CONTROL SYSTEM AND PERFORMANCE METRIC AT THE TEACHERS SERVICE COMMISSION-KENYA

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DECLARATION

This thesis is my original work prepared with no other than the indicated sources and support. It has not been submitted elsewhere for any degree or any other work.

Signature …… Date ……..…

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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a thesis entitled, ***"Control System and Performance Metric at the Teachers Service Commission', Kenya".***

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DEDICATION

To all who gave me support in the form of understanding and tolerance during my preoccupation with this work.

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ABSTRACT

Control System is a critical human resource management function intended to align employee effort to organizational goals. A well designed and implemented Control System has the potential of helping managers improve performance of employees. The study examined the effect of Control System on performance Metric of the Teachers Service Commission staff in Nairobi, Kenya. Components of Control System studied were participation of employees, facilitation, measurement process and feedback & review. The study had specific objectives: to determine the effect of employee involvement on performance of Teachers Service Commission (TSC) staff; to examine the effect of employee facilitation on performance of TSC staff; to determine the effect of measurement methods on Performance Metric of TSC staff; to assess the effect of feedback on Performance Metric of TSC staff and to examine the moderating effect of organizational factors on the relationship between Control System and Performance Metric. A descriptive approach to the study was adopted where 341 members of staff from 7 departments of the Commission were involved in the study. Primary data was collected by questionnaire and analyzed descriptively and inferentially. The techniques applied in analysis were correlation and regression at the 0.05 level of significance. The results show that all the components of Control System have positive and significant coefficients implying they are directly related to Performance Metric at the Commission. Participation of employees, feedback, and review require most urgent attention since their score was below average. Facilitation and measurement were found to be acceptable. However organizational factors studied did not contribute significantly to the relationship between Control System and Performance Metric. Therefore it is recommended that the Commission direct its focus on Control System that involves employees in setting goals, objectives and standards expected in order to improve commitment and performance. In addition, feedback and review communication need to be fast tracked to enable employee know how well they performed and the necessary areas they need to adjust in.

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LIST OF ABBREVIATIONS AND ACRONYMS

TSC	Teachers Service Commission
PCA	Principle Component Analysis
KMO	Kaiser-Meyer-Olkin (Measure of Sampling Adequacy)
OECD	Organization for Economic Co-operation and Development
GOK	Government of Kenya

OPERATIONAL DEFINITION OF TERMS

Facilitation	Used as the provision of tools, resources and support to employees by the managers to meet the organizational strategic objectives
Control Systems (CS)	Are the management practices that enable an organization to align its mission, goals and objectives with available resources with a view of improving its service delivery
Innovation	The ability of an employee to improve, adapt, or create a new approach to the way things have been done in the past with the view of improving efficiency and effectiveness of the organization
Commitment	The wiliness to do more than was expected at a particular time or wiliness to stay back until a particular task of the day is accomplished
Feedback	The process of sharing with an employee the results of his/her performance of a task.
Organizational Factors	Factors affecting the performance of the organizations e.g incentives, culture and structure of the organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

One of the prime duties of any government is to provide a wide variety of services to its citizens. The provisions of such services were poor in public sector as compared with private sector in the early part of 20th century. As early as 1980s the OECD governments of Britain, Australia and New Zealand spearheaded the introduction of a New Management approach in public sector that borrowed and incorporated private sector management philosophy (Griffin, 2014). These ideas and themes of New Management Approach placed emphasis on managerial improvement and organizational restructuring on one hand while at the same time emphasizing on markets and competition in public service (Marozzi, 2015).

The performance management process has become the heart of the human resource management system in most organizations where it is used as a strategic tool of Control System (Armstrong and Appelbaum, 2013). Control System is a formal management system by which the job performance of an employee is examined and evaluated with the intent of identifying their strengths and weaknesses for improvement in the future (Armstrong, 2010). Armstrong (2010) further argues that Control System is a strategic and integrated process that delivers sustained success to organizations by improving the performance of people, who work in them, and by developing the capabilities of individuals and teams.

In U.S.A, a study done by Rao (2016) on Control System practices in forty-five different organizations concluded that about 50% use performance evaluation tool for regulating employee behavior as well as developing capabilities. About 30% of them still use Control System only for controlling and regulating employee behavior. About 10% use Control System for development purposes. The study therefore concluded

that managers can get useful information from Control System and can therefore use such information in formulating strategic interventions to help improve Performance Metric.

In Pakistan, a similar study was conducted on the effectiveness of performance appraisal: its outcomes and detriments on private and public organizations (Hafiz *et al.*, 2015). Their findings on outcomes and detriments agreed with that of the study done by Richard et al,. (2010) in that managers and the employees both had different views on the expected outcomes. Indeed, even amongst the managers themselves, the outcomes and detriments differed depending on the gender of the manager. Chad Workey (2011) carried an in-depth analysis of the design of the Travis County's Control System more particularly on its appraisal system with the view of establishing the components of what can be regarded as the best design of any performance evaluation system. The researcher concluded that there is not design that can be considered to be the best. That each organization should design its Control System in a way that it best addresses the performance gaps that are existing in that organization at the particular time.

In Maldivian Island, a research was conducted by Mohammed Feisal (2017) with the objective to study institutionalization of Control System in public sector in Maldivian government. The findings of the study were that several factors influence the institutionalization of Control System in civil service in that country. Some of the factors include the culture of the people, political accountability and leadership.

Ngeywo & Nyambengera (2014), reported that Control System was introduced in public sector in Kenya in 1992. Richard et al., (2010) carried a study on the effectiveness of Control System through performance evaluation in Kabarak

University, Kenya. They were able to conclude that the effectiveness of the Control System depended on the purpose for which it was designed for. They also established that the purpose of Control System as viewed by the employer differed significantly form that of the employees. Whereas employers use Control System to promote employees and to evaluate the suitability of an employee's service contract to be renewed, the employees sees Control System as just a formality without any meaningful purpose.

Teachers Service Commission (TSC) introduced Control System in the year 2002 (TSC code of regulation for Secretariat staff, 2008). This was in line with the public sector reform initiatives and also due to its desire to offer better services to its customers. The Control System Management practices at TSC includes: serving multiple purposes like promotion and career development, goals that are cascaded from top of the organization to individual employee, quarterly and yearly performance reviews, informal feedbacks and performance rating which forms the basis of the decisions for promotions, sanctions and career development(TSC code of regulation for Secretariat staff, 2008) .

Based on the extensive research of the literature available in TSC library, no research had been conducted to establish how the Control System have impacted on Performance Metric at the Commission. The thesis is written to establish the relationship between the Control System Management and Performance Metric with specific reference to Teachers Service Commission, Kenya.

1.1.1 Overview of Study Setting

The research was carried out to assess the relationship between Control System and Performance Metric in Teachers Service Commission. In 2010, the Commission was

transformed into a constitutional body by article 237 of the Constitution and mandated to carry out the following teacher management functions: registration of trained teachers, recruitment and employment of registered teachers, assign teachers duties, promotion and transfer of teachers, exercise disciplinary control of teachers review the standards of education and training of persons entering the teaching service, review the demand and supply of teachers and lastly advise the national government on matters relating to the teaching profession.(Article 237(2), Constitution of Kenya). The total number of employees of the Commission was about 3100 at the time the research was conducted.

The Commission was headed by 9 Commissioners, one of them being the Commission chair. The main role of the Commissioners is to formulate policies that were relevant to the Commission's mandates. The Chief Executive / Commission Secretary is the head of the secretariat and is in charge of the daily operations at the Commission (TSC Act, 2012). For efficient running of daily operations, the Commission Secretary was assisted by 7 directors in charge of the following directorates: Administration, Teacher Management, Finance, Information and Communication Technology, Internal Audit, Human Resource Management and Development. Each directorate was further divided into divisions and departments. At the County levels, the Commission's secretary is represented by the TSC County Directors, who are in charge of all the Commission's operations at that level (TSC Act, 2012).

1.2 Statement of the Research Problem

Control System management techniques and methods have been adapted by increasing amounts of private enterprises, and have received attention from public

sector managers (Marr,2015). Control System management strategies include strategic planning, performance measurement, performance monitoring, and total quality management (Lunger, 2016). Performance management is fundamentally about aligning individual effort to support organizational priorities (Aguinis, 2013).Control System Management was once a predictable HR practice, which has now become a major controversy and a hot topic in the news (Pulakos et al, 2015). Multinational organizations have gone public on how they have eliminated the annual performance review and replaced it with a more dynamic and engaging process of ongoing feedback and coaching (Baer, 2014).

Numerous research supports the value of Control System Management activities if they are done effectively (Gregory and Levy, 2015). However if Control System Management is not done well, it results in a process that is perceived as time-consuming, burdensome and failing to deliver value(Adier, et al , 2016). For example, Deloitte analyzed its approach and discovered that it required two million staff hours to set performance goals, complete evaluation forms and conduct formal performance reviews each year (Buckingham and Goodwill (2015). Such expense might be justified if Control System management activities helped improve employee engagement and performance; however, this is typically not the case (DeNisi and Murphy, 2017).

Buckingham and Goodwill (2015) submits that unlike empirical science studies, which has immutable laws and precise measurement, finding what works in Control System Management, involves trial and error because organizations, like people, are unique. In Control System Management, no single intervention will work exactly the

same way in two different organizations (Stone and Heen, 2014). Despite these limitations, Control System management practices can and should be evidence-based—that is, grounded in research that supports their efficacy. What this study does is to fill the knowledge gap concerning interconnections between Control System Management and Performance Metric at TSC by analyzing the CSM constructs ; Employee Involvement, Facilitation, Performance Measurement and Feedback.

1.3 General Objective

The general objective of the study was to examine effects of Control System on Performance Metric at Teachers Service Commission.

1.3.1 Specific Objectives

Specifically the research sought to:

i) Determine the effect of employee involvement on Performance Metric at Teachers Service Commission.

ii) Examine the effect of employee facilitation on Performance Metric at Teachers Service Commission.

iii) Determine the effect of performance measurement on Performance Metric of Teachers Service Commission

iv) Assess the effect of feedback and review on Performance Metric at the Teachers Service Commission

v) Examine the moderating effect of organizational factors on the relationship between Control System and Performance Metric at Teachers Service Commission.

1.4 Hypotheses

H01: Employee involvement does not influence Performance Metric at the Teachers Service Commission.

H02: Facilitation does not affect Performance Metric at the Teachers Service Commission

H03: Measurement of performance does not affect performance Metric at the Teachers Service Commission

H04: Feedback and review has no significant impact on Performance Metric at the Teacher Service Commission.

H05: Organizational factors do not moderate the relationship between Control System and Performance Metric.

1.5 Scope of the Study

The research was carried out to assess the relationship between Control System and Performance Metric in Teachers Service Commission. The study involved only the secretariat staff in the seven directorates at the TSC headquarter, Nairobi in 2017.

