attitude has a significant effect to Performance appraisal. The study recommend Training of both the Appraisee and appraiser before the Appraisal exercise and establish systems that promote attitude, while improving on the working Conditions and ensuring the right Workload.

**Index Terms:** working conditions, performance appraisal, Presbyterian Church of East Africa, working conditions effects

## 1. INTRODUCTION

Different Scholars have defined performance appraisal in various ways, but all lead to the same notion; Zhang,(2020) has cited Beach, Schuler, and Heyel . Beach has expressed that, performance review is a thorough examination of an employee's performance and potential for advancement. According to Schuler as cited by , performance appraisal is a formal, structured system of measuring and evaluating an employee's job, related behaviour, and outcomes in order to understand how and why the employee is currently performing on the job and how the employee can perform more effectively in the future for the benefit of the employee, the organisation, and society. Heyel defines performance appraisal as the process of evaluating an employee's performance and qualifications in relation to the requirements of the job for which he is employed, for the purposes of administrative decisions such as placement, promotion selection, financial rewards, and other actions that require differential treatment among members of a staff. This is as opposed to staff matters affecting all workers. Performance appraisal, according to Yoder, has to do with all laid down procedures used to assess individual abilities, what they offer, and capabilities as employees in an active organisation, and also as a consistent way to acquire feed back required to arrive at right and proper decisions about the staff members. Recently, performance appraisal has been defined as an organized formal Contact between a subordinate and a supervisor, often in the form of a periodic interview, in which the subordinate's job performance is reviewed and discussed in order to identify weaknesses and strengths, as well as opportunities for growth and skill development. According to the five definitions, performance assessment is a performance management tool and a continual process of assessing personnel with the goal of enhancing their productivity and effectiveness. (All Answers ltd, 2018)

In the 1980s, the phrase "performance management" grew in prominence and popularity. The emphasis shifted away from scale psychometric qualities in the late 1970s. The search for rating error had reached a point of diminishing returns in terms of improving the quality of performance appraisals, and it was time for the field to focus more on what the appraiser brings to performance appraisal in particular, how the appraiser processes information about the employee, and how this mental processing influences the accuracy of the appraisal. The study remained focused on accuracy, but this time on judging accuracy rather than rating mistakes and the conventional psychometric measures of quality as determined by the National Research Council in the United States. (Ederer and Manso, 2013)

It is worth noting that previous economic research has shown that pay-for-performance incentives higher levels of effort and production. According to psychological research, financial incentives based on performance stifle creativity and innovation (Ederer,F and Manso, G. 2013)

Performance evaluation may be dated back to the early 1800s in a cotton plant in the United Kingdom headed by Robert Owen.

According to a recent survey conducted by global cloud HR software provider Cezanne HR in October 2019, which polled 1,000 employees across the UK, 49% of UK employees are indifferent or dissatisfied with their performance evaluations, 25% have never had a performance evaluation in their current workstation, and 42% have had their performance documented. The conclusion was reached after the publication of the Office for National Statistics' report on labour force capacity which found that production in United Kingdom had declined by 0.5% from April to June 2019.(Gentle,2019)

After World War II, performance evaluation became essential in the United States (1939-1945). According to an Aberdeen Group report done in 2010, 91% of employers worldwide demand assessments. Performance assessments are required in 75% of individual occupations, including most sections of the federal government, the military, and more broadly in all forms of employment, with the exception of most unionised businesses and many professorial posts. (Cappelli and Conyon 2016)

Dauda, (2018) provides an overview of performance evaluation in two African nations, South Africa and Ghana, in his study on Performance Appraisal for Different Countries. In South Africa, the public and government are placing pressure on devolved government units to enhance service delivery. Devolved government units in the country of South Africa are thus implementing Performance Appraisal Systems, since assessments have been shown to be a successful means of improving performance and staff.

In Ghana: A Case Study of a Multinational Corporation by Dwomoh et al indicated that significant work has been done to scientifically analyse Ghana's Performance Appraisal systems. They claim that Performance Appraisal is viewed as among of the Performance Management instruments that can be utilized to review the capacity of workers in an organisation; and that managers of organisations establish

Performance Appraisal Systems in which employees are evaluated annually against set performance objectives. (Dauda, 2018)

In Kenya, particularly in the public service, performance reviews were initiated from 1970s, when the Ndegwa commission issued its findings in May 1971. The group made recommendations in its report on public service duties and conduct, placement, remuneration, and working circumstances, public resource organisation and administration, and training. In terms of performance improvement, the panel recommended replacing the system of Annual Confidential Reports with a current performance review system. In September 1980, the Waruhiu committee issued a report that evaluated the recommendations of the Ndegwa commission. The Waruhiu committee recommended greater use of computers to assist quick data processing and transmission; a review of each ministry's capacity to carry out its obligations; and the introduction of a regular progress reporting system, as well as inter-ministerial meetings to evaluate all development efforts. (Muriu, 2017).

