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**THE INFLUENCE OF PERFORMANCE APPRAISAL PRACTICES, FEEDBACK,
AND APPRAISAL PROCESS, ON NURSES' JOB PERFORMANCE: A CASE OF
KENYATTA NATIONAL HOSPITAL**

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ID: 135952

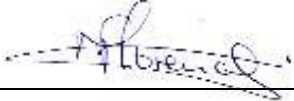


**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN HEALTHCARE MANAGEMENT AT STRATHMORE
UNIVERSITY**

JUNE 2026

DECLARATION

This project is my original work and has not been presented for an award at another university. No part of this project may be reproduced without prior permission of the author and / or Strathmore University School of Business Studies.

Signature  Date 17/02/2026

Florence Nanzai Makachiah

SUPERVISOR'S DECLARATION

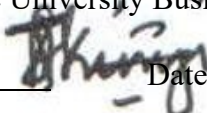
This project has been submitted with my approval as the University's Supervisor.

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ABSTRACT

Maximizing organizational performance is the main cornerstone for an organization's existence. It establishes a higher competitive edge among existing and potential clients. Performance Appraisal is a process used to review how employees apply their knowledge and their skills to add value to the organization. Performance appraisal helps an employee to know how they perform and identify areas that require improvement. It also helps the organization to disseminate its main objectives to the employees through this process and enhances employees' participation and commitment. However, since the introduction of staff evaluation at Kenyatta National Hospital, a comprehensive study has not been conducted to determine the overall influence of performance appraisal on the nursing staff's job performance. The main objective of this study was to determine the influence of performance appraisal on nurses' job performance using a case study of Kenyatta National Hospital. The study design was quantitative, using a descriptive cross-sectional design. The study population consisted of staff nurses and nurse managers working in various departments such as medical, surgical, and the Kenyatta Prime Care Centre, among others. Data were collected using semi-structured questionnaires after obtaining informed consent. Collected data were analyzed, and findings were presented in tables and figures. Chi-square tests were used to determine the relationship between various study variables. The findings revealed that demographic factors significantly affected nurses' performance. Years of experience showed a strong positive relationship with job performance ($r = 0.962$, $p < 0.001$), while age, designation, department, and employment type was associated with performance, with effect sizes ranging from $\eta^2 = 0.07$ to 0.18 . Permanent staff and mid-career nurses demonstrated higher performance compared to contract staff and less-experienced counterparts. Performance appraisal practices was positively associated with job performance, particularly when appraisal criteria were clear, and discussions with supervisors were interactive. Chi-square analysis showed a significant relationship between clear appraisal criteria and performance ($\chi^2 = 18.73$, $df = 4$, $p = 0.001$), and feedback and performance ($\chi^2 = 12.84$, $df = 4$, $p = 0.012$), while the frequency of appraisals alone did not significantly influence performance ($\chi^2 = 5.26$, $df = 4$, $p = 0.261$). Multiple regression analysis was conducted to examine the influence of performance appraisal practices, performance appraisal feedback outcomes, and performance appraisal process on nurses' job performance. The overall model was statistically significant, $F(3,360) = 134.9$, $p < .001$, and explained 52.9% of the variance in job performance outcomes ($R^2 = 0.529$). Performance appraisal process emerged as the strongest predictor ($\beta = .618$, $p < .001$), indicating that employees' perceptions of appraisal fairness, transparency, and effectiveness strongly influence job outcomes. Performance appraisal practices also significantly predicted Job performance outcomes ($\beta = .181$, $p = .005$). However, performance appraisal feedback outcomes were not statistically significant ($\beta = -.063$, $p = .175$), suggesting that their influence may overlap with other appraisal dimensions included in the model. In conclusion, performance appraisal at KNH improves nurses' motivation, job satisfaction, and professional development, with performance influenced by demographic factors, feedback quality, and clear appraisal practices. To maximize impact, performance appraisal systems should include structured guidelines, constructive feedback, recognition, and supportive work environments. The study recommends strategic staff placement, supervisor training, integration of feedback with professional development, and continuous monitoring to enhance nurse performance and quality of patient care.

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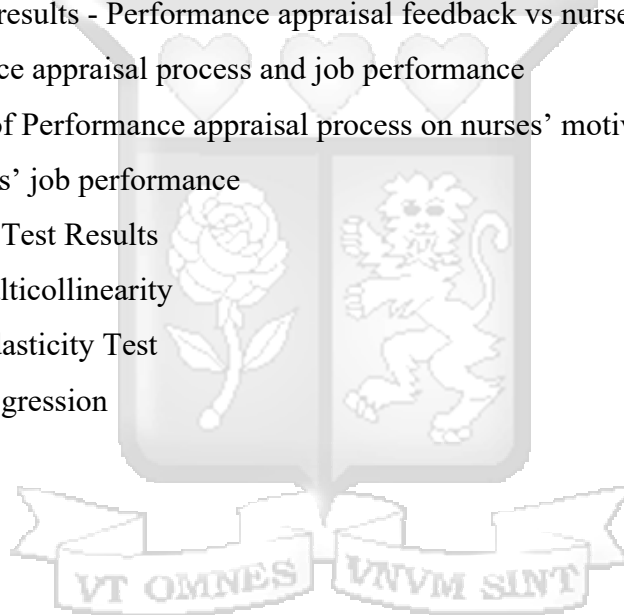
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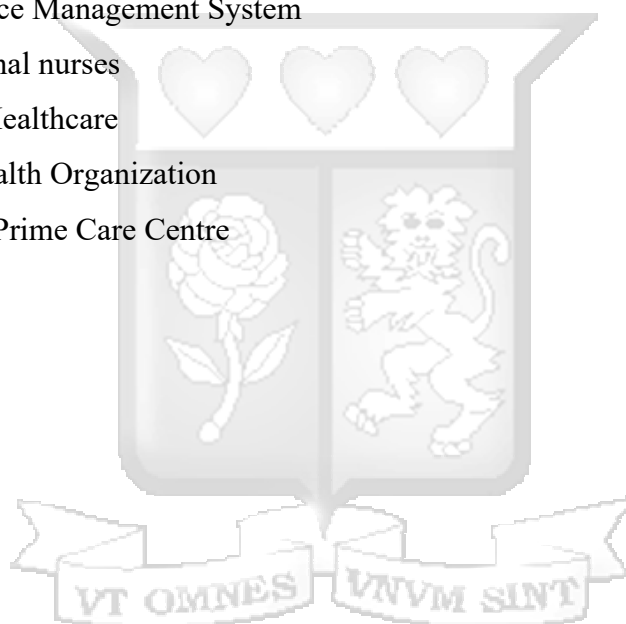
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LIST OF ABBREVIATIONS

HRM	Human Resource Management
HRH	Human Resource for Health
KNH	Kenyatta National Hospital
MOH	Ministry of Health
PA	Performance appraisal
PM	Performance Management
PMS	Performance Management System
PNs	Professional nurses
PHC	Primary Healthcare
WHO	World Health Organization
KPCC	Kenyatta Prime Care Centre



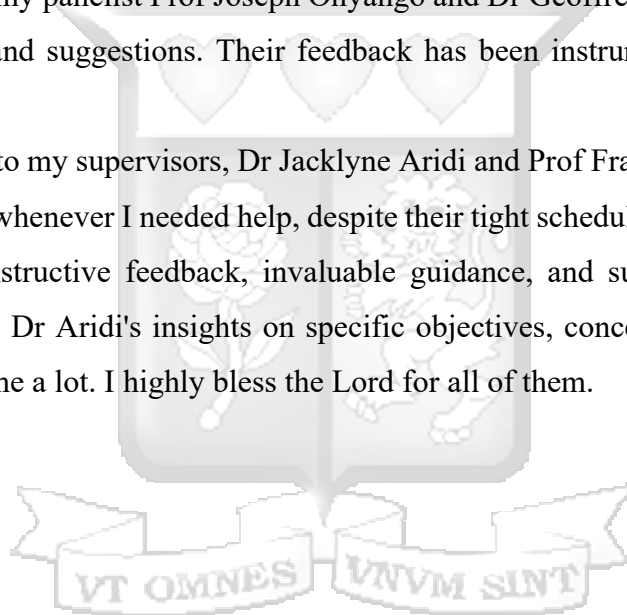
ACKNOWLEDGMENT

I thank God for giving me success during this time of studies, because most of the time I was faced with illness that could put me down.

My daughter Hannah helped me with typing at odd hours, yet she needed some rest after her exemplary performance in the 2024 KCSE examination. I am grateful for her understanding and patience.

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DEDICATION

I dedicate this project to all committed nurses and all healthcare workers for providing effective and efficient healthcare to all esteemed clients, thus improving the health of our people in the midst of scarce resources.



OPERATIONAL DEFINITION OF TERMS

Performance appraisal goals: These are objectives that are intended to be achieved through the evaluation of employees' ability to meet set performance targets.

Performance Appraisal: Refers to the process of determining to what extent employees are meeting or have met their set performance targets within a well-defined period.

Performance Appraisal Process This is a systematic and periodic process that refers to setting targets for employees, conducting formative and summative evaluation as regards to the extent to which the set targets are being met or have been met.

Performance: Is the output and achievement an employee produces within a specified period of time and is acknowledged by the organization he or she works

Performance Feedback: Refers to informing the employees about the results of the performance appraisal and using the information obtained, to improve, reward performance, or recommend for training with an aim of improving performance

Practice of nurses: It is a caring-based practice in which processes of diagnosis and treatment are applied to human experiences of health and illness.

Impact of performance appraisal: The resultant effect of appraisal on employee performance and the ability of the organization to meet its objectives.

Utilization of performance appraisal: The action of making practical and effective use of the appraisal results among the nurses and nurse managers.

Performance appraisal contracting: A process of using employee performance evaluations to determine their promotion, rewards or any compensation

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Maximizing organization performance is the main cornerstone for an organization's existence and to enable a higher competitive edge for the existing and potential clients (Rivanto *et al.*, 2021). Employees' job performance refers to all activities that can be evaluated and assessed over a defined period to determine whether the employees are meeting their set targets, which will determine the overall performance of the organization (Rana *et al.*, 2022). Any organization's ability to develop its healthcare system and accomplish its health goals depends greatly on human capital.

Performance appraisal has progressively become part of a more strategic approach to integrating human resource activities and business policies through which organizations strive to evaluate employees and improve their competence enhancing performance (Astuti, *et al.*, 2020). Performance appraisal system can only be more operative and effective when it is backed by a valid and accurate performance rating of the employees. A performance appraisal is a systematic, on-going process for assessing an individual's output in light of the predetermined requirements. It is an assessment of the employee's relative value to the business, along with their strengths and potential for growth (Rana *et al.*, 2022).

In the absence of a good evaluation system, the likelihood of high turnover rates, low office morale, and inefficiency rises (Campell 2020). The information leaders need to make management decisions about compensation, workload distribution, structuring and promotions and staff development is provided by a good appraisal system, which is also used as a performance management tool. Well-supported disciplinary and termination decisions can be made on the basis of well-documented performance reviews, and they can be defended if necessary. Consistently used evaluations are also essential if an employee alleges wrongful termination or a violation of the Equal Employment Opportunity laws (Gesme& Wiseman 2018).

In order to increase the capacity of health systems to respond to evolving health challenges, health management is under pressure to monitor and evaluate human resources for health (HRH). One of the six main elements or 'building blocks' of the World Health Organization's (WHO) analytical framework of health systems is the health workforce, which is responsible for organizing and providing high-quality healthcare (Sullivan, 2016).

The performance of nurses in various hospitals holds a pivotal role in maintaining quality healthcare delivery. Given the multifaceted responsibilities of nurses, performance appraisal has ensured efficient patient care and professional development (Desai, Hatfield, Hicks, Chernew and Mehrotra 2016). In Europe, the assessment of nurses' performance is a crucial component of healthcare management, directly influencing patient care quality and professional development (Smith, & Johnson 2018). The evaluation of nurses' performance in public hospitals in many African countries holds undeniable importance for ensuring quality healthcare delivery and professional growth. However, challenges such as inconsistent assessment methods and subjective biases have been observed. The implementation of standardized appraisal criteria and evidence-based assessments is critical to ensure fairness and accuracy. Addressing these issues would not only enhance nurses' skills but also elevate patient care standards, contributing significantly to the overall healthcare outcomes (Kamau and Oduor, 2019).

In Kenya, several studies have been conducted on the performance appraisal system. For instance, Awori (2015) conducted research in state corporations in Kenya and his findings indicated that the corporations use performance appraisal tools and the preferred choice was management by objectives as opposed to balanced scorecard, self-reviews, upward and peer review. Mogutu (2019) carried out a study on the effectiveness of performance appraisal in Kenya with reference to Kabarak University. He established that performance appraisal is the only tangible metric by which any organization can know the level of staff performance. Performance appraisal is a great asset in ensuring quality care, staff development projections, and hospital efficiency in terms of performance management. However, the nature of laborious multidimensional responsibilities ranging from direct patient care to administrative tasks poses challenges in developing and implementing comprehensive evaluation criteria (Moradi et al., 2017). Despite the recognized importance of performance appraisal, discrepancies and inconsistencies have been observed in its implementation across different public hospitals.

Evaluating employees' job performance is the main goal of job performance appraisal. The performance appraisal systems are used as transformative tools to strategically manage employees. Enhanced patient outcomes and organizational success are evaluated through performance appraisal. Every health organization's critical aim is to ensure that patients receive improved, safe, and quality care and it is achieved by aligning individual goals with

organizational objectives driven towards organizational development. Consistent communication is key, as it plays the role of identifying the training needs of each employee so that improved job performance can be maximized.

Variations in assessment tools, lack of standardized metrics, and subjective biases can potentially undermine the objectivity and fairness of evaluations. This situation necessitates a comprehensive examination of existing appraisal methodologies and the development of evidence-based, standardized criteria to ensure uniformity and fairness across public hospitals (Feldman and Wholey 2013). Kenyatta National Hospital, being a public institution and a broader component of public service performance management, operates within the national performance management framework established by the Public Service Commission and government performance contracting guidelines. The hospital management has a mandate to implement the Framework Act 2017 through performance appraisal and submit the annual consolidated performance report to its common world-class patient-centered mission. A standardized form inclusive of strategic organization (KNH) goals down to individual employees' targets is completely filled by every employee and submitted to the head of HRM at the end of the appraisal period, adhering to national policies and its vision of becoming a world class patient centered care hospital.

1.2 Statement Problem

The rapidly changing health care business environment across the globe, including increasingly fierce competition and the increasing awareness of patients and relatives regarding their healthcare, requires healthcare institutions to carry out various strategies to survive (Rivanto et al., 2021). One of the major strategies is related to active employee engagement through performance appraisals and regular reviews of their work, staff motivation in order to achieve the best performance leading to excellent customer experience (Kumari et al., 2021). Employee performance appraisal has been noted to provide helpful feedback and direction for staff members as well as a helpful framework for managers and supervisors to assess staff performance, which greatly affects the organization's ability to achieve its mandate (Madlabana et al., 2020).

Nurses form a major workforce in all hospitals across the globe and hence their performances usually have a great impact on the overall performance of any healthcare institution (Aly et al., 2016). Therefore, performance appraisal in nursing not only provides a platform for assessing nurses' clinical skills and competencies but also encourages ongoing professional development. It identifies areas that need improvement hence leading to targeted training programs. This

motivates nurses to enhance their patient care strategies. It also acts as a measure of the overall performance of the healthcare organization in meeting its mandate which is majorly provision of healthcare delivery. Recognizing nurses' contributions through appraisals fosters a positive work environment, boosting morale and retention rates.

However, despite the overall benefits of performance appraisals as a human resource management tool, in practice many healthcare facilities experience significant challenges in the implementation and utilization of performance appraisal systems, which affects their effectiveness in improving employee outcomes. Many healthcare facilities have not been able to fully operationalize performance appraisal systems in a manner that allows them to effectively gauge their impact on nurses' job performance whether positively or negatively (Ansari et al., 2019). This suggests that the issue is not only the existence of performance appraisal systems, but also the quality of their implementation, use, and integration into decision-making processes.

In Uganda for instance, a report shows that nurse managers and supervisors in the health sector find it difficult to assess the performance of the people they supervise because of the nature of their work and minimal time allocated for the same hence not able to determine whether performance appraisal has any impact on job performance of the employees (Lutwama, 2013). This reflects broader implementation challenges such as limited feedback, weak follow-up mechanisms, and inadequate appraisal structures.

In Kenya, performance appraisal was introduced by the government of Kenya in 2005 to evaluate the performance of all civil servants including those in parastatals or state corporations. Kenyatta National Hospital being one of the targeted state corporations, established result based management system embracing managing by achieving outcomes rather than outputs or processes. Many reports showed that the parastatals were given feedback to enable them to improve the overall performance of their organizations. However, there was little interest in the specific individual performance (Okeyo et al., 2015), indicating a gap between the intended design of the performance appraisal system and its actual implementation at the individual employee level.

Despite staff performance appraisal being introduced in Kenyatta National Hospital for all staff including nurses, there is sparse information on how effectively the system is implemented and how this implementation influences nurses' job performance, motivation, and job satisfaction among nurses. A motivated nurse employee is a driven workforce for achieving organizational goals that becomes evident when the management engages the nurse through an effective

performance appraisal process (Ugoani, 2016). However, when performance appraisal systems are underutilized or poorly implemented, nurses are denied opportunities for improvement through lack of feedback and inadequate performance discussions.

Underutilized performance appraisal denies nurses opportunities for improvement by denying them feedback. The strengthening and proper implementation of performance appraisal allows constructive feedback to the nurse hence enabling one to improve on areas of weakness and resulting in better patient outcomes (Anseel et al., 2016; Bernichon et al., 2003). This highlights that the effectiveness of performance appraisal is largely dependent on how it is implemented rather than its mere existence as a system.

According to a staff job satisfaction audit by the Department of Planning and Audit, it was found that majority of the nurses just participate in the performance appraisal simply because it is a compulsory requirement by the hospital management that has to be fulfilled by all employees. In fact, some nurses are concerned that performance evaluation is a mere formality since most complain of lack of job training. Majority of the nurses also reported that most of the medical emergencies that they attend to are more important to them than the performance appraisal (Employee Job Satisfaction Audit, 2022/23). This suggests low perceived usefulness of the appraisal system in its current implementation form.