1.6 Significance of the Study

The findings of the study enable public sector organizations to appreciate the effectiveness Control System on Performance Metric.

The study will also assist TSC and similar public organizations in the formulation of policies and guidelines on how to design and administer effective feedback from Control System evaluation. The policies and guidelines will also shade light on how other organizational factors e.g. organizational culture and HR policy interact in order to make the Control System more relevant to the needs of a particular organization.

The findings will add knowledge and hence enrich the existing literature on the effect of Control System and Performance Metric in public organization.

1.7 Conceptual Framework

The key main variables are Control System as the independent variable, organizational factors as moderating variable and Performance Metric as the dependent variable. The Control System is a complex system that links individual employee's performance to that of the organization. Performance measurement is the simplest form of Control System (Drucker, P., 2017). The decision by an organization n to embrace the Control System is based on the belief that it will improve organizational performance. Control System tools guide each employee on his/her role expectation and the expected standard of performance. Since the employees are involved in setting up departmental objectives and personal objectives which are in line with the organizational objectives, the employee should be able to achieve them easily if given the necessary support by the management board. Providing an employee with regular feedback on his/her performance based on the agreed objectives will lead to improved individual performance (Armstrong, 2010). The improved performance is seen in the form of meeting of set targets, higher level of commitment, lower number of repeat / redoes work and increased desire for innovativeness.

The moderating variables like organizational culture, organizational structure and HR policy play an important role by providing an enabling environment that enhances Control System. Such organizational factors equally, shape the employees' attitudes towards work which, if positive, will result in improved performance of the

employees (Simons, 2010). For the relationship between Control System and Performance Metric to flourish, all the organizational factors should be conducive.

Organizational culture has a strong influence on Performance Metric. For instance better performance is recorded in work places where the culture of hard work has been internalized by each employee (Simons, 2010). Similarly, communication which is essential in Control System is dependent on the size and structure of the organization. Tall structures tend to impede easy flow of information between employees in the organization and this may negatively affects the Performance Metric because it takes a long time for decisions to be communicated from one level to the other. The participation of employees in Control System process is influenced by the culture of the organization; Setting of objectives can only be successful if both parties are honest to each other (Altinay and Roper, 2013). Similarly, feedbacks from Control System evaluation will only be meaningful in organizations where professionalism and integrity are practiced as part of the culture of that organization.

HR policy is very important in any organization (Armstrong, 2010). Such policy provides guidelines on the design of the Control System and its administration. (Altinay and Roper, 2013). In most organizations, it is the role of the head of human resource management to handle issues that are related to Control System. Therefore HR policy is the backbone in the link between Control System and Performance Metric.HR policy also ensures that only people with the expected skills to accomplish tusks as required by the organization are recruited. It also sees to it that such employees are adequately compensated to ensure improved performance.

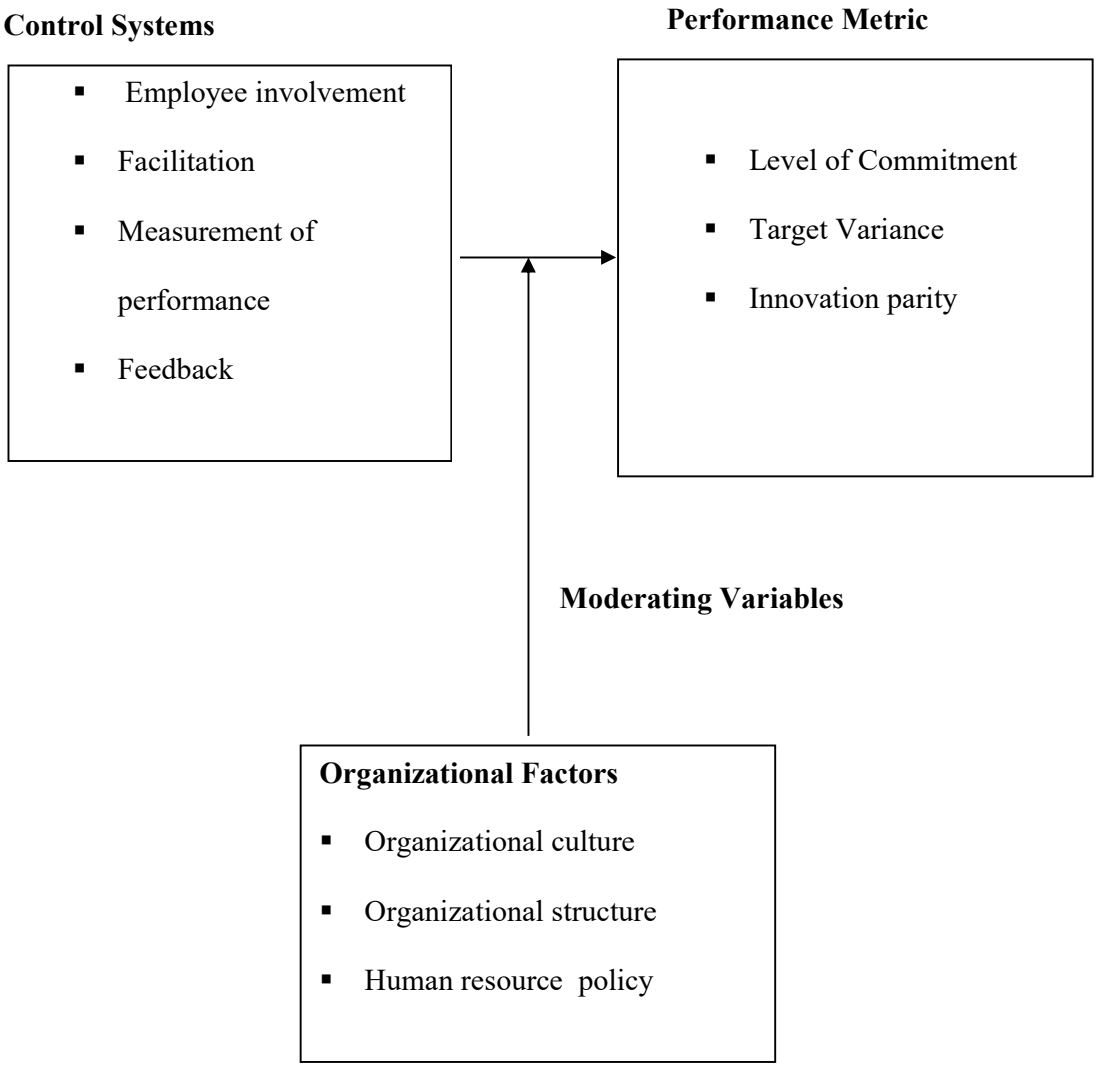

Figure 1.1: Conceptualizing the relationship between Control systems and Performance Metrics

Source: Researcher (2018)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of literature pertaining to the problem under study. The key aspects include performance appraisal system, organizational factors that affect performance appraisal and the relationship between performance appraisal and Performance Metric.

2.2 Theoretical Reviews on Control System Practices

The study is guided by the following theories in performance management

2.2.1 Goal Model

The conventional model is based on an organisation's view as a logical set of steps designed to achieve its goals (Lunenburg, 2011).

The theory says that the setting of objectives and the success of activities is directly related. The specific challenges and suggestions lead to better performance of the project (Lunenburg 2011). The desire to work towards the target is the primary source of motivation for workers

Measurement of improved performance inx terms of performance achievement (Appelbaum, 2013). The focus is only on the aims: attainment of goals, goals, goals, etc.

One of the main disadvantages is that the involvement of workers in the target setting in a larger organization like TSC is not always beneficial. This is because the

involvement of larger organizations may interfere with the leadership priorities as their assets are focused on more specific long-term goals.

2.2.2 Expectancy Theory

In 1964, Victor Vroom suggested theory of expectation. The theory is based on the concept of people changing their actions in the enterprise to achieve their respected targets. This theory is the basis of the performance management concept because the expectations concerning future events are expected to influence performance (Lunenburg, 2011). It is therefore important that an institution incorporates regulatory mechanisms to achieve the desired employee performance goals for the organizational purposes. Once motivation principle is extended to the control system, it relies on current performance and motivates workers to better perform. The use of Control System expectation principle motivates workers to do more.

Expectancy theory is frequently criticized as too idealistic. The measured variables are rather difficult to assess for performance measurements under expectation theory. Therefore, in order to monitor individual performance, management often needs to include additional performance measurement theories along with expectation theories (Parijat & Bagga 2014).

Secondly, the participation of a number of variables complicates the hypothesis in its nature. This makes it hard to test worker motivation variables, but also difficult to enforce (Parijat & Bagga 2014). According to Robbins and Judge (2013), the theory of presumption is more suited for properly structured organizations. In this case, the infrastructure refers to the right mechanism for measuring the efforts, results and recompenses of employees.

2.2.3. System Resource Model

The System Resource Model emphasizes the means needed for the achievement of specific ends in terms of inputs, acquisition of resources and processes (Wan, H. 2016). The conception of the organization is grounded in the open system approach whereby the inputs, transformation process and outputs are considered part of whole and not independent components. In Control System, System Resource model is incorporated through facilitation of employees and ensuring that all the necessary resources are provided to the employees.

2.2.4. Ineffectiveness Model

With an emphasis on the factors that influence successful organizational performance, this model shows a different viewpoints when the organization is conceived as a set of issues and defects (Smith, 2014). The fundamental assumption is that finding flaws and deficiencies (ineffectiveness) is simpler, more precise, more cooperative and more efficient than competency requirements (effectiveness). Hence, organizational performance metric is defined as the absence of ineffectiveness factors.

2.3 Empirical Review

2.3.1 Control System

Toni and Tonchia (2016) argues that Control System is "an approach to creating a shared vision of the purpose and aims of the organization, helping each individual employee understand and recognize their part in contributing to them, and in so doing manage and enhance the performance of both the individual and the organization". Similarly, Control System is a management process for ensuring employees are

focused on their work efforts in ways that contribute to achieving the organization's mission (Surbhi, 2017)

2.3.2 Employee Involvement

Employee involvement in target setting is an important aspect of the whole process. This is accomplished through Management by Objective (MBO) practices (Drunker, 2017). In MBO, both the manager and the junior staff jointly establish performance objectives and performance standards by which to evaluate the junior employee's performance. Employee's active participation in setting objectives and standard of performance provides an incentive to the employee to be committed to the achievement of the same objectives (Moynihan and Pandey, 2017).

Objectives are core in any organization because their attainment determines the level of employee's performance (Peled, 2013).In a study by Groen and Wouter (2017), reported that the active participation of employees in setting objectives and in self-evaluation improve the employees' commitment to bypass the set targets. The study further concluded that Control System does not involve employee's participation which contributes to employee burnout.