In 2002, the Kenyan government established the ERSWEC 2003-2007 which was designed to undertake the following in order to bring efficiency in public service: The first intervention was to expedite ministerial rationalization and the development of strategic plans for ministries and departments, with the goal of ensuring proper resource utilization among other things, on clearly defined core activities, setting suitable personnel levels, objective assessment of employees, and a better and enhanced approach of monitoring workers based on achievement of stated objectives. The second goal was to implement performance-based management systems in government. Third, service charters with specified service standards and criteria were created and implemented in all ministries and agencies to promote service delivery efficiency, openness, and accountability. Fourth, an urgent and complete benchmarking effort was conducted to determine the minimal costs of providing Government services, allowing for cost savings in Government activities. Fifth, a defined recruiting and training policy was devised with the purpose of assuring enough supply and skill development in the civil service, as well as tying promotion to both performance and training. Sixth, all parastatal heads, Permanent Secretaries and Chief Executive Officers were placed on performance contracts. Finally, by June 2004, a Permanent Public Sector Pay Review Board was formed to guarantee that public sector pay and benefits were rationalized, market-oriented, and performance-based. (Muriu, 2017).

The government stated that a results-based management system was critical in changing government personnel's attention to service delivery results, as shown by high-quality products and customer satisfaction. The RBM was expected to change public sector behaviour by creating an unusual business environment. The major tool used for RBM was Performance Contracts, which the government reintroduced in 2004/2005 with a trial programme in 16 state enterprises. When it was discovered to be functional, it was distributed to all national and local government agencies. Since then, over 300 Ministries, Departments, and Agencies have established, executed, and reported on yearly performance contracts and assessments at the national and, since 2014, county levels. (Muriu, 2017) In 2016, the Public Service announced Staff Performance Appraisal System (SPAS) Guidelines. The Public Service Commission was founded under Article 234 of Kenya's 2010 Constitution and the Public Service Act approved in 2017. The public service commission transferred tasks to each ministry's cabinet secretary, including the formation of Ministerial Performance Management Committees, which assessed all Performance review Reports and set possible areas of improvement for each staff member. (Public Service Commission, 2020).

Performance assessment is used in many types of organisations, but Schaller (1987) illustrates how non profit making organisations and churches, in particular, vary from enterprises. According to Schaller, churches are one of the most challenging types of charities to create and evaluate programmes for. The following are some of the reasons: Criticism is viewed as unchristian; close and strong social relationships exist between those who will be appraised and those who will appraise; Approaches with a moral cause/traditional motives vs those with more economic/pragmatic ones; Members', staff's, oversight boards', community's, contributors', volunteers', and service beneficiaries' responsibilities frequently overlap. (Bird 2012)

In respect to specific financing and results, there is a lack of public scrutiny to either the outside public or even the membership body. The church is unwilling to adopt modern management approaches because they are seen as secular, materialistic, or as a shift from essential beliefs that those in authority see as dangerous. Ambiguity in evaluating church aims such as transforming people's hearts, glorifying God, and other things that are assigned to God rather than humans; When compared to other non profit making organisations or enterprises, there is a considerable difference between the church and the secular, materialistic, or symbolic

of deviation from essential beliefs. Most leaders in the Bible faced rejection, disagreement, hatred, exile, incarceration, torture, and death, and so received no good appraisals from anyone other than God (Dudley 2010)

Many church members and leaders believe that evaluating and measuring performance is difficult they do not want to be judgemental or look disinterested in the person being evaluated, as well as a deep desire for mutual love, compassion, and respect. Local church leaders do not want to manage or evaluate from this position. Some religious leaders and devotees argue that evaluating the church or its members is wrong since it is a spiritual endeavour as opposed to a secular one. They also think that a spiritual ministry, such as a church, can only be evaluated by God. Because of this dread or worry, many church-based organisations avoid scheduled and formal evaluations. because you are dealing with both volunteer and paid staff, as well as a strong desire for mutual love, compassion, and respect; they do not want to be judgmental or appear disinterested in the person being evaluated. Local church leaders do not wish to manage or assess from this vantage point. Some religious leaders and adherents believe that judging the church or its members is inappropriate since it is a spiritual, rather than a secular, endeavour. They also believe that only God can evaluate a spiritual ministry such as a church. Because of this fear or anxiety, many church-based groups forego planned and formal appraisals (Bird, 2012).