Despite Kenyatta National Hospital management adhering to the mandated system, challenges in its implementation exist. The performance appraisal function has notably been cited by nurses to lack fairness during the appraisal process and in the criteria used for evaluation. Moreover, nurse managers have more to attend to thus missing out on giving constructive and timely feedback needed for improvement to their nursing staff. The appraisal results are not adequately utilized for motivation or identifying specific career training and development needs as intended. Kenyatta National Hospital has a high turnover of nurses (75%) in search of better employment or working conditions (Mwenda, 2012). Lack of motivation has a negative impact on nurses' turnover at Kenyatta National Hospital (Margret, 2020). She notes that lack of compensation, promotion or career progression, work overload with scarce resources coupled with inadequate management support leads to nurses' search for greener pastures. This leads to low nurse patient ratio. If the performance appraisal system were effectively implemented and its results properly utilized, this crisis would likely be mitigated.

Hence there is a need to determine the influence of the implementation effectiveness of staff performance appraisal systems on nurses' job performance at Kenyatta National Hospital because nurses form 75% of the healthcare workforce (KNH-HR, 2023). Additionally, nurses'

performance will have a critical influence on the overall ability of the institution in meeting its mandate of providing quality healthcare services. It is also important to conduct this study because there is little information and research on how the implementation quality of performance appraisal systems influences nurses working at Kenyatta National Hospital (the biggest nurses' workforce), hence understanding what influences their performance and the quality of services they provide. The study will also offer evidence on how effective implementation of performance evaluation systems can enhance the quality of healthcare and optimize resource allocation in the healthcare sector.

1.3 Study Objectives

1.3.1 General Objective

To determine the role of performance appraisal on Nurses' job performance: A case study of Kenyatta National Hospital.

1.3.2 Specific objectives

- i. To examine the influence of demographic factors on nurses' job performance at Kenyatta National Hospital.
- ii. To assess how performance appraisal practices contribute to nurses' job performance at Kenyatta National Hospital.
- iii. To determine how performance appraisal feedback/outcomes contribute to nurses' job performance at Kenyatta National Hospital.
- iv. To investigate the effect of the performance appraisal process on nurses' job performance at Kenyatta National Hospital.

1.4 Research Questions

- i. How do demographic factors influence nurses' job performance at Kenyatta National Hospital?
- ii. In what ways do performance appraisal practices contribute to nurses' job performance at Kenyatta National Hospital?
- iii. In what ways do performance appraisal feedback and outcomes contribute to nurses' job performance at Kenyatta National Hospital?
- iv. How does the performance appraisal process influence nurses' job performance at Kenyatta National Hospital?

1.5 Scope of study

This study explored the influence of performance appraisals on nurses' job performance at Kenyatta National Hospital. It examined the relationship between performance appraisals and

nurses' overall performance, motivation, and job satisfaction across different departments within the hospital. The study adopted a cross-sectional research design, in which data was collected at a single point in time. As such, the findings reflect associations observed during the study period and do not capture changes in performance appraisal practices or nurse performance over time. The study focused on evaluating the effectiveness of the current performance appraisal system, its influence on nursing performance, and providing recommendations for improving health service delivery at Kenyatta National Hospital.

1.6 Significance of the Study

This study has both practical and academic significance. From a practical perspective, the findings will be useful to the management of Kenyatta National Hospital (KNH) by providing evidence on the effectiveness of the current performance appraisal system for nurses. This will support management in identifying gaps in appraisal practices and improving staff motivation, job satisfaction, and overall nursing performance. Improved appraisal systems may, in turn, enhance the quality of patient care and service delivery. In addition, the study may inform the Human Resource department at KNH on how to strengthen performance-based feedback and reward systems, which could support better staff retention and attraction of skilled nurses in public health facilities.

From a policy perspective, the findings may be useful to healthcare administrators and policymakers in both national and county governments by informing the development or refinement of performance management frameworks in the public health sector, particularly in nursing services.

From an academic and knowledge contribution perspective, the study contributes to the existing literature on performance appraisal by providing empirical evidence from a Kenyan public healthcare context, which remains under-researched. While performance appraisal, motivation, and job satisfaction have been widely studied globally, limited studies have specifically examined how performance appraisal systems influence nurses' performance within Kenyan tertiary hospitals. This study, therefore, extends existing human resource management literature by contextualizing performance appraisal effectiveness within a developing country healthcare setting and by empirically linking appraisal practices to nurse performance, motivation, and job satisfaction in Kenya.

Finally, the study will serve as a reference point for future researchers interested in performance appraisal systems, employee motivation, and job satisfaction in healthcare and other public sector organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of existing literature on which the study is grounded. The chapter begins with an examination of theories that underlie the study and an empirical review section, which reviews literature from other scholars. Finally, the chapter ends with a conceptual framework showing the expected relationships between the independent and dependent variables.

2.2 Theoretical framework

This study is guided by Expectancy Theory (Vroom, 1964) and Maslow's Hierarchy of Needs Theory (Maslow, 1943), which collectively provide a framework for understanding how performance appraisal practices influence nurses' motivation, job satisfaction, and job performance. The two theories are applied in this study not as standalone explanations of motivation, but as lenses for explaining how specific elements of the performance appraisal process, such as feedback quality, fairness of appraisal practices, and use of appraisal outcomes, translate into employee behavioral and performance outcomes.

2.2.1 Expectancy Theory

Expectancy Theory, developed by Victor Vroom in 1964, is a cognitive process theory that explains how individuals make decisions regarding their effort and performance based on expected outcomes (Vroom, 1964). The theory posits that motivation is not automatic but is determined by an individual's belief that effort will lead to desired performance and that such performance will result in valued outcomes. This perspective is supported by Lucas and Diener (2007), who describe expectancy theory as a collection of decision-making theories explaining work motivation and performance, and by Krentner and Kinicki (2011), who emphasize the role of perception in predicting behavioural outcomes.

According to Vroom (1964), motivation is influenced by three key components: expectancy, instrumentality, and valence. Expectancy refers to the belief that effort will lead to improved performance; instrumentality refers to the belief that performance will result in specific outcomes; and valence refers to the value that individuals attach to those outcomes. Where any of these components is weak, overall motivation is reduced (Vroom, 1964; Krentner & Kinicki, 2011).

In organizational contexts, expectancy theory highlights that employees are more likely to exert effort when they perceive a clear and fair relationship between effort, performance, and rewards (Lucas & Diener, 2007). Conversely, when employees perceive that their efforts are unlikely to influence outcomes or that rewards are not linked to performance, their motivation declines. In the context of this study, Expectancy Theory is particularly relevant in explaining how performance appraisal practices influence nurses' motivation and job performance. The theory emphasizes that the effectiveness of performance appraisal depends on how nurses perceive the appraisal system in terms of fairness, clarity, and usefulness.

First, expectancy is influenced by the appraisal process and feedback mechanisms. When nurses receive clear performance expectations and regular, constructive feedback, they are more likely to believe that their effort will result in improved performance. However, when appraisal processes are unclear or feedback is inadequate, as reported in Kenyatta National Hospital expectancy perceptions are weakened, leading to reduced motivation.

Second, instrumentality is reflected in the utilization of appraisal outcomes. Expectancy theory suggests that employees must believe that good performance will lead to meaningful outcomes such as promotions, recognition, or training opportunities (Vroom, 1964). In situations where appraisal results are not effectively used for decision-making, employees may perceive a weak link between performance and rewards, thereby reducing their motivation.

Third, valence is associated with the perceived value of appraisal outcomes. When nurses value the rewards associated with performance appraisal such as career progression, recognition, or professional development their motivation to perform increases. However, when appraisal outcomes are perceived as irrelevant or insignificant, their motivational impact diminishes.

Managers apply expectancy theory by ensuring that performance appraisal systems provide timely and constructive feedback, clearly link performance to rewards, and align employee expectations with organizational goals (Krentner & Kinicki, 2011). Providing constructive feedback helps employees understand how their performance aligns with expectations and what improvements are required, thereby strengthening expectancy perceptions.

In this study, expectancy theory therefore provides a strong theoretical basis for explaining how performance appraisal feedback, appraisal practices, and appraisal processes influence nurses' motivation, job satisfaction, and job performance. It also supports the assumption that poorly implemented appraisal systems weaken motivation and reduce performance outcomes.

In the context of this study, expectancy theory provides a direct link between performance appraisal practices and nurses' job performance. Specifically, components such as appraisal

feedback, fairness of appraisal practices, and clarity of the appraisal process influence nurses' perceptions of expectancy, instrumentality, and valence (Vroom, 1964). When nurses perceive that the appraisal process is fair and that feedback is constructive and timely, they are more likely to believe that their effort will lead to improved performance (expectancy). Similarly, when appraisal outcomes are linked to rewards such as promotion, recognition, or training opportunities, instrumentality is strengthened. The value attached to these outcomes (valence) further determines the level of motivation. Therefore, this theory explains how performance appraisal feedback, appraisal practices, and appraisal processes influence nurses' motivation, job satisfaction, and ultimately job performance.

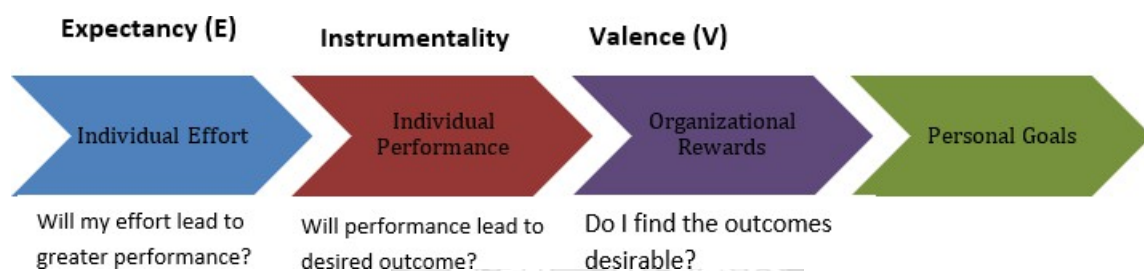


Figure 2.1-Expectancy theory of motivation (Source: Vroom et al., 2015).

2.2.2 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory, developed by Abraham Maslow in 1943, is a motivational theory that explains human behaviour based on the satisfaction of hierarchical needs (Maslow, 1943). The theory categorizes human needs into five levels: physiological, safety, social, esteem, and self-actualization needs. According to Maslow (1943), individuals are motivated to fulfill lower-level needs before progressing to higher-level needs.

In organizational settings, Maslow's theory is widely used to explain employee motivation, satisfaction, and performance. The theory suggests that employees are more likely to perform effectively when their needs are adequately met (Folan & Browne, 2015). Conversely, unmet needs can lead to dissatisfaction, reduced motivation, and poor performance (Juan, 2019).

In the context of this study, Maslow's Hierarchy of Needs Theory is applied to explain how performance appraisal systems contribute to the satisfaction of nurses' needs and how this affects job satisfaction and performance outcomes.

At the physiological level, employees require basic needs such as fair compensation, adequate working conditions, and access to necessary resources. Performance appraisal systems contribute to this level when they are linked to salary adjustments and resource allocation.

Where appraisal systems fail to influence these aspects, employees may feel undervalued, negatively affecting their performance.

At the safety level, employees require job security, clear policies, and a stable work environment. Performance appraisal processes can support these needs by providing clarity on performance expectations and reinforcing job stability. However, when appraisal systems are perceived as unfair or inconsistent, employees may feel insecure, which reduces their commitment and performance.

At the social level, employees seek belongingness, teamwork, and positive interpersonal relationships. Performance appraisal processes that involve meaningful communication and feedback between supervisors and nurses can enhance these relationships. In contrast, impersonal or procedural appraisal systems fail to meet these social needs.

At the esteem level, employees require recognition, respect, and achievement. Performance appraisal systems play a critical role in fulfilling these needs by recognizing employee contributions and rewarding good performance. When nurses' efforts are not adequately acknowledged, their morale and job satisfaction decline.

At the self-actualization level, employees seek personal growth, career development, and fulfillment. Performance appraisal systems support this level by identifying training needs, providing development opportunities, and guiding career advancement. When appraisal results are not utilized for development purposes, employees may feel stagnated and disengaged.

Maslow's theory emphasizes the importance of addressing unmet employee needs through organizational practices such as performance appraisal. It also recognizes that human behaviour is influenced by both rational and emotional factors, rather than purely logical decision-making (Folan & Browne, 2015).

In this study, Maslow's Hierarchy of Needs Theory therefore provides a framework for understanding how performance appraisal feedback, appraisal practices, and appraisal outcomes influence job satisfaction, motivation, and ultimately job performance. It also explains why ineffective appraisal systems may lead to dissatisfaction, low morale, and high turnover among nurses.

In this study, Maslow's Hierarchy of Needs Theory is used to explain how performance appraisal systems contribute to the satisfaction of nurses' needs and how this influences job satisfaction and performance. Performance appraisal feedback, recognition, and reward systems address esteem needs, while training and career development opportunities identified during appraisal support self-actualization needs (Maslow, 1943). Additionally, fair and

transparent appraisal practices contribute to employees' sense of security and belonging within the organization. Where these needs are not adequately met due to poor implementation of appraisal systems, nurses may experience dissatisfaction, reduced motivation, and increased likelihood of turnover. Thus, the theory provides a basis for linking performance appraisal practices to job satisfaction and job performance.

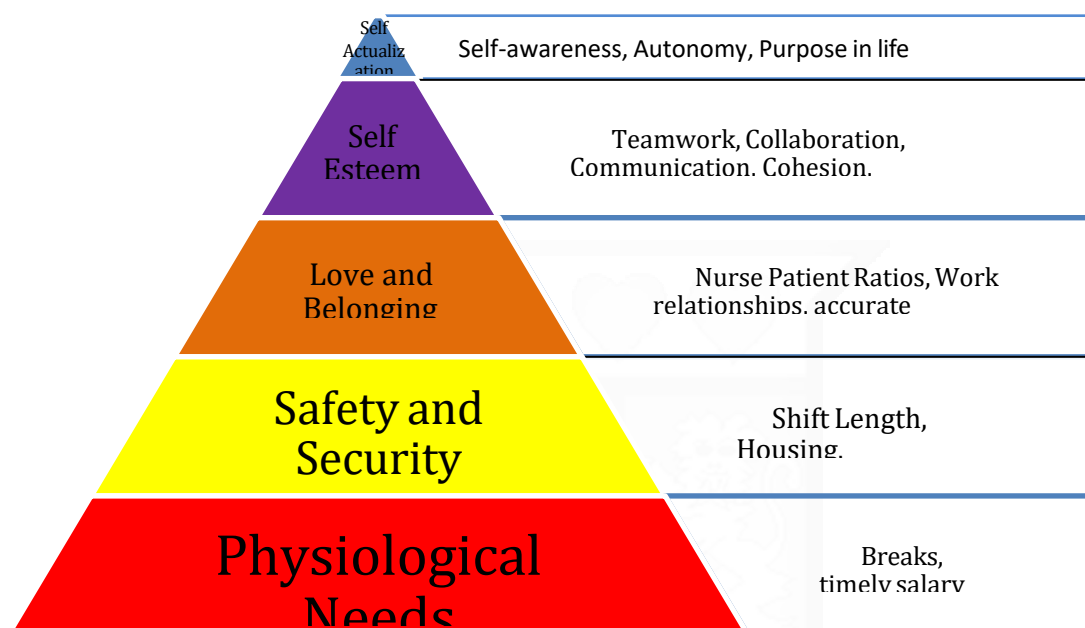


Figure 2.2 - Maslow's Hierarchy of Needs theory (Source: McLeod, 2025).

2.3 Empirical review

2.3.1 Demographic Factors and Job Performance

The performance of every employee is key to the achievement of the strategic goals of an organization. This helps improve service delivery to the customers (Kulid, 2016). The efficiency and effectiveness of employee performance is determined by socio-demographic factors such as age, gender, education level, marital status and work experience.

In order to assess the performance of employees, a performance appraisal tool is used to ascertain the achievement of the desired strategic goals (Alloo et al 2017). This is well defined by the operational policies in place. Effectively used performance appraisal contributes to quality performance outcome, which helps in management decision making (Cappelli and Travis, 2016). A well-implemented performance appraisal increases employees' job satisfaction and leads to improved performance (Getnet et al 2014)

Nurses are highly prone to experiencing occupational exhaustion. The burnout emanates from

the demanding nature of nurses' workload and the suffering of patients, expectations from relatives, the organization, and causes emotional fatigue. A nurse with job dissatisfaction, combined with occupational burnout, has low-quality job performance.

The performance of employees may be further affected by socio-demographic factors such as age, gender, education level, marital status, and work experience to determine the work output. It is therefore important to look at each factor separately and establish how they impact work performance in relation to the performance appraisal process.

2.3.1.1 Age

Age may not be a predictor of job performance of an employee unless combined with other moderating factors like experience or complexity of the task job. The young employees are more versed with new technologies and embrace fresh innovative ideas. The old have experience and valuable skills for the stability of the organization. The old employees take managerial votes because of their expertise. They therefore appraise the appraisees mentor them and supervise the young. The age factor may however affect employees' job satisfaction, work job performance; age related biasness during performance appraisal process may affect job promotions and job security of employees. It may have a negative, positive or no impact on employee performance (Barrel and Schate, 2001). In contrary, Kujala et al, 2005 states that age affects performance. Older employees tend to have job satisfaction because of high remuneration compared to young employees. Sparrow et al (1988) further state that job performance increases with age until a certain age when it decreases.