In a separate study, Gary (2013) supports the need for employee involvement when he states that the person doing the work are the persons with the most direct knowledge of their jobs. While studying the design of Trevis County performance appraisal system, Chad (2011) emphasized that Performance evaluation that are designed to encourage employee involvement during setting of objectives, tend to improve employees overall performance. The researcher further concluded that employees get involved through interviews when standards are being set, during feedback and during planning sessions for the next performance evaluation period. The control system

serves an administrative position, according to Addison (2014), by facilitating an orderly way to determine salary and other incentives increases, and by delegating power and responsibility to the most worthy. Informational function is achieved when the assessment system provides data about person strengths and weaknesses to managers and employees. The control system is used effectively to help employees and managers achieve goals before the next evaluation (Addison, 2014). The control system has a major role to play.

In their study, Harcourt and Maureen (2012) had earlier arrived at a conclusion that agrees with the findings of Chad (2013) by stating that during the interview, past performance should be discussed frankly and future goals established. A policy should be formulated together by the manager and the worker to achieve these goals and to improve future results. Such involvement gives a sense of accomplishment and creates a sense of belonging and can lead to better results (Harcourt & Maureen 2012).

Appelbaum et al., 2013 demands quality based on the ability, incentive and involvement of employees. This ensures that a company can profit the most when it organizes the work process so that non-managers can apply their flexibility and can do it by having independence in decision making, good communication and participation for workers in self-directed, off-line groups. Employees need the necessary knowledge and skills in order to be effective. This can therefore be done through the attraction of people who already have this knowledge or through formal and/or informal training for their employees. Ultimately, the company needs to inspire its workers to do the utmost they can for the company.

2.3.3 Facilitation

Control system design can also be viewed as a switch plan. A number of qualified skills, tools, assistance and expertise should be accessible and revealed to those responsible for implementing improvements within the organisation. The following characteristics are described by McCalman, Patron & Siebet (2015): Communications skills which are necessary and must be implemented within and outside the management staff; the capacity to coordinate group and individual tasks. The scale to which TSC managers are given these attributes is therefore determined by how competently they contribute to the effectiveness of the Performance Metric Control System. The implementation of the implementers is one of the key aspects of the implementation process, according to Budhwar and Varma (2011). This is recognition of the process, the way in which they respond and the intensity of the response.

The extent to wish the implementers at TSC accepted, understood and committed to the performance evaluation system has a direct bearing on the effectiveness of Control System. To what extent the Control System is accepted by the implementers also depend on the certainty and security of their job. However, Control System is intended to enhance the organizational performance by building trust and confidence among the employees not fear and insecurity. The employees should not feel that the performance evaluation will lead to their dismissal or be a barrier for their future promotion. It is the responsibility of the top management to reduce fear or insecurity that the employees might feel as a result of using the Control System. The involvement of the line supervisors and the employees in general in making decisions that shall affect them is crucial in achieving the ownership from the recipients. Hewlett and Ramesh (2013) stressed that the spectrum of actors involved in designing

and the implementation of the Control System will influence the degree of ownership among the employees.

2.3.4 Measuring of Performance

Measurement encompasses the assessment of the performance and results achieved by individual employees, groups of employees or teams and the entire organization (Armstrong, 2010). Measurement provides a way to determine what has been accomplished and can serve as a basis for deciding when those accomplishments deserve special recognition. Carl (2016) defines performance measuring as means of determining the level of performance by judging the quality, quantity, timeliness and /or cost effectiveness of the work against a set of standards.

Performance can be measured in various ways such as the use of ratings by supervisors, output measures and self- evaluation. The common method of measuring performance in is rating the employee on agreed targets and output creativity (Milkovch and Newman, 2010).During rating, the manager must avoid biasness which may not reflect the true ability of the employee. Self- evaluation gives the employee an opportunity to rate oneself but is normally not effective on its own because the employees may not be able to evaluate himself/herself effectively.

Jean (2016) conducted a research in the Control System Effectiveness Analysis and concluded that Performance Metric can be measured by: direct observation, specific work results, reports and records and also through commendation, or constructive or critical comments received about the employee's work. On observation, the researcher reported it gives the appraiser a chance to observe the employee when carrying out the actual tusk. The appraiser can then record his/her observation and can also give an informal feedback immediately to the employee. Jean (2016) concluded that by

observing and providing detailed informal feedback, the manager plays a critical role in the employees continued success and motivation to meet performance expectation.

Mohanty (2015) notes that quality assessment with a critical approach should be looked at as improperly performed and applied assessments can also obstruct the operations of the organisation. Mohanty (2015) argued that faulty and wrongly organizational metrics can lead to false outcomes that can impede workers dedicated to meeting the aspirations of organizations. In a study by Carl (2016), the author argued that measurement should only be limited to the agreed objectives and the standards that had been set earlier between the manager the employee. More assessment is intended to lead the workers to enhance the calculations and to show things in the light of the metrics. This may be a problem if wrong things are measured, or if false indicators are used to measure the right thing (O'Boyle, 2016). Measurement may also generate false decision-making information within the organization.

2.3.5 Feedback

Feedback is to provide timely and specific information about an employee's performance based on experience and observation by the supervisor that may include positive recognition or constructive remarks. Senyah. Boateng and Kwado (2016) reported that performance appraisal provides a periodic opportunity for communication between the person who assigns the work and the person who performs it, to discuss what they expect from the other, and how well those expectations are being met. It is the view of the researcher that feedback should be

designed to provide alignments between both the employees' and the company's goals and objectives, and communication of performance standards and expectations.

Armstrong and Appelbaum (2013) emphasizes that effective feedback during Control System fosters open communication between the employees and the supervisors, cultivates the sharing of ideas and suggestions, and helps to identity and support training needs and opportunities. The authors further explains that feedback between the employees themselves and also with the supervisors may be either formal such as during a coaching or counseling sessions, or informal, such as recognition of an employee for going "above and beyond" during their shift.

Feisal (2017) argues that in civil service in Maldives, feedback had been institutionalized to the point where it was often done at yearly or quarterly annual performance reviews. Such findings goes against the research done by Jean (2016) on the best time to offer feedback during performance evaluation .Jean (2016) argues that the chance of impacting performance increases with the frequency and timeline of feedback. Such arguments imply the need for ongoing feedback. Organizations should use one on one feedback method. This method strengthens communication between the manager and the employee. The method helps to shape performance and increases the likelihood that the employee's results will meet the expectations (Jean, 2016).

The researcher holds the view that effective feedback (positive or negative) frequently and timely, strengthens an employee's self-confidence, commitment and provides room for critical thinking which may result in innovativeness. Unless feedback is timely, it loses its utility and may have only limited influence on performance. Feedback must be impersonal if it is to have the desired effect. Personal feedback is

usually rejected with contempt, and eventually de-motivates the employee. The staff member being evaluated must be made aware of the information used in the evaluation process. A performance evaluation process creates credibility. According to Armstrong (2010) the employees' reaction to the fairness and accuracy of the performance evaluation system may affect their motivation to correct weak performance or develop unused potential.

2.4 Moderating Factors (Organizational Factors)

Control System is expected to help the employees to improve their performance when objectives are met, less repeat work is recorded and problems solved innovatively. However, certain factors in the form of: organizational structure, organizational culture and human resource policies will determine the extent to which the standard of performance is achieved. Organizational factors will influence the employees' attitudes toward performance appraisal and may also have direct influence the extent to which the employees exercise their abilities and competencies (Mbithe, 2012).

2.4.1 Organizational Culture

Organizational culture is the set of important assumptions, often unstated, that members of an organization share in common (Robinson and Pearce, 2014). According to O'Boyle (2016), organizational culture is similar to a firm's personality in that it provides an organizational memory that minimizes the need to start over whenever personal changes occur. Further the authors state that culture affects the decision-making process because shared beliefs and values give organizational members a consistent set of basic assumptions and preferences. This leads to a more efficient decision-making process because fewer disagreement arise over which premises should prevail.

It is normally assumed that organizational culture impacts significantly on the organization, its employees' behavior and motivation and, ultimately on job performance. An empirical research by Jean (2016) described how organizational culture affects performance and satisfaction. They showed that organizational culture normally operates as an intervening variable by influencing the perception of employees on the overall objectives and shared values of the organization. This overall perception then affects Performance Metric; with the impact being greater for stronger culture (Jean (2016).

2.4.2 Organizational Structure

An organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aim. According to Robinson (2011), organization structure displays the system of task and authority relationship that control the organizational goals. Employees are assigned specific task by their line managers who are their immediate supervisors. Robinson (2011) further argues that work specialization contributes to higher employee productivity but at the price of reduced job satisfaction. The organizational structure not only impacts the productivity, effectiveness and economy, it also influences the workforce's dedication and morale. The structure should therefore be designed to promote the willingness to participate and effective organizational performance of the members of the organization. Drucker (2017) argues that a good organizational structure is not performing well by itself, but a poor organizational structure is preventing good performance, irrespective of how good the manager is.

The quality indicator is characteristic of a strong organizational structure. The official governmental body, Mohanty (2015), claims it limits a person's individual

development, self-fulfillment and psychological health, induces a feeling of failuring, frustration and confrontation. In contrast to the same claim, Stivers and Joyce (10) concluded that the degree to which the organizational structure minimized the uncertainty of workers and explained challenges influences their behavior and allows employees more productive and empowered. The positive impact of the organizational structure on results is hard to categorically accept. This is because the relation between systemic variables such as control length, subunit volume, specialisation, centralization-decentralization and output metric is inconsistent. The strategy, size, technology and the environment that Stivers and Joyce (2010) identify the structure type an organisation would have. The direct effect on quality of institutional models is moderated by individual preferences and social norms of employees. The third hypothesis was necessary on the basis of the above arguments.

2.4.3 Human Resource Policy

Human Resource policy is guidelines that show how the organization intends to utilize its human resource. The HR policy usually gives directions on how people in the organization should work and what they expect in return from the organization (Elwood 2015). The four major human resource policies that would have an effect on Performance Metric are staffing, training, compensation and evaluation. Staffing policy will provide the guide line on who should be hired to work at the organization. Screening is done to ensure that the individuals being recruited have the appropriate educational attainment, excellent interpersonal, technical and communication skills and strong work ethics. (Armstrong 2010).

Evaluation of performance can also provide information for preparing human resources to support succession planning and determine employees ' suitabilities in

support of certain types of work and training (Elwood 2015). We can also improve communication through an incentive for staff to speak about their thoughts and goals and hear how they are doing (Miller, 2017). This mechanism can also increase the quality and comprehension of working lives between managers and staff (Rasch, 2014). Assessment of performance helps superiors to outline promotional programs for reliable staff. Inefficient staff may in some cases be dismissed or dismissed in this regard.