PCEA is a Reformed Christian denomination in East Africa. It is administered by both teaching and governing elders inside East Africa and has a Presbyterian Church governance. The Presbyterian Churches may trace their origins back to the 16th century, during the Reformation period. PCEA began in 1891, when the directors of the Imperial British East Africa chartered Company invited a group of missionaries from London to British East Africa. The missionaries in Kibwezi termed their work the "East African Scottish Mission." In 1892, Kibwezi's first temporary church and school were established. At the school, there were two students. The entrance of Mr. John Paterson in 1893, who supplied basic agriculture by providing coffee seedlings, reinforced mission work. Due to the malaria threat, the missionaries relocated from Kibwezi to Dagoretti in 1898, where they established the "Church of Scotland Mission" (CMS). This is on the grounds of the Presbyterian University of East Africa. In 1908, the Missionaries established believers among the Kikuyu people via the work of their Kikuyu and Tumutumu stations. Through their work at Chogoria in 1915, the Missionaries gained believers among the Meru people at Chuka, Mwimbi, and Imenti. In Kikuyu, the first native elders were ordained in 1920, followed by the first African Church pastors, Rev. Musa Gitau, Rev. Benjamin Githieya, and Rev. Joshua Matenjwa, in 1926. In 1946, the Gospel Missionary Society (GMS), an American-oriented church founded in Kambui, Kiambu, became a member of the Kenyan Foreign Presbytery. The combination energised and supported church growth. PCEA is a member of the World Council of Churches, the National Council of Churches in Kenya, and the World Alliance of Reformed Churches. The PCEA conducted its first General Assembly in 1958, and the church is now in its 23rd General Assembly. The PCEA has established a performance review system for Ministers, Elders, and its paid staff in its Scheme of Service. P.C.E.A Practice and Procedure Manual (1998); .P.C.E.A website, (2021); P.C.E.A Dairy, (2021); P.C.E.A Scheme of Service,(2019)

Most of church based organisations may be opposed to Performance appraisal process or may have ineffective performance appraisal system in place. There are many factors that affect formulation and implementation of Performance appraisal in church based organisations consequently affecting the entire society. The P.C.E.A church is among the churches that embrace Performance appraisal according to its scheme of service and strategic plans of different Presbyteries; however, there has been a challenge in implementation of Performance Appraisal due to various factors. Given this background, this study intended to examine the effect of working conditions on performance appraisal in the select presbyteries of the Presbyterian church of east Africa, Kenya.

## 2. METHODOLOGY

### 2.1 Research Design

A research design is an arrangement to aid in achieving research objectives (Bouchrika, 2022). The descriptive survey design will be employed in the inquiry. The descriptive survey technique was used since the research in this study is interested in how things currently in the area and no factors will be changed. According to Njoroge et al. (2015), descriptive study design answers how and whether there is a link between distinct components of a phenomena. As a result, descriptive survey design is preferred for it

enables the researcher to collect data on Factors affecting performance appraisal in the Presbyterian Church of East Africa.

## 2.2 Target Population

Mugenda & Mugenda, (1999) has described the target population as a complete set of people, events, or things that have similar qualities. The target population, often known as the universe population, is a group. The PCEA Central Region consists of 17 Presbyteries and 104 parochial stations. The target population consists of 104 Ministers and the same number of Evangelists, as well as elders and office secretaries.

Table 1

### Target Population

Category	Target Population	Percentage(%)
Ministers	104	25
Pairing Elders	104	25
Evangelists	104	25
Secretaries	104	25
<b>Total</b>	<b>416</b>	<b>100</b>

Source: Researcher (2022)

## 2.3 Sample Size and Sampling Procedures

Sampling is the process of selecting a group of people or items from a population in such a manner that the selected group has components that are representative of the traits found in the entire group (Orodho and Kombo, 2003). A sample of 70 ministers and their pairing elders, evangelists, and office secretaries were chosen from a total of 104 ministers. The Researcher employed non-probability sampling via purposive sampling, to target those presbyteries that exercise performance appraisal. The researcher also employed a sample size of 20% of the target population. According to Kothari (2004), a representative sample was one that represented at least 10% of the population, hence the choice of 20% equaling 84 is considered representative. It has also been said that a sample of 20% of the population is sufficient for descriptive study (Omni convert, 2019). The sample for the study will be calculated with the Sample Formula ( $n_i = n \cdot P_i$ )  $n$  represents the Total sample size,  $P$  represents Population and  $i$  represents the Total Population ie  $84 * 104 / 416 = 21$

