MODERATING ROLE OF PERFORMANCE APPRAISAL ON ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE IN SUPERMARKET CHAINS, KERICHO COUNTY

\mathbf{BY}

MUTHIANI ANN NDINDA

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MOI UNIVERSITY

DECLARATION

Declaration by Candidate

This research project is my original work and has	not been presented for a degree in
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Signature:	Date:
Muthiani Ann Ndinda	
SBE/PGM/KCO/01/16	
Declaration by the Supervisors	
This research project has been submitted with	our approval as the University
Supervisors	
Signature:	Date:
Dr. Jane Sang	
Department of Management Science and Entreprene	eurship
Moi University	
Signature:	Date:
Dr. Yusuf Kibet	
Department of Marketing and Logistics	
Moi University	

DEDICATION

This research project is dedicated first to God for enabling me push through, and to all people who encouraged and supported me throughout the period of undertaking it.

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ABSTRACT

In Kenya, wholesale and retail sector comprises a sizeable part of the economy in view of its contribution to GDP which stands at thirty percent. However stiff competition, from both local and international players, continues to cause unrest in the retail sector resulting to poor performance. This study therefore sought to determine the moderating role of Performance Appraisal on Organizational Commitment and Employee Performance in Supermarkets, Kericho County. The specific Objectives of the study were; to examine the effect of Affective Commitment on employee performance, to determine the effect of Continuance Commitment on employee performance, to establish the effect of Normative Commitment on employee performance, and to assess the moderating role of Performance Appraisal on Organizational Commitment and employees' performance. The Study was guided by Becker's side bet theory and Goal theory. Explanatory research design was adopted. The study targeted 357 employees of all the Supermarkets in Kericho County. A sample size of 189 was determined using Yamane's sample size formula, stratified random sampling was utilized to select the actual respondents. Structured questionnaires were used to collect requisite data which were subjected to Hierarchical multiple regression for test of both direct and indirect effects of respective study variables. Study findings indicated that affective commitment ($\beta = 0.975$, p<0.0001), continuance commitment ($\beta = 0.133$, p=0.007) and normative commitment ($\beta = 0.298$, p<0.0001) had a significant and positive effect on employee performance as evidenced by R² of 0.63. The study found that performance appraisal significantly moderated the relationship between organizational commitment and employee performance by improving the predictive power of the regression model from 62.7% to 95.4%. Conclusively, Organizational commitment seems to cause the greatest increase in employee performance when performance appraisals are efficient. Organizations should put in place a fair, sensible and reasonable performance appraisal system to enable high performance in view of the positive moderating effect on the relationship between organizational commitment and employee performance.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	ii
ACKNOWLEDGEMENT	iv
ABSTRACT	V
TABLE OF CONTENTS	vi
LIST OF TABLES	X
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
DEFINITION OF TERMS	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Overview	1
1.2 Background of the Study	1
1.2.1 Supermarket Chains in Kericho County	5
1.3 Statement of the Problem	7
1.4 Objectives of the Study	8
1.4.1 General objectives of the study	8
1.4.2 Specific objectives	8
1.5 Research Hypotheses	9
1.6 Significance of the Study	9
1.7 Scope of the Study	10
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Concept of Employee Performance	11
2.3 Concept of Organizational Commitment	14
2.3.1 Concept of Affective Commitment	16
2.3.2 Concept of Continuance commitment	17
2.3.3 Concept of Normative commitment	17
2.4 Concept of Performance Appraisal	18
2.4.1 Performance Appraisal Process	
2.4.2 Performance Appraisals in Supermarkets in Kericho County	21
2.5 Theoretical Framework	21

2.5.1 Becker's Side-Bet Theory	21
2.5.2 Goal Setting Theory	22
2.5.3 Herzberg's Two Factor Theory	23
2.6 Empirical Review	24
2.6.1 Effect of Affective Commitment on Employee Job Performance	24
2.6.2 Effect of Continuance Commitment on Employee Job Performance	26
2.6.3 Effect of Normative Commitment to Employees' Job Performance	27
2.6.4 Effect of Performance Appraisals on Employee Performance	29
2.7 Knowledge Gap	33
2.8 Conceptual Framework	34
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.1 Introduction	35
3.2 Research Design	35
3.3 Study Area	35
3.4 Target Population	35
3.5 Sampling Design	36
3.5.1 Sampling frame	36
3.5.2 Sampling Technique	36
3.5.3 Sample size	37
3.6 Data Collection Types and Procedures	38
3.6.1 Types and Sources of Data	38
3.6.2 Questionnaires	38
3.6.3 Data Collection Procedures	39
3.6.4 Reliability of Research Instrument	39
3.6.5 Validity of Research Instrument	40
3.7 Hypothesis Testing	40
3.8 Data Analysis	41
3.8.1 Normality Test	42
3.8.2 Linearity Test	42
3.8.3 Homoscedasticity	43
3.8.4 Collinearity Test	43
3.8.5 Autocorrelation	43
3.9 Limitations of the Study	43

3.10 Ethical Considerations	44
CHAPTER FOUR	45
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS	45
4.1 Introduction	45
4.2 Response Rate	45
4.3 Sample Characteristics	45
4.4 Descriptive Statistics	47
4.4.1 Employee Performance	47
4.4.2 Affective Commitment	48
4.4.3 Continuance Commitment	49
4.4.4 Normative Commitment	50
4.4.5 Performance Appraisals	51
4.5 Composite Means for Variables in the Study	52
4.6 Correlation Analysis	53
4.7 Regression Analysis	54
4.7.1 Normality	54
4.7.2 Linearity	55
4.7.3 Homoscedasticity	57
4.7.4 Multicollinearity	58
4.7.5 Autocorrelation	59
4.8 Multiple Regression Analysis Results	60
4.8.1 Model 1	61
4.8.2 Model 2	62
4.8.3 Model 3	62
4.8.4 Model 4	63
4.8.5 Model 5	63
4.9 Test of Hypotheses	65
4.10 Discussions of the Findings	72
CHAPTER FIVE	78
SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIO	NS.78
5.1 Introduction	78
5.2 Summary of Findings	78
5.3 Conclusion	80
5.4 Recommendations	82

5.5 Suggestions for Future Study	83
REFERENCES	84
APPENDICES	98
Appendix I: Letter of Introduction	98
Appendix II: Questionnaires	99
Appendix III: Research Authorization Letter	103
Appendix IV: Research Permit	104

LIST OF TABLES

Table 3.1: Supermarkets' Population	36
Table 3.2: Sample Size Distribution	38
Table 3.3: Hypotheses Testing	40
Table 4.1: Characteristics of the study's sample	46
Table 4.2: Employee Performance	47
Table 4.3: Descriptive results on affective commitment	48
Table 4.4: Descriptive results on continuance commitment	49
Table 4.5: Descriptive results on normative commitment	50
Table 4.6: Descriptive results on performance appraisals (PA)	51
Table 4.7: Composite Means for the Study's Constructs	52
Table 4.8: Correlations between employee performance and independent variables	53
Table 4.9: Results of Kolmogorov-Smirnov test	54
Table 4.10: Collinearity statistics from hierarchical regression	59
Table 4.11: Descriptive statistics for the centered variables used in moderated	
regression	60
Table 4.12: Multiple Linear Regression Model1 to 5	61
Table 4.13 Summary of hypotheses tests	71

LIST OF FIGURES

Figure 2.1: Conceptual Framework	.34
Figure 4.1: Plot between employee performance and affective commitment	.55
Figure 4.2: Plot between employee performance and continuance commitment	.56
Figure 4.3: Plot between employee performance and normative commitment	.57
Figure 4.4: Residuals plot between standardized residuals against standardized	
predicted	.58
Figure 4.5: Interaction graph of affective commitment with performance appraisal of	n
employee performance	.68
Figure 4.6: Interaction graph of continuance commitment with performance apprais	al
on employee performance.	.69
Figure 4.7: Interaction graph of normative commitment with performance appraisal	
on employee performance	.70

ABBREVIATIONS AND ACRONYMS

AC - Affective Commitment

BARS - Behavioral Anchored Rating Scales.

CC - Continuance Commitment

KPI - Key Performance Indicators

MBO - Management by Objectives

MGI - McKinsey Global Institute

NC - Normative commitment

PA - Performance Appraisals

PAP - Performance appraisal process

PM - Performance management

SPSS - Statistical packages for social sciences

DEFINITION OF TERMS

Affective commitment: According to Meyer and Allen, (1990). Affective commitment is the tendency of a worker to stay with a company based on emotional attachment. In this study, affective commitment means loyalty to the organization.

Continuance commitment: This is commitment due to weighing the costs and benefits which are related to remaining in or quitting the organization, (Meyerandallen, 1990). This study views Continuance commitment as association due to personal interests and lack of better alternatives.

Employee performance: Mathis and Jackson (2009) define performance as the quantity of output, quality of output, timeliness of output, attendance on the job, efficiency of the work completed and effectiveness of work completed. In this study employee performance is used to mean Initiative, attendance to work, achievement of targets and resourcefulness of workers to the organization.

Normative commitment: This refers to commitment which develops as a result of employees feeling an obligation to remain in organization, (Meyer and Allen, 1990). This study views Normative Commitment as a commitment due to ones conscience.

Organizational commitment: Is a strong desire to remain a member of the organization, a strong belief in, and acceptance of the values and goals of the organization, and readiness to exert considerable

effort on behalf of the organization, (Armstrong,2009). In this study, organizational commitment is the tendency to stick to one organization for several years.

Performance Appraisal: Refers to the act of measuring or evaluating performance during a specified performance period to determine how well an employee has performed relative to agreed objectives or set targets, (Wikipedia). In this study, performance appraisal is process of communicating to employees what is expected of them and reviewing their performance so as to plan on how to improve their performance.

Performance Management: A means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements, (Armstrong, 2006). In this study, PM is used to mean management's systematic process of tracking the performances of both the employee and organization in order to improve performance of both, for a mutual benefit.

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter deals with the background of the study, the statement of the problem, the general and specific objective of the study, research hypotheses, significance of the study, and the scope of the study.

1.2 Background of the Study

The current business environment is complex, dynamic, highly competitive and unpredictable as a result of globalization (Schuler, Jackson & Tarique, 2011). Businesses are therefore trying all means to cope with this environment so as to remain afloat. Emphasis has been made on the different strategies to achieve employee performance in these tough times. In the Global Competitiveness Report, Horst Siebert, President of the Kiel Institute of World Economics in Germany, emphasized that improvement of national systems for human capital formation was a major determinant of competitiveness and economic growth. Similarly, with the unpredictable business environment experienced today (Schuler, Jackson & Tarique, 2011), organizations have no choice other than to seek new means to with stand fierce competition and succeed in their operations.

It is widely agreed that employee performance is tightly related to the organizational performance since effective and efficient employee performance will positively influence the organizational performance. For this reason, organizations seek to increase the Performance of their employees in a variety of human resource applications, (Gungor, 2011) which are all geared towards boosting their intrinsic and extrinsic motivation. However, these should be adapted in a proper way because settings of the work environment and behavior of colleagues also significantly impact

on the motivation and the performance of employees, (Abdikarin, Abdulahi, Hussein and Ali, 2013).

The Kenblachard Companies report discussed the barrier to employee performance and concluded that only 60 percent of workforce was operating at 65 percent of their potential, (Vimala, Mohamad, Sugumaran, Ramendran and Ramesh, 2015). Subsequently, Organizations today are approaching the aspect of employee performance in a holistic manner. Kenya's formal retail penetration rate, which ranges from 30 percent to 40 percent, places it as the second highest in sub-Saharan Africa, (Wahito, 12, February, 2016). This has attracted international retailers to the Kenyan market, as of now, Carrefour, Massmart and Choppies are operating in Kenya. It is encouraging to note that this segment has shown considerable expansion in recent years, the sector had an average annual GDP growth rate of 5.6 percent from 2009 to 2014, (Oxford Business Group, 2016). This prompts employers to create a working environment that is favourable to enhance performance.

However, competition and pressure to perform in the industry has never been greater, consumers today are more aware of their consumer rights and hence have greater expectations and demands than ever before, consequently, firms today find that the one way to beat their competitors is to provide a higher level of service quality, positive results on performance can be achieved through focusing on employee's characteristics, (Islam, Cheong, Yusuf and Desa, 2011).

Armstrong, (2010) defines employee performance as proper completion of tasks at work and the results achieved. According to Mekonnen (2014), employee performance is a positive relationship between ability to perform and the motivation. Performance can be measured quantitatively or qualitatively. Performance can also be measured

from the behavior of an employee, which aligns with the norms and values of the organization, this behavior could include, rate of Absenteeism, or the employee's initiative to handle tasks.

According to Hakala (2011) as cited by Nnanna (2020) explains that the following indicators are used to measure Performance; Quantity produced or sold, quality like the ratio of output repeated or rejected, timeliness in terms of speed in the completion of tasks or provision of services, rate of absenteeism/tardiness, creativity and initiative, and adherence to policies.

Accordingly, organizations require motivated and committed employees to drive the organizational goals, further, it has been pointed out by previous studies that employee performance is depended on numerous factors, which include; motivation, appraisals, job satisfaction & commitment, training and development, top management support, to feedback on budget-based decisions and so on, (Mekonnen, 2014; Soud, 2014; Gitongu, Kingi, and Uzel, 2016). Thus, employers have to pay attention to these factors in order to maximize employees' commitment and hence their performance.