In addition, Wesley (2014) recognized some Control System objectives. One goal is to assess employee performance over a certain duration. Another purpose is to measure the gap between performance real and intended. The leadership must also be effective when maintaining corporate control. It also helps reinforce the ties between workers–supervisors and managers–and their interaction. It is also important to assess people's strengths and weaknesses in order to identify potential training and development needs. It is necessary to provide the workers with input on their past performance and to provide information that helps them in their other decisions. The goals and obligations of the roles to be carried out by staff are also important to be made clear. The performance of the organization's other human resources activities such as training, choice, learning and growth must also be measured. Lastly, reducing employees ' complaints is prudent.

Training of the newly employed employees is equally very important. Some firms provide extensive initial training on a wide range of topics and follow – up with continuous on – the – job training and monitoring (Armstrong, 2010). This is to ensure that the employees have the relevant skills and competencies to perform their duties with minimal supervision. Compensation policy vary widely with some firms assuming a leading approaching (high pay and benefits) while others follow a laggard

(low pay and benefit methods).Benefits help motivate employees to achieve the expected level of performance. Luck of the same de – motivate resulting in low productivity.

Ultimately, appraisal and review processes differ widely among organizations. Others focus on work quality and provide frequent and particular behavioural feedback (Erven, 2012). Some companies assess their employees rarely and provide feedback primarily on the volumes of jobs. The unsatisfactory employee knows that the director supports him / her. During selection of the employees who deserve to be trained, patronage may interfere with the process resulting in the selection of the persons who do not quality. At the end of Performance evaluation period, it may happen that the employee who deserves the promotion is ignored as the other undeserving one is promoted. This cord kills the morale of other employees resulting in lower performance.

2.5 Control System Management and Performance Metrics

In this study performance was viewed as a behavior and a result. Behaviors are outcomes and are products of mental and physical effort applied to task and can be judged apart from the result (Armstrong, 2010).

Performance Metric is essentially what an individual is doing or not doing. This could include: output quantity, output quality, timeliness of production, workplace presence, cooperation and innovations (Güngör, 2011). Holton (2015) observed that quality is a multi-dimensional system, whose calculation differs with a range of factors. If it is described as accepting all actions as well as results (Armstrong, 2010), a more completening quality perception is obtained. Many managers of corporate staff then evaluate each employee's performance metric annually or quarterly to help employees

identify opportunities for improvement. The research included the following concepts: the objective variance, the level of commitment and the parity of innovation.

2.5.1 Target Variance

Meeting of targets by employees is normally seen as a motivational factor that will make the employee to be more productive (Miller, 2017). According to Herzberg's motivator-hygiene principle, it is a task and an opportunity to achieve the goals which are the most effective motivation. However, Miller (2017) suggests that people with high expectations are inspired by difficult tasks with easily achievable goals and greater responsibility for ambitious activities.

Most executives on the commercial side seem to follow basic conviction that happy workers will quickly achieve their targets and are thus successful. Workers who work more often display greater dedication to work and suffer less failure to achieve their goals (Sekaran, 2016). These employees are more interested in decision-making and interaction on the job, are reinforced by their confidence in their work and react by demonstrating greater commitment and achieving their objectives on time. Control system s then makes it possible for workers to assume that their performance is critically measured to meet their goals and will make it always beneficial for them to reach the objectives they have.

2.5.2 Level of Commitment

Madiono (2011) describes committed employee as one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and maybe more), protects company assets and shares company goals. This means that committed employees are believed to be more likely to remain within the organization and to work towards organizational goal achievement. Even though commitment is

not any factor influencing performance, as Schuler (2016) expressed, it is the opinion of the researcher that commitment influences the amount of effort an employee puts forth on the job and this effort should have some influence on actual performance. Therefore, there is a greater probability that a committed employee may take his/her job more seriously and thereby possibly fulfill the tasks more effectively and efficiently as expected through Control System. It is on the basis of such assumption and findings that the researcher coined the second research question in this study

2.5.3 Innovation Parity

Huhtala and Parcefall (2017) describe innovativeness as "complex behavior consisting of idea generation, idea promotion and realization with the aim of meeting organizational goals in novel ways" .According to Shuler (2016) puts forward a strong theoretical argument that employee autonomy enhances innovativeness. The author further stresses that employees should be prepared to pursue and act in a manner that suits them. In fact, you should be able to manage your time and organize your tasks to your tastes. The active involvement of the workers in the Control System system allows them to behave however they wish and provides them the requisite flexibility to choose for themselves how to perform the tasks.

The value of education and professional growth has also been stressed further by Shuler (2016). He proclaimed that workers should always be up-to-date if they should be creative. This is in line with Control System, which places strong emphasis on continuous training and sound HR policy with the view of enhancing employee innovativeness.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter covered research design, study location, study population, sampling techniques and sample size, instruments for data collection, reliability and validity of research instruments, administration of research instruments and data analysis.

3.2 Research Design

The design used was descriptive Cross-sectional study. Cross-sectional studies are observational in nature and are known as descriptive research, not causal or relational, meaning that you can't use them to determine the cause of something (Garson, D. 2013). Researchers record the information that is present in a population, but they do not manipulate variables. Descriptive study provided an in-depth analysis of comments and perceptions that individual employees at TSC held regarding the effect of Control Systems on performance metrics. It created a discussion among the researcher and the respondents which allowed the researcher to gain insight and direct understanding from the respondents.

3.3 Study Location

The study was carried out at TSC Head office, located in Nairobi city in the Nairobi County. TSC Head office is about 1 kilometer from the City Centre in Upper Hill along Kilimanjaro road. TSC was preferred since it was among the first public organization to embrace the culture of Control System in Kenya in 2002.

3.4 Population of the Study

The study population was 3100 made up of the entire TSC secretariats. The population is deployed in all the seven directorates established by the Commission.

3.5 Sampling

Seidman (2013), define sampling as the act, process or technique of selecting a suitable representative part of a population for the purpose of determining parameters or characteristics of the whole population. Since personnel records were available and the population was geographically and democratically concentrated at TSC headquarters, stratified random sampling was used in the study. The strata depended on the existing Directorates. A sampling frame register was used to sample the respondents' proportionately in terms of designation, gender, and directorate.

3.5.1 Sample Size

Sample size is the accessible population for the study (Smith, 2014). Where the target population is less than 10,000, Mugenda and Mugenda (2013) proposes that the sample size is determined using the formulae below

$$nf = \frac{n}{1 + n/N}$$

N= target population

Where nf = sample size (when target population is less than 10,000)

n = sample size (when target population is more than 10,000). Mugenda and Mugenda, (2013) give this value as 341.

3.6 Sampling Procedure

In this study, both cluster sampling and stratified simple sampling was used. Cluster sampling involves portioning a population into separate groups called clusters (Patton, 2015). The employees were placed under separate clusters representing directorates where they are assigned duties. Within cluster, strata were formed based on their members sharing a specific attribute like job designation, for instance directors, assistant directors, secretaries, office assistants among other cadres of staff. A stratified simple sampling was done for members in each stratum, in a number proportional to the stratum's size when compared to the population (Singleton and Strait, 2010). These subsets of the strata were then pooled to form a random sample. The subjects from the selected population were selected to ensure that they were a representative of the population in terms of such critical factors as sex, directorate, years of experience and rank. Table 3.1 shows the distribution the number of selected employees per stratum.

Table 3. 3 Sample Distribution as per designation

Category	**N**	**n**
Directors	7	7
Senior deputy directors	14	14
Deputy Directors	24	24
Assistant Deputy Directors	500	50
Middle level Managers(CAO and PAO)	700	70
Secretaries + Others	1759	176
TOTAL	**3100**	341

Source: Field Data (2018)

3.7 Data Collection Instruments

The survey questionnaire was the main research instrument. However, protocol interview involving few selected individuals was conducted to provide information that was used as a comparison to the responses obtained from the questionnaire. Taherdoost (2016) emphasized that questionnaires are easy to analyze, and that, most statistical analysis software can easily process them. He explained that they are also cost effective when compared to face-to-face interviews, mostly because of the costs associated with travelling and time. He further asserted that written questionnaires become even more cost effective as the number of research questions increases. Therefore, the study was greatly influenced by the above sentiments thus the use of written questionnaire.

The questionnaire was constructed to assess the influence of Control Systems on the performance Metrics at TSC. The instrument consisted of self-administered forced choice questions that were focused on the influence of Control Systems on performance metrics, the role of organizational factors on the link between Control Systems and Performance Metrics, and lastly the effect of organizational factors on Performance Metrics. The questions were used to test the five research objectives. For instance, in the first objective, the question was formulated that the Performance Metrics was dependent on Control Systems while in the 5th objective, the question assumed that Performance Metrics was dependent on the organizational factors.

The questionnaire was divided into two sections i.e. A and B. Section A of the questionnaire dealt with the personal characteristics of the respondents while Section B sort information specific to the objectives of the study. Draft questionnaire (Appendix I) was validated by the researcher and thereafter administered to the respondents through a drop and pick technique

In order to correlate the data obtained from the questionnaire, interview protocol was conducted. Interview protocol is a short open-ended interview that follows a pattern derived from the case (Patton, 2015). Three respondents were selected for the interview based on the fact that all of them were directly involved in the designing, analyzing and providing policy guidelines on matters related to Control System in the organization. The three officers were director HRM, Head of Planning, Policy and Research and the officer in charge of analyzing and documentation of the results of the Control System. The interview took between 30 to 45 minutes. A semi structured questions (see appendix II) was used to guide the respondents. The researcher took notes during the interview. All the three respondents were informed of the objectives of the research and assured of confidentiality. Equally they were promised a written summary of the conversation to ensure that the researcher's interpretation of the conversation was correct.

3.8 Reliability

Mugenda and Mugenda, (2013) defines reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. To ascertain reliability of the research instruments, Cronbach alpha reliability method was used. Cronbach's alpha (α) is calculated as shown in the formula below

$$\infty = \frac{N \times C}{V + (n-1) \times C}$$

Where

N = number of item

C = covariance

V = average variance

The alpha value was 0.789. A larger alpha value means higher consistency hence higher reliability.

3.9 Validity

Mugenda and Mugenda, (2013) defines validity as the degree to which the instrument measures what it purports to measure. There is no specific statistical method to calculate validity since validity is the accuracy and meaningfulness of inferences which is made on the research results (Omondi, 2017). The questionnaire was validated for content using the research judgment technique, which involved giving the study supervisor the instrument for developing instrument generated objectives. These objectives were compared with the study objectives and since the two sets agreed, then the instrument was considered to be valid. Corrections were made on any flaws noted before the instrument was used for the study.

3.10 Pre Testing the Data Collection Instrument

The pre-test of the instrument was carried out in Nairobi TSC County where 30 respondents were used. For a typical baseline or end line survey a sample of around 30-50 people is usually enough to identify any major bugs in the system (Bullen. B.P., 2014). The pretest respondents were from the target population as submitted by Bullen (2014) that such respondents will give more accurate reflect what will happen during actual data collection in terms of cooperation, respondent performance, total interview length, questionnaire performance and survey costs, The 1st drop and pick questionnaires were issued to respondents on 1st week of May 2017. The tool was collected for analysis after two days. The 2nd trial was issued two weeks later, collected and analyzed. In both cases, the Cronbach's alpha value of 0.821 was recorded signifying high level of reliability.

