
**DETERMINANTS THAT INFLUENCE AN EFFECTIVE PERFORMANCE
MANAGEMENT SYSTEM IN PUBLIC HEALTH INSTITUTIONS IN KENYA: A
CASE OF COAST PROVINCIAL GENERAL HOSPITAL**

Panuel Nyaga, Willam Kingi (PhD), Mary Ibuga (PhD)

* School of Business, Technical University of Mombasa

ABSTRACT: *The objective of this study was to establish the determinants of an effective performance management system in Public Health Institutions in Kenya. The study specifically investigated the case of Coast Provincial General Hospital (CPGH). Primary data was collected by use of a questionnaire which was distributed to a population constituting of 45 heads of departments. Data was analysed using descriptive statistical techniques. Multiple regression analysis technique was used to explain the nature of the relationship between the dependent variable and the independent variables in the study. The study found that no significant relationship existed between the variables strategic congruence, viability, reliability, acceptability and the performance of Coast Provincial General Hospital respectively. The study however found that a positive and significant relationship existed between specificity and performance of the employees of Coast Provincial General Hospital. It was concluded that, performance management system was an important tool to continuously monitor employees' performance, identify skill gaps and develop required competencies.*

KEYWORDS: Acceptance, Performance appraisal, Reliability, Specificity, Strategic congruence, Validity.

INTRODUCTION

Pfeifer (2009) defined a performance management system (PMS) as the system that facilitates the attainment of individual and corporate goals. A PMS is crucial in evaluating the performance of employees against the set organisation's performance standards (Armstrong, 2005). PMS have been put in place globally, with the aim of improving performance, more so in the public health sector, where proper performance management mechanisms have been lacking (WHO, 2007).

According to the global health performance statistics by WHO (2007), very few African countries have introduced PMS for their public health care sector, which has contributed to the non-performance of these public hospitals in giving its citizens the much needed service delivery, yet these countries are more prone to diseases and infections that lead to high mortality rates. This is particularly the case in Sub-Saharan Africa where the efficiency drive of health care reforms has done little to put people – both health staff and service users at the core of health care delivery (Obongo, 2009). Some governments such as Mali, Uganda and Kenya, have put in place PMS in the public health sector with the aim of improving on its service delivery (Obongo, 2009). Further, some of the cases where PMS was implemented in public healthcare system like in Mali and Uganda the system failed (Mohammed & Jamil 2011). Munene (2008) established that in Uganda, despite the introduction of PMS in the public health sector, the public health service delivery is not yet up to the required standards. Nzuve (2009) has stated that even after the implementation of the PMS in Kenya, the service delivery of health care has not improved.

Despite its importance, little has been researched or published on the determinants that influence an effective performance management system in health care organisations in Kenya (Nzuve, 2013). This, study aimed to do that in order to determine ways to improve the performance management system in the public health sector in Kenya.

Objectives of the Study

General Objective

The General objective of the study was to establish the determinants of an effective performance management system in Public Health Institutions in Kenya.

Specific Objectives

The specific objectives of the research were:

- i) To determine the effect of strategic congruence on the performance of Coast Provincial General Hospital.
- ii) To determine the effect of validity on the performance of Coast Provincial General Hospital.
- iii) To determine the effect of reliability on the performance of Coast Provincial General Hospital.
- iv) To determine the effect of on the performance of Coast Provincial General Hospital.
- v) To determine the effect of specificity of on the performance of Coast Provincial General Hospital.

Research Hypothesis

- i) H_0 = There is no significant effect of strategic congruence on the performance of the Coast Provincial General Hospital.
- ii) H_0 = There is no significant effect of validity on the performance of Coast Provincial General Hospital.
- iii) H_0 = There is no significant effect of reliability on the performance of Coast Provincial General Hospital.
- iv) H_0 = There is no significant effect of acceptance on the performance of Coast Provincial General Hospital.
- v) H_0 = There is no significant effect of specificity of on the performance of Coast Provincial General Hospital.