Despite this, organizations are still faced by a dilemma whether to invest more time and money perfecting their recruitment strategy or to pay extra attention to retaining the talent they already have, this is because employees with low levels of commitment will do only enough without putting their hearts into it (Irefin and Mechanic, 2014) Recruiting new staff is often very expensive, stressful and time consuming, no organization wishes to spend time replacing employees who have left, instead, this valuable time should be used to develop existing employees to better their performance, obviously, making sure that good staff stay in the organization really pays.

The McKinsey Global Institute, (MGI2010) projects that the number of African households with discretionary income over \$5,000 will rise from 85 million to 128 million by 2020. The increase in income will further increase the retail sector, and also rise in competition, consequently, organizations irrespective of size and market must endeavor to retain the best employees to cope with the situation. They should acknowledge that employees have an important role in influencing the organizational effectiveness, hence the need to generate a satisfied work force to manage the well-being of the organization. As the Previous literature has demonstrated, organizations with committed employees enjoy a competitive advantage and a higher rate of survival compared to those without, (Aityan and Gupta, 2012), this is because committed employees see themselves as an integral part of the organization, it necessarily follows that all organizations should have a culture that promotes employee commitment to enhance their performance.

What then is commitment? Guntur, Haerani and Hasan (2012) define Commitment as the psychological attachment of the workers to the organization It is the willingness to hang in, in a course of action and refusal to change plans, often due to a sense of obligation to stay the course. According to Meyer and Allen (1990) there are three different kinds of organizational commitment. These include; Emotional commitment (EC) which refers to employees emotional concern about the organization, secondly, there is Continuance commitment (CC), this is about costs and benefits which are related to remaining in or quitting the organization, and Normative commitment, (NC) referring to an obligation to remain in organization, employees with this commitment, (NC) will remain in organization until they believe that remaining in organization is appropriate and accurate based on their opinion.

So then, why do some companies thrive while others struggle to obtain employees commitment in their businesses? What is the distinctive difference between a good company and a truly great company? The answer lies in the organization's total quality management, (TQM), where every staff member is committed to maintaining high standards of work in every aspect of a company's operations. Further past literature has indicated that fair practices in human resource management, for example in terms of performance appraisal has a predictive role in the employees' attitude such as the organization's commitment which in turn could affect the performance of the employees, (Jehad et al., 2011).

In order to enhance performance, one area of focus is the Organization's real assets, its employees. They are the source of competitive advantage in any industry. Therefore, strategies to enhance satisfaction, commitment, performance and well-being of employees should be the core concern for any organization. Werner et al (2012) asserts that the most capable employees in an organization will not perform well unless they are motivated. Further, it has been pointed out that as the employee performance increase, so does the overall organizational performance, (Hueryren and Dachuan, 2012). On the other hand, when valuable workers leave, they leave with everything that the organization invested in them, an area of great loss to the organization, and hence the adage, "if your organization is bleeding people, its bleeding value.

1.2.1 Supermarket Chains in Kericho County

Kericho County is located in the highlands of the rift valley. It stands on the edge of the Mau Forest. Kericho town is its biggest town. The main economic activity in the area is tea farming; other economic activities in the region include dairy farming and pineapple farming. These activities, coupled with the growth of the middle class, with disposable income that is above the national average, have created local spending power

and an appetite for modern offerings. Again, with a population of 901,777 people, (KNBS, 2019) the County's retail business has attracted many investors. Further the investors are pouring millions of shillings to put up malls and other world class facilities. One such development that has come up in the county is a state of art mall called Green Square consisting of two floors with a modern supermarket and more than 20 stores and restaurants.

Presently, Naivas which never existed in the county has dominated the County giving the local Supermarkets a very stiff competition to continue with business, as a result some of the supermarkets for example Choppies have given in and sold out their branch to the Quickmatt chain of Supermarkets whereas others like Nakumatt and Tuskys supermarket closed their doors completely. According to Kericho County revenue database, the County mainly has five Supermarkets, namely; Naivas, Parkmart, Kipchimatt, Shivling and Quickmatt. The rest which forms the majority are registered under mini-markets. The super markets in Kericho County employ a total of 357 employees, (Supermarkets management records).

The competition amongst these supermarkets is cut throat, the employees have been switching from one Supermarket to another in search of better working conditions, and there are also allegations of the supermarkets poaching employees from each other. This begs the questions whether the employees are really committed to these supermarkets. These supermarkets have turned to Human Resource strategies/practices in an effort to enhance employee performance and hence customer's service. The management of these supermarkets have embraced the use of either formal appraisals or informal performance appraisals or both. This is hoped to improve the employees' commitment and performance leading to better organizational performance and

sustainability. If this is achieved, it will go a long way in the growth of Kenyan economy since retail business is still a key driver, (Atieno and Murunga, 2009).

1.3 Statement of the Problem

According to Lawler (2010), Successful organizations possess internal resources and capabilities that are valuable, rare, inimitable and lack substitutes. A way of promoting employee performance is to look at the organizations' resources and to manage them with a strategic sense. Pankhania & Modi (2013) opine that great performance is said to evolve from a carefully managed process of training, coaching, supervising and empowering employees to constantly improving the quality of the products and the services.

Regrettably, the market environment today experiences rapid changes in technology, workforce and customer demands. In addition, most managers still struggle on what factors influence employee performance and the empirical information available is inadequate, Vimala et al, (2015). The retail sector has been hit hard by dismal performance in terms of sales turnover, for instance, Uchumi Supermarket closed some of its wide network of branches and retrenched its employees in 2006 and 2015, this was attributed to mismanagement of resources and low staff morale besides other factors. (*The Star*,17 August, 2015). To worsen this situation, a study by Gallup, (2013) estimates that actively disengaged workers cost the U.S. between \$450 billion to \$550 billion dollars a year in lost productivity, which could be the same here in Kenya.

As such, Researchers like Gitonga, M. K., Kingi, W. & Jean, U. (2016) who studied determinants of employees' performance in Kenya Ports Authority call for further research to be carried out to unearth other determinants of employees' performance. Similarly, Resurreccion (2012) calls for further research on the impact of other human

resource practices as a potent tool to achieve business performance. It is against such gaps that this study attempts to introduce Performance Appraisal as a moderating variable in the relationship between organizational commitment and employee performance.

1.4 Objectives of the Study

The study was guided by the following objectives

1.4.1 General objectives of the study

The general objective of this study was to determine the effect of organization commitment on employee performance and establish the moderating role of performance appraisal on the relationship between organizational commitment and employee performance in supermarket chains in Kericho County.

1.4.2 Specific objectives

The specific objectives of the study were;

- i. To examine the effect of affective commitment on employee performance.
- ii. To determine the effect of continuance commitment on employee performance.
- iii. To establish the effect of normative commitment on employee
- iv. To assess the moderating effect of performance appraisal on the relationship between affective commitment and employee performance.
- v. To assess the moderating effect of Performance Appraisal on the relationship between continuance commitment and employee Performance
- vi. To assess the moderating effect of Performance Appraisal on the relationship between normative commitment and employee performance

1.5 Research Hypotheses

 H_{01} : Affective commitment has no significant effect on employee performance.

 H_{02} : Continuance commitment has no significant effect on employee performance.

 H_{03} : Normative commitment has no significant effect on employee performance.

H₀₄: Performance appraisal does not significantly moderate the relationship between Affective commitment and employee performance.

H₀₅: Performance Appraisal does not significantly moderate the relationship between continuance commitment and employee performance.

H₀₆: Performance Appraisal does not significantly moderate the relationship between normative commitment and employee performance.

1.6 Significance of the Study

This study provides an insight to the management of the Supermarket chains on the different types of organizational commitment and their effect on employee performance. The study shaded light on the effect of performance appraisal on organizational commitment and its influence on the performance of the employees, as such, management of these Supermarkets may benefit from this study by using the outcome to devise, design, and implement strategies to achieve high levels of employee performance.

The study may also provide information to other firms operating in similar Kenyan business environment on how they can enhance organizational commitment, in addition, other employers in different sectors may find the results beneficial in managing employees for improved performance. Management of Supermarkets may benefit from this study by using the outcome to in policy formulation for benefit of both

employees and firms. The study will benefit future researchers, scholars and academicians interested in the subject of employee commitment in providing relevant literature hence contributing to the body of knowledge in the subject.

1.7 Scope of the Study

The study covered the Supermarket chains, in Kericho County. The target population of the study was all the 357 employees of the supermarket in the levels of middle management and lower-level management. The study was grounded on Beckers side bet theory to explain how employees develop commitments towards organizations, the goal-setting theory to underpin the emphasis on setting specific and challenging goals with appropriate feedback for improved performance; and the Herzberg's Two Factor Theory to underpin how focusing on the factors revolving around the actual work (Motivators) and ensuring the presence of the Hygiene Factors at work place can lead to employees' great performance. The study concentrated on the effect of affective, normative and continuance commitments on employee performance and the moderating effect of performance appraisal.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the previous studies on the related field acknowledging the contributions made by the scholars' seminar papers, conference proceedings and business journals, text books and periodicals. A critical review was done to identify gaps, so as to give the study significance.

2.2 Concept of Employee Performance

A lot of research has been done on the concept of employees' performance. Taylor, (1911) was one of the earliest contributors towards it. He identified the factors that influence the performance of the employee during working hours, he came up with the concept of economic man, which meant that the income level or the reward system which existed in the organization was mainly the factor that could improve the performance of the employees.

Later, numerous studies were carried out in an effort to improve employees' performance, Hack man and Oldham, (1976) in their job characteristic model argued that designing jobs with skill variety, task identity, task significance, autonomy, and feedback could lead to motivation and high job performance. Still, other theorists went on to identify four factors which could affect employee's performance. These include; Job autonomy, organizational support, training, and justice in the organization, (Dean, Colarelli and Konstans, 1987; McEvoy, 1997; Folgerand Cropanzano, 1998). On the other hand, Vroom, (1964) argued that employee performance is based on individual factors which include; personality, skills, knowledge, experience and abilities. These contributions and many more motivate managers to do anything within their means so as to positively influence the behavior of their employees for better performance, as

Imran et al. (2014) puts it, the effectiveness of any company is mostly dependent on the performance of its human capital.

Numerous definitions have been put forward to understand the concept of performance. Prasetya and Kato, (2011) described Performance as the attained result of skilled workers in some specific situations. It is the work performance in terms of quantity and quality expected from each employee (business dictionary). It can also be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources, (Dar, Akmal, Naseem, Khan, 2011). Work performance is a measure of the ability of individual to accomplish a specific task or the degree of effort that individual makes in to achieve the objectives of the organization (Khalid, Murtaza, Zafar, Saqib, & Mushtaq, 2012)

An old adage goes, "performance is a journey and not a destination", as such, the level of performance improves with time and the possible outcomes include increase in; quality, capability, capacity, knowledge, motivation and skills. Similarly, as the level of performance improves, the cost of performing a task reduces. Hemaus and Mikulic, (2013) posit that there are two domains of work performance behaviors which include task performance and contextual performance. Further, Brown Lee and Motowildo, (2011) add that task performance contributes directly to a core technical activity of the organization whereas contextual performance behaviors contribute by sustaining or improving the organizational environment where the core technical activities take place.

Performance differences in firms are often the focus of many Researchers, this is in an effort to unearth the factors that affect job performance and hence bridge the

performance gap resulting to better performances. Notably, an increase in employee's performance results to an increase in the general performance of the organization, (Hueryren and Dachuan, 2012). Therefore, the culture of the organization should be developed to support continuous improvement, improve employees' style of performing their jobs and thus improving the overall performance of the organization, this positively impacts on living standards of people in the society as well.

According to Hafiza, (2011), employee performance is affected by things like training and development opportunities, working conditions, worker-employer relationship, job security and company overall policies and procedures for rewarding employees. Furthermore, the theory of performance, (TOP) posits that whereas some factors that influence improving performance are immutable, other factors can be influenced by the performer or others. The TOP adds that the factors that can be varied fall in to three categories which include; (i) Performer's mindset which is the ability of the performer to engage in positive actions and emotions, (ii) Immersion, which is through creating a conducive environment through elements like social interactions, disciplinary knowledge, (iii) Reflective practice which involves actions that help people pay attention to and learn from experiences. Assessments offer a variety of strategies for cultivating reflective practice, as such, in order to improve performance, managers should; engage the employee when he/she (employee) is in an optimal emotional state, immerse the employee in an enriching environment, and engage the employee in reflective practice.

Performance is important to workers and employers because it inevitably influences decisions regarding promotions, terminations, merit increases, and bonuses. Performance of employee is not confined to outcomes of tasks but extends to attitudes and achievements. According to Lisa, (2014) there are six yardsticks to appraise the

performance of employees namely: Ability to meet goals, Team work, Job Skill, Interpersonal Relationship decision-making Skill, and work habit.

For organizations to meet their objectives, and achieve organizational strategic goals, employees must perform at high levels, (Dessler,2011). Consequently, researchers are paying keen attention on the numerous aspects touching on job performance in an effort to assist organizations come up with strategies to enhance the performance of their employees. Many studies done have asserted that one of the antecedents' determinants of workers performance is employee commitment, (Ali, 2010; Tolentino,2013; Bandula and Ayatilake, 2016).

2.3 Concept of Organizational Commitment

Organizational commitment is one of the most important organizational concepts that have widely been examined in managerial literature due to its significance in organizational performance and effectiveness. Organizational Commitment has been defined as the psychological attachment of the workers to the organization (Guntur, Haerani & Hasan 2012. Commitment could be associated with organizational citizenship. This means that one stays with an organization and continues to contribute to the pursuance of its aims. Employee commitment is an individual manifestation of loyalty to an organization, (Saleem, 2011). It is how strong the bond is felt by employees towards their organization.