3.11 Data Collection Procedure

Permission to conduct the study was sought from the School of Graduate Studies (SGS), MMUST, the Secretary, and Teachers Service Commission and from the National Council of Science and Technology. Letters seeking such permissions were sent to the respective organizations at least two weeks before the researcher set out to collect the data. Since the number of respondents was large, the researcher trained one research assistant to assist in administering the questionnaire on the respondents through drop and pick technique (Nassiuma, 2010).

3.12 Data Processing

All completed questionnaires from the field were examined thoroughly to ensure that respondents have answered all the items. The data collected was sorted out and edited to detect errors and omissions. The completed questionnaires was further scrutinized to ensure that data were accurate and consistent with other facts gathered from the protocol interview. The data was then coded, classified according to categories and tabulated for analysis**.**

3.13 Data Analysis

Data analysis has been defined by (Nassiuma, 2010) as the process of inspecting, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. Data was analyzed using descriptive statistics.

The study used correlation analysis to determine the degree of correlation between Control System and Performance Metric. Pearson's coefficient of correlation was used to test hypotheses. Regression analysis was used to analyze the relationship

between Control System and organizational factors and the relationship between organizational factors and Performance Metric as follows:

$y = a+b_1x_1 + b_2x_2 + b_3 X3+ b_4X_4 +\varepsilon i$

y= Performance Metric

ε = Error Term

b_1-b_4 = Constants

x_1= employee involvement, X_2 =facilitation, X_3 =measurement of performance, X_4 = Feedback and Review

X_5 = organizational factors

The analyzed data was presented using frequency tables, percentages, bar charts and pie charts as well.

3.14 Operationalizing the Conceptual Framework

Table 3.2 illustrates the operationalization of the conceptual framework. It lists all the components of all the variables in the study.

Table 3. 4 Questionnaire structure

A	**Control System**	**Item**
	1.Employee involvement	
	I, setting targets	Q7,13,19(ii)
	ii..Setting standards	Q8,9 19(ii)
	iii. discussing feedback	Q8,16
	iv.Planning for future performance	Q12,18
	2. Facilitation	
	i. Resources	Q14,19(xii)

	ii. Training opportunity	Q19(xii)
	3. Measuring performance	
	i. Agreed targets and standards	Q15
	ii Self-evaluation	Q10
	4. Feedback	
	i. Frequency of feedback	Q15, 16, 18
	ii. open discussion	Q17,18
B	**Organizational Factors**	
	i. Organizational structure	Q19xiv,xv
	ii. Organizational culture	Q19xii,xiv
	iii. Human resource policy	Q19xii,xiv,xvi
C	**Performance Metrics**	
	i. Target Variance	Q19 xi,xii
	ii. Redo/repeat work	Q19 iv,iii,ii
	iii. Commitment level	Q19 ii,iii,v,vii
	iv. Innovation Parity	Q19 i,ii,vii,x

3.15. Ethical Consideration

The researcher obtained consent from all the respondents and the interviewees before they participated in the study. The respondents were briefed about the purpose of the research and the expected benefits of the study. They were equally assured of their privacy and the confidentiality of the information they provide.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

In this chapter, analysis of primary data is done and results presented as discussed in the methodology chapter. Data analysis and discussion of results is done according to the objectives set out in the study. The section begins with response results followed by data reduction, data analysis which is carried out descriptively and inferentially.

4.2 Respondents Result

The study administered 300 questionnaires to staff at the Teachers Service Commission to fill in and return. Out of the 300 questionnaires administered, the research collected 240 for further analysis. This represents a turnout rate of 80 percent, a turnout of this nature is considered good to enable the researchers conduct necessary analysis. The items on the questionnaires were broadly categorized into nominal and ordinal items. The ordinal scale items range between 1 and 5 with one representing “strongly disagree” while 5 “strongly agree”.

The questionnaire was divided into three sections namely biographical data section, Control System section and Performance Metrics. Control System section was further subdivided into 12 statements that the respondent was to indicate his or her level of agreement with while Performance Metrics was measured by 15 statements on the same 5 point scale. As a result of this it was necessary that these statements be reorganized and components extracted to represent the independent variables comprising employee involvement, measurement of performance, facilitation and lastly feedback. The Principle Component Analysis (PCA) method of extraction was used to reduce data into smaller manageable items that accurately reflect the indicators for the variables.

4.3 Factors Analysis

4.3.1Principle Component Analysis (PCA)

A principal complement analysis method was applied to reduce the number of items into fewer and more accurate and representative components corresponding to the independent variables selected for examination. The technique is a validation tool for item scales and scores when a researcher is unable to determine appropriate number of items and their loading or relationship with the factors or variables studied.

Data reduction involved assembly of all the items for a factor put together and component extraction conducted by rotation method to arrive at the four principle components describing Control Systems as identified above. The tests are conducted at the 0.05 level of significance upon verification of sample adequacy (Kaiser, 1970, 1974) which should be larger than 150 (Tabachnik & Fidell 2001) and significance of the test using Bartlett's test of the sphericity (Bartlett, 1954) which should be significant ((P< 0.05) while Kaiser-Meyer- Olkin index should be 0.5 or more. All the tests were satisfied before application of the technique. K.MO realized a value of 0.652 while Bartlett's test of sphericity was significant (0.000).

Table 4. 7 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
Bartlett's Test of Sphericity	Approx. Chi-Square	908.548
	Df	78
	Sig.	.000

Source: Field Data (2018)

When PCA was conducted and four factors selected, the first component was described by item number 15, 18 and 17. This component corresponds to feedback

factor. The second component representing employee involvement was described by items 11, 12, 13 and 14. Conversely items 8, 10, 16 represented measurement of performance (component 3). Finally, component 4 (facilitation) was described by items 7 and 9 according to PCA. The total variation in performance explained by the four components is 60.68 percent according to the extraction Table 4.2.

Table 4. 8 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.558	27.371	27.371	3.558	27.371	27.371
2	1.757	13.517	40.888	1.757	13.517	40.888
3	1.426	10.970	51.858	1.426	10.970	51.858
4	1.148	8.831	60.689	1.148	8.831	60.689
5	1.034	7.956	68.645	1.034	7.956	68.645
6	.883	6.791	75.436			
7	.825	6.348	81.784			
8	.698	5.368	87.151			
9	.474	3.648	90.800			
10	.432	3.325	94.125			
11	.385	2.965	97.090			
12	.236	1.816	98.906			
13	.142	1.094	100.000			

Extraction Method: Principal Component Analysis.
Source: Field Data (2018)

Similarly, items for Performance Metric were also reduced by PCA into three component representing employee competences, innovation and organizational factor introduced into the study as a moderating factor. Employee competence is described by 6 items (19 (ii), (iii), (iv), (v), (vi) and (vii)) all with above 0.7 loading on the variable. Employee innovativeness is represented by 2 items (8 and 9) and lastly organizational factor is described by items namely 10, 11, 12, 13 and 15. Item 14 was deleted for loading poorly on the factor.

4.3.2 Rotated Component Matrix

The idea of rotated component matrix is to reduce the number factors on which the variables under investigation have high loadings. Table 4.3 gives the details of the rotated component matrix for variables in the study.

Table 4. 9 Rotated Component Matrix

	Component		
	1	2	3
Control System inspires performance			.309
My participation in decision making has improved	.796		
Improved quality of work	.712		
Have fewer redo or repeat work	.730		
I do more than is required	.742		
I stay until the job is done	.863		
Am very involved in my job	.720		
I make suggestions to improve work flow	.461		
I keep abreast with current developments in my tasks	.385		
I understand how roles relate to organizational goals	.431	.614	
I easily achieve targets within set timelines		.868	
equal opportunities and fair treatment at work			.602
Organization recognizes employees for good work		-.685	
without Control System organizational factors will improve performance			-.748
Performance evaluation works better with organization factors			-.459

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 4 iterations.

Source: Field Data (2018)

From the Table 4.3, my participation in decision making has improved, Have fewer redo or repeat work, I do more than is required, I stay until the job is done and Am very involved in my job substantially loaded on Factor (Component) 1 while I understand how my roles relate to organizational goals, and I easily achieve targets within set timelines are substantially loaded on Factor 2. All the remaining variables

are substantially loaded on a Factor, except Control System inspires performance and I keep abreast with current developments in my tasks with loading factors less than 0.4. Variables with negative loading values signify that such factors are a hindrance to the main factors.

The components extracted for Performance Metric explained 48.2 percent of the variation observed.

4.4. Description Statistics

4.4.1 Gender of Respondent

Biographical data captured gender of respondent who participated in study at the Teachers' Service Commission. From the frequency distribution shown in Figure 4.1, 53% of respondents representing 127 respondents were male while 48% (113) were female out of the 240 staff members selected for study.

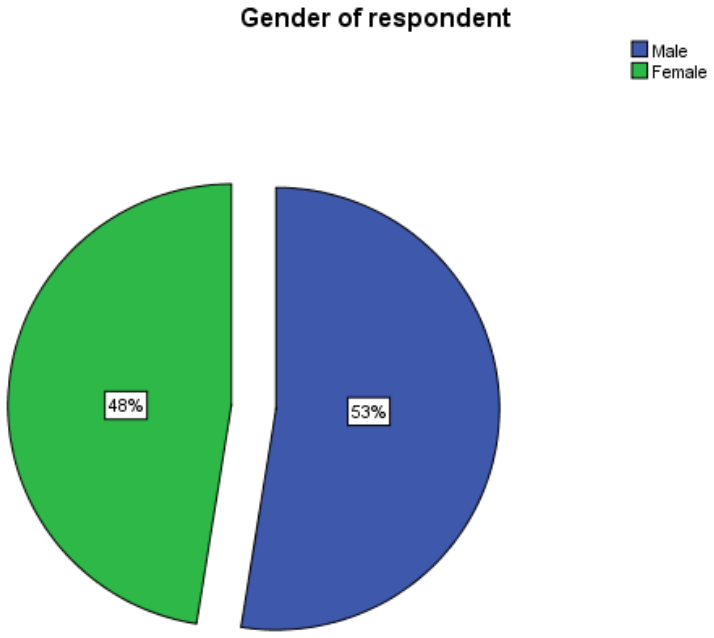

Figure 4. 7 Gender of respondent

Source: Field Data (2018)

The sample therefore took care of gender representation in that there was almost 50: 50 ratios of males and females

4.4.2 Highest Academic Qualification

Academic qualification of employees is an indicator of their ability to give or understand their roles in the organization. It was therefore necessary to establish the level of education of all the sampled respondents. The highest academic level attained by the respondents was bachelor's degree 46% followed by diploma 29% then masters and above 22% and finally 0-level 3% (Figure 4.2).