Table 2

### Sample Size

Category	Total Population	Sample size	Percentage(%)
Ministers	104	21	25
Pairing Elders	104	21	25
Evangelists	104	21	25
Secretaries	104	21	25
<b>Total</b>	<b>416</b>	<b>84</b>	<b>100</b>

## 2.4 Data Collection Instrument

Questionnaires will be used to collect data for this researcher project. It allows the researcher to collect both qualitative and quantitative data for the goals of study. The questionnaire is the major data gathering instrument in survey research, according to Lavrakas (2008). It is simply a series of standardised questions, referred to as items, that follow a preset pattern in order to collect individual data on one or more specified subjects. Questionnaires and interviews are occasionally combined. In reality, the questionnaire is a formal interview in which the dialogue is governed by the phrasing and sequence of the questions in the instrument.

The questionnaire is typically distributed in a standardised fashion, that is, in the same way to all survey respondents. Furthermore, respondents will feel more at ease answering delicate or embarrassing questions, particularly if they are not required to expose their identity. There will be two sections to the questionnaire.

Section one will focus on demographic formation, while section two will investigate how various factors influence performance assessment in the Presbyterian Church of East Africa ( Central region).

The Presbyterian University of East Africa and the National Commission for Science, Technology, and Innovation both gave the researcher permission to conduct the research (NACOSTI). In order to conduct the study, further permission was sought from P.C.E.A Church leadership from several presbyteries. The presbyteries that have been chosen will be visited, and questionnaires will be provided to the respondents. Respondents will be guaranteed that their identities will be kept totally confidential. The surveys will be collected as soon as feasible. The researcher will first request permission from the Presbyterian University of East Africa, then from the National Commission for Science, Technology, and Innovation (NACOSTI). The study was approved by the P.C.E.A Church leadership from the several presbyteries. In order to conduct the study, approval given by P.C.E.A Church leadership from the several presbyteries. The chosen presbyteries were visited, and questionnaires distributed to the respondents. The respondents were ensured that their identities will be kept strictly secret.

## 2.5 Data Analysis

The information gathered was cleaned, coded, classified, and tabulated. The acquired data was then compiled and presented in tabular form for further study. Descriptive analysis methods were used to further evaluate the data. Frequencies, percentages, summated ratings, and Mean are among the descriptive analysis approaches. The data was analysed using computer-based quantitative data programmes (SPSS Version 22.0), with some presented in tables and charts.

The Statistical Package for Social Sciences (SPSS) version 22.0 will be used by the researcher. The research question guided the data analysis. The quantitative data analysis method will be applied. Data from surveys was cleansed and adjusted before coding by reviewing the data components . The strategy assisted in spotting concerns that were wrongly answered, spelling mistakes, and blank spaces left by respondents. The data was then coded to make data entry into the computer and statistical analysis easier. Descriptive statistics such as frequencies and percentages were used to characterize the data.

## 3. RESULTS

### 3.1 Demographic characteristics of the respondents

The study sought to examine demographic characteristics of the respondents. The characteristics examined included the following: gender distribution, age bracket, education level,

With regards to gender distribution, Two thirds (66.7%) of those who participated in the study were female while the remaining 33% were male.

Regarding the age bracket, Between the ages of 36 and 40, there were only 9.5%. The overwhelming majority (90.5%) of those who participated in the study were between the ages of 41 and 60.

About the education background, out of 84 employees (100%), none had only a secondary school certificate (0%), 39.3% were university graduates, and 60.7% had at least a diploma from a higher institution. These findings show that PCEA personnel have adequate training to prepare for staff performance appraisals; they can understand communications, engage with appraisers, and satisfy other evaluation standards due to their educational background.

Regarding the duration of service of the Respondents the majority, 59.5%, have worked for more than 11 years, while just 2%, have worked for less than one year, 27% have worked for PCEA for 6 to 10 years, and 11% have worked for 1-5 years.

Based on the work experience majority (59.5%) have worked for more than 11 years, while just 2%, have worked for less than one year, 27% have worked for PCEA for 6 to 10 years, and 11% have worked for 1-5 years. According to the chart above, the vast majority of respondents have at least five years of PCEA job experience, making them reliable enough to engage in this research study.