Organizational commitment can be subsumed in to two categories; Exchange approach and psychological approach. Exchange approach sees commitment as an act of inducement whereas psychological is a more active and positive orientation towards the organization. The exchange approach is further categorized into behavioral approach and attribution approach. Behavioral approach is based on the Becker's, (1960) side bet

theory and so commitment is based on cost benefit analysis. Attribution's approach is a moral or attitudinal approach and hence employee behavior is guided by emotions or heart. The individual is socialized by showing active participation and affective participation for the goals of the organization. The psychological approach is an attitude towards organization that links the identity of the person to organization. It involves; Identification with goals and values of the organization, high involvement in organizational activities, strong desire to maintain membership in the organization, (Porter, Streers, Mowday and Boulian, 1974; Streers, 1977). The key issues in creating the above categories of commitment include compatibility between the goals and values of the organization and the employees, to make them more compatible.

Meyer and Allen constructed a Three-Component Model (TCM) of commitment, which measures three forms of organizational commitment; affective commitment, normative commitment and continuance commitment, (Dixit & Bhati, 2012). Employees with a strong affective commitment remain with the organization because they want to do so (desire); those with strong normative commitment stay because they feel they ought to (moral obligation); and those with strong continuance commitment stay because they have to do so (recognition of the costs), otherwise they have to deal with the consequences associated with leaving the organization, (Ibid).

According to Ramshida & Manikandan, (2013) Committed human resources should be regarded as an organization's competitive advantage. Meyer and Maltin, (2010) opine that there is now a substantial body of evidence demonstrating that organizations benefit much by having strongly committed work force. Further, findings of earlier studies indicate strong positive relationship between commitment and performance. Khan, Ziauddin, Jam, and Ramay (2010) carried out an investigation on the impact of organizational commitment on employee job performance, the results revealed a

positive relationship. Other studies in support of the above findings indicate that a crucial element in employees' job performance is their commitment to the job, (AlAhmadi, 2009; Ivancevich, 2010)

Dixit, and Bhati, (2012) carried out a study about employee commitment and its impact on sustained productivity and found significance positive relationship. Obicci, (2014) studied the determinants of employee commitment for organizational performance in the Ministry of Public Service in Uganda, and concluded that the poor performance of government organizations was due to lack of employee commitment, the study called for more research in the area to understand the interrelated impact of these facets of employee commitment with a view to establish a culture that enhances commitment in employees for successful organizational performance.

2.3.1 Concept of Affective Commitment

This is defined as the tendency of a worker to stay with a company based on an emotional attachment. An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives, and might turn down offers to move to a new company, even if they seem more attractive financially, (business dictionary).

Affective commitment is measured by the individual's desire to stay with the organization. Mercurio, (2015) stated that, "affective commitment was found to be an enduring, demonstratable indispensable, and central characteristic of organizational commitment. Affective commitment has three subcomponents; the emotional attachment to the organization, the identification with the organization and, the involvement in the organization.

2.3.2 Concept of Continuance commitment

Continuance commitment (CC) is the "need" component or the gains verses losses of working in an organization. Continuance commitment evolved from Becker's (1960) side-bet theory, which posits that employees maintain membership with their organization as a way to preserve accumulated side-bets (e.g., pension) employees with strong CC maintain their current employment because it provides them with desirable personal outcomes that they are unwilling to forego or because they perceive a lack of employment opportunities elsewhere. An employee with continuance commitment finds it difficult to give up his organization due to the fear of the unknown 'opportunity cost' of leaving the organization or having few or no alternatives. Employees with high level of this type of commitment therefore remain a member of the organization because they need it, (Nagar, 2012).

2.3.3 Concept of Normative commitment

Normative commitment involves a person maintaining membership in an organization out of a sense of obligation. Another antecedent of normative commitment is tenure, (Meyer, Stanley, Herscovitch, and Topolnytsky 2002). Work experiences such as organizational support, organizational justice and role clarity are believed to contribute to the development of normative commitment.

It is proposed that normative commitment is influenced by person's experiences both before and after entering the organization. This means that not only organizational socialization but also socialization that occurs in the families and society at large also affect show employee's normative commitment develops, (Boerand van Dick 2013.) The normative committed employee considers it morally right to stay in the organization, regardless of how much status enhance mentor satisfaction the organization gives him or her over the years.

Normative commitment builds upon duties and values, and the degree to which an employee stays in an organization out of a sense of obligation. There are times in small companies, when payments are delayed, and the employees have to suffer pay cuts or deferred pay, but they stay on, because they do not want to leave an employer during bad times. It can be a result of affective commitment, or an outcome of socialization within the workplace and commitment to co-workers.

2.4 Concept of Performance Appraisal

Performance Appraisal (PA) is one of the most important human resource practices in organizations. Its history can be traced back to Taylor et.al, time and motion studies in early 20th century, Taylor pointed out that scientific management of the work was more effective than the "initiative and incentive" method of motivating workers. The initiative and incentive method offered an incentive to increase productivity but placed the responsibility on the worker to figure out how to do it. During the 1920-50 period, PA started to be practiced mainly through the use of merit rating programs to justify employees wage structures.

Many people equate performance appraisal with performance management, this is a common misconception. Performance appraisal is one aspect of performance management. Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements, (Armstrong, 2006) Performance management is the term used to refer to activities, tools, processes, and programs that companies create or apply to manage the performance of individual

employees, teams, departments, and other organizational units within their organizational influence.

In contrast, performance appraisal refers to the act of appraising or evaluating performance during a specified performance period to determine how well an employee has performed relative to agreed objectives or set targets, and this is only one of many important activities within the overall concept of performance management. The modern methods used today to manage performance are; Key Performance Indicators (KPIs), performance appraisals, mission and vision statements, management dashboards, lean management, benchmarking, balanced scorecard (BSC), reward and recognition schemes.

Performance Appraisal is a process of; evaluating work performance, making decisions on the effective utilization of resources, rewarding and motivating staff, rectifying substandard performance and providing useful feedback to individual employees (Swanepoel, Erasmus and Schenk, 2010) it involves (i) setting work standards, (ii) assessing employee's actual performance relative to those standards, and (iii) providing feedback to the employee with the aim of motivating him or her to eliminate performance deficiencies or to continue to perform above par.

The modern methods of performance appraisal include; Assessment centre, management by objective, (MBO), 360-degree appraisal, cost accounting method, behavioral anchored rating scales (BARS). An Assessment centre involves the informal events, tests and assignment that are given to the group of employees to evaluate their competencies, (Kumar, 2012). Behaviorally Anchored Rating Scales consists of predetermined critical areas of performance or a set of behaviors statements that describe important job qualities, i.e. what is good or bad, In Human resource accounting method,

the performance of employee is evaluated in terms of contribution and cost of employees, (Kumar, 2012), whereas 360 degree involves the feedback of employee's performance by anyone who has contact with employee in organization, It includes; self-appraisal, superior appraisal, subordinate appraisal, peer appraisal. In MBO method, employees are involved in setting their own performance standards against which performance is measured. It is aimed at avoiding or dealing with employees perceptions that they are being subjected to high standards, (Ibid)

2.4.1 Performance Appraisal Process

The PA is a process of six steps. They include; (i) Establishing performance standards, this is derived from the job description and in this step, job outcomes, accomplishment and skills required are determined,(ii) communication of performance expectations to the employees, this provides employees with information of what goals they are expected to achieve and hence helps them to focus, (iii) measuring actual performance, this is the act of evaluating where the supervisor and the employee sit down and evaluate the actual performance, the evaluation is done based on the available information from various sources e.g., observation, statistical reports, oral reports, and written reports, (iv) Comparing actual performance with the set standards, this enables both parties to reveal the deviation from the predetermined standards so as to discuss on remedies, (v) here, the supervisors discuss the results with the employee, this may have a positive or negative impact depending upon how the appraisal is presented and discussed with the employees. (vi) Initiating corrective action, this is invoked, when necessary, they are as that require improvement are identified and measures to corrector improve the performance are initiated. (Chand, 2016). Appraisals are intended to be about the development of the appraisee, both in terms of their professional development and in terms of their role within the organization.

2.4.2 Performance Appraisals in Supermarkets in Kericho County

Supermarkets in Kericho County have embraced the concept of employee performance appraisals. The supermarkets use both forms of performance appraisals, i.e. informal and formal appraisals. They have Job descriptions against which objectives are generated and hence use the management by objectives. (MBO). Management by Objective (MBO) is a performance appraisal technique which was introduced by Peter Drucker in (1954) whereby at the beginning of a planning period the supervisor/manager and the subordinate in an organization jointly identify the common goals and objectives, define each individual's major areas of responsibility in terms of the results expected of him and use these measures as guides for evaluating each employee's contribution. The reviews are usually conducted by supervisors on a quarterly basis in some supermarkets and twice a year in the other supermarkets. MBO method focuses on actual outcomes, goal-setting is an important element in this method. MBO helps in improving performance, reducing role vagueness and redirecting effort to important organizational target. MBO system could be fit and work with any types of organization for planning process, a control technique and a form of individual performance appraisal.

2.5 Theoretical Framework

The following theories guided the study;

2.5.1 Becker's Side-Bet Theory

Becker's (1960) side-bet theory provided this study with a lens for understanding how employees develop commitment to an organization. According to the side bet theory of organizational commitment, commitment increases with the accumulation of side bets or investments. Becker described commitment, in general as a disposition to engage inconsistent lines of activity as a result of the accumulation of side bets that would be

lost if the activity was discontinued. The consistent line of activity refers to organizational membership, i.e. (employment). The side bets refer to anything of value the individual has invested, for instance, time, effort, money etc that would be lost or deemed worthless if the individual were to leave the organization

This study drew Becker's exchange theory to explain how employees develop commitments as a result of placing stakes valuable to them in the institution and hence sticking to the Organization for long.

2.5.2 Goal Setting Theory

This theory was put forward by Locke, (1968) that goals can motivate employees to superior performance because Goals indicate and give direction to an employee about what needs to be done and how much effort is required to be put in. This theory posits that there is a positive relationship between goals and performance. These goals should be specific and demanding besides being accepted by the employees with feedback being key. This is because goals that are specific and difficult will lead to better performance if achieved. According to Locke, (1968) for goals to motivate, they should satisfy five principles namely; Clarity, challenging, commitment, feedback and task complexity.

Similarly, the goals of the organization should be aligned to the individual employee goals, Kangangi (2014), this is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. Mekonnen, (2014.) observed that the act of inducing employees each with distinctive needs and personalities to pursue personal and organizational objectives encourages them to perform better.

Locke and Latham broke down goals into two main characteristics: Content and Intensity. The Content involves the outcome of the task, whereas the Intensity is the resource required to accomplish it, intensity can be both mental and physical. The theory highlighted the importance of considering the whole process of completing a goal and not just the outcome, involving employees in directing the route taken to complete a task was emphasized to increase their motivation to reach the target.

In this study, the goal-setting theory is used to underpin the emphasis on setting specific and challenging goals with appropriate feedback for improved performance, as Lunenburg, (2011) states, Goal setting improves the performance of employees to a greater extent.

2.5.3 Herzberg's Two Factor Theory

The Herzberg theory is also called the Motivation-Hygiene Theory explains the intrinsic factors that contribute to satisfaction which are termed as the Motivators and the extrinsic factors that can contribute to dissatisfaction of the employee known as the Hygiene Factors. Frederick Herzberg (2009) in his Research to answer to the question on "what do people want from their jobs" described motivator factors as those that resulted in a positive feeling and self-actualization among employees which included; Achievement, Recognition, Responsibility, Work itself, Advancement and Growth. The presence of motivators led to greater performance but their presence alone does not guarantee employee productivity. On the other hand Hygiene factors were named so because the environment in which the individual has to perform his duties was psychologically unhealthy. They involve the work environment that creates negative feelings in the individual; they include Company Policy and Administration, supervision, salary, relationship with co-workers, personal life, status and security. Their presence does not result in satisfaction but will simply reduce dissatisfaction. If

the hygiene factors are not provided or if wrongly provided could be major cause of dissatisfaction (Herzberg et al, 2009).

The Study used this Theory to underpin how focusing on the factors revolving around the actual work (Motivators) and also ensuring the presence of the Hygiene Factors at work place can lead to employees' great performance.

2.6 Empirical Review

The following is a review of the study variables.

2.6.1 Effect of Affective Commitment on Employee Job Performance

Akintayo (2010) describes employee commitment as the degree to which the employee feels devoted to their organization. Affective commitment or how much an employee actually likes or feels part of an organization has a tremendous effect on employee and organizational performance. High levels of affective commitment in employees will not only affect continuance commitment, but also encourages the employee to try to bring others into the talent pool of the organization. An employee with high levels of affective commitment acts as a brand ambassador of the organization.

Employees who have strong affective commitment continue to work in the organization because they want to. When employees feel that the organization is responsible towards them such as offering salaries higher than industry average, they tend to reciprocate with positive attitudes toward the organization, including affective bonds and feelings of loyalty. Bloemer et al. (2013) opines that Affective commitment works as the driver which increases various competencies that benefit employees and in turn promotes the employee performance.