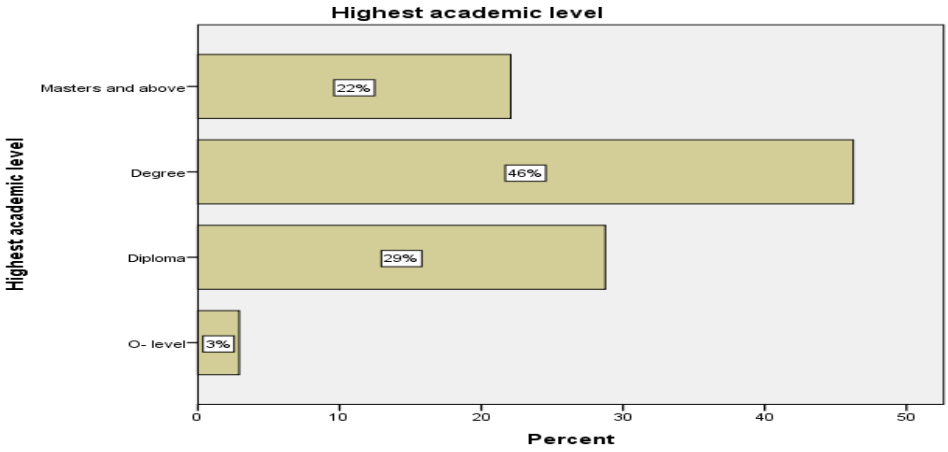

Figure 4. 8 Academic Qualifications

Source: Field Data (2018)

This statistics show that the staff at the TSC is well educated with the ability to understand employee and Control System issues. This would help them appreciate Control System challenges and therefore make good contribution to this debate.

4.4.3 Age of the Respondents

The study also established the age of respondents so has to understand their age bracket. Age of employees affects the agility and understanding of employees in undertaking any given task. Respondents in this study indicated their age distribution according to Figure 4.3 as 35-39 years (29%), those ranging between 45-49 (24%), 40-44 (21%), 25 -29 (10%) and so were those aged 30-34 years (10%). The smallest proportions were employees aged 50 years and above making up 6% of the 240 members recruited for study as captured in figure 4.3.

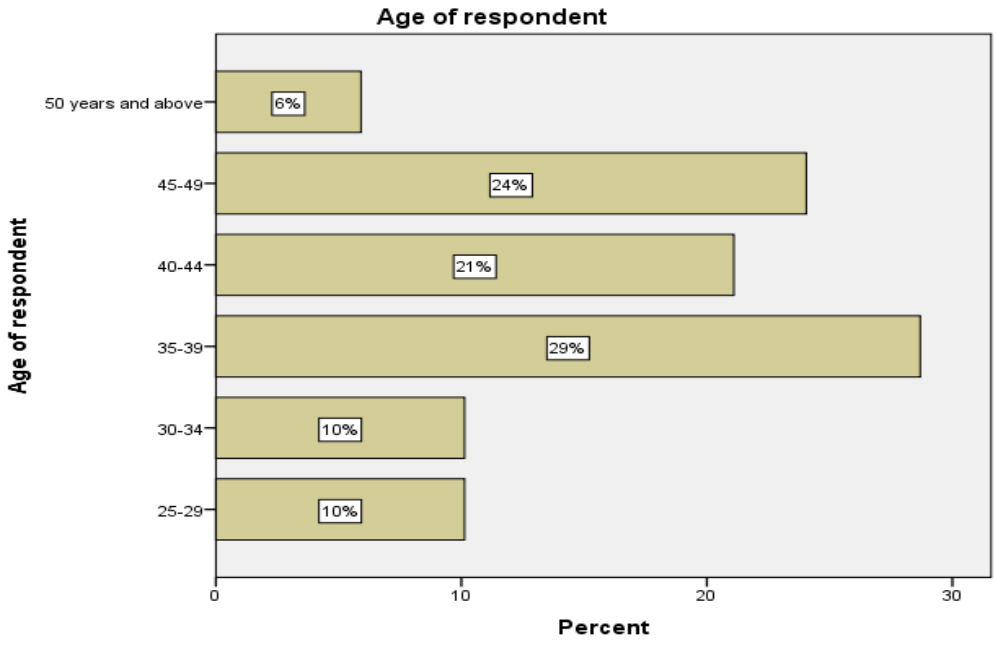

Figure 4. 9 Age of Respondent

Source: Field Data (2018)

The study established that 2/3 of employees were aged between 35 and 50 years (74%) indicating middle aged staff dominating at the Commission

4.4.4 Department where employee Belong

At the time of conducting the study, there were 7 directorates at the Commission. The sampled respondents were assigned duties in one of the directorates.

According to Figure 4.4 the selected employees worked in various departments led by Staffing (28%) Finance department (22%), Internal Audit (17%), Human Resources (15%), Administration (10%), Accounts (5%) and lastly ICT (3%) out of the 240 respondents providing data for the study. Clearly four departments; Staffing, Human resource, Finance and internal audit departments contributed 82% (196) of the respondents.

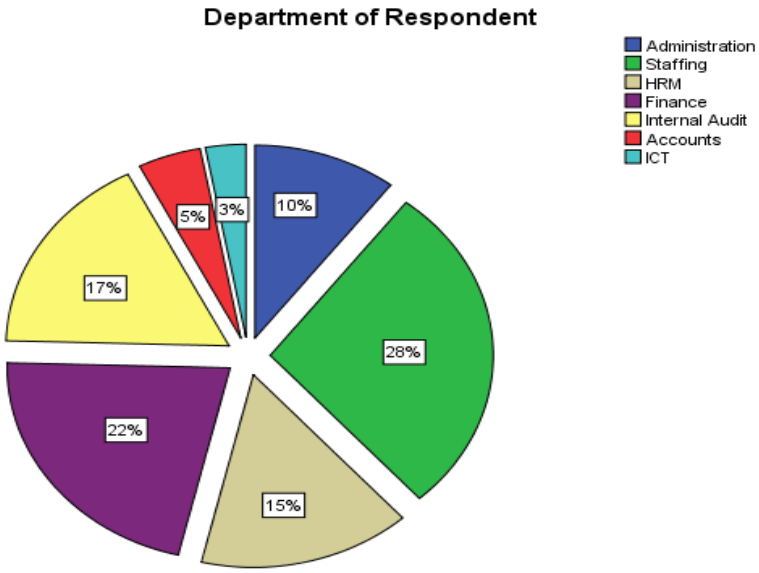

Figure 4. 10 Department where respondent works

Source: Field Data (2018)

4.4.5 Years of Service

A majority of the staff selected for study had worked for the Commission for over 5 years (54%) while 46% of the 240 sampled staff had worked for a period of less than 5 years. This shows affair balance between new and old employees at the Teachers Service Commission (Figure 4.4). Experience is associated with length of service

which in turn translate to higher performance and awareness of Control System matters.

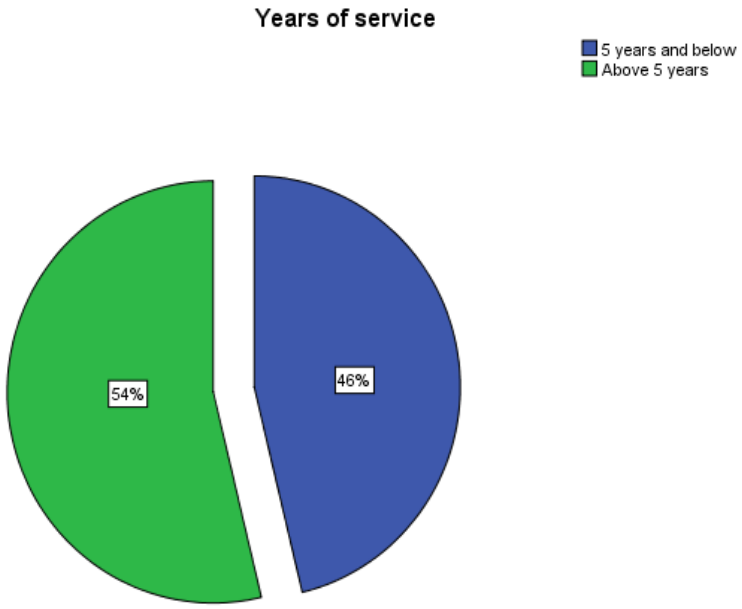

Figure 4.11 Length of Service

Source: Field Data (2018)

A good blend old and new employees help staff to leave new skills and ideas from those that are more experienced and those considered young at work.

4.4.6 Frequency of Performance Evaluation at the Commission

Employees were asked to state how often performance evaluation is conducted at the Commission as an employee management tool. A significant number 85% of the 240 sampled staff indicated that they have been continuously evaluated on annual basis for more than 4 years. Only 14 stated it was done continuously for 1-3 years while 1% stated they had being evaluated only for one year. This frequency of evaluation is considerably high hence it will achieve its intended objectives. This is critical for improved productivity.

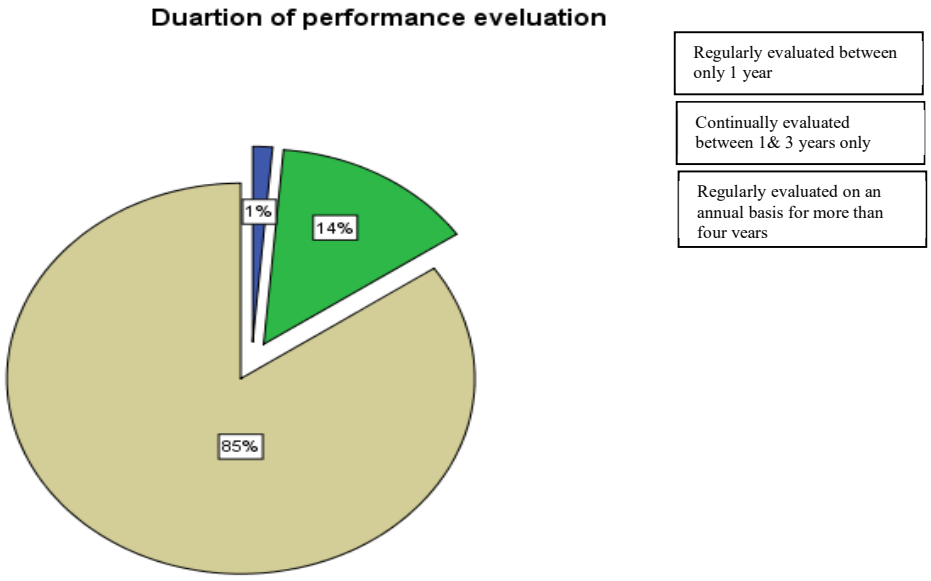

Figure 4. 12 Frequency of performance Evaluation

Source: Field Data (2018)

4.5 Objective One

4.5.1 Descriptive Analysis of Employee involvement in Control System Process

Employee involvement was measured by four items that correlated highly to this compound of Control System. Item 8, 10, 11 and 12 provide descriptive statistics according to Table 4.4 showing mean rank for "Employee inputs sought" of 1.4 and with a standard deviation of 0.823 of the 240 responses collected.