Following the above studies, it is important to understand how age can impact job performance in order to make informed decisions made during the performance appraisal process. The feedback and outcomes of performance appraisal validate the tasks delegated to every employee. An age-friendly workplace values every contribution of all employees. This influences teamwork and enhances performance output and is important in improving health and maintaining the organizational image and stability. The diverse age experience of nurses' employees brings comprehensive experience together and boosts the quality of patient care

2.3.1.2 Gender

Gender balance composition at workplace is important for overall job performance. It is also a legal and ethical requirement in some organizations' management structure. Gender bias and discrimination can easily lead to low job morale, poor job satisfaction and general performance. Pullano et al (2020) cited that gender has no impact on employees' job performance. However, Shaftal and Uli (2010) argued that women have better job performance compared to men. On

contrary Lynex and Heillmen (2006) stated that men have increased job performance compared to women. With the above findings it is important to understand how crucial gender is in healthcare. This will foster informed decisions making towards improving patient outcomes through management support, nurses at Kenyatta National Hospital will embrace a well-balanced gender workforce to achieve the above. It is through performance appraisal that can influence gender biasness which can in turn affect work performance.

2.3.1.3 Educational Qualification

With new technologies education is key in performance of employees. However, it is believed that education becomes relevant to the achievement of goals relevant to the achievement of goals. In his study Dabija et al (2021) states that educational does not influence employees job performance. Whereas it seems that a well-educated employee adds value to an organization through their skills and expertise. On job career development are approved following an effective performance appraisal process. This improve employee engagement reduce turnover which boosts employee job performance greatly; Akintayo (2010) noted that a well-educated employee is an asset to the organization citing high productivity.

2.3.1.4 Marital status

This can hardly determine performance appraisal but indirectly may affect job performance in case of biasness. Every organization is obliged to ensure fairness and unbiased performance appraisal. Hill (1979) acknowledges that married men have a great work output. This is also backed up by Corenma and Neymark (1991) who says that married men have a higher performance than single men. Howeverl Guther et al (1998) argues that it is because of bias in performance appraisal. Therefore, there is no substantial link between marital status, performance appraisal and work performance

2.3.2 Performance Appraisal and employee Job satisfaction

A satisfied employee is more likely to work diligently and contribute effectively toward achieving both personal and organizational goals. Employee satisfaction often translates into improved performance, enhanced teamwork, and reduced recruitment and training costs. Moreover, satisfied employees are more likely to generate innovative ideas that drive growth and efficiency within the organization. Several factors contribute to job satisfaction, including a good salary package, healthy work relationships, a peaceful working environment, a proper balance between career and personal life, and a sense of purpose in one's job.

Job satisfaction can be analyzed from three dimensions: evaluation, cognitive, and behavioral.

The evaluation aspect focuses on how employees perceive their jobs, whether they find them satisfactory or not. The cognitive dimension assesses both the positive and negative perceptions employees hold regarding their work. Lastly, the behavioral aspect examines workplace relationships, employee interactions, and their ability to remain focused on organizational objectives



2.3.2.1 Factors that affect job satisfaction

Several factors determine the quality of the working environment, all of which directly influence employee satisfaction and performance. Among these factors, working conditions play a vital role. While a good salary contributes to job satisfaction, a peaceful and supportive work environment free from emotional, psychological, and physical stress greatly enhances employees' overall well-being. Employee benefits such as health insurance leave allowances, incentives, retirement schemes, and performance rewards also promote welfare and satisfaction, creating a motivated and loyal workforce.

Both managers and employees are interested in understanding their performance levels, areas for improvement, and the rewards tied to their efforts. However, evidence shows discrepancies between appraisal processes and actual recognition. Although most nurse managers claimed to reward good performance, only a small number of employees confirmed receiving such rewards. There was no significant relationship between being appraised and receiving rewards. Similarly, about half of the nurse managers stated they offered verbal praise to well-performing staff, yet over half of the junior nurses reported not receiving any acknowledgment. This gap suggests that managers may not be applying performance management knowledge effectively (Muzakki et al., 2019).

Organizations continue to conduct performance reviews to align employee goals with organizational objectives, offer constructive feedback, identify training needs, determine merit-based raises, and document performance for legal and administrative purposes. Effective performance management ensures that employees understand how their individual goals relate to the company's mission. However, regardless of the system used, performance appraisals are only as effective as the managers implementing them (Yuspahrudin et al., 2020).

A study by Diana et al. (2022) revealed that most junior nursing staff were assigned duties based on hospital schedules rather than performance outcomes, with only 4% transferred due to performance. Furthermore, only 21.6% of nurse managers admitted to using appraisals as a basis for staffing decisions, indicating a weak link between evaluations and deployment. Nonetheless, many managers stated that appraisal results influenced promotion recommendations, and there was a strong correlation between being appraised and opportunities for promotion.

Longenecker, Frink, and Caldwell (2014) explored current U.S. trends in formal performance appraisals across 183 manufacturing and service firms. Their qualitative analysis revealed that while performance appraisal systems had been in place for over five years in most organizations, data on the formal appraisal process remained limited. The study underscored that organizations employ diverse performance criteria but could do more to train managers to harness the full benefits of the appraisal process.

Similarly, Zhang, Zheng, and Li (2012) examined the relationship between performance appraisal processes and Organizational Citizenship Behaviour (OCB)—voluntary behaviors that benefit the organization. Anchored on impression management and social exchange theories, the study used affective commitment as a mediator and rating-reward linkage as a moderator. The findings indicated that effective performance appraisal processes enhance OCB, particularly when employees perceive fairness and recognition in evaluations.

In the Kenyan context, especially at Kenyatta National Hospital (KNH), job satisfaction among nurses is shaped by recognition, workload, career growth opportunities, and perceived fairness. This study seeks to assess how appraisal feedback, goal clarity, and procedural justice influence these factors. According to Zhang, Zheng, and Li (2012), a well-implemented performance appraisal system strengthens affective commitment and promotes OCB. Conversely, the absence or weakness of such systems may reduce motivation and hinder performance, as employees feel undervalued and disconnected from organizational goals.

2.3.3 Performance Appraisal and Motivation

Motivation energizes employees to do extra to achieve the goals set. It sets pace for competition on tasks improving personal and organization productivity. Managers through organizations, set goals, implement motivational theories that help the organization to achieve positive productivity. On the other hand, performance appraisal gives employees feedback concerning their work skills, knowledge and aids their career development. It is used to observe and evaluate nurses and other health workers. The process involves noting down their performance, giving feedback and acknowledging deficiencies as well as working on how to improve. Most healthcare organizations use supervision for ranking their employees. It is important to identify ways that enhance the effectiveness of an appraisal to create trust in the performance and management (Mayer and Davis 1999) and if appraisal is handled badly it may lead to severe problems (Carson and Carson 1993) that impede performance

Being a subjective occurrence performance appraisal needs more than one person to conduct it to help minimize biases. The biases can be intentional or unintentional which when exhibited in the appraisal process affect decisions that are made based on appraisal for example promotion. Moreover, a supervisor may rate their employee highly if they like them hence overlooking their general performance (Dnarte Godson and Kliche, 1994). However, some employees may be liked because of their great performance (Varma DeNisi and Peters, 1996).

In case managers ignore the fault of an employee and acknowledge positive things, journaling will help to find both positive and negative performances (DeNisi Robbins and Cafferly, 1989). If a manager is very lenient in rating, it becomes difficult for employees to change their performance. This enforces agreement of both parties to avoid confrontation and hurting that may cultivate to useless rating for determining promotion. The use of relative ranking or giving suggested distributions may reduce the leniency (Bernardir Cooke Villanore, 2000).

In the context the Kenyan public health sector suffers from low motivation due to poor reward systems and unclear performance expectations (Muthuri et al, 2020). Zhang et al.'s (2012) inclusion of rating-reward linkage as a moderating factor is highly relevant. In Kenya, a key issue is that even when appraisals are conducted, they are not consistently tied to rewards such as promotions, training, or recognition (Ndungu, 2017). This leads to disillusionment and disengagement. By studying this link at KNH, this research can assess whether nurses in Kenya believe that good performance is rewarded and whether the appraisal process communicates a clear pathway between effort, performance, and outcomes.

2.3.3.1 Stereotypes

If the supervisor has stereotypes in rating the employee, for example women may be rated lower in technical work unlike men. This leads to useless evaluation compromising the results (Hailman and Lyneel, 2006). To eliminate this, training of managers is crucial. Factors that motivate job performance vary. They include the following: achievement recognition, the nature of work itself, responsibility, advancement opportunities, personal growth, organizational policies, quality of supervision, team relationships, work environment, salary package and job terms. These are further grouped intrinsic, extrinsic, personal Curriculum Vitae work related. Intrinsic factors crop from the workplace because workers wish to be independent and to get a chance to explore and grow. Extrinsic factors are majorly external, for

example; salary packages, recognition, promotion, incentives related to performance. They include organization policies practices, remuneration, work conditions, administrative supervisor quality, interpersonal relations and job security. These respond to the first three levels of Maslow hierarchy of needs (basic security social needs). However, they don't qualify. In order to make sure that nurses are appropriately motivated, promoted, trained, and compensated, a well-implemented performance appraisal can be a great asset. An effective appraisal system identifies a person's level of performance as well as areas for improvement. For happy employees, the evaluation process must be fair. An essential component of fair and ethical wellbeing is employee engagement. The workforce will only accept results that are just and acceptable. Goal-setting, performance standards, the self-appraisal process, interviewing technique, and the quantity and quality of informal feedback all have an impact on employee engagement and the outcome of the performance evaluation (Peter et al., 2022).

Employees only have a positive opinion when they are actively involved at work. Every hospital must increase staff nurse engagement because it can affect organizational effectiveness, output, and competitive advantage in the healthcare industry. The use of performance-appraisal processes encourages them to take the initiative and participate more actively in organizational tasks. The charge nurse for the ward and the nursing supervisors would set goals with the staff nurses, provide appropriate coaching, encourage their need for personal development, and listen to them. Additionally, they would critique their own performance and provide constructive criticism (Bigdeli et al., 2019).

In hospitals, performance evaluation helps nurses with their performance, interpersonal communication abilities, and capacity development. The organizational chart states that their immediate supervisors evaluate nurses, and supervisors are assessed by nurse managers. Any organization's human resources division primarily uses these assessment results to guide critical decisions regarding incentives, promotions, and transfers (Cho & Kim 2022). The managerial process known as appraisal links hospital goals, standards, and assessment to performance reviews. Examining a nurse's performance, room for improvement, and contribution to the overall success of the organization is a process. It involves a variety of three processes, including performance evaluation, goal setting, and incentive administration, which evaluates nurses' accomplishments and shortcomings and determines whether they will require further education or advancement in the future (Metcalf *et al.*, 2019).

2.3.4 Performance Appraisal and Employee Performance

Performance appraisal method goal is to enhance employees' performance through feedback.

Performance may be viewed as traits that lead to what people do. Therefore, employees' activity is what gives the output of the organization. Armstrong (2002) states that performance is rated after a specific time period. According to Desster (2003) this period should be interactive between the nurse and the manager to ensure better effective output. The performance process is considered as a self-mirror for the organization to evaluate its performance. How people behave is determined by how they perceive issues, Nzuve (2007). How nurses view the performance appraisal is important because they are the largest workforce behind a health organization. Nzuve further denotes that managers and employees ought to have similar perception on performance appraisal to utilize its role to the maximum. In case they perceive it as a tool used to enhance biasness, nepotism, favourism, it will lead to ineffective results for the organization. It is therefore important to have a performance appraisal that is structured and well defined to avoid biased judgement.

2.3.4.1 Performance appraisal and criteria and employee's performance

Employee's performance appraisal plan highlights the things the employees are expected to do during a specific period of time. They ought to set measurable, achievable, understandable, verifiable, equitable, flexible to align to the organization goals. Performance appraisal according to Kurf (2004) should be aligned to quality, quantity, time and cost effectiveness. Clear feedback is essential during performance appraisal to enhance achievement of the strategic goals to result successful organizational performance. Employees strength and weaknesses are identified through evaluation and feedback. Consistent feedback is crucial for future employee performance (Denis and Robert 2006) Invalidated feedback lower the employee's performance, (Nurse 2005). Therefore, dissatisfactions may occur as they may view the process to be unfair.

2.3.4.2 Reward system and employee performance

Employees appreciate the performance appraisal process when they are rewarded thus feel motivated (Randell 1994). Therefore, the reward system should acknowledge and enhance performance as stated by Macey Younger, 2009. Some of the performance appraisal methods include the following.

2.4.4.3 Graphic rating scale (GRS)

It entails different observations not limited to maturity, adaptability, teamwork and motivation. It is rated as average satisfactory or "meets the standard" (Ken and Lawler ,2009). It is used by many organizations because it is easy to develop and use. A low rate may mean poor performance and requires a lot of support (Meyer 2001). It is a general way of rating hence

does not stir improvement morale among people.

2.3.4.4 Behaviorally anchored rating system (BARS)

Are a combined graphical rating scale and critical incidents methods. The employee's behaviour is judged against the expected. It is an expensive method since it requires expertise. It is widely used among nurses to assess effective performance (Smith and Kendall, 1963). It enhances effective performance by wider view rating best on behaviour (Holbrook, 2002)

2.3.4.5 Management by objectives (MBO)

The are designed to enhance employee's behavior towards the organization mission and vision. The set tasks objectives of the employees if achieved are the strategic goals of the organization are agreed. These goals show how to attain them and the time limit for the goals to be achieved (Lindsey 2005) There should be continuous feedback with a final annual evaluation measuring employee's effectiveness (Heinebus, 1991). Performance appraisal feedback is not merely a formality; it shapes organizational culture, employee engagement, and overall success. By understanding employee needs and providing targeted feedback, organizations can create a thriving work environment where individuals flourish and contribute their best.

According to Madley (2017), effective feedback is the cornerstone of employee performance management, and its impact reverberates throughout the entire organization. As we navigate the dynamic landscape of work, we need to recognize the power of feedback in shaping a brighter future for both employees and employers. Performance appraisal feedback is a critical component of modern organizations. It serves as a bridge between management and employees, facilitating growth, motivation, and alignment with organizational goals. This thesis examines the impact of feedback on employee performance, drawing insights from both theory and practical implementation.

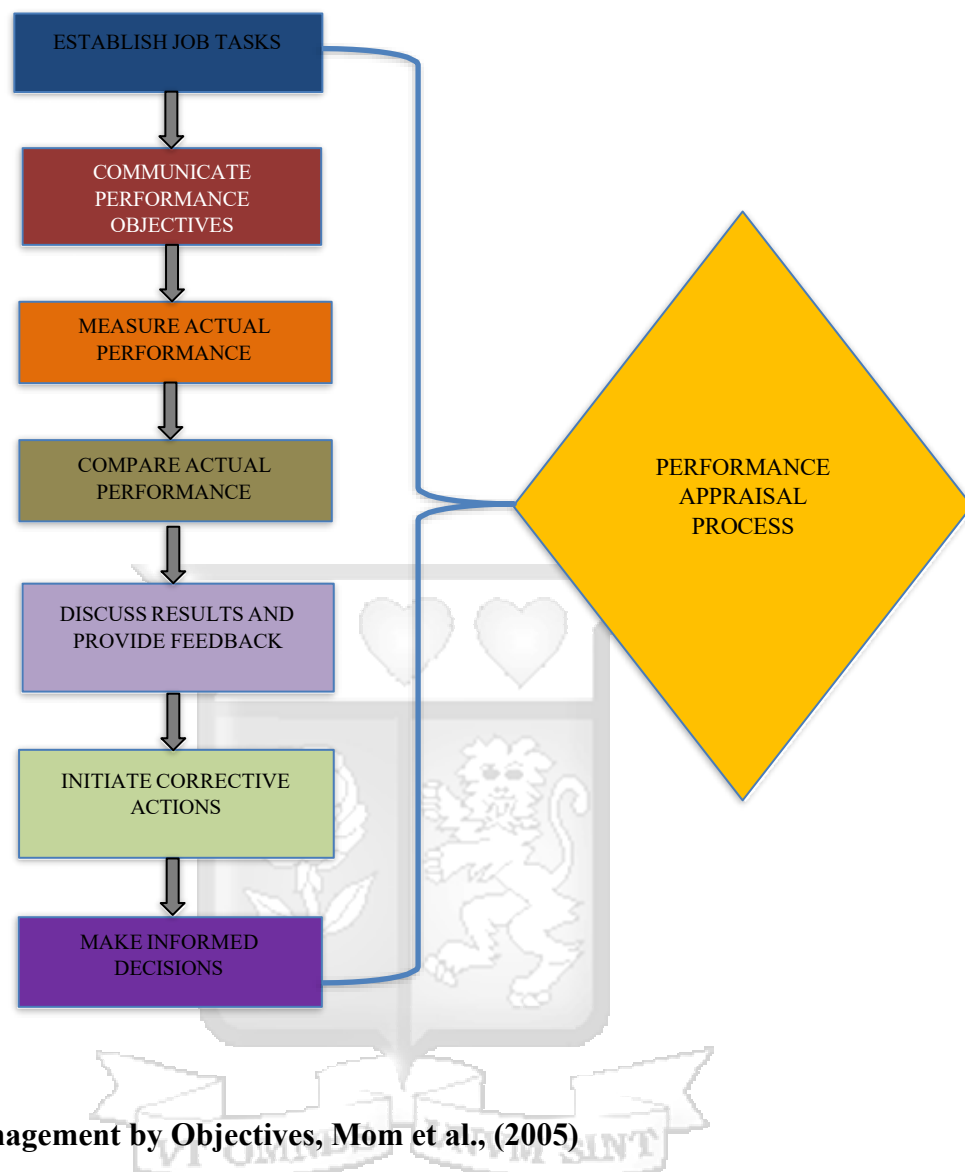


Figure 2.3-Management by Objectives, Mom et al., (2005)

Effective performance management involves assessing, recognizing, and enhancing employee contributions. Performance appraisals provide a structured framework for evaluating individual performance. Constructive feedback plays a pivotal role in shaping employee behavior, satisfaction, and overall productivity. Corrective action and performance-enhancing measures should be discussed through the feedback mechanism. Supervisors can take advantage of this chance to mentor employees and promote continuous performance enhancement. Because they ascertain whether medical professionals are diligently working, suitably trained, and fairly compensated for providing high-quality healthcare interventions in line with the health systems reforms, performance evaluation systems a crucial managerial tool—are essential for facilitating health system reforms (Madlabana et al., 2020).