Management practices that promote job involvement and as a result work engagement and affective commitment in the workplace can enhance high performance. Employees with affective commitment put more effort not because they earn more but because they feel their organizations as a place where they can satisfy their natural need for social acceptance. The rewards system of an organization plays an important role in maintaining and building employee commitment in order to ensure a high standard of performance and workforce retention. Employees who are affectively committed are usually involved in the organization and are quick to generate ideas and come up with innovative suggestions and are always improving their performance, (Colla et al., 2019; Jatmiko et al., 2020; Jauhari et al., 2017; Vuong et al., 2020) Beck and Wilson, (2000) opine that the development of affective commitment involves recognizing the organization's worth and internalizing its principles and standards, as such, managers need to pay a keen attention to antecedents of affective commitment so as to retain employees with high affective commitment. Studies indicate that Management may grow commitment in the workplace overtime through; organization's concern for employee satisfaction, belief in employee integrity and competence, and commitment to employee career growth. Similarly, Leonard, (2000) listed six factors that have the greatest influence on employee (affective) commitment, i.e., fairness at work, care and concern for employees, satisfaction with day-to-day activities, trust in employees, organizational reputation, and work and job resources.

As indicated by the social exchange theory, this form of commitment arises as a result of positive work experiences that allow the worker to see the organization in a favorable light (Colquitt et al., 2013). So employee with Affective commitment to an organization have positive behaviors and will even promote the organization to outsiders and protect it against external criticism, (Bagraim, 2010). Beck and Wilson, (2012) stated that members who are dedicated on an emotional /affective basis stay with the organization because they sight their personal employment association as congruent to the goals of

the organization. Meyer et al., (2002) identified several outcomes of affective and normative loyalty to be lower rate of earnings and absenteeism, increase in the job productivity, job performance, organizational citizenship behavior and employee health and well-being.

2.6.2 Effect of Continuance Commitment on Employee Job Performance

Continuance commitment results in workers remaining because they must do so. In a study of a two-dimensional model of commitment. When continuance commitment is not completely driven by affective commitment, it usually boils down to the costs that an employee associates with leaving the organization, would leaving cost more time, energy, money, and resources than staying? If employees are only staying because it is hectic to leave, then the organization is in trouble.

Meyer and Allen specified, individuals whose most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice, rather their commitment is based on the theory of investments (Rafiei, Amini & Navid, 2014) Only the costs keep the employees glued to the organization in CC and hence this should get the organization to worry. (Daneshfard and Ekvaniyan, 2012) described the concept continuance organizational commitment as dual whereby performance and loyalty are offered in return for material benefits and rewards". Therefore, in order to retain employees who have continuance commitment, the organization needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

Continuance commitment is also driven to a great extent by organizational culture, and when an employee finds an organization to be positive and supportive, he/she will have a higher degree of continuance commitment. Important organizational factors like

employee loyalty and employee retention are components of continuance commitment. Clarke, (2006) studied the commitment and network performance in UK based health care units and found that continuance commitment was negatively related to network performance.

Organizational commitment is regarded to be the best predictor of employees' turnover, then the far more frequently used job satisfaction predictor, (Miller, Rutherford, and Kolodinsky, 2008). Given the fact that employees who operate in a continuance commitment dimension are calculative of their stay, it is possible that such employees may continuously stay away from work when they feel like, doing so. Tolentino, (2013) investigated organizational commitment and job performance of the Academic and Administrative Personnel and found that normative commitment as well as continuance commitment was not significantly related to any of the job performance indicators. According to Lew (2012), continuance commitment plays a crucial role in improving the performance of worker. However, Meyer and Allen, (2004) opine that continuance commitment and work performance are negatively related.

2.6.3 Effect of Normative Commitment to Employees' Job Performance

Employees with Normative Commitment stay in the Organization because they feel they ought to, (Lumley et al. 2011) it is a reflection of how much a person's values and beliefs are aligned to the organization's core values. This type of commitment occurs when one feels a sense of obligation to their organization, despite being unhappy in their role, or even if they want to pursue better opportunities. The feeling that you should stay with their organization is as a result of the notion that it is the right thing to do.

The underlying construct of normative commitment is that commitment is the totality of internalized normative pressures to act in a way which meets organizational goals and interests. Such perceived feelings generally motivate individuals to behave appropriately and do what is right for the organization. (Allen and Meyer, 2004), opine that normative commitment is positively related to performance. Meyer, Becker, and Van Dick (2006) note that commitment has both cognitive and affective elements. The cognitive elements are the behavioral terms and the basis of the commitment, and the affective element comprises whatever feelings a specific mindset. Ahmed, Kabir, & Rahman, (2014) studied commitment and its impact on sustainable performance in Hajee Mohammad Danesh Science and Technology University and established that sustained performance of the faculty members' depended more upon the normative commitment.

Normative commitment seems to be more a characteristic or value that employees acquire in the social group where they were formed (family, schools, friends) and which inspires them to keep their commitments. Meyer & Parfyonova, (2010) found employees with a strong normative and affective commitment to be more likely to express a desire to do the right thing according to their moral standards, which in the long run produces positive effects, both for the employee and for the organization. Sow, (2015) studied normative organizational commitment and its effect on employee retention and found that the greater the normative commitment, the lower the turnover intention. On the other hand, (Dixit and Bhati, 2012) pointed out that all the three types of commitment have equal contribution towards sustained productivity.

Gholampoor, (2016) asserted that there is a significant relationship between normative commitment with focus on jobs, career choice, job satisfaction, dependence on organization, economic satisfaction and defense of organization. Moreover, (Suliman

and Iles, 2010) asserted that normative organizational loyalty is based on the accepted rules about reciprocal obligation between the organization and its members, which is the social exchange theory. As such, as employees receive rewards from the organization, they payback through positive behaviors which include better performances. According to (Meyer et. al., 2002), Normative commitment is positively associated with overall job satisfaction and job involvement. Similarly, (Khattak and Sethi 2012), found Organization' NC to have a positive psychological effect on employees' performance.

Clearly from the foregoing, managers should not rely on any one of the commitments, rather, they should capitalize on their management skills and other human resource practices to ensure that employees become happy and enjoy their work having in mind that the three types of commitment are not mutually exclusive, but can be experienced in varying degrees.

2.6.4 Effect of Performance Appraisals on Employee Performance

Aslam (2011) opined that ambiguity in the appraisal process is one of the factors that led to poor motivation and acted as a key stumbling block in the delivery of expected performance by university teachers. Generally, organizations implement PA as a tool for Human Resource Planning for ease in making personnel decisions which include, promotions, transfers firing etc. this is through gathering data about their staff capabilities. Moreover, it is a Performance measurement toolkit that is used to get performance information of an individual in comparison with the already set standards (Beardwell and Thompson, 2014) Performance appraisal can also play a significant role in persuading performance improvement, (Khan2009). This is because by appraising individual's performances, areas of relative strengths can be identified and reinforced while areas of shortcomings can be communicated to the appraisees and been

encouraged to redirect their work habits so as to better their performances. PA is an essential instrument in PM designed to; Identify employee current performance against set targets, strengths and weaknesses so as to improve performance, provide a basis for rewards or punishments, motivate high performance, institute training and development, identify potential capabilities, provide basis for succession planning, validate selection process and to encourage supervisory understanding of the employees; with a mutual benefit. (Shehu, 2008; Mutsuddi2012)

Performance Management is an integral part of human resource management that all managers and rating officials perform throughout the year. Chris, (2011) testifies the fact that performance management is important in managing financial resources and program outcomes because employee performance or the lack thereof has an effect on both the financial and program components of any organization.

Similarly, work performance depends on the management of the great resources, both physical and human endowed to organizations. Therefore, the performance appraisal process, being one of the tools used to manage employees' performance, should be carried out in a very transparent manner so as to win the employees trust. This is because when employees are evaluated on their performance, a correlation develops between the appraisal and their behavior, subsequently this has an effect on their performance.

Kane & Lawler, (2009) indicated that, the three main functional areas of performance appraisal systems are administrative, informative, and motivational. Appraisals affects the administrative in that it serves the role of facilitating an orderly means of determining salary increases and other rewards, and of delegating authority and responsibility to the most capable individuals. The informative function is fulfilled

when the appraisal system supplies data to managers and appraisees about individual strength sand weaknesses. Finally, the motivational role entails creating a learning experience that motivates workers to improve their performance.

It is important to note that, if there are no proper systems and plans to deal with the findings of the performance appraisal, the expected benefits of this process for the organization may not be realized. Further still, although good performance appraisal may be good for an organization, it may be bad if not professionally handled. Depending on the appraisal feedback; negative or positive, its impact to the employee may damage the organization if not taken well by the employee, (McCourt & Eldridge 2003, 211 – 212). It can demoralize the employees hence affecting their commitment and work performance. As such, the PAP should be conducted in a way that enhances its acceptance by the employees.

The acceptance of the PA system is based on the rater-ratee relationship, (Levi & Williams, 2004; Pichler, 2012. Aspects such as supervisor support, trust, rating accuracy, and reliability form a pre-condition for this acceptance, (Ibid). Other factors which might affect the intended outcomes of PA process include; employees' satisfaction with the PA process as a whole, the performance appraisal feedback, or employees' evaluations of the perceived quality, justice, and fairness of the performance appraisal regime, (Sommer and Kulkarni, 2012; Gupta and Kumar, 2013). The above factors lead to either positive or negative perceptions about the PA process and in turn affect the overall performance and commitment of employees.

Zhang (2012) conducted a workplace employment relations survey on the impact of performance appraisal on employee performance and found that performance appraisal has a positive and insignificant relationship with employee performance. Additionally,

(Gruman & Saks 2011) suggest that in order to enhance engagement, employees need to perceive that appraisal and feedback are provided in a fair manner.

If employees perceive the PA process as fair to all, the PA process becomes a critical avenue for influencing a variety of positive employee attitudes such as job performance and commitment to the organization, (Singhand Rana, 2013). Taylor & Keillor, (2001) postulate that if PAs are perceived by employees to be fair can be used to improve employees' levels of job satisfaction, organizational commitment and work motivation. Other contemporary research studies have also linked performance appraisal to performance of employees, (Doris, 2011; Anne, Owili. and Ochieng, 2013).

Further, performance appraisal has been studied in relation to job satisfaction and reported that performance appraisal positively and significantly predicts the satisfaction of employees, (Mollel, Mulongo, and Razi, 2017; Karimi, Malik & Hussain, 2011). Besides, (Neha.& Himanshu, 2015) study showed that the employees who were satisfied with the performance appraisal system of their organization were committed to their organization.

Fairness when giving feedback on employees' performance helps them identify their strengths and weaknesses, as Equity theory states that employees compare themselves with each other in terms of input and outcomes, (Walster, Walster and Bershcheid, 1978), High-performers, observing that poor performers get lower appraisal scores and, subsequently, lower rewards might feel that an equitable balance is being established and be motivated to continue their high quality work whereas underperformers are motivated to put in more effort to achieve on a higher level.

Conversely, if employees perceive the PA process to be unfair, this causes dissatisfaction with the process and in turn negative employee attitudes are experienced.

Brown, Hyatt & Benson, 2010) studied the relationship between the PA quality measured by clarity, communication, trust and fairness of the PA process and job satisfaction and commitment, they found that employees who reported a low PA quality, (i.e. low levels of trust in supervisor, poor communication, lack of clarity about expectations, perceptions of a less fair PA process) reported lower levels of job satisfaction and commitment.

According to Frederick Hertzberg, (1923-2000), a human resource scholar, the best way to motivate someone is to organize the job so that doing it provides the feedback and challenges that helps satisfy the persons higher level needs for things like accomplishment and recognition, on the same note, (Biswajeet, 2009) pointed out that people learn when they are given feedback on the results of their actions, as such, PAs are very important and relevant HR practice in organizations but only if managers observe justice during the process.

2.7 Knowledge Gap

Numerous studies have been conducted about employee commitment and employee performance, (Memari et. al., 2013; Tolentino, 2013; Abrahamyan et. al., 2014; Irefin & Mechanic, 2014). However, most of these previous studies were not related to Kenyan business environment and specifically the retail sector, and so some of the findings of these studies may not be applicable to Kenya, further, survey of the available literature indicates that studies on the effect of organizational commitment on employees' performance in the retail sector are scanty. It is therefore pertinent to examine the role of organizational commitment in employee performance in the context of Kenyan supermarkets.

Dost & Zi-ur-Rehman, (2012) suggested further studies on other factors that may have director in direct impact on employee performance. Mathieu & Zajac (as cited in Abrahamyan et.al., 2014), Suggested that the understanding of the relationship between commitment and employee performance will be enriched by the identification and investigation of potential moderators. This study therefore attempted to investigate the moderating role of performance appraisal on organizational commitment and employee performance in supermarket chains in Kericho County.

2.8 Conceptual Framework

Independent variables

This section gives the diagrammatic representations of how the study variables relates with each other.

Moderator

Dependent variable

Affective commitment

Performance appraisal

Continuance commitment

Normative commitment

Normative commitment

Continuance commitment

Normative commitment

Employee performance

• Initiative
• Rate of absenteeism
• Achievementof targets

Figure 2.1: Conceptual Framework

Source, (Author, 2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology used for the study. The main issues discussed here are the philosophical paradigm, research design, research population, sample and sampling technique, source of data and data collection methods, and method of data analysis and presentation

3.2 Research Design

Research design is the blueprint for fulfilling research objectives and answering research questions. Explanatory research designs focus on answering the 'why" question, it is conducted in order to identify the extent and nature of cause-and-effect relationships, (Saunders et al. 2011) which is the main focus of this study too.