LITERATURE REVIEW

Theoretical Framework

The foundation of this research is based on goal setting theory, as well as reinforcement theory, and the outcome of an effective performance management system is highlighted by Expectancy theory.

Goal Setting Theory

Goal-setting theory predicts that people will channel effort toward accomplishing their goals, which will in turn affect performance (Torrington, 2009). Locke and Latham (2002), established that hard tasks or goals are a great motivator leading to higher performance. Goal setting theory states that several conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback (Latham, 2006). Based on the knowledge of the goal setting theory, the setting of goals in the development of performance management system is of paramount importance.

It defines the standards at which performance will be determined and leads to higher performance (Dessler, 2009).

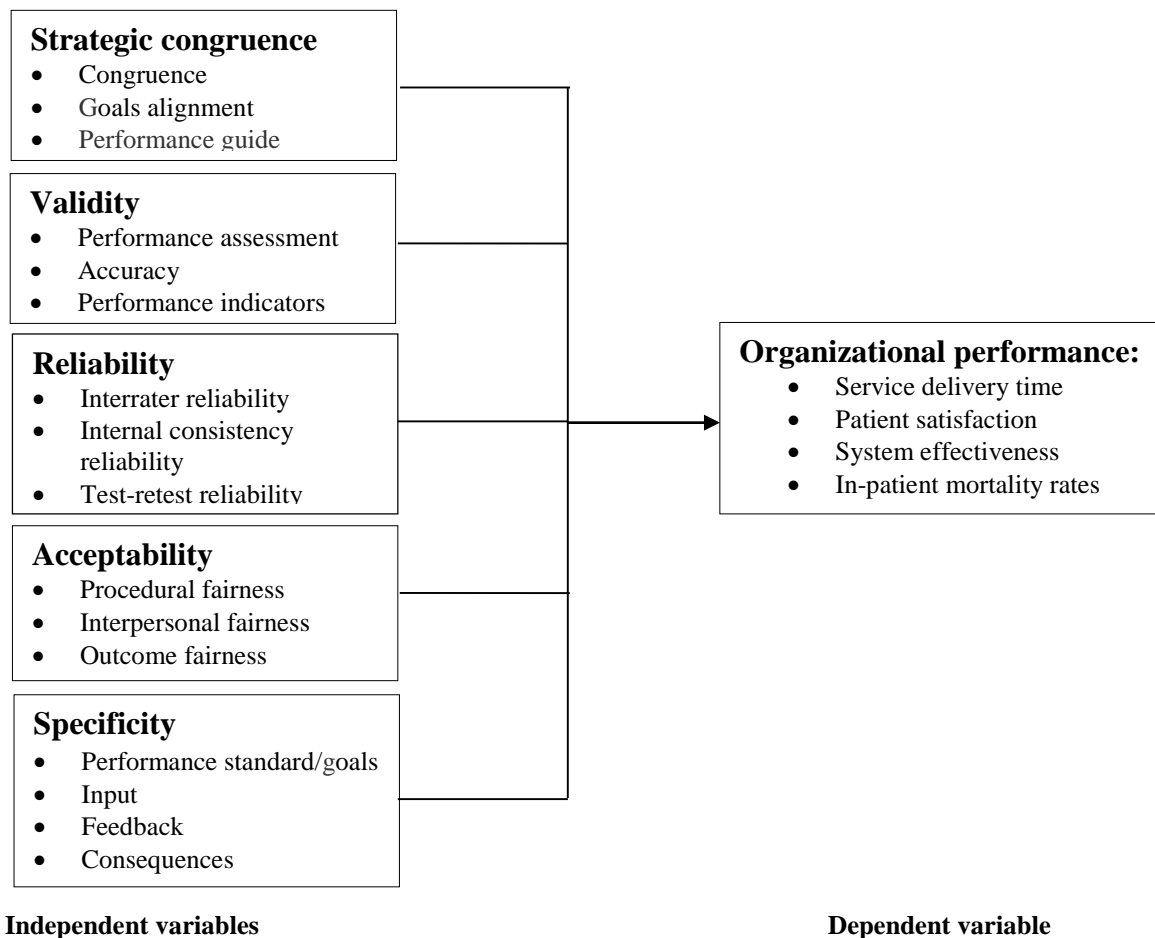
Reinforcement theory

Reinforcement theory of motivation states that individual's behaviour is a function of its consequences. It is based on the law of effect, that is, individual's behaviour with positive consequences tends to be repeated, but individual's behaviour with negative consequences tends not to be repeated. It refers to the stimuli used to produce desired behaviours with different occurrences and schedules (Skinner, 1954). Reinforcement theory assumes that human behaviour can be controlled/manipulated. For this to happen, Daniels (2014) stated that individuals have to feel capable of changing their behavior, feel confident that a change in their behavior will yield to a reward, and value the reward sufficiently to justify the change in behavior. Thus, for a performance management system to be effective, emphasis on employee behavior that consequently leads to improvement in their performance as stated by reinforcement theory has to be an integral part of the assessment tool in the PMS.

Expectancy Theory

Expectancy theory is a cognitive process theory of motivation that is based on the idea that the performance of employees is pegged on the rewards they expect to receive from their performance (Torrington, 2009). In other words, people will be motivated to perform well if they believe that strong effort will lead to good performance and good performance will lead to desired rewards (Dessler, 2009). The theory proposes that motivation consist of three key elements: expectancy, instrumentality, and valence (Vroom, 1964). A person is motivated to the degree that he or she believes that; effort will lead to acceptable performance (expectancy), performance will be rewarded (instrumentality), the value of the rewards is highly positive (valence) (Torrington, 2009). An effective performance management system will have elements that measure the three variables (effort, outcome and rewards).

Conceptual framework



Source (Author 2016)

Figure 1: Conceptual framework

RESEARCH METHODOLOGY