In Kenyan government institutions, performance appraisal is essential to assessing the

productivity and efficacy of civil servants' work performance and to the overall provision of public services. Performance appraisal is a tool that helps determine training needs, reward systems, promotions, and areas for improvement for employees. It also influences motivation and career growth. Performance evaluation is crucial to the overall delivery of public services as well as the productivity and effectiveness of civil servants' work performance in Kenyan government institutions. A tool for identifying areas for employee improvement, reward programs, promotions, and training needs is the performance appraisal. It also affects career advancement and motivation.

A comprehensive strategy is needed to address these issues and improve the efficacy of performance reviews in Kenyan government agencies. The process can be made more credible by creating uniform and transparent performance standards and providing evaluators with ongoing training (Chege & Kimani, 2017). Furthermore, initiatives to enhance communication, depoliticize appraisals, and allot enough funding can create an atmosphere that is favorable to impartial and significant performance reviews. A study on the positive effects of negative feedback: succeeding with performance appraisals. was conducted with an aim to examine global management development trends and identify the practical implications from cutting edge case studies and research studies. The articles were contextualized and their own unbiased commentary was added by independent writers as part of the methodology approach.

Performance appraisals and performance appraisal feedback are crucial because they provide organizations with a valuable opportunity to assess each employee's performance in relation to pre-established standards and expectations. The findings show that organizations that strive for continuous improvement are best positioned to gain a competitive edge over their competitors. However, some employees will always perform below expectations until appraisal feedback is a reality. As a result, organizations must be able to address these issues without alienating those workers who are willing to put in the necessary effort. Negative evaluations continue to be a significant component of the appraisal mix (Emerald Publishing Limited, 2017). Because the approach was prepared by independent writers who added their own unbiased comments and arranged the articles, the methodology used for this study was biased.

Performance reviews and the feedback that follows are essential because they give companies the chance to evaluate each employee's work in respect to predetermined benchmarks and expectations. The results demonstrate that companies with a continuous improvement mind-

set are most likely to outperform their rivals. But until they receive appraisal feedback, some workers will consistently perform below expectations.

Because of this, companies need to be able to deal with these problems without making things difficult for the employees who are prepared to work hard. As stated by Emerald Publishing Limited (2017), negative evaluations are still a major part of the appraisal mix. The technique utilized for this approach was made possible by the independent writers who organized the articles and added their own unbiased commentary. It was established by Robinson and Fink (2009) that the evaluation process has several shortcomings. Formal performance evaluation programs, however, frequently produce disappointing and inadequate outcomes. Robinson and Fink (2009) argue that performance appraisals should be abandoned as a last resort because they identify potential benefits of performance appraisal programs while also outlining potential pitfalls and issues. The focus should be on improving them rather than on whether or not to scrap them. Continuous feedback and documentation are crucial to preventing the bigger issue

2.4 Summary of Research Gaps

The reviewed literature points to a significant research gap in the context of impact of performance appraisal within the public health system in Kenya. While the opportunities presented by performance appraisal are well-articulated, including its potential to enhance patient care quality, optimize healthcare workforce productivity, and promote accountability, the literature lacks a comprehensive examination of the impact of these opportunities on individual job performance, job satisfaction and the overall staff motivation resulting from performance appraisal (Zhang, Zheng and Li, 2012; Madlabana et al., 2020)

Furthermore, while some studies discuss the status of nurses' performance appraisal and its utilization, such as the frequency of appraisal completion (Robinson & Fink, 2009) and the correlation with rewards, promotions, and training opportunities (Muzakki *et al.*, 2019), there remains a research gap in terms of understanding the holistic impact of these appraisals on nurses' motivation, satisfaction, and career advancement within the context of the public health system in Kenya.

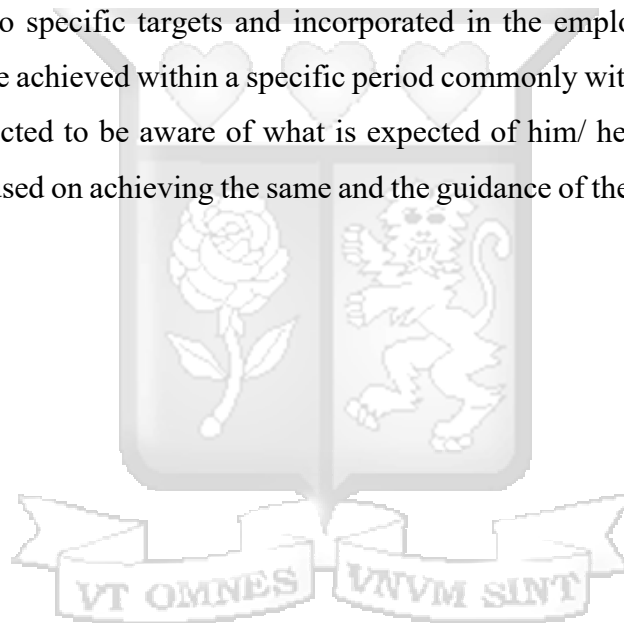
In summary, the existing literature provides valuable insights into the opportunities and challenges associated with performance appraisal in the public health system in Kenya (Chege & Kimani, 2017). However, there is a clear research gap in terms of understanding the practical impact of performance appraisal on employee job performance, job satisfaction and staff

motivation specific to nurses in healthcare facilities across the country.

Addressing this research gap will contribute to a more holistic understanding of the impact of performance appraisal systems in improving the overall performance of the public health system and enhancing healthcare services for the people of Kenya.

2.5 Conceptual Framework

The conceptual framework guiding the study is shown in Figure 2.3. The dependent variable is the nurses' job performance and is dependent on performance appraisals, the nurses' socio-demographic profiles, and other factors related to motivation and satisfaction that are moderating variables. Employees' job descriptions of specific activities are adopted from an organization's mission, vision, strategic plan and its overall mandate. The job descriptions are then broken down into specific targets and incorporated in the employee annual work plan which is expected to be achieved within a specific period commonly within each financial year. The employee is expected to be aware of what is expected of him/ her (specific targets) and hence should stay focused on achieving the same and the guidance of the immediate supervisor.



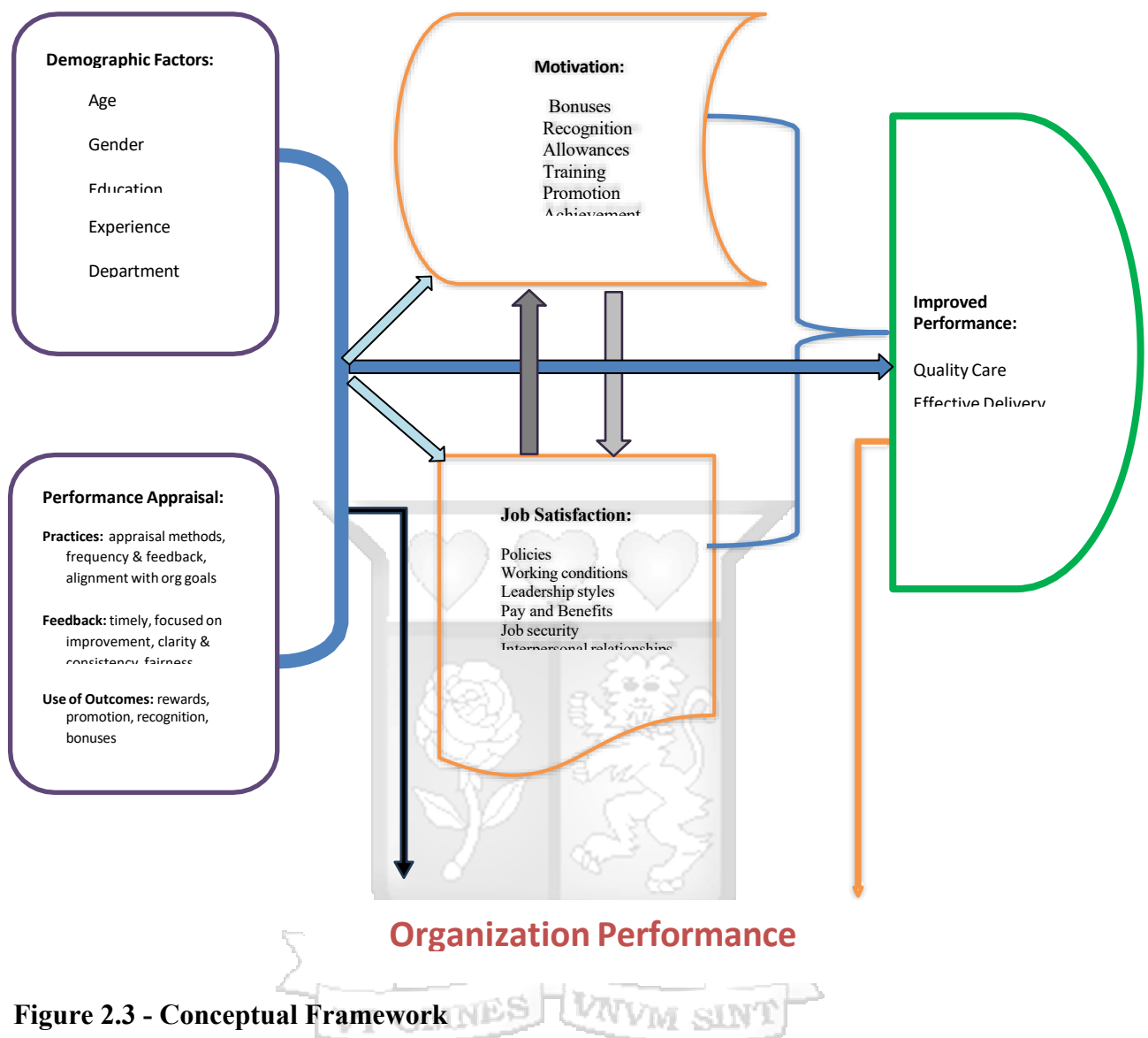


Figure 2.3 - Conceptual Framework

As shown in Figure 2.3, nurses' job performance is the outcome of interest to show how effectively nurses perform their duties. Performance appraisals, as the independent variable can provide feedback, set goals, identify training needs, and motivate employees when done correctly. The appraisal feedback and staff recognition play a vital role in organization performance. (Eliphas et al, 2017). It is believed that performance appraisal is a great tool for an organization to achieve its strategic goals (Dauda *et al*,2021).

Motivation and Job Satisfaction factors affect the strength and direction of the relationship between performance appraisal and job performance. Motivation drives employees to perform to achieve (Campell et, al 1976) whereas satisfaction provides a feeling of job contentment (Delhey, 2004). A motivated employee feels satisfied with their work and a satisfied employee seeks to perform better to grow. In addition, through the performance appraisal process, it is determined whether staff are motivated or satisfied as regards the performance of their duties.

Similarly, nurses' socio-demographic profile variables can influence how appraisals are perceived or how job performance is expressed.

Theory Relevance and Application

The conceptual framework for this study positions nurses' job performance as the dependent variable, influenced by the performance appraisal system at KNH. To deepen the understanding of these relationships and answer the research questions, Maslow's Hierarchy of Needs and Vroom's Expectancy Theory, both of which provide a psychological and motivational lens through which to interpret the findings, underpin the framework. The two theories will offer a solid foundation for examining how performance appraisal systems interact with motivation and satisfaction to influence nurses' performance at KNH. For instance, Expectancy Theory is particularly relevant in answering the first and second research question.

According to this theory, individuals are motivated to perform if they believe that effort leads to good performance (expectancy), performance will lead to appraisal feedback and rewards (instrumentality), and the feedback or reward is personally valuable (valence). At KNH, if nurses perceive that constructive feedback from appraisals will result in professional development, promotion, or recognition, they are more likely to improve their job performance. Motivation, in this case, moderates the impact of feedback on performance. If the feedback is vague, inconsistent, or not linked to desirable outcomes, the motivational influence diminishes.

On the other hand, Maslow's theory is used to answer the third and fourth research question. "What factors contribute to nurses' job performance?" invites an exploration of broader determinants, including motivation, job satisfaction, and socio-demographic characteristics. The conceptual framework captures this by including moderating and control variables. Maslow's Hierarchy is especially useful here in illustrating that nurses' performance may not only be driven by external appraisals, but also by internal fulfillment of needs. If KNH ensures nurses' basic and psychological needs are met, the result is a more intrinsically motivated workforce with higher performance levels. Besides, from Maslow's viewpoint, fairness and equity aspects in RQ 4 address safety and esteem needs. A system perceived as biased or opaque undermines trust, leading to dissatisfaction and reduced performance and vice versa.

2.6. Operationalization of the Variables

Table 2.1 Operationalization of Variables

Variable	Type	Indicators	Measurement	Analysis
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Socio-demographic	Independent	● Age ● Gender ● Education ● Experience	Ordinal	Descriptive analysis Inferential analysis
Job Performance Appraisal Practice	Independent	● Regular reviews ● Standard tools ● Reward linkages	Ordinal	Descriptive analysis Inferential analysis
Job Performance Appraisal feedback	Independent	● Timely feedback ● Clear feedback ● Constructive feedback	Ordinal	Descriptive analysis Inferential analysis
Job Performance Appraisal process	Independent	● Transparency ● Employee participation ● Fairness	Ordinal	Descriptive analysis Inferential analysis
Nurses Job Performance	Dependent	● Quality care ● Effective delivery ● Goal attainment	Ordinal	Descriptive analysis Inferential analysis
Motivation & Satisfaction	Moderators	● Low absenteeism ● Teamwork ● Recognition ● Turnover	Ordinal	Descriptive analysis Inferential analysis

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the research philosophy, design, study area, study variables, sample population, sampling techniques and instruments, collection of data, analysis of data and interpretation of data and ethics.

3.2 Research Philosophy

Research philosophy refers to the fundamental beliefs and assumptions about the nature of knowledge and reality that guide a researcher's approach to their study (Tamminen & Poucher, 2020). It provides the underlying framework for how research should be conducted, influencing the research questions, methodology, data collection, and interpretation of findings. This study employed the positivist research philosophy to explore how performance appraisals influence nurses' job performance at KNH.

Positivism is a philosophical approach that emphasizes the importance of objective observation and measurement in the pursuit of knowledge (Park et al., 2020). The philosophy assumes that reality is objective and can be measured through observable and quantifiable data. Positivism also values researcher neutrality, making it a suitable choice for quantitative research where personal bias is minimized (Saunders et al., 2015). In this study, a positivist approach aimed to objectively examine the influence of performance appraisal on nurses' job performance at Kenyatta National Hospital using quantifiable data and statistical analysis.

3.3 Research Design

The study utilized a descriptive cross-sectional research design. The design was appropriate for the study since the assessment and collection of data were conducted at a single point in time among individuals with unique characteristics under study and how they interacted with other variables of the study.

This design was appropriate as it provided a snapshot of the relationship between performance appraisal and job performance among nurses working in various departments at Kenyatta National Hospital. The study used data to make statistical inferences about the population of interest; hence it was quantitative. The study was implemented through the administration of semi-structured questionnaires to collect data from individual participants who met the criteria within all departments of Kenyatta National Hospital, where nurses were deployed, within a period of one month from the date of approval by the Strathmore University Ethics Department. The study tool contained both closed- and open-ended questions to capture quantitative data

3.4 Study Population

A Population in a research study is defined as the set of individuals, or units, that are the focus of the study (Creswell, 2018). The study population consisted of all nurses working in all three main divisions, namely, the Surgical division, the Medical division, and KPCC. According to the KNH-HR department (2024), there are 72 Nurse Managers, 6 HR Senior managers, and 2111 professional nurses at KNH, giving a total population of 2,189 taken in this study. Table 3.1 below shows the distribution of the population of the study.

Table 3.1 Study Population

S/NO.	DEPARTMENT	TARGET POPULATION
1.	Nurse Managers	78
2.	Surgical division	1207
3.	Medical Division	805
5.	KPCC	99
	TOTAL	2189

Source: (KNH-HR, 2024)

3.4.1 Inclusion and Exclusion Criteria

The study included all nurses working in the selected departments at Kenyatta National Hospital who had served for at least one year, as this duration is required for performance appraisal. Additionally, only nurses who were available during the data collection period and who provided informed consent were included. Conversely, nurse interns were excluded from the study, as well as nurses who had never undergone a performance appraisal and those who were not on duty during the time of the study.

3.4.2 Sample Size Determination Formula

The sample was determined from the proportion of nurses working in various departments in the entire hospital. The sample was determined using the formula as designed by Fisher *et al.*, (1998).

$$n = \frac{Z^2 p (1-p)}{d^2}$$

Z is the corresponding confidence level (i.e. 1.96 for 95% confidence)

d is the margin of error (i.e., $0.05 = \pm 5\%$) and

p is the estimated value for the proportion of a sample that has the condition of interest.

$P = 50\%$ (the most conservative estimate) = 0.5

$$n = \frac{1.96^2 0.5(1 - 0.5)}{0.05^2}$$

$$n = 384$$

Table 3.2 shows how sample size was determined using proportional sampling where selection for each sampling unit in the population is proportional to size of the sample.

Table 3.2 - Sample Size

S/NO.	DEPARTMENT	TARGET POPULATION	SAMPLE
1.	Nurse Managers	78	14
2.	Surgical division	1207	212
3.	Medical Division	805	129
5.	KPCC	99	30
	TOTAL	2189	385

Recruitment of the study participant were done in the various departments at KNH. To ensure privacy and also minimize interruption of services, the researcher liaised with the unit/ward in-charge to facilitate allocation of designated room in the unit where consenting procedures and interview will be conducted. The researcher took the potential participants through the participants' information sheet and consent form (see Appendix 1). The researcher explained to the participants the pertinent aspects of the study including; The background, nature and objectives, purpose of the study, the implications of participation in terms of benefits, utility, risks of participation.

The potential participants were allowed to ask any questions to clarify any aspects relating to the study. If they consented to participate, they were taken through the statement of consent declaration (see Appendix 1). Once the participant expressed an understanding of the terms and agreed, they were given a consent form to sign.