Table 4. 10 Descriptive statistics for Employee Involvement

	N	Minimum	Maximum	Mean	Std. Deviation
Employee input sought	240	1	5	1.40	.823
employee involved in set achievable objectives	240	1	5	1.49	.838
Resources provided by managers to meet targets	240	2	5	3.88	.440
Objective measurement of performance	240	1	5	1.35	.711
Valid N (list wise)	240				

Source: Field Data (2018)

The range was between 1-5. This mean rank is too low signifying lack of involvement of subject employee in designing a performance evaluation tool. This may result in low levels of commitment toward achievement of intended objectives for performance evaluation. Goal setting jointly done has a mean rank of 2.06 (SD= 0.486) which is low signifying low participation in goal setting. A rank of 2.00 out of 5.0 correspond with disagreement with the statement hence low score.

The second statement that also measured employee involvement in Control System was “employee is involved in setting achievable objectives”. Descriptive statistics from Table 4.4 indicate a mean rank of 1.49 and a standard deviation of 0.838. Here again the mean score was very low which mean employee input is not sought in setting performance goals and objectives expected by the supervisors. It is critical that Performance Metric is guided by standards he/she has participated in setting according to Hays and keanely (2011), Gary (2010) and Gabris and Inke (2013). The employee is the one with the most direct knowledge of their job hence without his contribution to the evaluation exercise then targets may not be easy to attain. Therefore in this regard the performance tool is not effective in realizing results when little or no input is sought from the employee.

The third statement is “resources are provided by management to meet target” returned a mean rank of 3.88 and a standard deviation of 0.44.This score is good signifying resources are provided for performance of tasks to realize set objectives. Hence staff does not have any problem with the available resources to perform their duties. Employee involvement also occurs when they are given opportunities to make certain decisions regarding their work according to Appelbaum et al. (2013).

Another statement “Objective measurement of performance” is also part of employee involvement factor in Control System. This statement provided a response statistics of

1.35 as a mean rank and a standardized deviation of 0.711.This outcome presented on Table 4.1 show employee do not think performance measurement is done objectively since the rank is very low (1.35).This may be due to a lack of contribution by members in setting of standards and targets for performance evaluation. Overall, employee involvement as a requirement for improved performance at the TSC is not properly done and this should change to give value and impetus to Control System efforts.

4.5.2 Correlation Analysis between Employee involvement and Performance Metric

A test of association between employee involvement activities with performance done using a rank correlation coefficient realized a coefficient of 0.62 signifying a strong positive correlation between employee involvement and performance.

Table 4. 11 Correlation table for participation and performance

Correlations

			Employee involvement	Performance Metric
Spearman's rho	Employee involvement	Correlation Coefficient	1.000	.620**
		Sig. (2-tailed)	.	.000
		N	240	240
	Performance Metric	Correlation Coefficient	.620**	1.000
		Sig. (2-tailed)	.000	.
		N	240	240

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

Source: Field Data (2018)

Thus in order to enhance performance as intended by a Control System program, then employee involvement need to be encouraged so that commitment is rendered. This test was conducted at the 0.05 level of significance.

4.5.3 Regression Analysis between Employee involvement and Performance Metric

A simple regression analysis to forecast performance metric using employee involvement indicate that a positive and significant coefficient for the slope describing employee involvement. By improving participation by a unit, Performance Metric is likely to improve by 0.4 units all else remaining the same .This result is statistically significant at the 0.05 level of significance

$Y= \alpha+\beta X$

$Y= 21 + 0.4X$

P (0.000) (0.000)

Where x, represents employee involvement

β= Intercept

Y =Estimated value of Performance metric given X

4.6 Objective Two

4.6.1 Descriptive Analysis of Facilitation and Performance Metric

Control system entails the ability of managers to facilitate group and individual activities and negotiate change (Miller, 2017). Facilitation was measured by "resource provided by managers to meet target "and "performance standard used to evaluate achievement". The mean ranks are 3.8 and 3.9 respectively with standard deviation of 0.44 and 0.43. The mean rank is fairly high signifying good facilitation activities at the TSC. It is argued that the extent of managers' ability to accept, understand and commit to performance evaluation has a direct bearing on the effectiveness of Control System (Ramesh, 2013).

Table 4. 12 Descriptive Statistics for Facilitation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Resource provided by managers to meet target	240	1	5	3.80	.44
Performance STD used to evaluate achievement	240	2	5	3.90	.433
Valid N (list wise)	240				

Source: Field Data (2018)

While this factor scored well, there is still opportunity to further upgrade facilitation.

A mean value of 4.0 and above would be ideal or commendable.

4.6.2 Correlation Analysis of Facilitation and Performance Metric

The degree of association between facilitation and Performance Metric was fairly strong with a rank coefficient of 0.55 which is position and statistically significant.

Table 4.7: Correlation Analysis of Facilitation and Performance Metric

Correlation Table Facilitation	Performance Metric
Spearman rank coefficient	0.55
Sig.	(0.000)
N	240

Source: Field Data (2018)

4.6.3 Regression Analysis of Facilitation and Performance Metric

Facilitation & Implementation ability to forecast Performance Metric was tested at 0.05 of significance using a simple regression (OLS).The estimated equation is

$Y= 17.0 +$

$0.03X_2$…… (2)

P (0.000) (0.000)

Equation (2) shows that improving facilitation by a unit increases Performance Metric by 0.03 units. The sign of coefficient is positive and significant meaning the association is significantly different from zero.

4.7 Objective Three

4.7.1 Descriptive Analysis between Measurement of Performance and Performance Metric

This is the assessment of performance and results achieved by individual employee, team or groups in an organization according to Armstrong (2010).This factor was measured by items 8,10,16 as extracted through PCA. Communication of performance standard goal had a mean rank of 3.78 while the standard deviation is 0.523.This score was above average meaning measurement of performance standards and its communication was good to enable employee understand exactly what is expected of them.

Table 4. 8 Descriptive Statistics for Measurement of Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Performance standard and goal are communicated	240	2	5	3.78	.523
Employees document their performance	240	1	5	4.24	1.253
My performance scores influence future performance	240	1	4	2.07	.424
Valid N (list wise)	240				

Source: Field Data (2018)

"Employee documents their performance" was another measure which help employees keep a record of performance to be corroborated with the supervisors. Here sampled staff indicated they agreed strongly with a mean rank of 4.24. Therefore, this human resource practice was present at the Commission and staff were happy about it. The third item on measurement was "performance scores influence future performance". The mean rank for the item is 2.07 and standard deviation of 0.424. The score was low meaning employee disagreed with this statement. Performance today may not be linked to performance tomorrow or in future. This is theoretically plausible since future performance may be related to other factors outside current performance. Any measurement of output or task performance should be based on a greed targets and standard as well as indictors otherwise false results may arise and thereby defeating the purpose.

4.7.2 Correlation Results between Measurement of Performance and Performance Metric

The association between measurement of performance and Performance Metric at TSC was realized to be positive and fairly strong. A good measurement tool is likely to motivate future performance. The rank coefficient of 0.4 signifies good strength of association between measurement tool and Performance Metric all else remaining equal.

	Performance Metric
Measurement of performance	0.40
Significance	0.00
N	240

Thus supervisors should chose their measurement tool well and apply it appropriately to assess Performance Metric. The positive link with future performance means assuming all else remaining the same, a good evaluation tool that is consultatively designed and developed would significantly improve performance of employees.

4.7.3 Regression Analysis between Measurement of Performance and Performance Metric

Applying ordinary least square regression to predict performance results show that the power of measurement tool on actual future performance is also fairly strong with a slope coefficient of 0.05. The equation is of the form.

$Y=14.0+0.05X_3$……

(3)

P 0.001 0.002

Y is estimated value for Performance Metric, X_3 is measurement value

Consequently in order to enhance performance metric at the Commission, the measurement tool design and frequency need to be accurate, well throughout and applied regularly to give meaning to what it is to achieve. A unit increase in the quality of the measurement tool and method would improve Performance Metric by 0.5 units.

4.8 Objective Four

4.8.1 Descriptive Analysis of Feedback and Review

Periodic performance evaluation and communication of results to the concerned employee help to guide an employee to improve performance according to Elwood (2015). Feedback communication as a factor in the study was measured by items 15, 17 and 18. “Performance feedback provided” has a mean rank score of 2.89 and standard deviation of 0.875. This response is considered average by the scale used as depicted in the Table below.

Table 4. 9 Descriptive Statistics for Feedback & Review

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Performance feedback provided	240	1	4	2.89	.875
Supervisors consult on changes in performance if necessary	240	1	5	2.78	1.056
Frequent and timely feedback help employees at work	240	2	5	3.62	.580
Valid N (list wise)	240				

Source: Field Data (2018)

Clearly, some improvement would be required in this respect. The second item sought to find out if "supervisors consult on changes in performance when necessary". The mean score for the ranks hare was 2.78 and a standard deviation of 1.056. A gap is apparent in the consultation area where changes need to be made. Again this is not good since employee feel alienated in the decisions that affect their lives and performance.

The third item on the relationship between frequency of feedback and employee output the overall score gives a mean of 3.62 and a standard deviation of 0.58. Hence there was overall agreement that frequency feedback is necessary for better performance consistent with Feisal (2017). The overall score for this factor "Feedback and review" is 3.0 or average. As a result more need to be done to improve feedback and review upon assessment of employees so that Control System may be better embraced by the subjects. Feedback is important because it helps identify training needs and opportunities that will improve productivity and performance of employees (Appelbaum et al. 2013).

4.8.2 Correlation Analysis between Feedback and Performance Metric

The degree of association between feedback and review and Performance Metric is positively strong and significant with a coefficient of 0.6. It is interpreted that feedback should be provided in a timely manner and more often (Jean 2016). However feedback ought to be tied to the evaluation exercise in order to increase innovation and self-confidence of the employee. The utility of feedback is directly related with the frequency and timeliness of the communication.

	Performance Metric
Feedback & review (Rho)	0.6
Sig	0.004
N	240

4.8. 3 Regression Analysis between Feedback and Performance Metric

The question of how well feedback explains variation in Performance Metric is indicated by a simple OLS linear regression of the form.

$Y=\propto+BX_4$ X_4= Feedback value.

Y= performance Metric

The estimated question derived from the analysis

$Y= 10 + 0.7X_4$ ……(4)

Sig (0.10) (0.025)

The equation (4) shows that by improving feedback and review frequency by a unit performance metric is likely to improve by 0.7 units all else remaining the same. The positive association between the variables is key to understanding how to handle the issues of feedback and review. Therefore management and supervisors should be able

to enhance performance through Control System by embracing provision of feedback and review to the employees being evaluated.