The research design was a descriptive survey. A structured questionnaire was employed in data collection. The variables were measured on a Likert scale, as it was effective in measuring attitudes by asking people to respond to a series of statements about the topic in terms of the extent to which they agree with them, and so tapping into the cognitive and affective components of attitudes.

According to Mugenda & Mugenda (2003), when the target population is too small, it’s advisable to take a whole population. This study used census method and hence all the 45 departmental heads were used as units of study.

Data was analysed using multiple regression methodology in accordance with the objectives of the study. Correlation analysis was used to determine the relationship between PMS determinants and Organization performance. To establish the effect of PMS determinants on Organization performance, Strategic Congruence, Validity, Reliability, Acceptability and

Specificity were regressed on Organization performance. Data was analysed using statistical software for social scientists version 20.

The multiple regression models used to establish the determinants of PMS was as follows:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon_i$$

Where:

Y = Organizational performance

x_1 = Strategic Congruence

x_2 = Validity

x_3 = Reliability

x_4 = Acceptability

x_5 = Specificity

In the model, β_0 was the constant term while the co-efficient β_i , $i=1,2,\dots,5$ was used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables x_1, x_2, \dots, x_5 . The term ε is the error term, which captured the unexplained variations in the model.

RESEARCH FINDING AND DISCUSSIONS

General Information on Respondents

The researcher delivered forty-five (45) questionnaires to respondents. Thirty-six (36) questionnaires were completely filled, returned and used in this study. All the departments in the sample were represented. This translated to a response rate of 80% of the population. This is considered representative by survey research standards (Baruch, 1999; Roth & BeVier, 1998), cited by Mugenda (2008).

The study investigated some general information relating to the respondents. This included gender, age, and education level, length of service and terms of employment. The study show that 17 (47%) out of the 36 respondents that participated in the study were male while 19 (43%) were female. This signifies that there was gender parity in the respondents. Of the respondents, 11 (31%) were aged below 35 years while 10 (28%) were aged between 35 and 45 years, 7 (19%) aged between 45 and 55 years while 8 (22%) are aged above 55 years. The results indicate that most of the respondents were aged below 35 years. It also shows that a good number of those in management are within the Generation Y age bracket. This age group is innovative, and adapt to change easily, thus signifies that the employees of CPGH might be more receptive to the introduction of the PMS.