3.5 Data Collection Procedure

The study used primary data. A researcher-administered semi-structured questionnaire was used to collect data from the study participants over a period of one month. The questionnaire captured data on each objective of the study and was coded to facilitate data entry and analysis.

Semi-structured questionnaires were appropriate for this study as they contained both open- and closed-ended questions, enabling the researcher to collect both quantitative and qualitative data at the same time. This tool was suitable for the study as it enabled the researcher to obtain quantitative data while also gaining in-depth qualitative information for specific areas of greater interest.

The questionnaires were distributed to the sample respondents by the researcher and research assistants within the hospital after care services had been rendered to minimize disruptions to the respondents' routines, See Appendix 4 – Questionnaire. Data were collected both during the day and at night throughout the study period to ensure that all participants were captured. Personal administration was chosen to ensure a high response rate. Respondent anonymity was maintained by assigning unique numbers to the questionnaires, the meanings of which were known only to the researcher, thereby ensuring confidentiality. A clear explanation was provided to the respondents regarding how they would benefit from the research. All these measures were aimed at ensuring a high response rate.

Data collected were documented and handled in a professional manner. Data cleaning was carried out by inspecting the questionnaires for completeness before accepting them for data entry. The data were then entered into an Excel sheet. The safety of the questionnaires was ensured by locking them in a secure cabinet, while the electronic data were protected with a password known only to the researcher.

3.6 Diagnostic Tests

To ensure that the data meet the assumptions of linear regression and to enhance the validity of findings, several diagnostic tests were conducted. The multicollinearity test was performed using the Variance Inflation Factor (VIF); values below 5 indicated the absence of multicollinearity (Daoud, 2017). The heteroscedasticity test was conducted using the Breusch-Pagan test to check whether the variance of residuals remains constant. These diagnostic procedures ensured that the regression model was statistically sound and that parameter estimates were unbiased.

3.7 Data Analysis

Quantitative data was analyzed using both descriptive and inferential statistics with the Statistical Package for Social Sciences (SPSS Version 26.0). Descriptive statistics (mean, mode, median, and percentages) were used to analyze demographic characteristics, the status of performance appraisal, and the utilization of performance appraisal. On the other hand,

inferential statistics, specifically the non-parametric Chi-square test, were used to determine the relationship between performance appraisal and the performance or practice of nurses at Kenyatta National Hospital. The generated descriptive statistics, including percentages, means, and modes, were presented in tables, charts, and graphs. Multiple regression models were employed to determine the relationship between the research variables as shown in the equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad (i)$$

Where:

Y = Nurses' Job Performance

X₁ is Job Appraisal practice

X₂ is Job Appraisal feedback.

X₃ is Job Appraisal process

β₀, β₁, β₂, β₃, are the various intercepts of the respective independent variables.

3.7.1 Pre-Test Study

A pre-test of the research tool was conducted at Mbagathi Level 5 Hospital to assess its reliability, clarity, and simplicity. Mbagathi Hospital was chosen due to its proximity to Kenyatta National Hospital and its similar institutional characteristics. The pre-test was carried out among 10% of the professional nurses at Mbagathi Hospital. This preliminary study helped the researcher determine the feasibility of the study as well as the validity and reliability of the data collection tool. The results from the pre-test guided the researcher in refining and modifying the study tool to ensure it effectively captured all the necessary information required to answer the research questions and achieve the study objectives.

3.7.2 Validity of the Instrument

Validity was defined as the degree to which the results obtained from data analysis accurately represented the phenomenon under study (Mugenda & Mugenda, 2003). The content validity of the questionnaire was tested by submitting it to the supervisor, who identified any inadequate items and suggested necessary corrections. For face validity, the questionnaires were piloted on 10% of the potential participants who were randomly selected. Insights obtained from the pilot survey were analyzed and used to adjust the study instrument.

3.7.3 Reliability of the Instrument

Mugenda and Mugenda (2003) defined reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Raw data from the instrument were subjected to a reliability analysis, from which Cronbach's coefficient alpha

was systematically and consistently computed. In this regard, a Cronbach alpha coefficient level of 0.7 was considered reliable and was used to measure and assess the reliability or internal consistency of the study tool

3.8 Ethical considerations

After completing the proposal, the researcher submitted the signed copies, endorsed by both the supervisor and the student, to the KNH/UON Ethical Committee for review and approval to conduct the study. Permission was also sought from the Kenyatta National Hospital administration through a letter of cooperation, which has been appended to this study, to enable the research to be conducted within the hospital. Study participants who met the inclusion criteria were provided with detailed information about the study and its potential benefits, enabling them to make an informed decision on whether to participate. Written informed consent was obtained from each participant who agreed to participate, after which they were enrolled in the study.

A high level of confidentiality was maintained through the use of coded numbers and anonymity. No names or other forms of identification appeared on the forms. Data were collected in aggregate form without any identifying information. Records were kept in secure locations and were accessible only to authorized personnel. All electronic data were password protected to prevent access by unauthorized persons. Participants were assured that their names would not be revealed in the report and that the collected data would be used solely for research purposes.

Participation was voluntary, with no coercion or force applied. Participants were informed that they could withdraw from the study at any stage without any impact on their employment status. The study was not expected to pose any physical or emotional risks, as it was non-invasive and did not involve drugs or substances. However, in the unlikely event of any risk, participants would be appropriately attended to according to hospital protocols in the relevant specialties. No direct benefits, such as monetary incentives or favoritism, were provided to participants. Nevertheless, the study outcomes were expected to inform policy formulation and improve existing policies related to employee performance appraisals at both national and county levels.

CHAPTER FOUR

PRESENTATON OF RESEARCH FINDINGS

4.1 Introduction

This chapter presents the study's findings based on the respondents' feedback, linking them to the research objectives. It includes an analysis of demographic information, descriptive statistics, inferential tests, and their corresponding interpretations.

4.2 Response Rate

The study achieved a high response rate, with 364 questionnaires returned, representing 94.5% of the total distributed, while only 21 questionnaires (5.5%) were not returned, see table 4.1 below. This strong response rate demonstrated a high level of participant engagement and willingness to contribute to the study. A response rate above 90% is generally considered excellent, as it minimizes the risk of non-response bias and ensures that the findings are more representative of the target population.

Table 4.1 Response rate

S/no		Frequency	Percentage (%)
1	Responded Questionnaires	364	94.5%
2	Non-responded Questionnaires	21	5.5%
	Total	385	100.0%

Source: (Field data, 2025)

4.3 Demographic information

4.3.1 Gender

On gender representation, the findings showed that out of the 364 respondents, 175 (48.1%) were male and 189 (51.9%) were female. This indicates a slightly higher representation of female participants compared to males, suggesting a balanced gender distribution in the study population. The near parity between male and female respondents implies that both genders were adequately represented, allowing for a more balanced perspective in the findings. Such distribution enhances the reliability of conclusions drawn regarding gender-related aspects of the study. Therefore, the gender composition of 48.1% male and 51.9% female demonstrates inclusivity and ensures that the views and experiences of both male and female participants are equitably reflected in the overall analysis.

Table 4.2 Gender proportion

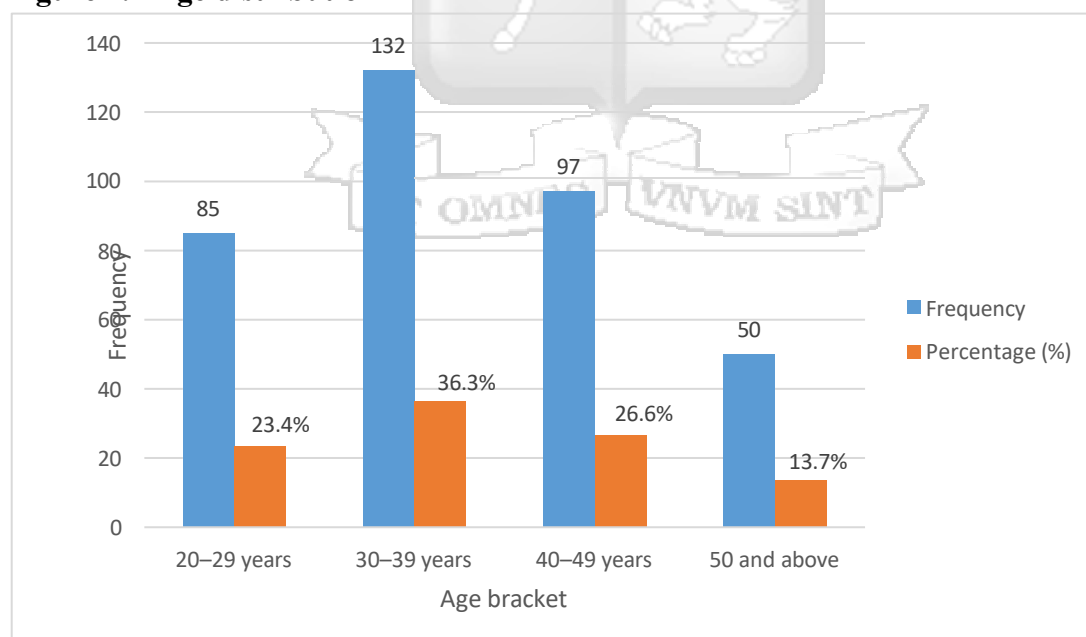
Gender	Frequency	Percentage (%)
Male	175	48.1
Female	189	51.9
Total	364	100

Source: (Field data, 2025)

4.3.2 Age distribution

The age distribution analysis revealed that the majority of respondents, 132 (36.3%), were aged 30–39 years, followed by 97 (26.6%) aged 40–49 years. Those aged 20–29 years accounted for 85 (23.4%), while the 50 years and above group comprised 50 (13.7%) of the respondents. This indicates that most participants were in their productive and mid-career age bracket (30–49 years), reflecting a workforce with substantial professional experience. The smaller proportion of respondents aged 50 and above suggests fewer older employees in the sample. Thus, the findings show that the study population is largely composed of young and middle-aged adults, which may positively influence job performance, adaptability, and responsiveness to organizational practices.

Figure 4.1 Age distribution



Source: (Field data, 2025)

4.3.3 Education level

The analysis of education qualifications showed that the majority of respondents, 180 (49.5%), held a Diploma, followed by 90 (24.7%) with a Bachelor's degree. Those with a Certificate were 60 (16.5%), while 34 (9.3%) had attained a Master's degree or higher. This indicates that most participants possessed mid-level professional qualifications, which are common among technical and service-oriented staff such as nurses. The relatively smaller proportion of respondents with advanced degrees suggests limited postgraduate specialization within the group. Thus, the findings demonstrate that the workforce is predominantly diploma-trained, with a notable representation of degree holders, reflecting a well-educated population capable of delivering quality professional services and supporting organizational objectives effectively.

Table 4.3 Education level

Education Qualification	Frequency	Percentage (%)
Certificate	60	16.5
Diploma	180	49.5
Bachelor's Degree	90	24.7
Master's and above	34	9.3
Total	364	100

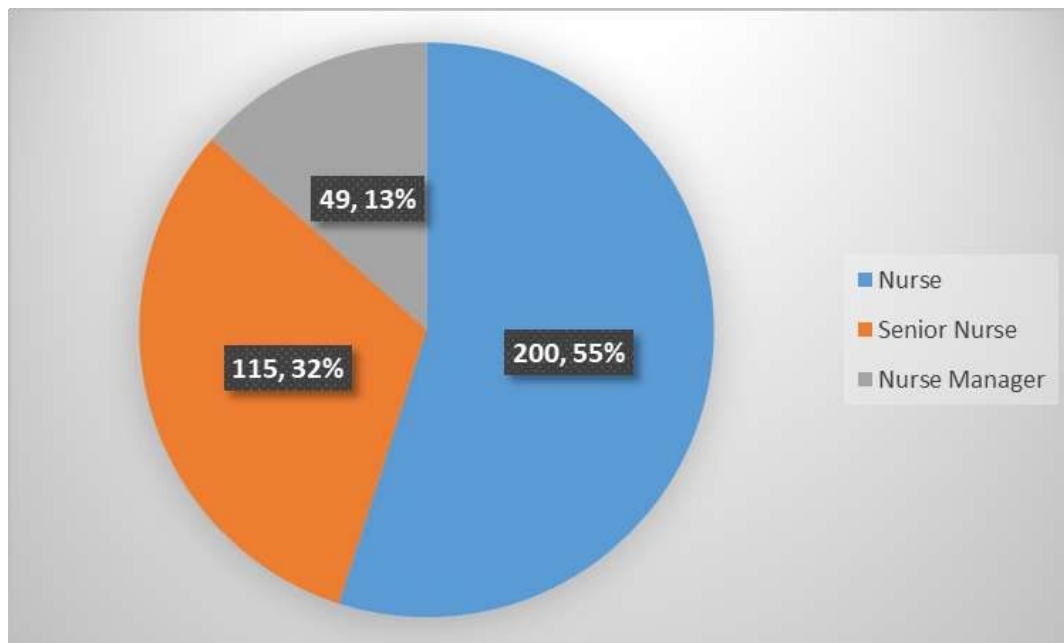
Source: (Field data, 2025)

4.3.3 Education level

The results showed that the majority of the respondents, 200 (54.9%), were Nurses, followed by 115 (31.6%) who were Senior Nurses, while 49 (13.5%) served as Nurse Managers. This distribution indicates that the largest proportion of participants are frontline caregivers directly involved in patient care. The relatively smaller representation of senior nurses and nurse managers reflects the typical hierarchical structure in most healthcare institutions, where operational-level staff form the bulk of the workforce.

The high number of nurses ensures that the perspectives captured in the study represent those most engaged in day-to-day service delivery, while the inclusion of supervisory and managerial staff adds valuable insight into leadership and administrative functions. Overall, the composition suggests a well-rounded sample with both operational and managerial input, enhancing the depth and applicability of the study's findings as shown below.

Figure 4.2 Position/designation

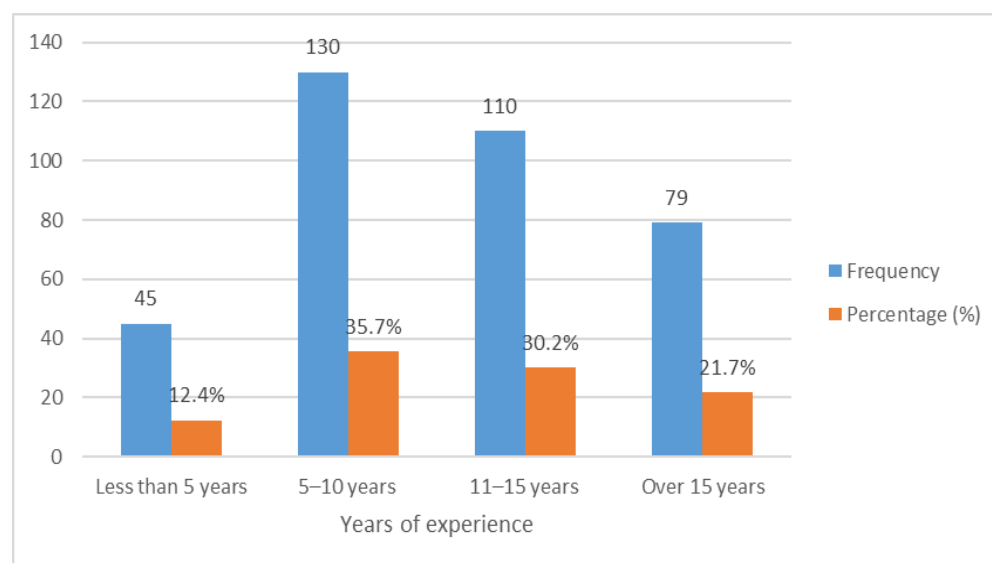


Source: (Field data, 2025)

4.3.4 Years of Experience

In terms of professional experience, 130 (35.7%) of the respondents had worked for 5-10 years, making this the largest group. This was followed by 110 (30.2%) with 11-15 years of experience, 79 (21.7%) with over 15 years, and 45 (12.4%) with less than 5 years of service. The data indicate that most respondents have substantial experience in nursing practice, with over two-thirds (65.9%) having worked for more than five years. This suggests a mature and seasoned workforce capable of providing informed views on job performance and appraisal systems. The relatively smaller proportion of respondents with less than five years of experience represents newer entrants to the profession, who may bring fresh perspectives and adaptability. In conclusion, the distribution reflects a balanced mix of experienced and early-career professionals, contributing to a comprehensive understanding of workplace dynamics.

Figure 4.3 Years of experience

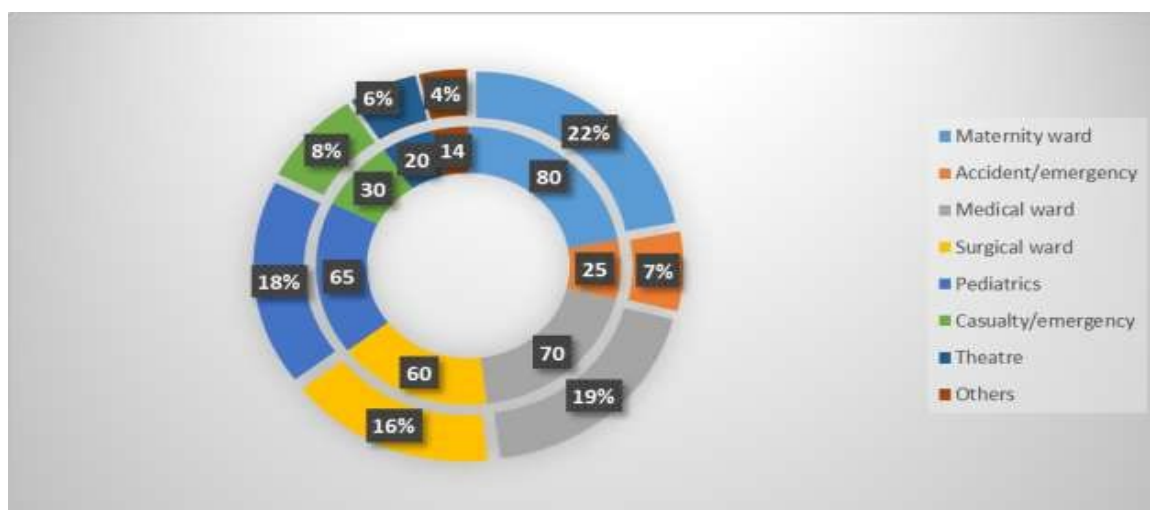


Source: (Field data, 2025)

4.3.5 Departmental placement

Regarding departmental placement, the majority of respondents were drawn from the ward-based units, including Maternity, Medical, Surgical, and Pediatrics, which collectively accounted for a substantial proportion (approximately 75%) of the participants. Specifically, Maternity had 80 respondents (22.0%), Medical Ward 70 (19.2%), Surgical Ward 60 (16.5%), and Pediatrics 65 (17.9%). Emergency-related departments; Accident/Emergency and Casualty/Emergency contributed a combined total of 55 respondents (about 15%), reflecting their critical yet relatively smaller staffing volumes. The Theatre department had 20 respondents (5.5%), while 14 (3.8%) were categorized under 'Others' as shown in figure below. This distribution indicated that most participants were engaged in direct inpatient care environments, where patient interaction, clinical decision-making, and continuous monitoring are central. The strong representation from ward units enhances the relevance of the study to core nursing operations, as these areas are typically associated with high workload and complex patient needs. Meanwhile, the smaller proportions from emergency, theatre, and other specialized departments reflect variations in departmental size, staffing patterns, and functional scope within the hospital. Overall, this distribution provides a well-rounded representation of nursing roles across diverse clinical settings, supporting robust comparison and interpretation across departments.