3.3 Study Area

The study was carried out in Kericho County, in south rift valley. The county has a population of 901,777 people, (KNBS,2019) The main economic activity in the county is tea farming, with three multinational firms owning hundreds of acres of tea plantations, other economic activities include dairy farming, pineapple farming, flower farming. The supermarkets in Kericho County are located mainly in Kericho town which is the biggest town in the County, these Supermarkets have helped in growing the economy and providing jobs in the county besides enhancing competition which has led to improved efficiency in the exchange process.

3.4 Target Population

According to, Cox, (2010) a target population for a survey is the entire set of units for which the survey data are to be used to make inferences. The study targeted 357

employees drawn from the supermarkets in Kericho County, (Supermarkets Management). Target population above was chosen since it is accessible to information required by the researcher and they are directly affected by the organizational activities.

Table 3.1: Supermarkets' Population

Supermarket	Team	Supervisors	Cashiers	Packers	Shop	Clerks	Bakery	Security	Total
	leaders				attendants		staff		
Naivas	1	8	18	17	25	3	6	9	87
Kipchimatt	1	10	17	19	32	4	15	12	110
Parkmart	1	2	6	8	17	2	9	3	48
Quickmatt	1	2	7	10	16	2		4	42
Shivling	1	6	10	12	17	4	12	8	70
TOTAL	5	28	58	66	107	15	42	36	357

Source, (Kericho Chamber of Commerce, 2021)

3.5 Sampling Design

Cooper & Schindler, (2001) opine that Sampling is picking a part of an entire population selected then inferences are made from that whole population.

3.5.1 Sampling frame

Cox & Hassard (2005) point out that a sampling frame is the collection of all objects within the population of interest to the researcher. The sample was obtained from the five Supermarkets in Kericho County.

3.5.2 Sampling Technique

Probability sampling techniques involve determining the sample scientifically, as such this study adopted stratified random sampling to come up with the sample, (Saunders, Lewiw & Thornhill, 2012). The employees were grouped into eight strata based on the designations where random sampling was used to select respondents from each stratum hence giving each a chance of participating, (Joseph 2012).

3.5.3 Sample size

The study sample frame involved different departments which include, the manager, all the supervisors, cashiers, packers, shop attendants and clerks, security personnel and bakery staff. From the target population of 357 employees, the study employed Taro Yamane's (1973) scientific formula to come up with a sample size of 189 employees. The study allowed the error of sampling n 0.05.

$$\left(n = \frac{N}{1 + N_{(e)^2}}\right)$$

Where;

n=Sample size

N=Population size

e=the error of Sampling

Therefore;

$$n = \frac{357}{1 + 357(0.05)^2}$$

$$n = 188.63$$

Stratified sampling technique was adopted to select the strata where respondents would be picked from. This is useful in obtaining a sample population that best represents the entire population being studied besides checking on bias in sample selection. The employees were stratified in to eight strata based on designations, the actual respondents were picked using random sampling. Neyman's, (1934) allocation formula was used to come up with sample size for each stratum. This was to enhance precision considering the sample size is fixed. Neyman's formula below was applied,

$$n_h = \left(\frac{N_h}{N}\right)n$$

Where,

 n_h -The sample size for stratum h, n-Total sample size, N_h -The population size for stratum h, N-The total population,

Hence, the tabulated distribution;

Table 3.2: Sample Size Distribution

Supermarket	Team	Supervisors	Cashiers	Packers	Shop	Clerks	Bakery	Security	Total	
	leaders				attendants		staff			
Naivas	1	4	10	9	13	2	3	5	47	
Kipchimatt	1	5	9	10	17	2	8	6	58	
Parkmart	1	1	3	4	9	1	5	2	26	
Quickmatt	1	1	4	5	8	1	-	2	22	
Shivling	1	3	5	6	9	2	6	4	36	
TOTAL	5	14	31	34	56	8	22	19	189	

Source, (Author, 2021)

3.6 Data Collection Types and Procedures

3.6.1 Types and Sources of Data

The research relied on primary data. The primary data was obtained from respondents through the use of self-administered questionnaires. The questionnaire was made up of close-ended questions.

3.6.2 Questionnaires

Data was collected using self-administered questionnaires. The choice of this method of data collection was selected because questionnaires can reach a large group of respondents within a short time and with little cost, at the same time use of questionnaires enabled the respondents to remain anonymous and be honest in their responses, (Kasomo, 2007). The questionnaires consisted of only closed ended questionnaires because they are easier to administer and analyze since each item is

followed by an alternative answer. Gall et.al. (2003) observed that questionnaires give detailed answers to complex problems and therefore, are most effective. The questionnaires were calibrated with a five-point Likert Scale, with anchors ranging from 5-strongly agree, 4-agree, 3-neutral, 2-disagree, and 1-strongly disagree.

3.6.3 Data Collection Procedures

After the approval of the proposal by the research supervisors, the researcher undertook a preliminary survey in supermarkets management to seek approvals to collect data and for familiarization purposes. Subsequent to this, the researcher visited the selected branches and personally administer the questionnaires to employees. The questionnaires were picked based on the availability of the respondents, immediately or at a later date.

3.6.4 Reliability of Research Instrument

Reliability is synonymous with the stability and consistency of a test, survey, observation, or other measuring device. Hair et al., (2010) defined reliability as a measure of the degree to which a research instrument gives consistent results or data after being used severally. The data was pre tested for reliability and validity to establish issues such as random errors, internal consistency technique was used. Mugenda & Mugenda, (2007) states that a relatively small sample of 10 to 20 respondents can be chosen from the target population during piloting which is not included in the sample chosen for the main study. This study used 20 respondents for the pilot study, this helped the researcher to identify the most likely source of errors and hence respond to them before the actual study.

The test for reliability establishes the extent to which the results will be consistent.

Cronbach's alpha was used to measure the internal consistency reliability, the

researcher decided on it because it's the easiest to compute using software and it requires only one sample of data to estimate the internal consistency reliability. As per the Cronbach alpha value, the minimally acceptable measure of reliability of $\alpha>0.7$, was considered reliable.

3.6.5 Validity of Research Instrument

Validity refers to the degree in which a test or other measuring device is truly measuring what it was intended it to measure. Validity is used to ensure that the measurement variables for a concept accurately measures that concept. It indicates the degree to which an instrument measures the construct under investigation (Bryman & Bell, 2007). The researcher discussed the items in the Instrument with Supervisors and Colleagues, views on the content and structure of the research instruments and face validity obtained from supervisors and colleagues review were incorporated in the final draft of the instruments.

3.7 Hypothesis Testing

The following hypotheses were be tested on a significance level of 0.05.

Table 3.3: Hypotheses Testing

Null Hypothesis	Hypotheses	Interpretation
	Testing	
Ho1: Affective commitment has no significant	p≤0.05	Reject
effect on employee performance	p>0.05	Fail to reject
H ₀₂ : Continuance commitment has no	p≤0.05	Reject
significant effect on employee performance	p>0.05	Fail to reject
H ₀₃ : Normative commitment has no significant	p≤0.05	Reject
effect on employee performance	p>0.05	Fail to reject
H ₀₄ : Performance appraisal does not significantly	p≤0.05	Reject
moderate the effect of organizational	p>0.05	Fail to reject
commitment on employee performance		

Source: Author (2021)

3.8 Data Analysis

After field work the researcher cross examined the questionnaires to ascertain accuracy, completeness and uniformity. Raw data from closed ended questions coded and fed into computer using Statistical Package for Social Sciences programme (SPSS) to generate descriptive statistics such as frequency distribution, percentages, and means.

The study adopted multiple regression analysis to estimate the causal relationships between organizational commitment and employee performance. Correlation analysis was used to study and determine the strength hand the direction of the correlation that exists between the independent variable and the dependent variable and finally the relationship between the variables.

On the other hand, multiple hierarchical regression models were employed to test both direct and indirect effects in the study. Frequency tables, cross tabulations, charts and graphs were used to summarize and present the findings. In the first step, the dependent/criterion variable (employee performance) was regressed on the three independent variables (affective, continuance, and normative commitment). The regression model estimated in this step was as in Model 3.1. This estimated the main (direct) effects in the study.

In the second step, the moderator variable (performance appraisal) was entered. This was as in Model 3.2. Finally, the interaction terms of the independent variables and moderator variable (independent * moderating variable) were entered sequentially. In model 3.3, the interaction between performance appraisal and affective commitment is entered, in model 3.4, the interaction between performance appraisal and continuance commitment, while in model 3.5, the interaction between performance appraisal and normative commitment.

Model Specification

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \qquad \qquad \qquad Model \ 3.1$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_{4a} X_1.Z + \epsilon Model 3.3$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_{4a} X_{1.} Z + \beta_{4b} X_{2.} Z + \beta_{4c} X_{3.} Z + \epsilon \dots Model~3.5$$
 Where;

Y= Employee performance $β_0$ = constant

$$\beta_1 - \beta_4$$
 = parameter estimates of X_14

 X_1 = Affective commitment X_2 = Normative commitment X_3 = Continuance commitment Z = Performance appraisal

 $X_1 *Z =$ Interaction between Affective commitment and Performance appraisal

 $X_2 *Z =$ Interaction between Normative commitment and Performance appraisal

 X_3 ***Z** = Interaction between Continuance commitment and Performance appraisal ε =is the error term

3.8.1 Normality Test

Regression assumes that variables have normal distributions, the normality test is used to determine whether sample data has been drawn from a normally distributed population, skewness should be close to Zero otherwise the data set will not be normally distributed, this was tested using skewness and kurtosis. In addition, normality was tested by the Kolmogorov-Smirnov tests. A p value less than or equal to 0.05 indicated non-normality in the data while p>0.05 would show that the data is normal.

3.8.2 Linearity Test

The relationship between the IV and the DV should be linear in nature so as to accurately estimate the relationship, this was tested by producing scatter plots diagram

of the relationship between the IVs and the DV, then examination of residual plots with the assistance of SPSS.

3.8.3 Homoscedasticity

Homoscedasticity means that the variance of errors is the same across all levels of the IV, although it has been noted that slight heteroscedasticity has little effect on significance tests, this study carried out a visual examination of a scatter plot to detect heteroscedacity.

3.8.4 Collinearity Test

In this study, multi-collinearity was assessed by means of tolerance and Variance Inflation Factor (VIF) values. For each in dependent variable, tolerance is the proportion of variability of that variable that is not explained by its linear relationships with the other independent variables in the model. Tolerance ranges from 0 to 1. When tolerance is zero, there is high multicollinearity of that variable with other independents and the beta coefficients become unstable. Normally, a tolerance value of below 0.10 or a VIF value greater than 10 reveals serious multi-collinearity problem (Kothari (2004). VIF is the inverse of tolerance statistic (Field, 2009).

3.8.5 Autocorrelation

Linear regression analysis requires that there is little or no auto-correlation in the data. Autocorrelation occurs when the residuals are not independent from each other. This study used Durbin-Watson test to check for autocorrelation and the plots of residuals. The value should not be less than 1 or greater than 3 (Field, 2009).

3.9 Limitations of the Study

The study was limited to Kericho County only, further, some of the respondents were hesitant to participate in the study for fear of victimization, however, the researcher assured them that the information would be kept confidential and that it was not a comparative study. Other respondents were unwilling to fill the questionnaires and took a lot of time to complete, the Researcher encouraged them to fill during their free time and contacted them and agreed on collection date and time.

3.10 Ethical Considerations

Ethical issues formed an important component throughout this study, in this study the researcher duly informed the respondents in the study that their participation is voluntary, this is in line with (Trochim, 2006) who argued that voluntary participation requires that respondents in the study are not to be coerced into participating in the research.

The purpose of the study was fully explained to the respondent in advance. Informed consent was obtained from all the respondents in answering the questions, the researcher also protected their confidentiality and identity through use of numbers in line with (Punch, 2003) who alluded that the participants should remain anonymous throughout the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the analysis, presentation and interpretation of data collected on the effect of organization commitment on employee performance and the moderating role of performance appraisal on the relationship between organizational commitment and employee performance in supermarket chains in Kericho County. Descriptive statistics are presented alongside diagnostic tests, normality test, test for linearity, homoscedasticity test and collinearity test. The results of the model estimation have also been presented and discussed.

4.2 Response Rate

The study targeted 189 employees drawn from supermarket chains in Kericho County. Of these, data were collected from 187 employees, giving a response rate of 98.94%. The response rate reflected the view of Mugenda and Mugenda (2008) who indicated that a response rate of 70% and over is very good as it gives are presentative sample for meaningful generalization and minimizes errors.

4.3 Sample Characteristics

The section presents the demographic information of the respondents. The demographic information of the respondents focused on their gender, age category, academic qualifications and job tenure.

Table 4.1: Characteristics of the study's sample

Panel	Categories	Frequency	Percentage
Respondent's gender	Male	105	56.1
	Female	82	43.9
	Total	187	100.0
Respondent's age	18 – 30 years	31	16.6
	31 - 35 years	72	38.5
	36 – 40 years	44	23.5
	41 – 45 years	40	21.4
	Total	187	100.0
Highest education level	Diploma	72	38.5
	Certificate	71	38.0
	Secondary	44	23.5
	Total	187	100.0
Duration of working in	Less than 2 years	0	0
the supermarket	2-3 years	82	43.9
	4-5 years	105	56.1
	Total	187	100.0

Source: Survey Data (2021)

Descriptive results (Table 4.1) showed that most employees in the supermarkets were male (n=105, 56%) compared to female employees (n=82, 44%). However, the fact that this study collected data from both male and female employees suggested that that results from this study were largely reflective of both genders.