The study farther shows that 15 (41.7%) of the respondents had attained diploma level, 9 (25%) had attained a first-degree level while 11 (30.7%) had attained postgraduate level certification. 1 (2.8%) respondent did not respond to this question. This implied that all the respondents had post-secondary school work-related certification. This signifies that the respondents were averagely well educated and thus could understand the topic of study and thus could provide

valuable insight on the subject matter of the research. The found that 6 (17%) out of the 36 respondents have been in the current employment for between 1 to 5 years while 30 (83%) for more than 5 years. From the figures, majority of the respondents had worked in the organisation for more than five years. This implied that they had interacted with the PMS from it onset. This also signifies that the employees at Coast Provincial General Hospital had employment stability at the organisation. The study also shows that the majority of the respondents 32 (89%), were permanent and pensionable, 1 (3%) was permanent without pension, while 3 (8%) were casuals. This indicates that the formal performance management procedures of the PMS were applicable to the respondents as they are permanent staff, and eligible to formal performance management procedures.

Regression Analysis

In order to assess the effect of criteria for evaluating determinants that influence performance management system on organizational performance, the study conducted a multivariate regression analysis. The dependent variable was organizational performance while the independent variables were strategic Congruence, validity, Reliability, acceptability and specificity. Data was input into the SPSS (Statistical Package for the Social Sciences) version 20 and the results obtained are shown below.

Table 4.1: Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.590	.520	.59527

a. Predictors: (Constant), Specificity, strategic congruence, Reliability, Validity, Acceptability

Table 4.1 shows the coefficient of correlation (R) and the coefficient of determination (R^2). The Adjusted R Square value of 0.520 (Model summary table) implies that 52% of the variations in organizational performance are influenced by the determinants that influence performance management system on organizational performance leaving 48% to be predicted by other factors.

Table 4.2: ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.811	5	2.962	8.360	.000 ^b
	Residual	10.276	29	.354		
	Total	25.087	34			

a. Dependent Variable: Performance

b. Predictors: (Constant), Specificity, strategic congruence, Reliability, Validity, Acceptability

Table 4.2 above shows the outcome of the Analysis of Variance (ANOVA), which indicates that, the F static, was 8.360 with a significant change of 0.001%. This implies that the impact of determinants that influence performance management system on organizational performance is significant at 5% level of significance.

Table 4.3: Model Coefficients

		Unstandardized Coefficient	Std. Error	Standardized Coefficients	t	Sig.
Model		B		Beta		
(Constant)		.479	.693		.691	.495
Strategic Congruence	X ₁	.035	.235	.032	.150	.882
Validity	X ₂	.219	.189	.249	1.157	.257
Reliability	X ₃	-.177	.183	-.190	-.968	.341
Acceptability	X ₄	.062	.215	.067	.289	.775
Specificity	X ₅	.763	.377	.603	2.021	.000

a. Dependent Variable: Organisational performance

From the Model Coefficients Table the regression model can be derived as follows: Y (organizational Performance) = 0.763 X₅ (Specificity)

The results in Table 4.3 indicate that of the five independent variables only Specificity has a significant influence on organizational Performance. It has positive effect on organisational performance. The data findings analysed also show that holding all other independent variables constant, a unit increase in specificity will lead to a 0.763 increase in organisational performance at CPGH.

Hypothesis Testing

H₀₁: There is no significant effect of strategic congruence on the performance of Coast Provincial General Hospital

The results obtained indicate that the regression coefficient for strategic congruence was .035 and a P-value of .882. Since P-value was > 0.05 it meant that the correlation between strategic congruence and the performance of the Coast Provincial General Hospital was not significant (see Table 4.3). Thus, the null hypothesis that there was no significant relationship between strategic congruence and the performance of the Coast Provincial General Hospital was not rejected.