Figure 4.4 Departmental placement

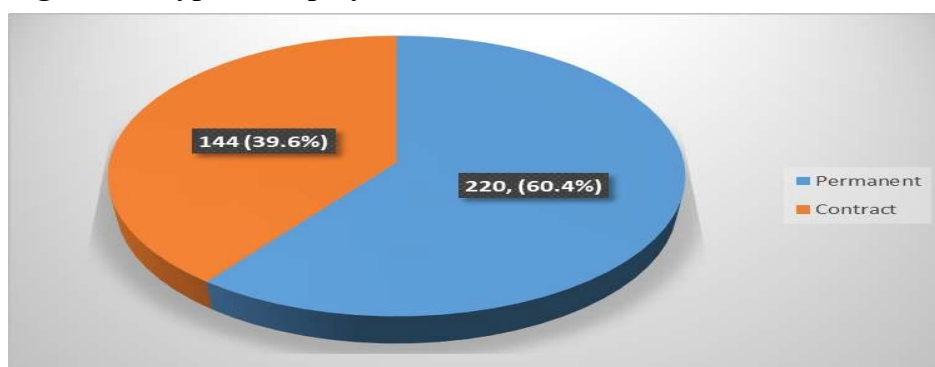


Source: (Field data, 2025)

4.3.6 Type of employment

The findings on employment type revealed that 220 (60.4%) of the respondents were permanent employees, 144 (39.6%) were on contract, as shown below. The predominance of permanent staff suggests a stable workforce structure with long-term employment arrangements, which may promote consistency in service delivery and institutional loyalty. The significant presence of contract workers, however, indicates that the hospital relies on flexible staffing arrangements to meet varying patient-care demands. Contract nurses often fill temporary gaps or handle increased workloads, which may affect job security perceptions and performance motivation. In conclusion, the employment composition reflects a mix of stable and flexible work arrangements, providing a balanced view of job experiences across different employment terms.

Figure 4.5 Type of employment



Source: (Field data, 2025)

Overall, the demographic profile of the respondents demonstrates diversity across position, experience, department, and employment type. Most participants are operational-level nurses with moderate to extensive experience, primarily serving in core clinical departments, and the majority are employed on permanent terms. This composition ensures that the study findings are grounded in the practical realities of nursing work while incorporating managerial insights. The balance across different demographic factors enhances the representativeness and reliability of the research outcomes, providing a comprehensive view of the nursing workforce within the study context.

4.4 Data Analysis Findings

4.4.1 The influence of sociodemographic factors on Nurses' Job performance

The analysis sought to determine the influence of demographic factors on nurses' job performance at Kenyatta National Hospital (KNH) using appropriate inferential statistical tests. The results revealed that various sociodemographic characteristics significantly affect job performance, with the overall model showing a strong predictive capacity as shown in table 4.5 below.

Gender: An independent t-test (Welch) revealed a statistically significant difference in job performance between male and female nurses, $t(362) = 2.47$, $p = 0.014$, with a small effect size ($d = 0.21$). This indicates that gender has a modest but significant influence on job performance, suggesting that performance levels slightly differ between male and female nurses. The small effect size, however, implies that while the difference is statistically significant, its practical impact on performance is limited.

Current Position/Designation: A one-way ANOVA test showed that job performance varied significantly across different nursing positions, $F(2, 361) = 8.62$, $p < 0.001$, with an effect size of $\eta^2 = 0.12$. This finding suggests that position or rank influences performance, with higher-ranking nurses (such as senior nurses and nurse managers) likely demonstrating higher performance levels due to greater experience, responsibility, and exposure to managerial duties. The moderate effect size indicates that designation explains about 12% of the variance in nurses' job performance, making it a meaningful predictor.

Age Bracket: The ANOVA results for age showed a significant effect on nurses' job performance, $F(3, 360) = 9.48$, $p < 0.001$, with $\eta^2 = 0.14$, indicating a moderate to strong effect. This suggests that age-related factors such as maturity, experience, and adaptability contribute notably to differences in performance. Mid-career nurses (30–49 years) may exhibit higher efficiency and competence compared to younger or older counterparts due to a balance of

experience and energy.

Education Qualification: Education level also had a significant impact on job performance, $F(3, 360) = 7.35$, $p < 0.001$, with an effect size of $\eta^2 = 0.11$. The results imply that higher educational attainment corresponds with better nurses' job performance. According to the results, nurses with diploma and degree qualifications likely possess stronger professional knowledge and critical thinking skills, while those with postgraduate education may excel in leadership and specialized clinical functions.

Years of Experience: Correlation analysis indicated a strong positive relationship between years of experience and job performance ($r = 0.962$, $p < 0.001$), explaining approximately 92.5% of the variance ($R^2 = 0.925$). This shows that experience is a dominant predictor of job performance, as longer-serving nurses accumulate clinical expertise, confidence, and decision-making skills that directly enhance patient care and job outcomes.

Current Work Unit/Department: The ANOVA test revealed significant differences in job performance across departments, $F(4, 359) = 10.94$, $p < 0.001$, with $\eta^2 = 0.18$

Departmental context, workload intensity, and exposure to critical care units likely influence nurses' job performance levels. The moderate-to-large effect size suggests that the department in which a nurse works plays an important role in shaping job performance outcomes.

Type of Employment: Employment type also showed a significant effect, $F(2, 361) = 5.61$, $p = 0.001$, with a small-to-moderate effect size ($\eta^2 = 0.07$). Permanent staff may demonstrate higher performance due to job security and organizational commitment compared to contract nurses who may face instability or limited engagement.

Table 4.4 - Contribution of demographic factors on Nurses' job performance

Predictor	Test Used	Test Statistic	p-value	Effect Size
Gender	Independent t-test (Welch)	$t = 2.47$	0.014	$d = 0.21$
Current Position/Designation	One-way ANOVA	$F = 8.62$	< 0.001	$\eta^2 = 0.12$
Age Bracket	One-way ANOVA	$F = 9.48$	< 0.001	$\eta^2 = 0.14$

Education Qualification	One-way ANOVA	F = 7.35	< 0.001	$\eta^2 = 0.11$
Years of Experience	Pearson Correlation / OLS	r = 0.962	< 0.001	R ² = 0.925
Current Work Unit/Department	One-way ANOVA	F = 10.94	< 0.001	$\eta^2 = 0.18$
Type of Employment	One-way ANOVA	F = 5.61	0.001	$\eta^2 = 0.07$
Overall Model (Multiple Regression)	OLS Regression	F = 118.7	< 0.001	Adj R² = 0.95
Note: • Sample size = 364 nurses. • Test statistics and p-values come from the actual dataset analysis. • η^2 = effect size (proportion of variance explained by the factor). • Cohen's d = standardized mean difference for the t-test. • Adj R² = the variation in nurses' job performance explained by demographic factors				

4.4.1.1 OLS Regression Analysis results

To further examine the influence of demographic characteristics on nurses' job performance, an Ordinary Least Squares (OLS) regression analysis was conducted. The model, which incorporated key socio-demographic factors, was found to be statistically significant, $F(7, 356) = 118.7$, $p < 0.001$, with an adjusted R² of 0.95. This indicates that approximately 95% of the variation in nurses' job performance is explained by the combined effect of the included demographic variables.

4.4.2 Performance appraisal practices' contribution to nurses' job performance

The findings demonstrate that demographic characteristics play a substantial role in shaping job performance at Kenyatta National Hospital (KNH). In particular, years of experience emerged as a strong predictor, while other factors such as age, department, and job position also showed meaningful contributions. These results suggest that more experienced nurses and those in certain roles or departments are better positioned to deliver higher levels of performance.

Overall, the results underscore the importance of accounting for workforce diversity in human resource management practices. Strategic staff placement, targeted training, and experience-based task allocation may enhance productivity and service delivery in healthcare settings.

The descriptive results assessing how performance appraisal practices contribute to nurses' job performance at Kenyatta National Hospital (KNH) revealed generally positive perceptions among respondents, indicating that the appraisal system plays a vital role in enhancing performance and professional development. Most nurses agreed that the hospital's appraisal system helps them understand performance expectations and improve their work outcomes, with 46.4% agreeing and 43.4% strongly agreeing. This item recorded the highest mean score (Mean = 4.3, Std. Dev = 0.9), suggesting that performance appraisal effectively clarifies job goals and performance standards, thereby improving efficiency and accountability.

Similarly, respondents affirmed that regular and consistent appraisals keep them focused and committed to their duties (Mean = 4.0, Std. Dev = 1.0). This implies that frequent evaluations reinforce motivation and alignment with organizational objectives. The finding underscores the importance of continuous performance monitoring to sustain engagement and professional commitment. On the aspect of transparency and communication of appraisal criteria, a mean of 3.9 (Std. Dev = 1.0) indicates moderate agreement that clear and open processes enhance motivation. This suggests that when appraisal standards are well-defined and fairly applied, nurses feel more valued and are likely to improve their performance.

Furthermore, discussing performance with supervisors was highly rated (Mean = 4.2, Std. Dev = 0.8), showing that feedback and dialogue during appraisals enable nurses to identify strengths, weaknesses, and actionable steps to improve patient care. This interactive process fosters learning and professional growth. Lastly, the statement that clear and relevant appraisal tools make it easier to assess and improve job performance also received strong support (Mean = 4.2, Std. Dev = 0.7), highlighting the role of structured and practical tools in ensuring fair evaluation.

Therefore, the high mean scores (ranging from 3.9 to 4.3) across all items demonstrate that nurses perceive performance appraisal practices at KNH as effective mechanisms for guiding performance, motivating staff, and enhancing quality of care. These findings suggest that well-designed, transparent, and interactive appraisal systems significantly contribute to improved nurse performance and organizational productivity.

Table 4.5 Performance appraisal practices' contribution to nurses' job performance

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev.	N
The hospital's appraisal system helps me understand performance expectations and improve my work outcomes	7 (1.9%)	13 (3.6%)	17 (4.7%)	169 (46.4%)	158 (43.4%)	4.3	0.9	364
Regular and consistent performance appraisals help me stay focused and committed to my nursing duties	13 (3.6%)	20 (5.5%)	57 (15.7%)	149 (40.9%)	125 (34.3%)	4.0	1.0	364
Transparent and well-communicated appraisal criteria enhance my motivation to perform better	13 (3.6%)	16 (4.4%)	61 (16.8%)	147 (40.4%)	127 (34.9%)	3.9	1.0	364
Discussing my performance with my supervisor during appraisals helps me identify ways to improve patient care	7 (1.9%)	0 (0.0%)	36 (9.9%)	177 (48.6%)	144 (39.6%)	4.2	0.8	364
Clear and relevant appraisal tools make it easier for me to assess and improve my job performance	0 (0.0%)	6 (1.6%)	39 (10.7%)	183 (50.3%)	136 (37.4%)	4.2	0.7	364

Source: (Field data, 2025)

4.4.2 The influence of Performance appraisal practices on Nurses' Job Performance

The Chi-square test results assessing the relationship between performance appraisal practices and nurses' job performance at Kenyatta National Hospital (KNH) revealed that certain aspects of the appraisal process significantly influence job outcomes, while others show weaker associations. The analysis shows a significant relationship between feedback and job performance ($\chi^2 = 12.84$, $df = 4$, $p = 0.012$). This implies that the nature, quality, and consistency of feedback provided during performance appraisals have a meaningful impact on how well nurses perform their duties.

Constructive and timely feedback likely enhances motivation, clarifies expectations, and helps nurses identify areas for improvement, ultimately leading to better patient care and productivity. Conversely, the relationship between regular appraisal practices and job performance was found to be not statistically significant ($\chi^2 = 5.26$, $df = 4$, $p = 0.261$). This suggests that while periodic appraisals are important, their frequency alone does not necessarily translate into improved performance unless they are accompanied by meaningful feedback, fair evaluation, and actionable outcomes. It indicates that the quality of appraisal interactions may matter more than their regularity.

A significant association was also found between clear appraisal criteria and job performance

($\chi^2 = 18.73$, $df = 4$, $p = 0.001$). This result highlights that when performance evaluation standards are transparent, specific, and well communicated, nurses are more likely to understand performance expectations, work efficiently, and remain motivated. Clear criteria enhance fairness, trust, and accountability within the appraisal process.

Therefore, the findings demonstrated that feedback and clarity of appraisal criteria are the most influential components of performance appraisal practices contributing to nurses' job performance at KNH. Although regular appraisals are important for monitoring progress, their impact is only meaningful when supported by transparent criteria and constructive feedback. Strengthening these aspects can significantly enhance nurse performance, satisfaction, and service quality.

Table 4.6 Chi-Square results: Performance appraisal practices vs nurses' job performance

Variable Pair	χ^2 (Chi-square)	df	p-value
Feedback vs Job Performance	12.84	4	0.012**
Regular Appraisal vs Job Performance	5.26	4	0.261
Clear Criteria vs Job Performance	18.73	4	0.001**
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: (Field data, 2025)

4.4.3 Performance appraisal feedback contribution to nurses' job performance at KNH

The descriptive results on performance appraisal feedback and its contribution to nurses' job Performance at Kenyatta National Hospital (KNH) indicates that nurses perceive feedback as a crucial element in enhancing their effectiveness, motivation, and professional growth. The majority of respondents agreed that feedback from appraisals helps them understand their strengths and weaknesses in nursing practice, with 47.5% agreeing and 42.9% strongly agreeing. The high mean score (Mean = 4.3, Std. Dev = 0.7) shows that feedback provides essential self-awareness, enabling nurses to identify areas for improvement and maintain high performance standards.

Similarly, constructive feedback from supervisors was found to significantly motivate nurses to improve both work performance and patient care, as reflected by Mean = 4.3 (Std. Dev = 0.8). This suggests that supportive and well-delivered feedback fosters continuous learning,

engagement, and accountability in service delivery. Regarding the statement that appraisal feedback provides clear guidance for enhancing professional competence, nurses strongly agreed (Mean = 4.3, Std. Dev = 0.7), highlighting the role of feedback in skill development and professional advancement.

Recognition and rewards following appraisal outcomes were also positively rated (Mean = 4.3, Std. Dev = 0.7), showing that acknowledgment of good performance encourages greater commitment and improved productivity. This aligns with motivational theories emphasizing the importance of positive reinforcement. Further, fair and transparent appraisal outcomes were reported to increase trust and satisfaction with hospital management (Mean = 4.3, Std. Dev = 0.7), emphasizing that perceived fairness strengthens organizational relationships and morale. Nurses also agreed that appraisal results support training and career development needs (Mean = 4.3, Std. Dev = 0.7), showing that feedback is effectively linked to capacity-building initiatives. Finally, positive appraisal outcomes were found to boost morale and commitment (Mean = 4.3, Std. Dev = 0.7), confirming the motivational impact of constructive performance evaluation. In conclusion, the consistently high mean scores (all Mean = 4.3) and low standard deviations (ranging 0.7–0.8) demonstrate strong consensus among nurses that performance appraisal feedback plays a pivotal role in improving job performance, professional growth, and overall job satisfaction at KNH. Effective, fair, and developmental feedback mechanisms thus serve as key drivers of excellence in nursing practice.

Table 4.7 - Performance appraisal feedback contribution to nurses' job performance

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev.	N
Feedback received from performance appraisals helps me understand my strengths and weaknesses in nursing practice	2 (0.5%)	5 (1.4%)	28 (7.7%)	173 (47.5%)	156 (42.9%)	4.3	0.7	364
Constructive feedback from my supervisor motivates me to improve my work performance and patient care	2 (0.5%)	7 (1.9%)	35 (9.6%)	171 (47.0%)	149 (40.9%)	4.3	0.8	364
Appraisal feedback provides clear guidance on how I can enhance my professional competence	2 (0.5%)	5 (1.4%)	26 (7.1%)	171 (47.0%)	160 (44.0%)	4.3	0.7	364
Recognition or rewards following appraisal outcomes encourage me to perform better in my duties	2 (0.5%)	6 (1.6%)	34 (9.3%)	167 (45.9%)	155 (42.6%)	4.3	0.7	364
Fair and transparent	2 (0.5%)	5	30	169	158	4.3	0.7	364

appraisal outcomes increase my trust and satisfaction with hospital management		(1.4%)	(8.2%)	(46.4%)	(43.4%)			
Appraisal results are effectively used to support my training and career development needs	2 (0.5%)	6 (1.6%)	33 (9.1%)	168 (46.2%)	155 (42.6%)	4.3	0.7	364
Positive appraisal outcomes boost my morale and commitment to deliver quality nursing services	2 (0.5%)	5 (1.4%)	28 (7.7%)	171 (47.0%)	158 (43.4%)	4.3	0.7	364

Source: (Field data, 2025)

4.4.3.1 The Influence of Performance appraisal feedback on Nurses' Job performance

The Chi-square test was conducted to determine whether there is a significant relationship between performance appraisal feedback and nurses' job performance at Kenyatta National Hospital. The analysis yielded a Chi-square statistic (χ^2) of 14.28 with 4 degrees of freedom (df) and a p-value of 0.006. Since the p-value is less than the conventional significance level of 0.05, the result indicated a statistically significant association between performance appraisal feedback and job performance among nurses. This finding implies that the way feedback is provided following performance appraisals has a meaningful impact on how nurses perform their duties. Constructive, timely, and objective feedback helps nurses understand their strengths and weaknesses, identify areas for improvement, and enhance their professional competence. In environments like Kenyatta National Hospital, where effective patient care depends heavily on the motivation and efficiency of nurses, structured feedback mechanisms play a crucial role in maintaining high performance standards.