Most respondents were aged between 31 and 35 years (39%), followed by those between 36 and 40 years (24%) and between 41 and 45 years (21%). Cumulatively, 79% of the sample consisted of employees aged 40 years and below, suggesting a youthful populace employed in the supermarket industry.

The sample had no degree holder. Most of them had diplomas (39%) and certificates (38%) as their highest educational qualification. A sizeable proportion had secondary

education (24%). Findings showed that employees of supermarkets had modest education.

Most employees had worked in the supermarket for between four and five years, followed by two and three years. The sample did not contain any employees having worked for less than one year or for than seven years. The results showed that most employees had worked for a relatively long time in the supermarket.

4.4 Descriptive Statistics

This section presents descriptive statistics of the study.

4.4.1 Employee Performance

Table 4.2 presents results on employee performance.

Table 4.2: Employee Performance

	Min	Max	Mean	Std. Dev	Skew	Kurtosis
I'm able to meet all my targets within specified time	1	5	3.60	1.385	820	513
I observe high standards on all work Procedures	1	5	3.56	1.445	789	696
I always complete work before set Deadlines	1	5	3.36	1.628	256	-1.581
I feel encouraged to come up with new and better ways	1	5	3.60	1.318	851	327
I Don't require supervisory intervention to carry out my work	1	5	3.33	1.494	299	-1.364
I don't absent myself from work	1	5	3.21	1.697	226	-1.629

Key: Min = minimum; Max = maximum; Std. Dev.= standard deviation; Cronbach Alpha=0.912.

Source: Survey Data (2021)

Most employees were of the opinion that they met all their targets (mean = 3.60, SD =1.386) within the specified time, felt encouraged to come up with new and better ways

(mean =3.60, SD = 1.318), and observed high standards on all work procedures (mean =3.56, SD = 1.445). More respondents also felt that they completed work on or before set deadlines (mean = 3.36, SD = 1.628), did not require supervisory intervention (mean =3.33, SD = 1.494) and did not absent themselves from work without valid reason (mean =3.21, SD=1,697).

These findings are supported skew values which were all negative, showing indicated a negative skew. However, although the distributions of the variables showed skewdness and kurtosis, the distributions did not depart too radically from the normal because the values of skewness and kurtosis were within the benchmark of +2(Field, 2005).

4.4.2 Affective Commitment

The respondents were asked about their opinions on their affective commitments to the supermarkets worked. Table 4.3 presents these findings.

Table 4.3: Descriptive results on affective commitment

n=187	Min.	Max.	Mean	Std. Dev.	Skew	Kurtosis
I'm very happy to spend my career in this supermarket	2	5	4.47	.561	805	1.781
I really feel as if this supermarket's problem are my own	2	5	4.78	.489	-2.681	9.723
I feel like 'part of my family' at this supermarket	4	5	4.68	.468	774	-1.417
I feel emotionally attached to this supermarket	1	5	3.33	.937	986	1.237
This supermarket has a personal						
meaning for me	1	5	3.33	.765	277	-1.366
I do feel a strong sense of belonging	1	5	3.18	.786	219	-1.465

Key: Min= minimum; Max= maximum; Std. Dev.= standard deviation; Cronbach alpha=0.899.

Source: Survey Data (2021)

Most respondents were very happy to spend their careers in the supermarkets (mean = 4.47, SD = 0.561), felt as if the supermarket's problem were their own (mean = 4.78,

SD = 0.489) and felt like' part of my family' at the supermarkets (mean=4.68, SD=0.468). The small standard deviations of the three variables suggested that most of the respondents had similar feelings. The minimum values of the variables were either two or four, buttressing the finding that most respondents agreed with these notions.

Though lower relative to the above variables, a majority of respondents were found to be emotionally attached to their supermarkets (mean = 3.33, SD = 0.937), supermarkets had personal meaning to respondents (mean = 3.33, SD = 0.765), and felt strong sense of belonging (mean = 3.18, SD = 0.786). The larger standard deviations for these variables suggested that significant proportions of the respondents did not always agree with the notions.

4.4.3 Continuance Commitment

The respondents were asked about their opinions on their continuance commitment to the supermarkets they worked for. Table 4.4 presents these findings.

Table 4.4: Descriptive results on continuance commitment

n= 187	Min.	Max.	Mean	Std.	Skew	Kurtosis
				Dev		
It is very hard for me to leave my job	1	5	4.12	.815	-1.064	2.066
now						
Too much of my life would be	1	5	2.40	1.175	.697	-1.321
disrupted if I leave						
Staying at my job is a matter of						
necessity as much as desire	1	5	3.13	1.251	379	654
I have too few options to consider	1	5	3.98	.762	-1.071	2.762
leaving this job						
There is scarcity of available	1	5	3.76	.812	-1.312	-1.435
alternatives						
Leaving sacrifice would require	1	5	3.33	.978	-1.123	-1.634
personal						

Key: Min=minimum; Max= maximum; Std. Dev.= standard deviation; Cronbach Alpha=0.754.

Source: Survey Data (2021)

Most respondents felt that it very hard for them to leave their jobs at the supermarkets (mean = 4.12, SD = 0.815), had few options available for leaving their jobs (mean =

3.98, SD = 0.762), and there was scarcity of available alternatives (mean=3.76, SD = 0.812). The standard deviations for the variables were small, indicating that most respondents supported these views. Relatively smaller respondents felt that their life would be disrupted if they left (mean = 2.90, SD = 1.715) and staying at their job was a matter of necessity as much as desire (mean = 3.13, SD = 1.251). The larger standard deviations for the two variables showed that there significant proportions of the respondents who disagreed with these notions.

4.4.4 Normative Commitment

The study also sought respondents' opinions about normative commitment to the supermarkets they worked for. Table 4.5 presents these findings.

Table 4.5: Descriptive results on normative commitment

n=187	Min.	Max	Mean	Std. Dev.	Skew	Kurtosis
I feel an obligation to remain in supermarket	1	5	4.11	1.196	-1.582	1.730
Even if it were to my advantage, I do not feel it would be right to leave	1	5	4.92	.451	-7.464	61.114
I would feel guilty if I left this supermarket	2	5	4.72	.516	-2.161	6.587
This supermarket deserves my loyalty	2	5	4.55	.734	-2.031	4.426
I would not leave now because of my sense of obligation to it	2	5	3.55	.763	.378	448
I owe a great deal to this supermarket	1	5	3.80	.761	908	1.642

Key: Min=minimum; Max= maximum; Std. Dev.= standard deviation; Cronbach Alpha=0.799.

Source: Survey Data (2021)

Most respondents felt it would not be right to leave their supermarket, even if it were to their advantage (mean=4.92, SD=0.451), would feel guilty if they left (mean=4.72, SD = 0.516), the supermarket deserved their loyalty (mean = 4.55, SD = 0.734), and they felt an obligation to remain (mean = 4.11, SD = 1.196). Although comparatively fewer, a majority of respondents also felt that they could not leave because of their

sense of obligation to the supermarket (mean = 3.55, SD = 0.763) and they owed a great deal to the supermarkets (mean=3.80, SD=0.761).

4.4.5 Performance Appraisals

The study also sought respondents' opinions concerning performance appraisal in their organizations. Table 4.6 presents these findings.

Table 4.6: Descriptive results on performance appraisals (PA)

n= 187	Min.	Max	Mean	Std.Dev	Skew	Kurtosis
Current PA system is fair and unbiased	1	5	2.31	1.303	.968	055
I feel more motivated after PA	1	5	3.90	1.103	658	269
PA is used to improve my work and for my personal development	1	5	4.02	.947	-1.106	1.650
My job requirements against which PA is measured are clear	1	5	4.01	.964	-1.101	1.475
I am satisfied with feedback and outcome of PA	3	5	4.36	.574	225	720
My supervisor knows enough about my work to give fair PA outcome	3	5	2.41	.916	.255	022

Key: Min = minimum; Max = maximum; Std. Dev.= standard deviation; Cronbach Alpha=0.763.

Source: Survey Data (2021)

Most participants felt that the current performance appraisal system was not fair and unbiased (mean = 2.31, SD = 0.761) and that supervisors know enough about their work to give fair performance appraisal outcomes (mean = 2.41, SD = 0.961). The skew values showed that both variables were positively skewed, that is, more respondents answered disagree, which further supports the previous finding. Although more respondents felt motivated after performance appraisals (mean = 3.90, SD = 1.105), the large standard deviation suggested that significant proportions did not agree with this notion. On the other hand, most respondents felt satisfied with feedback and outcome

of performance appraisals (mean = 4.36, SD = 0.574), felt that performance appraisals are used to improve their work and personal development (mean = 4.02, SD = 0.947) and job requirements against which performance appraisals are measured are clear (mean=4.01, SD=0.964).

4.5 Composite Means for Variables in the Study

Results presented in Section 4.4 above showed that the items for each of the five's study constructs (employee performance, affective commitment, continuance commitment, normative commitment, and performance appraisal) were internally consistent, as their Cronbach alpha values were all above 0.70. Consequently, composite variables for each construct were computed by summing up all the items for each construct and then, taking an average. Table 4.7 presents descriptive results for the composite variables.

Table 4.7: Composite Means for the Study's Constructs

n=187	Min.	Max.	Mean	Std.Dev	Skew	Kurtosis
Employee performance	1.86	5.00	3.835	.70980	434	.666
Affective commitment	2.17	4.67	4.136	.49668	-1.367	1.894
Continuance commitment	2.00	5.00	3.399	.90119	.276	552
Normative Commitment	1.67	5.00	3.544	1.24798	208	-1.472
Performance appraisal	3.00	4.75	4.062	.49973	339	-1.020

Key: Min= minimum; Max=maximum; Std. Dev.=standard deviation.

Source: Survey Data (2021)

Results showed that affective commitment had the highest mean of 4.14, followed by performance appraisal (mean = 4.06). This suggested that most respondents showed affective commitment to their organizations and generally approved of the performance appraisals. However, relatively fewer respondents showed continuance (mean = 3.40) and normative (mean = 3.54) commitments to their organizations. On the other hand, most of the respondents were of the opinion that their performance was relatively good.

The skew values ranged from -1.367 to 0.276 whereas those for kurtosis were in the range of-1.472 to 1.894. The results showed that although the distributions of the variables showed skewdness and kurtosis, the distributions did not depart too radically from the normal because the values of skewness and kurtosis were within the benchmark of + 2 (Field, 2005). Thus, the distribution of the study constructs were roughly normally distributed.

4.6 Correlation Analysis

The Pearson's Correlation Coefficient, r, was used to establish the degree of relationships between the constructs of commitment, performance appraisal, and employee performance. These results are presented in Table 4.8.

Table 4.8: Correlations between employee performance and independent variables

Variable (<i>n</i> = 252)		Employee performance	Affective commitment	Continuance commitment	Normative commitment	Performance Appraisal
Employee performanc	r	1				
eAC	r	0.730^{**}	1			
CC	r	0.660^{**}	0.598^{**}	1		
NC	r	0.710^{**}	0.706^{**}	0.775^{**}	1	
PA	r	0.368^{**}	0.445^{**}	0.592^{**}	0.234**	1

Key: r = Pearson correlation coefficient; ** = correlation significant at .01 levels (2-tailed). AC=affective commitment; CC=continuance commitment; NC=normative commitment; PA=performance appraisal.

Source: Survey Data (2021)

The results showed significant, positive and strong effects between affective commitment (r=0.730, p<0.0001), continuance commitment (r=0.660, p<0.0001), and normative commitment (r=0.710, p<0.0001) and employee performance. The results suggested that when affective, continuance or normative commitment increases, employee performance also increases and vice versa.

The relationship between performance appraisal and employee performance was found to be significant and positive but weak (r=0.368, p<0.0001). Correlations amongst the independent variables were found not to be too high (thehighestwas0.775), which implied that multicollinearity in the data might not have been a problem, that is, each dependent variable likely measured its own construct independently.

4.7 Regression Analysis

This section presents the results of hierarchical multiple regression. First, verification of the assumptions behind regression are presented followed by results of the regression analysis. Hierarchical multiple regression was employed to determine the moderating role of performance appraisal on organizational commitment and employee performance in supermarket chains in Kericho County. To ensure the validity of the results, it was important to verify that assumptions behind the test were tenable.

4.7.1 Normality

Normality was assessed by both the Kolmogorov-Smirnov test and results are presented in Table 4.9.

Table 4.9: Results of Kolmogorov-Smirnov test

Variable	Kolmogorov- Smirnov Z	Df	Asymptotic Significance >.05
Employee performance	1.345	187	.067
Affective commitment	1.435	187	.068
Continuance	1.102	187	.059
commitment Normative commitment	1.219	187	.067
Performance appraisal	1.287	187	.076

Key: df= degrees of freedom.

Source: Survey Data (2021)

The p values for all the five constructs in the study were not significant (that is, p>0.05). The results showed that all the constructs showed normal distribution. This conclusion is supported by results presented in Table 4.7, which showed that the values of skewness and kurtosis were within the benchmark of + 2. Thus, the distribution of the study constructs was roughly normally distributed.

4.7.2 Linearity

Figure 4.1 shows the scatter plot between employee performance and affective commitment.