With reference to the category of employment, 32% were permanent employees, 31% worked on contract terms, and 21% were volunteers/elected.

### 3.2 Effect of working conditions on performance appraisal

The study sought to examine the effect of working conditions on performance appraisal in the select presbyteries of the Presbyterian church of East Africa, Kenya. Table 3 shows the distribution of the respondents by whether working conditions affect performance appraisal

Table 3  
*whether working conditions affect performance appraisal*

Response	Frequency (N)	Percentage (%)
Yes	84	100
No	0	0
<b>Total</b>	<b>84</b>	<b>100</b>

Source Primary Data (2022)

With reference to whether working conditions affect performance appraisal All respondents agreed with the statement.

Further, the study examined the extent to which working condition affect performance appraisal. Table 4 shows the distribution of the respondents.

Table 4  
*Extent of effect Working Condition has on Performance Appraisal*

Response	Frequency (N)	Percentage (%)
Greatest Effect	0	0
Greater Effect	67	80
Great Effect	17	20
Least Effect	0	0
No Effect	0	0
<b>Total</b>	<b>84</b>	<b>100</b>

Source Primary Data (2022)

An overwhelming majority (80%) of the respondents indicated that working condition affects performance appraisal on a greater effect. Only 20% of them felt that working condition affects performance appraisal on a great effect.

### 3.3 Effect of each Working Conditions Factor on Performance Appraisal

The study sought to examine the effect of working conditions factors on performance appraisal in the select presbyteries of the Presbyterian church of East Africa, Kenya. Table 5 summarizes the distribution of the respondents on the effect of each working condition factors on performance appraisal.

Table 5  
*Effect of each working conditions factors on performance appraisal*

Category	Mean	Standard Deviation
Working Conditions	3.6	0.49
Terms and Conditions of Employment remuneration, Placement, transfers etc.	3.6	0.52
Job Satisfaction	4	0
Safety and well-Being	4.2	0.94
Organisation Commitment	4.0	0.63
Average Mean	3.9	0.67

According to the Table 5 all those who responded were in agreement that each of the aforementioned Working Conditions influence Performance Appraisal. According to the mean, working conditions have a stronger impact on performance appraisal in all domains. The standard deviation found on each indicates that respondents' replies in all categories did not vary much, with safety and well-being having the largest standard deviation of 0.94.

#### 4. DISCUSSION

The study established that, it is critical to provide adequate and conducive working conditions. A good and supportive working environment fosters conditions in which people may perform successfully, making the most use of their knowledge, skills, and competences, as well as the available resources, to provide high-quality organizational service. The study findings appear to be in line with a study by Pandey, (2017) who reported that to increase employee productivity, both the employees and the supervisor must do their share, which is to commit to the relationship. If complete commitment is supplied, it will result in improved employee performance. Such dedication will also boost an organization's performance assessment. In addition, Kavoo and Mutinda (2015) also observe that the link between respondents' low job satisfaction and their working conditions highlighted that Nairobi Chapel should not take for granted the necessity for a safe, healthy, and comfortable workplace.

An overwhelming majority (80%) of the respondents indicated that working condition affects performance appraisal on a greater effect. The study findings appear to be in line with Agrwal and Mehta,(2014) whose regression study found that when employees perceived performance assessments to be faked due to the raters' personal bias and desire to penalize subordinates, they had worse job satisfaction, which led to increased intentions to quit their jobs. Their study discovered that task responsibilities and employee appraisal satisfaction significantly influenced subsequent overall MT job satisfaction in a longitudinal sample of Medical Technologists after controlling for prior overall job satisfaction, individual differences, and organizational-level variables. Similar observations were made by (Lee, 2006), who discovered that individual flexibility, personal control of the immediate work environment, social interaction, privacy, and little interruptions or distractions were positively connected with workplace pleasure. The link between respondents' low job satisfaction and their working conditions highlighted that Nairobi Chapel should not take for granted the necessity for a safe, healthy, and comfortable workplace

#### CONCLUSION

While conducting employee performance reviews, it is critical to provide adequate and conducive working conditions. Before the appraisal can take place, appraisers and appraisees must agree on performance appraisal goals. PCEA appraiser and appraisees are required to comprehend their roles in the Performance Appraisal Process in order to execute an objective exercise.

Based on the study, the researcher recommends that employers should ensure that they maintain conducive working conditions at the workplace. Good working conditions lead to great performance among the workers making them highly productive since it enables them to fully utilize their skills and knowledge.

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