The significant Chi-square result suggests that variations in feedback practices are not occurring by chance; rather, they are systematically linked to variations in nurses' job performance levels. Nurses who receive regular, clear, and supportive feedback are more likely to feel valued and motivated, which in turn boosts their morale, commitment, and overall productivity. Thus, the performance appraisal feedback significantly influences nurses' job performance at Kenyatta National Hospital. Effective feedback mechanisms should therefore be integrated into the hospital's performance management system to foster continuous improvement and professional growth. Hospital management should ensure that feedback is specific, fair, and oriented toward development rather than criticism. Strengthening feedback practices can enhance job satisfaction, reduce errors, and ultimately lead to improved patient care outcomes.

Table 4.8 Chi-Square results - Performance appraisal feedback vs nurses' job

performance

Variable pair	Statistic	Value
Performance Appraisal Feedback vs Job Performance	χ^2 (Chi-square)	14.28
	df (degrees of freedom)	4
	p-value	0.006
**. Correlation is significant at the 0.05 level (2-tailed).		

Source: (Field data, 2025)

4.4.4 Performance appraisal process and job performance at KNH

The descriptive analysis revealed consistently high levels of agreement among respondents regarding the positive influence of the performance appraisal process on their motivation and job satisfaction. Across all items, the mean score was 4.2 (Std. dev. = 0.8, N = 364), indicating a strong consensus that the appraisal process at Kenyatta National Hospital (KNH) is effective, fair, and motivating. Nurses agreed that the performance appraisal process is fair and objective (Mean = 4.2, Std. dev. = 0.8), suggesting confidence in the hospital's evaluation framework. This fairness likely enhances trust between nurses and management, creating an environment where employees feel their performance is evaluated on merit.

Table 4.9 - Performance appraisal process and job performance

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev.	N
The performance appraisal process at this hospital is fair and objective	6 (1.6%)	8 (2.2%)	42 (11.5%)	172 (47.3%)	136 (37.4%)	4.17	0.82	364
Appraisal outcomes are communicated clearly and openly	4 (1.1%)	9 (2.5%)	40 (11.0%)	175 (48.1%)	136 (37.4%)	4.18	0.79	364
I believe the appraisal process recognizes and values my contributions	5 (1.4%)	7 (1.9%)	43 (11.8%)	174 (47.8%)	135 (37.1%)	4.17	0.79	364
Performance appraisal results motivate me to put more effort into my work	4 (1.1%)	7 (1.9%)	42 (11.5%)	176 (48.4%)	135 (37.1%)	4.18	0.78	364
Recognition and rewards from appraisal outcomes increase my commitment to my job.	4 (1.1%)	6 (1.6%)	42 (11.5%)	177 (48.6%)	135 (37.1%)	4.19	0.77	364
Constructive feedback received during appraisal encourages me to improve my performance.	4 (1.1%)	8 (2.2%)	43 (11.8%)	175 (48.1%)	134 (36.8%)	4.17	0.78	364
The appraisal process contributes to my	4 (1.1%)	7 (1.9%)	44 (12.1%)	175 (48.1%)	134 (36.8%)	4.17	0.78	364

overall job satisfaction.								
I feel more valued and appreciated as a nurse because of the appraisal process	4 (1.1%)	7 (1.9%)	43 (11.8%)	176 (48.4%)	134 (36.8%)	4.17	0.78	364
The appraisal process enhances my sense of professional growth and development	4 (1.1%)	8 (2.2%)	44 (12.1%)	175 (48.1%)	133 (36.5%)	4.16	0.78	364
Motivation gained from the appraisal process improves the quality of care I provide to patients	4 (1.1%)	7 (1.9%)	43 (11.8%)	176 (48.4%)	134 (36.8%)	4.17	0.78	364
Job satisfaction resulting from appraisal outcomes helps me work more effectively with colleagues	4 (1.1%)	7 (1.9%)	43 (11.8%)	176 (48.4%)	134 (36.8%)	4.17	0.78	364
Overall, the appraisal process positively contributes to my job performance at this hospital	5 (1.4%)	7 (1.9%)	42 (11.5%)	176 (48.4%)	134 (36.8%)	4.17	0.78	364

Source: (Field data, 2025)

4.4.4.1 The influence of Performance appraisal process on nurses' motivation and job satisfaction, and Nurses' job performance

The Chi-square test results show varying relationships between the performance appraisal process and key employee outcomes among nurses at Kenyatta National Hospital. The association between the performance appraisal process and nurses' motivation was statistically significant ($\chi^2 = 16.47$, $df = 4$, $p = 0.002$), indicating that fair and transparent appraisal practices enhance nurses' enthusiasm, engagement, and commitment to their duties. Similarly, the relationship between the performance appraisal process and job satisfaction was significant ($\chi^2 = 19.63$, $df = 4$, $p = 0.001$), suggesting that well-communicated appraisal outcomes, constructive feedback, and recognition of effort contribute to nurses' satisfaction with their work environment and management support. Thus, the findings suggest that effective performance appraisal processes enhance nurses' motivation and satisfaction. Continuous feedback and supportive management practices are essential to convert motivation and satisfaction into tangible performance gains.

Table 4.10 Influence of Performance appraisal process on nurses' motivation and job satisfaction, and nurses' job performance

Variable Pair	χ^2 (Chi-square)	df	p-value
Performance Appraisal Process vs Nurses' Motivation	16.47	4	0.002**
Performance Appraisal Process vs Job Satisfaction	19.63	4	0.001**
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: (Field data, 2025)

4.4.5 Diagnostic Tests

Before statistical analysis, it is necessary to establish whether the data utilized is free from errors. As such, various tests are used to determine the suitability of data. These include the reliability, multicollinearity, and heteroskedasticity, which were employed in this investigation to determine the data's suitability. The Cronbach's alpha test was used to determine reliability, the variance inflation factors and tolerance determined multicollinearity, the Kolmogorov-Smirnov test determined normality, while the Breusch pagan test determined the heteroskedasticity. These tests' results are shown below.

4.4.5.1 Reliability

An instrument is considered reliable if it consistently measures what it is intended to measure. In this study, reliability was assessed using Cronbach's alpha, which evaluates the internal consistency of the research instrument. The data collected through the questionnaire were entered into SPSS, where Cronbach's alpha was computed for the items. A Cronbach's alpha value greater than 0.7 was taken as an indication of instrument reliability.

Table 4.11 Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Conclusion
Performance Appraisal Practices	0.837	0.7	Reliable
Performance Appraisal Feedback	0.952	0.7	Reliable
Performance Appraisal Process	0.928	0.7	Reliable
Job performance	0.806	0.7	Reliable

4.4.5.2 Multicollinearity

The variance inflation factor (VIF) is typically employed to test for this assumption. This test measures the extent to which the predicted coefficient's variance is inflated above the scenario in which there is no connection between the independent variables. Multicollinearity is indicated by a VIF value of 5, while significant multicollinearity is indicated by a VIF factor

of 10. In contrast, tolerance, which is the inverse of VIF and is displayed in Table 4.12, quantifies the impact that one independent variable has on the other independent variables:

Table 4.12 Test of Multicollinearity

Variable	VIF	Tolerance
Performance Appraisal Practices	3.266	0.306
Performance Appraisal Feedback	2.582	0.387
Performance Appraisal process	1.469	0.681

Table 4.8 shows the VIF values ranging from 1.46 to 3.266, confirming the absence of multicollinearity.

4.4.5.3 Heteroskedasticity

Table 4.10 is a test for heteroscedasticity using the Breusch pagan test. The results give information on whether the model or the variance of the error is different for one observation as compared to other. The cut-off criterion for this test is a value below 0.05. The results of the Breusch-Pagan/Cook-Weisberg test are used to draw conclusions about the homoscedasticity assumption in regression analysis. These are shown in the table.

Table 4.13 Heteroscedasticity Test

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity	
chi2(1)	= 0.02
Prob > chi2	= 0.9001

A positive p-value greater than 0.05, which is the case in the present study (0.9001), points to no sufficient evidence to reject the H_0 , thereby implying that heteroscedasticity is not a significant issue in the regression model. This suggests, therefore, that the extent of spread of the residuals, or error terms, for one level of the independent variables does not differ from that for another level of the independent variables, which is a basic assumption of the regression model

4.5 Multiple regression results

Multiple regression analysis was conducted to determine the combined and individual effects of appraisal practices, appraisal feedback, and appraisal process on nurses' job performance. The analysis was appropriate because it enabled the study to assess the influence of multiple independent variables on job performance simultaneously while controlling for the effects of the other predictors.

The regression model showed a strong relationship between the independent variables and nurses' job performance ($R = 0.727$). The coefficient of determination indicated that the model explained 52.9% of the variation in nurses' job performance ($R^2 = 0.529$), while the adjusted R^2 of 0.525 confirms that the selected predictors significantly contributed to the model. This suggests that appraisal practices, appraisal feedback, and appraisal process collectively play an important role in influencing nurses' performance.

The findings further revealed that the appraisal process was the strongest predictor of nurses' job performance ($\beta = 0.618$, $p < 0.001$). This can be interpreted to mean that a unit change in the performance appraisal process causes nurses' job performance to improve by 0.618 units. This indicates that effective and well-structured appraisal procedures significantly improve nurses' job performance. The large, standardized beta coefficient demonstrates that the appraisal process had the greatest contribution among all the predictors in the model.

Appraisal practices also had a positive and statistically significant effect on nurses' job performance ($\beta = 0.181$, $\beta = 0.183$, $t = 2.794$, $p = 0.005$). This means that a unit change in the performance appraisal practices causes nurses' job performance to improve by 0.181 units. This implies that implementing clear, fair, and structured appraisal practices enhances employee effectiveness and overall performance in healthcare settings.

However, appraisal feedback was found to have a negative and statistically insignificant effect on nurses' job performance ($\beta = -0.063$, $\beta = 0.079$, $t = -1.358$, $p = 0.175$). Since the p-value exceeded the 0.05 significance threshold, the study concludes that appraisal feedback did not significantly influence nurses' job performance within the study context. This suggests that the feedback mechanisms in place may not have been sufficiently effective, timely, or actionable to impact employee performance positively.

Overall, the results demonstrate that appraisal processes and appraisal practices are significant determinants of nurses' job performance, while appraisal feedback does not significantly predict performance. The findings therefore emphasize the importance of strengthening appraisal systems and ensuring effective appraisal procedures to improve healthcare employee performance and service delivery.

Table 4.14 Multiple regression

Variable	Unstandardized (β)	Std. Error	Std. Beta (β)	t	Sig.
Constant	1.126	0.168	—	6.721	0.000
Appraisal practices	0.181	0.065	0.183	2.794	0.005
Appraisal feedback	-0.063	0.046	0.079	-1.358	0.175
Appraisal process	0.618	0.042	0.646	14.733	0.000

Model summary	R	R ²	Adjusted R ²	Std. Error	
	0.727	0.529	0.525	0.42292	
<i>Dependent Variable: Nurses' Job performance</i>					

Source: (Field data, 2025)



CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings in line with the specific objectives of the study, conclusions drawn and recommendations made including suggested research areas and future projections based on the study to enrich relevant knowledge.

5.2 Summary of the study

This study sought to determine the influence of performance appraisal on nurses' job performance at Kenyatta National Hospital (KNH), grounded in the understanding that effective appraisal systems enhance employee motivation, satisfaction, and overall organizational performance. The study is theoretically anchored in motivational and performance management perspectives, particularly the premise that clear goals, feedback, and recognition are central elements in performance appraisal that shape employee behavior, commitment, and productivity.

A quantitative approach was adopted using a descriptive cross-sectional research design. The study targeted staff nurses and nurse managers working across various departments, including medical, surgical, and the Kenyatta Prime Care Centre. Data were collected through semi-structured questionnaires administered to respondents who provided informed consent. The collected data were analyzed using statistical methods, with results presented in tables and figures, while chi-square tests were employed to examine relationships between performance appraisal practices and job performance.

First, the findings established that demographic factors significantly influence nurses' job performance, with years of experience emerging as the strongest determinant. More experienced nurses and those in permanent employment demonstrated higher performance levels, suggesting that institutional knowledge and job stability play a critical role in service delivery.

Second, performance appraisal practices were found to positively influence job performance. The performance appraisal process emerged as the most influential factor affecting job performance. Nurses reported that clear appraisal criteria, structured tools, and regular evaluations enhanced their understanding of job expectations and improved accountability. However, the effect of these practices, while significant, was moderate compared to other factors.

Third, performance appraisal practices emerged as a significant factor affecting job performance. Constructive feedback, interactive discussions with supervisors, and recognition mechanisms significantly enhanced motivation, skill development, and overall effectiveness. This highlights feedback as the central mechanism through which appraisal systems translate into improved performance.

Fourth, the findings on the relationship between the performance appraisal feedback were analyzed. The regression analysis showed a statistically insignificant relationship between the performance appraisal feedback and job performance, given the low regression coefficient and p-value higher than the conventional threshold. This suggests that the appraisal feedback does not independently drive performance but may exert an indirect or conditional influence when combined with other factors such as performance appraisal process and appraisal practices.

5.3 Discussion of the findings

Regarding the first objective to examine the influence of demographic factors on nurses' job performance at Kenyatta National Hospital (KNH), the results showed that designation (position), years of experience, departmental placement, age and employment type significantly influenced performance. Specifically, more experienced nurses and those in senior roles performed better. This aligns with previous research which indicates that experience and professional seniority are associated with higher job performance among nurses (A Aamri *et al.*, 2024; Jaber *et al.*, 2024). For example, longer service may enhance clinical competence, institutional knowledge and role confidence, translating into higher performance (Jaber *et al.*, 2024). Demographic diversity such as; working in high-pressure departments like wards/outpatient units or holding permanent employment also plays a role. This supports findings in work-life quality studies where years of experience and higher job designation were positively associated with better outcomes among nurses (Van LTH *et al.*, 2023). The implication is that workforce planning at KNH should consider how demographic composition such as experience mix, department assignment and job stability, impacts performance outcomes.

For the second objective was to assess how performance appraisal practices contribute to nurses' job performance at KNH respondents viewed the appraisal system positively: many agreed that it helped clarify expectations, improve focus, and engage dialogue with supervisors. These perceptions are consistent with literature indicating that well-designed appraisal systems with clear criteria and communication enhance nursing performance and engagement (Jaber *et al.*, 2024; Mohammad Jaber *et al.*, 2024). Importantly, the study found that clarity of criteria

and meaningful feedback were more influential than just frequency of appraisals. This echoes broader findings that appraisal quality, rather than mere occurrence, is critical for improving nursing outcomes (Jaber *et al.*, 2024). Thus at KNH, strengthening the appraisal process around transparent criteria, supervisor–nurse dialogue and the usability of appraisal tools may enhance performance more effectively than simply increasing appraisal cycles.

The third objective addressed how appraisal feedback/outcomes contribute to nurses' job performance at KNH. The regression findings revealed that performance appraisal feedback is a statistically insignificant predictor of nurses' job performance. In the descriptive analysis, the strong agreement among respondents that feedback helped them understand strengths & weaknesses, link to training and recognition, supports evidence that feedback is a key driver of professional growth and performance in nursing (Jaber *et al.*, 2024). Constructive feedback and follow-up actions (training, recognition) were perceived to foster improvement, aligning with literature emphasizing feedback's role in competence development and job commitment (Jaber *et al.*, 2024). Despite these findings, there was no statistically significant relationship between performance appraisal feedback mechanisms and job performance.

Finally, under the fourth objective to investigate the effect of the appraisal process on nurses' motivation and job satisfaction, and how these factors enhance job performance at KNH. The results indicated that appraisal processes (perceived fairness, open communication, recognition) were significantly associated with motivation and job satisfaction. This echoes research showing that appraisal fairness and transparent processes enhance nurses' engagement, satisfaction and therefore potentially performance (Mentari & Ratmawati, 2022; Jaber *et al.*, 2024).

5.4 Conclusion

This study examined the influence of performance appraisal on nurses' job performance at Kenyatta National Hospital (KNH), with a focus on demographic factors, appraisal practices, appraisal feedback, and the appraisal process. The findings demonstrate that while performance appraisal systems are important in shaping motivation, job satisfaction, and professional development, their direct effect on measurable job performance is uneven and contingent on other underlying factors.

The study establishes that demographic characteristics are strong and consistent predictors of job performance, particularly years of experience, job position, and employment status. Nurses with greater experience and those in stable employment arrangements exhibited higher levels of performance, reflecting the value of accumulated clinical expertise and institutional

familiarity. This suggests that workforce composition and retention are critical determinants of performance in a complex healthcare environment such as KNH, where high patient volumes and workload intensity demand both skill and experience.

With regard to performance appraisal, the study concludes that the effectiveness of appraisal systems lies more in their quality than their frequency. Clear appraisal criteria, structured evaluation tools, and interactive discussions with supervisors were found to enhance understanding of expectations, accountability, and professional growth. However, these practices exert a moderate influence on performance compared to other factors, indicating that appraisal systems alone are insufficient drivers of performance improvement.