H₀₂: There is no significant effect of validity on the performance of Coast Provincial General Hospital

The results obtained indicate that the regression coefficient for validity was .219 and a P-value of .257. Since P-value was > 0.05 it meant that the correlation between validity and the performance of the Coast Provincial General Hospital was not significant (see Table 4.3). Thus, the null hypothesis that there was no significant relationship between validity and the performance of the Coast Provincial General Hospital was not rejected.

H₀₃: There is no significant effect of reliability on the performance of Coast Provincial

General Hospital

The results obtained indicate that the regression coefficient for reliability was -.177 and a P-value of .341. Since P-value was > 0.05 it meant that the correlation between reliability and the performance of the Coast Provincial General Hospital was not significant (see Table 4.3). Thus, the null hypothesis that there was no significant relationship between reliability and the performance of the Coast Provincial General Hospital was not rejected.

H₀₄: There is no significant effect of acceptability on the performance of Coast Provincial

General Hospital

The results obtained indicate that the regression coefficient for acceptability was .062 and a P-value of .775. Since P-value was > 0.05 it meant that the correlation between acceptability and the performance of the Coast Provincial General Hospital was not significant (see Table 4.3). Thus, the null hypothesis that there was no significant relationship between acceptability and the performance of the Coast Provincial General Hospital was not rejected.

H₀₅: There is no significant effect of specificity on the performance of Coast Provincial

General Hospital

The results obtained indicate that the regression coefficient for specificity was .763 and a P-value of .000. Since P-value was < 0.05 it meant that the correlation between specificity and the performance of the Coast Provincial General Hospital was significant (see Table 4.3). Thus,

the null hypothesis that there was no significant relationship between specificity and the performance of the Coast Provincial General Hospital was rejected.

DISCUSSION OF FINDINGS

The overall objective of the study was to establish the determinants of effective Performance Management System and their influence on Public Health Institutions. The identified Performance Management System determinants were strategic congruence, validity, reliability, acceptability and specificity. Specifically the study sought to examine the effect of the five independent variables (strategic congruence, validity, reliability, acceptability and specificity) on the performance of Coast Provincial General Hospital, Mombasa (the dependent variable). The first objective was to determine the effect of strategic congruence on the performance of Coast Provincial General Hospital. The finding indicated that correlation between strategic congruence and performance of Coast Provincial General Hospital was not significant. This implied that a significant proportion of the variance of the performance of the Coast Provincial General Hospital was not explained by strategic congruence. This finding is in line with the statement by Nilsson & Rapp, (2005) whom stated that strategic congruence might be difficult to achieve in corporations where the business units operate in environments with different degrees of uncertainty. They go on to explain that, when differences in the sub-environments of units (external subsystems) and functions (internal subsystems) are too great, it is difficult to establish a common business logic with similar critical success factors. Nilsson & Rapp, (2005) suggested that, to achieve a match between environment and strategy (an external fit), management needed an in-depth knowledge of the markets and industries that fit the corporate business. They posited that, business and functional strategies must be coordinated if a high degree of strategic congruence is to be achieved.

The second objective was to determine the effect of validity on the performance of Coast Provincial General Hospital. The correlation between validity and performance of Coast Provincial General Hospital was not statistically significant. This implied that a significant proportion of the variance of the performance of the Coast Provincial General Hospital was not explained by validity. Studies have provided rationale for the absence of significant relationship between validity and performance. For instance, Dessler (2009) stated that, a performance measure would not yield the necessary results if it does not consider all the aspects of performance. Waal, (2009) states that, performance management systems that rely on evaluating only those work behaviours defined by the organization as related to a specific job may exhibit validity deficiency error. Acas, (2005) states that, in order to correct this measurement error, role theory suggests that performance management systems need to account for multiple roles at work when evaluating employee performance.