Overall regression equation for the model;

$Y=14.0+0.4X_1 +0.03X_2 +0.05X_3 + 0.7X_4$

P (0.000) (0.000) (0.002) (0.025)

R^2 =42%

Therefore, the coefficient of multiple determination (R^2) above indicate the model explains 42% of the change in Performance Metric when employee involvement, measurement of performance, facilitation & implementation and feedback are integrated in a Control System.

4.9 Moderating Effect of Organization Factors

4.9.1 Moderating Effects of Organization Factors

When organizational factors was introduced in the regression equation with 5 variables above as interactive effects of organizational culture was insignificant so that the R^2 did not change statisticallyR^2 =42.4. This means that organizational factors do not influence the relationship between Control System components and performance metric in any significant way. This outcome needs further analysis to explain why this is inconsistent with Stivers and Joyce (2010), Rasch, (2014) and Robinson (2011).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of finding obtained in the previous chapter and attempts to provide answers to the research questions that guided the study. The section then makes appropriate conclusion and recommendations to improve Control System as the TSC.

5.2 Summary of Key Findings

In conclusion, it is apparent that Control System process at the TSC needs to be handled better for the intended results to be achieved. The biggest gap identified is in the participation by employees and feedback process which together would significantly enhance the success of Control System at the Commission. All the dimension or components have positive coefficients for association and forecasting ability. Therefore human resource managers at the TSC need to improve how the Control System process is designed developed implemented and feedback provided in a timely and regular manner. Particularly attention should be given to the involvement of employees in the setting of targets, objectives and standards when preparing a performance evaluation tool. Similarly communication of assessment results and expected improvement is key to the attainment of the objectives .The findings obtained are consistent with what other scholars have realized from similar studies like Jean (2016), Armstrong (2010), Gary(2013) and Gabris & Inke (2011) who argued for the positive role of these components in achieving better results for Control System.

Involvement of employee in the Control System affects performance directly through the confidence and commitment it promotes among staff. Therefore Hypothesis one is rejected because the effect is significant and positive at 0.05 level of significance.

Hypothesis two is also rejected because facilitation is similarly significantly and positively related to performance of employee at the TSC. Superiors should continue to provide necessary resources (material and equipment) for improved performance metric

Hypothesis three is rejected as the relationship between measurement of performance and performance metric is positive and significant at the 0.05 level of significance. A good measurement tool and method used for performance measurement is directly linked to better performance by employees at the Commission.

Hypothesis four seeking to determine effect of feedback and review on performance is again rejected because the effect is significant and positive on performance metric. Feedback and review is the outcome communication that bears on the objectives and informs adjustments to be done to the measurement process and level of involvement.

Hypothesis five is not rejected because organization factors did not contribute much to the models efficiency in explaining performance metric. Little or no interaction effects was observed between organization culture and each of the components of Control System. This is against the findings by Stivers and Joyce (2010), Rasch (2014), and Robinson (2011). Consequently, there is need for further analysis to find out the reason for the inconsistency.

5.3 Conclusion

The study is an assessment of the effects of components of Control System on the Performance Metric of TSC staff at the secretariat. The components of Control System examined were; employee involvement, measurement of performance,

facilitation & implementation, and lastly feedback. From the results obtained, each component has a coefficient that is positive and significant which means they are directly associated with performance metric. This is consistent with extant literature on Control System dimensions so far discussed.

Employee involvement in the design of the Control System is critical to its success. Employees and managers should jointly establish performance objectives and standards by which to evaluate performance. Results in the study show that participation by staff who are evaluated is low since employee input is not sought when setting performance goals and objectives. The correlation between participation and performance is strong at 0.62 and the factor is a good predictor of performance.

Secondly, facilitation was also identified as an appropriate component of Control System. The component also revealed a fairly strong positive relationship with performance (0.55) at the 0.05 level of significance. The status of facilitation at the Commission was noted to be good with an above average performance rank score of 3.8 out of a maximum of 5.0. As a predictor, facilitation is noted to forecast performance metric directly and significantly.

Third, measurement of performance using an appropriate tool is the assessment of performance and results achieved for individuals, group and teams in an organization. The mean rank for this component is 3.78 which is fairly high and signifying good measurement tool and method used. When the nature of association with performance metric is measured, the result was a moderately strong positive relationship that is significant at the 0.05 level of significance.

Fourth feedback had an average mean rank of 3.0 which is average for the kind of communication between supervisors and employee about expectations, results and needed adjustments. As already discussed, providing timely feedback is necessary to

help staff and supervisors identify training needs and opportunities. A positive correlation coefficient (0.6) mean the Commission need to focus on providing adequate and appropriate feedback to enhance performance metric. The associated regression analysis similarly indicated the component is a significant predictor of performance metric.

Finally effect of organization factors on the relationship between performance and Control System component and performance Metric could not be established since the coefficient of determination (R^2) did not change in any significant way (R=42.4). Thus the contribution of this factor is considered insignificant to the variation of performance metric at the Teachers Service Commission.

5.4 Limitations

The sample size was adequate for a qualitative analysis, but some responses might not have elicited the true feelings of the employees. Further the responses from the interview protocol; were limited because the officers feared giving true condition since the Control Systems are directly under them.

The findings cannot also be generalized in similar organizations because measuring human perceptions on performance differs from one organization to the other.

5.5 Recommendation

i. The TSC need to redirect its focus on to the involvement of employees in designing and setting objectives and standards for the Control System tools to achieve acceptance and commitment.

ii. The Commission also needs to improve facilitation process by providing resources required for performance of particular tasks, training and guiding the implementation of the evaluation process.

iii. The Commission should also make it clear to the employee what is being measured using the tool and based on which particular indicators. This shall enhance the understanding of the employee management method at the Commission. Both the subject and the assessor have to be in agreement regarding the accuracy and efficiency of the method and tool applied.

iv. Employee feedback and review need to be improved at the Commission. Better communication and feedback from performance outcomes and expectation shall be necessary for employees to better understand how they performed and what gaps they need to plug as they strive to achieve organizational goals. Feedback and review is also responsible for reviewing objectives, standards and targets to align with the changing circumstances at work.

5.5 Areas for Further Study

The following emerging issues can be explored further;

i. Why does organizational culture not make any significance contribution to Control System at the Teachers' Service Commission?

ii. What factors underlie poor feedback and review and employee involvement at the TSC that Control System process inefficient?

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Introduction

This questionnaire has been prepared to facilitate the collection of data for a research to assess the relationship between the Control System and Performance Metric; A case of Teachers Service Commission, Kenya. You have been identified to participate in this study. Kindly, fill this questionnaire by giving your honest responses to the best of your knowledge. The information you give will be treated with confidentiality it deserves and will be used only for the purpose of this study and nowhere else. Please do not write your name anywhere on this questionnaire.

SECTION A: BIO-DATA

Gender **Q1**	**Highest Academic level** **Q2**	**Your age bracket** **Q3**	**Your department** **Q4**	**Years of service with TSC** **Q5**
Male [ ] Female [ ]	. Primary level [ ] O-level [ ] . A-level [ ] .Diploma [ ] .Degree [ ] .Masters/ above [ ]	18---24 [ ] 24—29 [ ] 29---34 [ ] 34----39 [ ] 39---44 [ ] 44---49 [ ] 49 and above [ ]	Admin [ ] Staffing [ ] HRM [ ] Finance [ ] Internal [ ] Accounts [ ] ICT [ ]	1 yr and above [ ] 1 yr to 5yrs [ ] 5yrs and above [ ]

SECTION B

Part I.GENERAL INFORMATION ON PERFORMANCE APPRAISAL

Tick as appropriate your response on expectations, attitude and opinion on the issues raised in the below.

Q6. How long have your performance been evaluated regularly?

1 yr to 2 yrs **[ ]**

2 yrs to 4 yrs [ ]

4 yrs and above [ ]

Q/No.	Description of items	Strongly Agree	Agree	Neither	Disagree	Strongly disagree
7.	Goals are set jointly by the supervisor and individual employee					
8	Goals and performance standards are communicated to each employee					
9	The performance standards set are used to evaluate how well an employee has achieved each established goal.					
10.	Employees are encouraged to document their own performance during the performance evaluation period.					
11.	Employee's inputs are sort as much as possible during performance evaluation					
12.	Employees are involved in setting achievable					

	objectives which are in line with those of the organization.					
13.	The senior managers provide employees with the necessary assistance in terms of materials and funds to enable employees to meet the set targets within the timelines					
14.	During evaluation, measurement of performance is objective and related to the agreed objectives and standard of performance.					
15.	Employees are provided with an ongoing performance feedbacks during the appraisal period					
16.	My scores at the end of each evaluation period influence my job performance in the next evaluation period.					
17.	Supervisors and employees under them do discuss changes in performance if changes are needed					
18.	Frequent and timely feedbacks assist employees to concentrate on their roles at work.					

Part II. Effect of Control System

Q19. As a result of regular Control System as stated in Q7 to Q18 above, tick as appropriate your response on expectations, attitude and opinion on the issues raised in the table below:

No.	Description of items	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
20	The Control System inspires the very best in me in the way of job performance					
21	I find that my participation in decision making has increased					
22	The quality of work l do has improved					
23	I have fewer redo or repeat work					
24	I always do more than is actually required					
25	I stay until the job is done					
26	Performing my job is so absorbing that l forget about everything else					
27	I frequently make suggestions to improve the work routine in the department/section					
28	I try to keep abreast of current development in my area of duty.					
29	I understand how my roles relate to organizations goals and objectives					
30	I easily achieve the agreed targets within the timeline					
31	Am given equal opportunities and fair treatment for carrier development.					

32	The organization recognizes employees for good work					
33	Even without Control System better organizational factors will improve my performance					
34	Performance evaluation only makes me work better in the presences of enabling organizational factors.					

APPENDIX II: INTERVIEW PROTOCOL QUESTIONS

Q1. Control System Management requires continuous communication and dialogue between the manager and the employee. Do you think that TSC's Organizational structure is compatible to such a two-way communication mode of work?

Q2. Are employee goals set jointly by the supervisor and the employee?

Q3.Are performance standards set jointly by supervisor and employee?

Q4. Is on-going feedback provided to the employee by the supervisor during the performance management evaluation period?

Q5. What is your view on the commitment level of the employees? How committed are the employees as a result of Performance Management system

Q6. To what extent do organizational factors influence the effect of Performance Management on employee performance?

Q7. Planning work, setting objectives and targets is part of Management by Objectives. Do you think that Performance Management evaluation is assisting the commission to achieve its organizational objectives as stated in its Strategic plans?

Q8. Do you think that the Control system is beneficial for improving the individual performance? If so how?

APPENDIX III: RESEARCH AUTHORIZATION