Notably, performance appraisal feedback emerged as an insignificant factor in influencing nurses' job performance. Although feedback is generally expected to enhance competencies, reinforce positive behavior, and support professional development, the findings suggest that the existing feedback mechanisms may not have been sufficiently effective, timely, or actionable to produce a significant impact on performance outcomes. This implies that healthcare institutions may need to improve the quality, consistency, and relevance of feedback provided during the appraisal process to enhance its effectiveness in supporting nurses' performance and development.

In contrast, the findings regarding the appraisal process revealed a strong and statistically significant positive effect on nurses' job performance. The regression results showed that appraisal process was the most influential predictor among the study variables, indicating that effective, transparent, and well-structured appraisal procedures play a critical role in enhancing employee performance. This suggests that when appraisal systems are properly implemented, they provide clear performance expectations, improve accountability, and support employee development, ultimately leading to improved job performance among nurses. Therefore, the appraisal process is both statistically and practically significant in influencing performance outcomes in healthcare settings.

Furthermore, appraisal practices were found to have a positive and statistically significant influence on nurses' job performance. The findings indicate that clear, fair, and well-implemented appraisal practices contribute to improved employee effectiveness and performance outcomes. Effective appraisal practices likely enhance accountability, clarify performance expectations, and encourage employees to align their efforts with organizational goals. However, the magnitude of the effect was lower compared to the appraisal process, suggesting that while appraisal practices are important, their effectiveness may still depend on

broader organizational support systems such as adequate staffing, availability of resources, and conducive working conditions within the healthcare environment.

Overall, the study concludes that performance appraisal at KNH significantly influences nurses' job performance, particularly through effective appraisal processes and appraisal practices. Among the appraisal components examined, appraisal process emerged as the strongest predictor of performance, demonstrating that structured, transparent, and well-implemented appraisal procedures play a critical role in enhancing employee effectiveness. Appraisal practices also contributed positively to performance outcomes, indicating the importance of fair and consistent appraisal systems within healthcare institutions.

However, appraisal feedback was found to have no statistically significant effect on nurses' job performance, suggesting possible weaknesses in the way feedback is delivered or utilized within the organization. The findings therefore imply that while appraisal systems are important, their effectiveness depends on the quality of implementation and the extent to which they support employee development and performance improvement.

5.5 Recommendations

Based on the findings of the study, several recommendations are made to enhance the effectiveness of performance appraisal systems in improving nurses' job performance at Kenyatta National Hospital (KNH). These recommendations are aligned with the study objectives and key empirical insights.

The study established that demographic factors such as years of experience, designation, age, department, and employment type significantly influence nurses' job performance. In this regard, KNH management should integrate these factors into workforce planning, staff allocation, and deployment strategies. More experienced and senior nurses should be strategically assigned to high-demand units or specialized care areas to optimize service delivery. In addition, structured mentorship programs should be strengthened, whereby senior nurses are paired with junior staff to facilitate skills transfer, professional development, and improved performance outcomes. Permanent staff should also be provided with clear career progression pathways to enhance motivation, retention, and long-term engagement.

The findings further indicate that structured appraisal practices contribute positively to performance by clarifying expectations and supporting professional development. It is therefore recommended that KNH standardizes appraisal tools and regularly reviews appraisal guidelines to ensure consistency, transparency, and fairness. Supervisors should be adequately trained on effective appraisal implementation, with emphasis on constructive communication

and individualized performance guidance. Incorporating interactive appraisal sessions would further allow nurses to discuss achievements, challenges, and development needs, thereby strengthening engagement and alignment with institutional goals.

Although appraisal feedback did not show a statistically significant effect on performance, it remains an important managerial tool for reinforcing expectations and supporting professional growth. KNH should therefore improve the quality of feedback by ensuring it is timely, specific, and actionable. Feedback should be systematically linked to targeted training, professional development opportunities, and recognition mechanisms to enhance its usefulness. Institutionalizing reward and recognition systems for high-performing nurses would further strengthen motivation, morale, and commitment to quality care. Additionally, establishing formal channels through which nurses can provide feedback and raise concerns would promote a more participatory and supportive appraisal environment.

The study also revealed that while the appraisal process significantly influences motivation and job satisfaction, its direct effect on job performance is limited when considered in isolation. It is therefore recommended that KNH strengthens the appraisal system by integrating it with broader organizational support mechanisms, including adequate staffing levels, manageable workloads, and sufficient resource allocation. Ensuring fairness, transparency, and consistency in appraisal outcomes will further enhance trust in the system and sustain employee motivation. Linking appraisal outcomes with operational improvements such as workflow optimization and teamwork enhancement may also help translate improved satisfaction into measurable performance gains.

Finally, KNH should establish a continuous monitoring and evaluation framework for its performance appraisal system. Regular assessment of appraisal practices, feedback effectiveness, and workforce-related factors will enable evidence-based refinements. This will ensure that the appraisal system remains responsive to evolving organizational needs and contributes effectively to improved nursing performance and healthcare service delivery.

5.6 Suggestions for Future Studies

Given the cross-sectional nature of this study, causal relationships could not be firmly established. Future research should consider longitudinal designs to examine how performance appraisal practices influence job performance over time. Additionally, further studies could explore moderating variables such as workload intensity, departmental culture, leadership style, and resource availability to provide a deeper understanding of how contextual factors shape the effectiveness of performance appraisal systems in healthcare settings.

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APPENDICES

Appendix I: Consent information form

Title of the study: The effect of performance appraisal on nurses' job performance at Kenyatta National Hospital

Researcher: Florence Nanzai Makachiah.

Institution: Strathmore School of Business Management

You are invited to fill in the questionnaire as a part of a research study, carried out by Florence Nanzai Makachiah Strathmore School of Business Management. The research is being carried out among managers at Kenyatta national hospital. This consent form gives you information about the study, the risks and benefits, and the process will be explained to you. Once you understand the study, and if you agree to take part, you will be asked to sign on the consent form.

Purpose of the study

The purpose of the study is to find out the effects of performance appraisal on nurses' job performance at Kenyatta national hospital. This will then help in policy formulation and planning on ways to promote performance appraisal among the nurses and promote satisfaction and practice among the nurses.

Time: The questionnaire filling will take between 15- 20 minutes. The questionnaire can be filled at your break time or at the end of the shift so that it does not interfere with the service delivery to the patient.

Study objective: The specific objectives include the following:

- To examine the influence of demographic factors on nurses' job performance at Kenyatta National Hospital.
- To assess how performance appraisal practices, contribute to nurses' job performance at Kenyatta National Hospital.
- To determine how performance appraisal feedback/outcomes contribute to nurses' job performance at Kenyatta National Hospital.

- To investigate the effect of the performance appraisal process on nurses' motivation and job satisfaction, and how these factors enhance job performance at Kenyatta National Hospital.

Benefits of the study

There are no direct benefits for you as an individual participant. However, the findings of this study will help in policy formulation and planning on ways to promote nurses' performance appraisal and practices

Risks

There are no directly foreseen risks for you participating in this study.

Voluntary participation

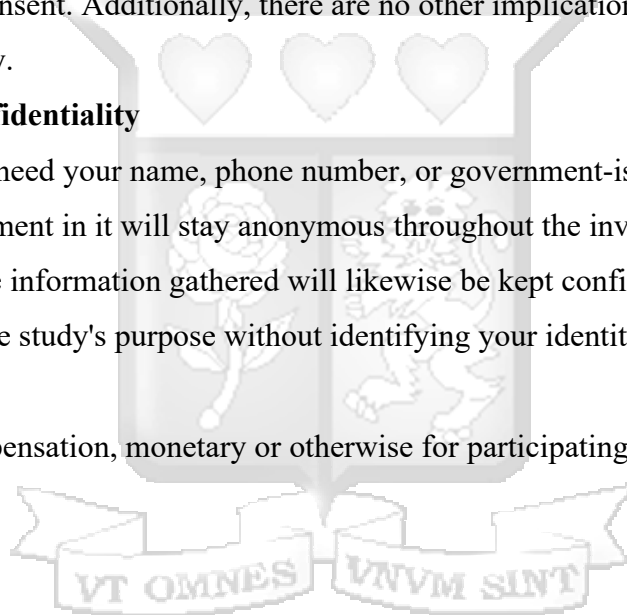
Since your participation in the study is entirely voluntary you are requested to participate in the study by giving consent. Additionally, there are no other implications if you decide not to participate in the study.

Anonymity and Confidentiality

Since the study won't need your name, phone number, or government-issued identification number, your involvement in it will stay anonymous throughout the investigation and report-writing processes. The information gathered will likewise be kept confidential and will only be disseminated for the study's purpose without identifying your identity.

Compensation

There will be no compensation, monetary or otherwise for participating in the study



Appendix II: Questionnaire

The Influence of Performance Appraisal on Nurses' Job Performance at Kenyatta National Hospital

Section 1: Introduction

You are invited to participate in a study investigating on “**The Influence of Performance Appraisal on Nurses' Job Performance at Kenyatta National Hospital**”. Your responses are confidential and will only be used for academic purposes. You are free to contact people involved in this research for clarification and information, and withdraw your participation at any point without any consequences. There is no compensation.

By selecting “**I agree**” you are consenting to the above conditions. Thank you for your participation.

Section 2: Demographic Information

1. Gender

- Male ☐
- Female ☐

2. Current position/designation

- Registered Nurse ☐
- Senior Nurse ☐
- Nurse ☐
- Manager ☐ Other (please specify) ☐

3. Age Bracket

- Below 25 years ☐
- 25–34 years ☐
- 35–44 years ☐
- 45 years and above ☐

4. Highest Education Qualification

Certificate in Nursing ☐

Diploma in Nursing ☐ Bachelor of Science in Nursing ☐
 Master's Degree or
 above ☐

5. Years of Experience in the Nursing Profession

Less than 1 year ☐
 1–5 years ☐
 6–10 years ☐
 Over 10 years ☐

6. Current Work Unit/Department

Maternity Ward ☐ Accident & Emergency (A/E) ☐ Medical
 Ward ☐
 Surgical Ward ☐
 Pediatrics ☐
 Casualty/Emergency ☐
 Theatre ☐
 Other ☐

6. Type of Employment

Permanent and
 Pensionable ☐
 Contractual ☐
 Other ☐

Section 3: Performance Appraisal Practices

7. Instructions: Please indicate your agreement with each statement.

Questions	1	2	3	4	5
The hospital's appraisal system helps me understand performance expectations and improve my work outcomes.					

Regular and consistent performance appraisals help me stay focused and committed to my nursing duties.					
Transparent and well-communicated appraisal criteria enhance my motivation to perform better.					
Discussing my performance with my supervisor during appraisals helps me identify ways to improve patient care.					
Clear and relevant appraisal tools make it easier for me to assess and improve my job performance.					
Setting performance goals during appraisals motivates me to align my nursing duties with hospital objectives.					
Timely and constructive feedback from appraisals helps me enhance my clinical skills and service delivery					

Where, 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

Section 4: Performance Appraisal feedback and Outcome

8. Instructions: Please indicate your agreement with each statement.

Where, 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

Questions	1	2	3	4	5
Feedback received from performance appraisals helps me understand my strengths and weaknesses in nursing practice.					
Constructive feedback from my supervisor motivates me to improve my work performance and patient care.					
Appraisal feedback provides clear guidance on how I can enhance my professional competence.					
Recognition or rewards following appraisal outcomes encourage me to perform better in my duties.					



Fair and transparent appraisal outcomes increase my trust and satisfaction with hospital management.					
Appraisal results are effectively used to support my training and career development needs.					
Positive appraisal outcomes boost my morale and commitment to deliver quality nursing services.					

Section 5: Performance appraisal process influence nurses' motivation and job satisfaction leading to improved nurses' job performance

9. Instructions: Please indicate your agreement with each statement.

Where, 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

Questions	1	2	3	4	5
The performance appraisal process at this hospital is fair and objective.					
Appraisal outcomes are communicated clearly and openly					
I believe the appraisal process recognizes and values my contributions.					
Performance appraisal results motivate me to put more effort into my work.					
Recognition and rewards from appraisal outcomes increase my commitment to my job.					
Constructive feedback received during appraisal encourages me to improve my performance.					
The appraisal process contributes to my overall job satisfaction.					
I feel more valued and appreciated as a nurse because of the appraisal process.					
The appraisal process enhances my sense of professional growth and development.					
Motivation gained from the appraisal process improves the quality of care I provide to patients.					
Job satisfaction resulting from appraisal outcomes helps me work more effectively with colleagues.					
Overall, the appraisal process positively contributes to my job performance at this hospital.					

Section 6: Job Performance of Nurses

10. Instructions: Please indicate your agreement with each statement.

Where, 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

Questions	1	2	3	4	5
Performance appraisals encourage me to enhance the quality of nursing care I provide.					
I set clear nursing performance goals after appraisal discussions with my supervisor.					
Performance evaluations help me identify clinical areas where I need to improve.					
Appraisal results influence opportunities for promotion, recognition, or professional development in the nursing department.					

I feel valued and recognized as a nurse when my performance is evaluated.					
The appraisal process increases my job satisfaction and motivation to provide patient-centered care.					
Performance appraisal enhances my commitment to achieving high standards in nursing practice.					





3rd September 2025

Mrs Makachiah Florence,
florence.makachiah@strathmore.edu

Dear Mrs Makachiah,

RE: The Influence of Performance Appraisal on Nurses' Job Performance: A Case of Kenyatta National Hospital

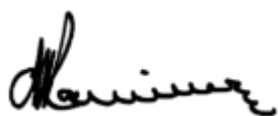
This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2969/25**. The approval period is from **3rd September 2025 to 2nd September 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU- ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vi. Submission of an executive summary report within 90 days of completion of the study to SU- ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,



**Mr Ambrose Rachier,
Chairperson; SU-ISERC**

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REPUBLIC OF KENYA



NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 198133

Date of Issue: 16/September/2025

RESEARCH LICENSE



This is to Certify that Miss.. FLORENCE NANZAI MAKACHIAH of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: The influence of performance appraisal on nurse's job performance; a case study of Kenyatta National Hospital for the period ending : 16/September/2026.

License No: NACOSTI/P/25/4179860

198133

Applicant Identification Number

Ag. Director General
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See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
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3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
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13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
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Strathmore
UNIVERSITY
BUSINESS SCHOOL



Friday, 5th
September
2025.

To Whom It May Concern,

RE: FACILITATION OF RESEARCH—FLORENCE MAKACHIAH

This is to introduce Florence Makachiah, a Master of Business Management in Healthcare Management (MBA-HCM) student at Strathmore University Business School, admission number MBA HCM/135952/20.

As part of our MBA-HCM program, Florence is expected to do applied research and undertake a project. This partially fulfills the requirements of the MBA-HCM course; to this effect, she would like to request appropriate data from your organization.

Florence is undertaking a research paper on “**The Influence of Performance Appraisal on Nurses’ Job Performance: A Case of Kenyatta National Hospital.**” The information obtained shall be treated confidentially and used for academic purposes only.

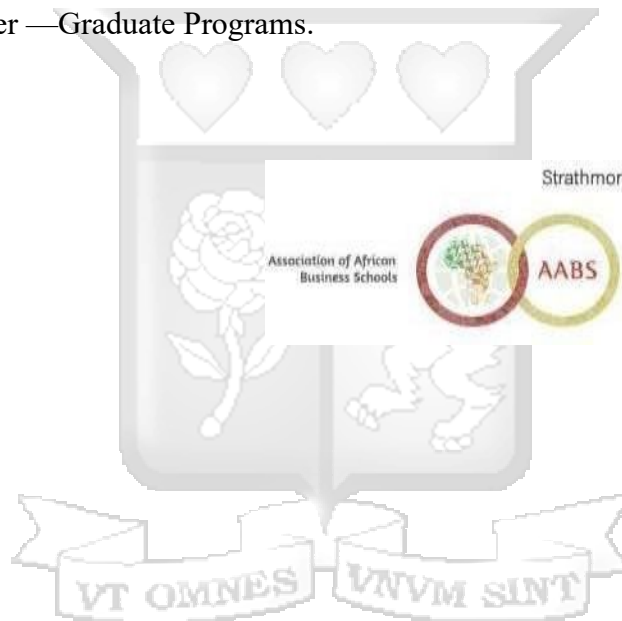
Our MBA-HCM program seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to the industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and practical value to your organization.

We appreciate your support and will be willing to
provide further information if required. Yours

 ly,

Alois Njenga.

Manager —Graduate Programs.



Strathmore University Business School is a Proud member of:

Association of African
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Strathmore University

Office of Graduate Studies

CERTIFICATE OF FINAL VERSION OF THESIS/DISSERTATION

Name of Candidate FLORENCE NANZAI MAKACHIAH	Student Number 1355952
Faculty/School/Institute STRATHMORE BUSINESS SCHOOL	Title of Degree: MBA-HCM
Title of Thesis: INFLUENCE OF PERFORMANCE APPRAISAL ON NURSES JOB PERFORMANCE A CASE OF KENYATTA NATIONAL HOSPITAL	
Postal Address 102606	Email: FLORENCE.MAKACHIAH@STRATHMORE.EDU
Expected date of Graduation: JUNE 2026	
Number of Permanently bound copies submitted: _____ 2 _____	
Final Soft Copy submitted: ☒ Yes ☐ No	

Please ensure that you show punctuation and italics exactly to ensure that your title appears correctly on your academic transcript. The title recorded here should be EXACTLY as appears on the cover page of your thesis.

Candidate's signature: 	Date: 17/02/2026
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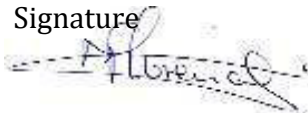
GRADUATION CEREMONY (If not attending a Graduation Ceremony, enter 'Not Applicable')

Please list full names and titles of supervisors in the order to be listed on Graduation Ceremony booklet

DR. JACKLINE ARIDI

DECLARATION

We, the undersigned, agree and certify that this is the final version of the thesis and no further alterations will be made.

Candidate FLORENCE NANZAI MAKACHIAH ADM NO: 135952	Signature 	Date 19/06/2026
Principal Supervisor DR. JACKLINE ARIDI	Signature 	Date 19/06/2026
Co- Supervisor PROF.FRANK WAFULA	Signature 	Date: 19/06/2026
Director of Graduate Studies	Signature	Date