The third objective was to determine the effect of reliability on the performance of Coast Provincial General Hospital. The correlation between reliability and performance of Coast Provincial General Hospital was not statistically significant. This implied that a significant proportion of the variance of the performance of the Coast Provincial General Hospital was not explained by reliability. Studies have provided some rationale to the findings. For example, Roberts (2003) stated that, inconsistent reliability of the PMS can lead to mistrust, lower productivity and higher attrition in employees, especially when the employees feel that their good performance is unobservable by the rater. Berry (2003) states that, evidence seems to indicate that most subjective supervisory measures of job performance exhibit low reliability.

To prevent reliability issue, he recommends performance standards be written in a way that will make them measurable.

The fourth objective was to determine the effect of on the performance of Coast Provincial General Hospital. The correlation between acceptability and performance of Coast Provincial General Hospital was not statistically significant. This implied that a significant proportion of the variance of the performance of the Coast Provincial General Hospital was not explained by acceptability. Studies have provided some rationale to the findings. For instance, Effron and Ort, (2010) stated that, performance management systems are hailed as the most despised by both employees and managers alike. Redman and Wilkinson (2006) further supports this view and highlights that the process of reviewing the performance of staff is the most disliked activity for line managers. This, they said, was due to validity of the process and questions on whether or not the performance management system was effective. Ogundele, (2008) was of the opinion that lack of acceptability of performance management in organizations was due to lack of openness, poor feedback mechanism, bias assessment, poor reward structure, and defective rating criterion by the management in the performance management system. Fajana, (2006) noted that employees' acceptance of the performance management system which was influenced by the element of fairness and justice of the system, determined the performance management system's outcome. Teachout, (2004) stated that, there was widespread agreement that success or failure in performance management depended on the attitudes of those responsible for its implementation, acceptance, commitment and ownership of appraisers and appraisees and the endorsement of the notions of procedural fairness and distributive justice during performance management.

The fifth was to determine the effect of specificity of on the performance of Coast Provincial General Hospital. The correlation between specificity and performance of Coast Provincial General Hospital was found to be statistically significant ($r_s = .763$, $p\text{-value} = .000 < 0.05$). This implied that a significant proportion of the variance of the performance of the Coast Provincial General Hospital was explained by specificity. Studies have provided some rationale to the findings, for example, Waweru, (2015) in his research on effects of specificity on employee performance, a case study of Water and Sanitation Companies in Nyeri County, Kenya, established that specificity of work was crucial, and that managers should improve mechanisms on specificity as it is directly linked to employees' performance. Further, Griggs, (2009) revealed that specificity of work is paramount and has a positive and significant effect on employees' performance. Also, Waal (2003) established that, if an organisation does not provide guidance and direction to its employees on how to attain objectives, it becomes difficult for the organisation to achieve the strategic purpose. He further stated that, if the performance management system does not point out the issues with an employee's performance, it would not be possible to rectify them. Pfeifer (2009) further supports this view and highlights that, managers must provide guidance to their employees on how to attain their performance expectations by acting as models. Performance contracting is a system that has been adopted by most parastatals and public sector organizations in general as a best practice method. It guides and directs employees to set targets to which they are bound by. The positive significant correlation in this case could be attributed to the presents of performance contracting practiced at Coast Provincial General Hospital and it being accepted as an organizational culture.

CONCLUSIONS AND RECOMMENDATIONS

On the findings in this study, four variables of PMS (strategic congruence, validity, reliability, acceptability) were found not to be significant significantly correlated to performance of Coast Provincial General Hospital. However, one (specificity) was found to be significant significantly correlated to performance of Coast Provincial General Hospital.

CONCLUSION

Performance management is an important HR strategy which directly impacts employee productivity and thus organizational success. However, effective implementation of performance management system at CGPH was facing challenges. This had led to low motivation, lack of commitment and poor performance. This study concluded that, performance management system was an important tool to continuously monitor employees' performance, identify skill gaps and develop required competencies. The study established that for there to be strategic congruence, CGPH must put in place integrated controls whereby strategic planning and follow-up at each organizational level were coherent throughout the organization. The purpose was to facilitate the exchange of information between different organizational levels and decision-makers concerning strategic, tactical, and operational decisions.