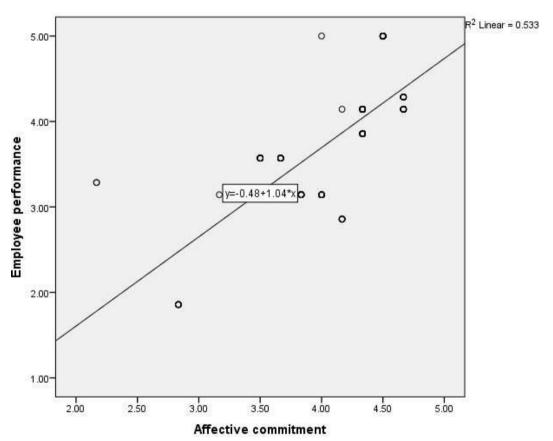


Figure 4.1: Plot between employee performance and affective commitment. Source: Survey Data (2020)

The plot between employee performance and affective commitment showed a clear linear relationship between the two variables. The results suggested that employee performance had a linear relationship with affective commitment.

Figure 4.2 presents the scatter plot between employee performance and continuance commitment.

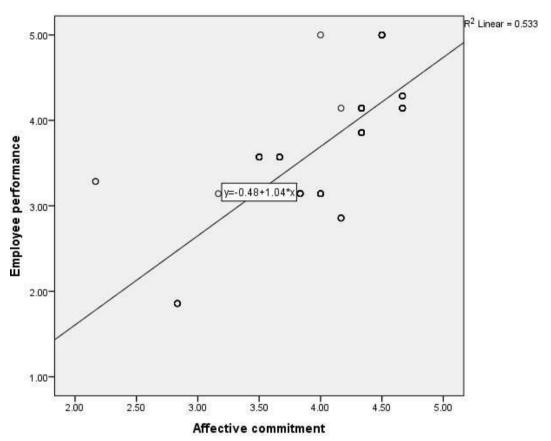


Figure 4.2: Plot between employee performance and continuance commitment Source: Survey Data (2021)

The plot between employee performance and continuance commitment showed a linear relationship between the two variables. The results suggested that employee performance had a linear relationship with continuance commitment.

Figure 4.3 presents the scatter plot between employee performance and normative commitment.

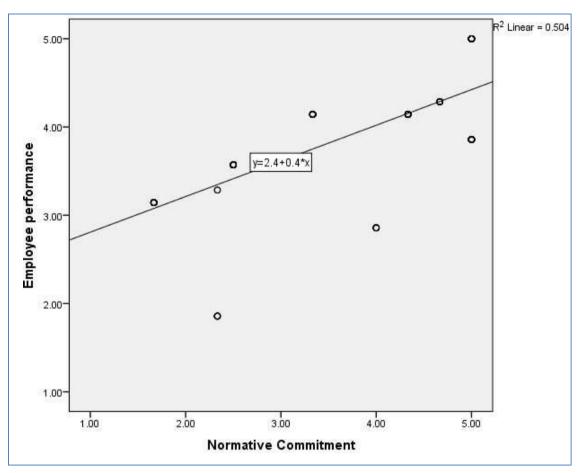


Figure 4.3: Plot between employee performance and normative commitment. Source: Survey Data (2021)

The plot between employee performance and normative commitment showed a linear relationship between the two variables. The results suggested that employee performance had a linear relationship with normative commitment. The study found that the assumption of linearity was tenable.

4.7.3 Homoscedasticity

Figure 4.4 presents the plot of the residuals for the multiple linear regression (MLR) between employee performance and affective commitment, continuance commitment, and normative commitment.

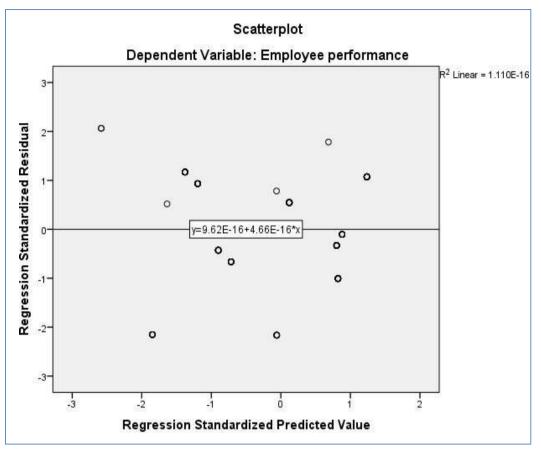


Figure 4.4: Residuals plot between standardized residuals against standardized predicted

Source: Survey Data (2021)

The residuals for the MLR between employee performance and affective commitment, continuance commitment, and normative commitment were randomly scattered around the centre line of zero, with no discernible pattern. The prediction line coefficient (4.66E-16) and the R square (1.110E-16) were insignificant, showing that the data points had no specific pattern. This suggested that the residuals or errors had a constant variance (were homoscedastic), were approximately normally distributed, and were independent of each other (non-autocorrelated).

4.7.4 Multicollinearity

Table 4.10 presents tolerance and variance inflation factor (VIF) from the hierarchical regression.

Table 4.10: Collinearity statistics from hierarchical regression

Variable	Model I	Model II	Model III	Model IV	Model V
variable	Tol.(VIF)	Tol.(VIF)	Tol.(VIF)	Tol.(VIF)	Tol.(VIF)
AC	0.308(3.247)	0.395(2.529)	0.304(3.290)	0.425(2.352)	0.421(2.375)
CC	0.494(2.023)	0.363(2.751)	0.397(2.519)	0.487(2.053)	0.416(2.404)
NC	0.395(2.533)	0.411(2.433)	0.432(2.315)	0.465 (2.150)	0.397(2.519)
PA		0.419(2.385)	0.392(2.554)	0.380(2.634)	0.398(2.513)
AC x PA			0.752(1.330)	0.363(2.751)	0.427(2.342)
CC x PA				0.463(2.159)	0.476(2.101)
NC x PA					0.413(2.421)

Key: AC = Affective commitment, CC = Continuance commitment, NC = Normative commitment, PA= Performance appraisal, Tol. = tolerance; VIF = variance inflation factor.

Source: Survey data (2021)

In this model, tolerance values for all the independents are between. 304 and .752, suggesting that multicollinearity might not have been a problem. VIF (Variance Inflation Factor) merely expresses tolerance in a mathematically different way, since it is simply its inverse (for example, for affective commitment, 1/.303=3.247).

In addition, correlations amongst the independents (Table 4.9) were positive but moderate (minimum = 0.234, maximum 0.775), which indicated that multicollinearity was unlikely to be a problem.

4.7.5 Autocorrelation

The Durbin-Watson statistic (part of the regression output) shows whether the assumption of independent errors is tenable. In this model, it was 1.754, meaning that the errors were independent. Table 4.11 presents the descriptive statistics for the centered variables used in the moderated regression analysis.

Table 4.11: Descriptive statistics for the centered variables used in moderated regression

n= 187	Min	Max	Mean	Std. Dev
Centered Affective Commitment	-1.97	.53	.0000	.49668
Centered Continuance Commitment	-1.40	1.60	.0000	.90119
Centered Normative Commitment	-1.88	1.46	.0000	1.24798
Centered Performance Appraisal	-1.06	.69	.0000	.49973

Source: Survey data, (2021)

The results showed that all the centered variables had a mean of zero, which indicated that centering was successful (Dawson,2014). The standard deviations ranged from 1.25 (normative commitment) to 0.50 (both affective commitment and performance appraisal), which were relatively small.

4.8 Multiple Regression Analysis Results

A hierarchical approach was used in developing the moderated multiple linear regression. Table 4.12 shows the model results obtained in the five-step hierarchical multiple regression conducted.

Table 4.12: Multiple Linear Regression Model1 to 5

Predictor	Model1	Model 2	Model 3	Model 4	Model 5
Variables	$\boldsymbol{\mathit{B}}$	В	В	$\boldsymbol{\mathit{B}}$	В
Main Effects					
Constant	0.211^{ns}	0.261ns	-0.895**	-1.998**	-3.736**
Affective commitment	0.621**	0.636**	1.260**	1.461**	0.975**
Continuance commitment	0.173**	0.190^{*}	0.393**	0.375**	0.133**
Normative commitment	0.132^{**}	0.121^{*}	0.171^{**}	0.176^{**}	0.298^{**}
Moderator					
Performance appraisal		-0.033^{ns}	0.325^{**}	0.251**	0.621**
Interaction Terms					
ACxPA			0.736^{**}	0.457^{**}	1.914**
CCxPA				0.861**	1.748**
NCxPA					1.732**
R	0.792	0.792	0.937	0.955	0.977
Adjusted R2	0.621	0.619	0.874	0.908	0.952
$\Delta R2$	0.627**	0.000ns	0.250**	0.034**	0.042**
ΔF	102.637	0.109	370.296	68.624	163.819
P	p<0.0001	0.742	p<0.0001	p<0.0001	p<0.0001

KEY: B= b coefficient (unstandardized); ns= Not significant. *, ** Coefficient significant at 0.05 and 0.01 level, respectively; AC-Affective commitment, CC-Continuance commitment, NC-Normative commitment, PA-Performance appraisal.

Source: Survey data (2021)

4.8.1 Model 1

Model1 (Table 4.12) shows linear regression between affective, continuance, and normative commitment with employee performance. The results indicated there was significant positive relationship between affective commitment (B=.621, p<0.0001), continuance commitment (B=.173, p=0.003), and normative commitment (B=.132, p<0.005) with employee performance. The partial regression coefficient (B coefficient) indicates the individual contribution of a predictor to a model. The partial coefficient for a variable shows how much the value of the dependent variable changes when the value of that independent variable increases by one, when other independent variables are held constant. A positive coefficient means that the predicted value of the dependent variable increases when the value of the independent variable increases. Thus, the coefficient for affective commitment was 0.621, which means that when affective

commitment for the supermarket increases by one unit, employee performance goes up by 39% (coefficient of determination = r2 = 0.6212), ceteris paribus. Similarly, when continuance commitment increases by one unit of its scale, employee performance goes up by 3% (r2 = 0.1732), other factors remaining constant.

Organizational commitment was found to have a positive and significant relationship with employee performance, ΔF (3, 183) = 102.637, p<0.0001. Organizational commitment could explain 63% of the total variation in employee performance (R Square=.627, implying that 37% of the variation could be due to other factors. Adjusted R Square provides information on how well a model can be generalized in the population.

If model 1 had been derived from the population rather than the sample, then it would have accounted for approximately 62% of the variance in the dependent variable.

4.8.2 Model 2

Model 2 (Table 4.12) investigated the effect of organization commitment and performance appraisal on employee performance. The results indicated that performance appraisal did not significantly affect employee performance (B = -0.033, p=0.742). The introduction of performance appraisal alone had no effect on employee performance, with the change in employee performance of (Δ R2=0.000), which was not significant, Δ F (1, 182) = 0.109, p=0.742.

4.8.3 Model 3

Model 3 (Table 4.12) presents the moderating effect of performance appraisal on the relationship between affective commitment and employee performance, that is, it shows the effect of adding the interaction term (AC x PA) on the model consisting employee commitment and performance appraisal. A significant and positive moderating effect

of performance appraisal on the relationship between affective commitment and employee performance was found (B=.736, p<.0001). The interaction between performance appraisal and affective commitment had 25% change in employee performance ($\Delta R2$ =.250). The interaction between performance appraisal and affective commitment improved the prediction of employee performance from 61.9% to 87.4%, which was significant, ΔF (1,181) = 370.296, p<0.0001.

4.8.4 Model 4

Model 4 (Table 4.12) shows the moderating effect of performance appraisal on the relationship between continuance commitment and employee performance. Put differently, it presents the effect of adding the interaction term (CC x PA) on the model consisting employee commitment, performance appraisal and the interaction (AC x PA). Performance appraisal was found to have a significant moderating effect on the relationship between continuance commitment and employee performance (B=0.861, p<0.0001). The interaction between performance appraisal and continuance commitment improved the prediction of employee performance from 87.4% to 90.8% (by 3.4%), which was significant, $\Delta F (1,180) = 68.624$, p<0.0001.

4.8.5 Model 5

Model 5 (Table 4.12) presents the moderating effect of performance appraisal on the relationship between normative commitment and employee performance. In other words, it assesses the effect of adding the interaction term (NC x PA) to the model consisting employee commitment, performance appraisal, and the interactions (AC x PA) and (CC x PA). A positive and significant moderating effect of performance appraisal was found on the relationship between normative commitment and employee performance (B = 1.732, p<0.0001). Inclusion of the moderating effect of performance appraisal on the relationship between normative commitment and employee

performance improved the explanatory power of the model from 90.8% to 95.2% and this change was significant, $\Delta F(1, 179) = 163.819$, p<0.0001, $\Delta R2 = .042$.

In the final model, performance appraisal had significant direct effects on employee performance (B = 0.621, p<0.0001). All the main effects and the interaction terms were also significant. This showed that performance appraisal was highly significant in the moderation of the relationship between affective commitment and employee performance, continuance commitment and employee performance, and normative commitment and employee performance. However, moderation was not complete, since the main effects were also significant in model 5.

The predicted regression equation may then be written as:

Predicted Y= -3.736 +.975* Affective commitment + 0.133* Continuance commitment + .298 * Normative commitment + .621 * Performance appraisal + 1.914 * AC x PA + 1.748 * CC x PA + 1.732 * NC x PA + ε

The standard partial regression coefficients, also known as b-primes, beta coefficients, or beta weights are all measured in standard deviation units and are therefore not dependent on the units of measurement of the variables. The advantage of the standard partial regression coefficients then is that their magnitudes can be compared directly to show the relative standardized strengths of the effects of several independent variables on the same dependent variable.