This study further depicted that one of the biggest challenges facing top management was determining the performance evaluation criteria, resulting in defective rating criteria as a consequence. This significantly compromised PM system validity. It was thus suggested that, for the purpose of evaluation, the criteria selected should be in quantitative or measurable terms. Similarly, managers should have the required expertise and knowledge to decide performance criteria accurately, they should have the experience and the training necessary to carry out the evaluation process objectively. Banjoko (2005) supported these conclusions.

This study also illustrated that error in rating and evaluation were also a challenge of the PM system at CGPH. Many of the errors were based on the personal bias and subjective judgments like stereotypes, halo effect that creep in the appraisal process. This significantly compromised PM system reliability. It was therefore suggested that the rater should exercise objectivity and fairness in evaluating and rating the performance of the employees. Banjoko (2005) supported these conclusions.

This study established that the appraisal process faced resistance from the employees because of fear of negative ratings, unquantified goals, unrealistic performance standards, and ignoring staff suggestions and contributions. It was thus suggested that, the purpose as well as the process of appraisal should be communicated and clearly explained to the employees. The standards should be clearly communicated and every employee should be made aware of what exactly is expected from him/her. Obisi (2011) supported these conclusions. This study validated the assertion that ignoring staff suggestions and contributions, lack of openness, Poor/non-existence of feedback communication mechanism and lack of post evaluation counselling, undermined PM systems effectiveness at CGPH. The study suggested that, the organization must consider inputs contributed by employees during assessment process and device means of communicating performance evaluation outcomes to employees. This, it was concluded,

enhanced acceptability of performance assessment outcomes. Robbins and Judge (2009) supported these conclusions.

This study demonstrated that lack of acceptability of the PM system in the organization was also due to bias assessment and defective rating criteria. It was thus concluded that, inputs contributed by employees during assessment process enhanced acceptability of performance assessment outcome. Robbins and Judge (2009) supported these conclusions. Based on the outcome of the study, there was enough proof to state that the CGPH needed to be watchful of several factors which might impede the successful implementation of the PM system. The obstacles included, lack of proper monitoring of performance, poor reward and incentive structures (Ogundele, 2005; Fajana, 2006). The study also concluded that the level of trust needed for frank and open discussions of performance results, both good and bad, was often not present at CGPH. Akhtar and Khattak, (2013) stated that organizations with poor performance accountability culture were definitely going to find performance management implementation a daunting task.

RECOMMENDATIONS

Based on the findings of the study, it is suggested that CGPH should implement effective performance management system based on performance objective and feedback processes. This has proven to be an effective based on the field analysis as well as literature review undertaken in this study. To achieve this, and have an effective and efficient PMS, CPGH would have to judiciously implementation the following recommendation:

1. CPGH should determine its overall objective, and jointly set specific and quantifiable objectives/targets for all staff.
2. CPGH should put in place integrated controls whereby strategic planning and ongoing follow-up can be coordinated, thus increasing the chances of achieving strategic congruence and of successfully implementing the strategies of the organization.
3. CPGH should put in place mechanism for monitoring ongoing work performance and correcting deviation where detected.
4. CPGH should put in place reliable appraisal mechanism and ensure that employees understand how performance is to be measured.
5. CPGH ought to determine relevant and key performance indicators. This must be in agreement with staff job description, and must show how these indicators contribute towards achieving the overall goal of the Hospital.
6. CPGH should train managers and supervisors on how to carry out reliable, unbiased and objective evaluation of workers' performance, as well as provide counselling/skill development for staff whose performance falls sort of expected standards. Also, the managers and supervisors should make recommendation for promotion and other incentives based on good performance that meet or exceed targets.
7. CPGH ought to put in place communication process were performance appraisal outcome is continuously made known to workers (timely feedback). The implementation of a 360-degree feedback Performance management system is recommended as a reliable feedback and highly beneficial technique for the organizations.

REFERENCES

- Acas, M. (2005). The Acas Model Workplace. *International Conference for Human Resource*, Vol 2(5) (pp. 30 - 40). London: Longman.

- Akhtar, T and Khattak, S. (2013). Employee Acceptability of Performance Appraisal: Issue of Fairness and Justice. *World Applied Science Journal*, 24(4): 507-518.
- Armstrong, M. (2006). *A Hand Book of Human Resource Management Practice* (10th Ed): Kogan Page Limited.
- Banjoko, S.A. (2005). *Human Resource Management: An Exposition Approach*. Lagos, Sabar Publishers
- Berry, L. M. (2003). *Psychology at work*. San Francisco, CA: McGraw-Hill Companies, Inc
- Daniels, A. C., & Rosen, T.A. (2014). Performance Management: Changing Behaviour that Drives Organizational Effectiveness. *Performance Management Publications, Volume 2 (Issue 2)*.
- Dessler, G. (2005). *Human Resource Management* (10th ed.). Upper Saddle River, NJ: Pearson Education Prentice Hall.
- Effron, M., & Ort, M. (2010). *One Page Talent Management: Eliminating Complexity, Adding Value*. Harvard Business School Press.
- Fajana, S. (2006). HR Management in Africa: *The Social and Economic Framework Volume 7(1)*, pp. 80 -84.
- Fajana, S. (2006). *Industrial Relations in Contemporary Nigeria: Theory and Perspectives*, Lagos, University Press Limited.
- Locke, E. A., & Latham, G. P. (2002). Building a Practically Useful Theory of Goal Setting and Task Motivation. *American Psychologist*, Vol 57 (9), 705-717.
- Mohammed, R & Jamil,, (2011). Performance management system (PMS) in Small Medium Enterprises (SMEs): A Practical Modified Framework. *World Journal of Social Sciences; Vol 13(12)*, 200-212.
- Mugenda A, and Mugenda O. (2003). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: Longhorn Publishers.
- Munene, C. John, J. K. & Joseph M. N. (2011). Performance Management practices, Employee Attitudes and Managed Performance. *International Journal of Educational Management, Vol. 24 (Issue: 6)*.
- Nilsson, R. and Rapp, L. (2005). *Business Definition and Performance*. 2d ed., New York: McGraw-Hill.
- Nzuve, S. N. M. (2010). *Management of Human Resources - A Kenya Perspective: (2nd and 4th ed.)*, Basic Management Consultants, Nairobi – Kenya.
- Obisi, C. (2011). Employee Performance Appraisal and Its Implication for Individual and Organisational Growth. *Australian Journal of Business and Research, Volume 1(9): 92-97*.
- Obong'o, S. O. (2009). Implementation of Performance Contracting in Kenya: *International Public Management Review, Vol 10 (2)*, 66-84.
- Ogunde, O. (2005). *Management and Organization: Theory and Behaviour*., Lagos SABTE Book Series.
- Ogunde, O.J.K., & Idris, A. A. (2008). Entrepreneurial Succession problems in Nigeria: A threat to sustainability. *Entrepreneurship and Africa's quest for development Journal, Volume 1(Issue 1)*, pp 396-404.
- Pfeffer, J. (2005). Producing Sustainable Competitive Advantage through the Effective Management of People. *Academy of Management Executives, Vol 9 (55)*.
- Redman Tom and Adrian Wilinkson. (2006). *A Contemporary Human Resource Management: Text and Cases*. London: Prentice Hall.
- Robbin, J. and Judge, P. (2009). *Organisational Behaviour*. London: Prentice Hall

- Teachout, M.S.& Quinones, M.A., Ford, J.K. (2004). The Relationship Between Work Experience and Job Performance: A Conceptual and Meta-Analytic review. *Personnel Psychology*, 48(4) 887-910.
- Torrington. D., Hall, L., & Taylor, S. (2008). *Human Resource Management*, (7th Ed.), London: Prentice Hall.
- Waal, T. D., Michie, J., Patterson, M., Wood, S. J., Sheehan, M.Clegg, W. C., & West, M. (2009). On the Validity of Subjective Measures of Company Performance. *Personnel Psychology Vol 57(1): 95-118*.