The standardized coefficients were affective commitment ($\beta = 0.682$), continuance commitment ($\beta = 0.169$), normative commitment ($\beta = 0.524$), PA ($\beta = 0.437$), AC x PA ($\beta = 1.372$), CC x PA ($\beta = 0.770$), and NC x PA ($\beta = 1.369$).

Among the main effects, since the beta coefficient for affective commitment (β =0.682) is the greatest in magnitude, it was found to have the greatest effect on employee

performance, followed by normative commitment (β = 0.524) and lastly, continuance commitment (β = 0.169). However, among the indirect effects, the interaction between AC x PA (β = 1.372) has the greatest effect on employee performance, followed by the interaction between NC x PA (β =1.369) and lastly, the interaction between CC x PA (β = 0.770).

A standardized partial regression coefficient gives the rate of change in standard deviation units of Y per one standard deviation unit of X (when all other X variables are kept constant). For example, for an increase of one standard deviation in an employee's affective commitment, there will be an improvement in employee performance by roughly 0.682 of its standard deviation, when other independents are kept constant.

Hierarchical multiple regression was used to test both the direct and indirect effects in the study. Study findings indicated that affective commitment (β =0.975, p<0.0001), continuance commitment (β = 0.133, p=0.007) and normative commitment (β =0.298, p<0.0001) has a significant effect on employee performance as evidenced by R2 = 0.63. The study found that performance appraisal significantly moderated the relationship between organizational commitment and employee performance, improving the predictive power of the regression model from 62.7% to 95.4%.

4.9 Test of Hypotheses

The research hypotheses of the study were tested using t-tests provided in the moderated multiple regression, using the final model (Model 5), which consisted of all the study variables (Table 4.12).

H₀₁: Affective Commitment has no Significant Effect on Employee Performance

The B coefficient for affective commitment in Table4.12 above was 0.975, and it was found to be statistically significant at p<.05 (t= 16.505, p<0.0001), suggesting that the population coefficient was likely not to be zero. In addition, the 95% confidence interval for the coefficient ranged from 0.858 to 1.091. Thus, 95 times out of 100, when the population is sampled, there is 95% chance that the interval will cover the B coefficient for the variable. Since the confidence interval did not include a value of zero, it further buttressed the conclusion that the B coefficient was likely to be significant. It was therefore highly unlikely that the population B coefficient for this variable was zero. Thus, the null hypothesis that affective commitment has no significant effect on employee performance was rejected.

H₀₂: Continuance commitment has no significant effect on employee performance

The B coefficient for normative commitment in Table 4.12 was 0.133, and was found to be statistically significant at p<.05 (t= 2.733, p=0.007). The 95% confidence interval for the coefficient ranged from 0.037 to 0.230, showing that it did not include a value of zero.

Since the confidence interval does not includes a value of zero, it further buttressed the conclusion that the population B coefficient was likely not to be zero, that is, was significant. Thus, the null hypothesis that continuance commitment has no significant effect on employee performance was rejected.

H₀₃: Normative commitment has no significant effect on employee performance

The B coefficient for normative commitment in Table 4.12 was 0.298 and it was statistically significant (t= 6.890, p<.0001). It was therefore highly unlikely that the population B coefficient for this variable was zero. The 95% confidence interval for the

affective commitment was between 0.213 and 0.383. Thus, it was highly unlikely that the population coefficient for normative commitment was zero. Hence, the null hypothesis that normative commitment has no significant effect on employee performance was rejected.

 H_{04} : Performance appraisal does not significantly moderate the effect of organizational commitment on employee performance.

The B coefficient for the interaction between affective commitment and performance appraisal in Table 4.12 was 1.914 and was statistically significant at p<.05 (t= 17.160, p<0.0001; CI: 1.694 - 2.134). The B coefficient for the interaction between continuance commitment and performance appraisal was 1.748 and was statistically significant at p<.05 (t = 9.955, p < 0.0001; CI: 1.401-2.094. On the other hand, the B coefficient for the interaction between normative commitment and performance appraisal was 1.732 and was statistically significant at p<.05 (t=12.799, p < 0.0001; CI: 1.465-2.000).

It was therefore highly unlikely that the population B coefficients for these three interactions were zero. Thus, the null hypotheses performance appraisal does not significantly moderate the effect of organizational commitment on employee performance was rejected. Significant interactions were graphed to assist in interpretation of findings. Figure 4.5 graphs the interaction between affective commitment and performance appraisal on employee performance.

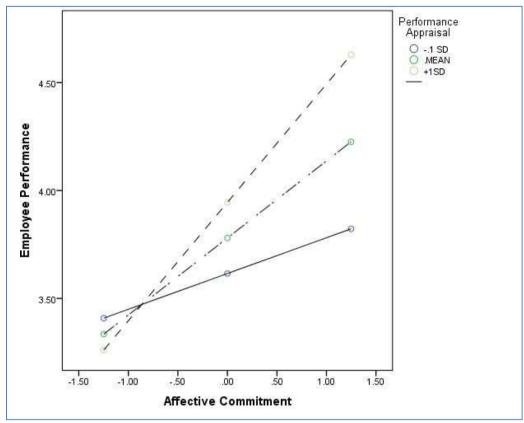


Figure 4.5: Interaction graph of affective commitment with performance appraisal on employee performance

Source: Survey data (2021)

Figure 4.6 graphs the interaction between continuance commitment and performance appraisal on employee performance.

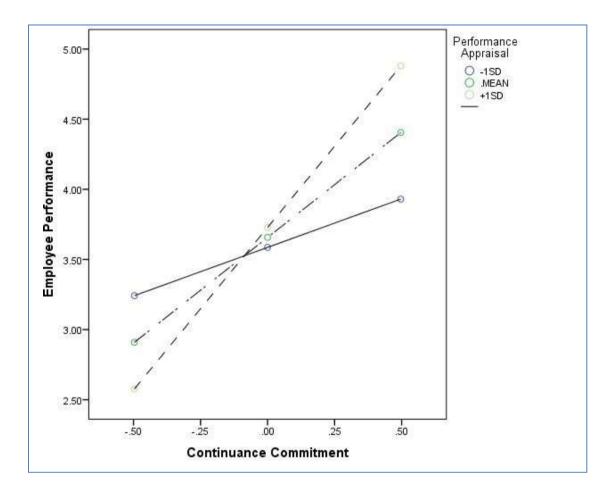


Figure 4.6: Interaction graph of continuance commitment with performance appraisal on employee performance.

Source: Survey data (2021)

Figure 4.7 graphs the interaction between normative commitment and performance appraisal on employee performance.

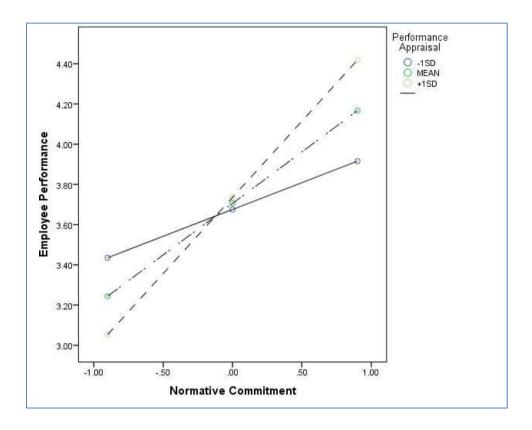


Figure 4.7: Interaction graph of normative commitment with performance appraisal on employee performance.

Source: Survey data (2021)

Graphing results between affective commitment, continuance commitment and normative commitment and employee performance at three levels of performance appraisals (mean, one standard deviation below and above the mean) were similar. The results show that when performance appraisals are low, increasing either affective, continuance or normative commitment will result in only a small increase in employee performance. When performance appraisals are medium, increasing either affective, continuance or normative commitment will lead to a medium increase in organization performance. However, the greatest increase in employee performance is produced with either increasing affective, continuance or normative commitment only when

performance appraisals are at the highest level. The findings implies that organization commitment is most potent on employee performance when performance appraisals are at the highest level, that is, organization commitment only produces the greatest increase in employee performance when performance appraisals are at the highest level.

Table 4.13 presents a summary of hypotheses tests.

Table 4.13 Summary of hypotheses tests

Hypothesis	Statistic	P-value	Conclusion
H ₀₁ Affective commitment has no significant effect on employee performance.	Coefficient estimate = 0.975	p<0.0001	H ₀₁ was rejected and a conclusion drawn that affective commitment has a significant and positive effect on employee performance.
H _{O2} Continuancecommitment has no significant effect on employee performance.	Coefficient estimate = 0.133	P=0.007	H ₀₂ was rejected. Continuance commitment has a significant and positive effect on employee performance.
H ₀₃ Normative commitment has no significant effect on employee performance.	Coefficient estimate = 0.298	P<0.0001	H ₀₃ was rejected. Normative commitment has a significant and positive effect on employee performance
H ₀₄ Performance appraisal does not significantly moderate the relationship between affective commitment antemployee performance.	Coefficient estimate =1.914	<i>p</i> <0.0001	H ₀₄ was rejected. Performance Appraisal significantly and positively moderate the relationship between Affective commitment and employee performance.
Hos Performance appraisal does not significantly moderate the relationship between continuance commitmental employee performance	Coefficient estimate = 1.748	p<0.0001	H ₀₅ was rejected. Performance Appraisal significantly and positively moderates the relationship between continuance commitment and employee performance
H ₀₆ Performance appraisal does not significantly moderate the relationship between normative commitment and mployee performance	Coefficient estimate = 1.732	p<0.0001	H ₀₆ was rejected. Performance Appraisal significantly and positively moderates the relationship between normative commitment and employee performance

Source: Survey data (2021)

4.10 Discussions of the Findings

Affective commitment was found to have a significant and positive effect on employee performance. This finding was in concert with other studies, for instance, Dixit and Bhati (2012), Khan et al., (2010), Chan et al., (2008), Madigan et al., (2009), Jing and Xiao-hua (2009), and Markovits et. al., (2007). For example, a survey conducted by Jing and Xiao-hua (2009) found positive relationship between affective commitment and work performance whereas Markovitset.al., (2007) suggested that affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction, notably, as the employee satisfaction increases, there will be increase in work performance.

Affective commitment causes employees to have a strong emotional bond to their organization and will want to work in them because they want to. Affective commitment creates employees who act as brand ambassadors to their organization, bringing others into the talent pool of the organization. Employees become enthusiastic, wanting to give something to add to the organization's health. Employees with affective commitment put more effort not because they earn more but because they feel their organizations as a place where they can satisfy their natural need for social acceptance. Such employees have positive behaviors and will even promote the organization to outsiders and protect it against external criticism. Usually, such employees have their personal goals that are congruent to the goals of the organization (Beck &Wilson, 2012; Mowday et.al 2009; Colquitt et al., 2013; Bagraim, 2010; Wang 2004). All these factors could explain why affective commitment could lead to an increase in employee performance. As Meyer and Allen (1991, 1997) stated, "employees with a strong affective commitment stay because they want to and are more likely to carry out their duties well".

Results from descriptive statistics suggested that most respondents had higher affective commitments. For instance, most respondents were very happy to spend their careers in the supermarkets, felt as if the supermarket's problem were their own and felt like 'part of my family' at the supermarkets. In addition, most were found to be emotionally attached to their supermarkets, supermarkets had personal meaning to respondents, and felt strong sense of belonging. In addition, the composite mean for affective commitment (4.14) was the highest relative to the other types of commitment, continuance (3.39) and normative (3.54). This indicated that of the triad of commitments, the strongest amongst supermarket employees was affective commitment. Supermarkets in the study area should therefore engage in actions that maintain and improve this type of commitment, as it leads to improved employee performance.

The B coefficient for continuance commitment was 0.133 and it was statistically significant (t=2.733, p=0.007), which showed that continuance commitment, therefore had a significant and positive effect on employee performance. The results implied that an increase in continuance commitment causes an increase in employee performance and vice versa. Findings on the effect of continuance commitment on employee performance have been found to be contradictory. For instance, Dixit and Bhati (2012) pointed out that all the three types of commitment have equal contribution towards sustained productivity. However, Meyer and Allen (2004) and Clarke (2006) found that continuance commitment and work performance were negatively related. On the other hand, Tolentino, (2013) found no significant relationship between continuance commitment and job performance.

Meyer and Allen (1994) argued that when continuance commitment is not wholly driven by affective commitment, the exorbitant costs (of time, energy, money and resources) of an employee exiting an organization precludes them from doing so. This study argues that employees of the supermarkets stay, not just because of the costs of leaving but because they could also have affective bonds for their firms. This is because, as already pointed out, the mean for the composite affective commitment was the highest, suggesting that the workers exhibited generally high levels of affective commitment to their organizations. It followed that they did not merely stay because of the costs of leaving. Secondly, the mean of the composite variable, continuance commitment was the lowest amongst independent variables. This implied that significant proportions of respondents did not agree with the statements stated. For instance, the mean of "too much of my life would be disrupted if I leave" was 2.40, showing that, in fact, more people thought their lives would not be disrupted at all. The mean for "staying at my job is a matter of necessity as much as desire" was 3.13, suggesting that a considerable number of respondents also desire to stay at their place of work.

Comparison of the relative effects of the three types of commitment on employee performance showed that continuance commitment has the smallest influence (a one unit increase in this type of commitment only increases employee performance by 2%, compared with 95% and 9% for affective and normative commitment, respectively). This finding reflects the major corpus of studies that have found either absence or negative effect of continuance commitment on employee performance, for instance, those of Tolentino (2013), Meyer and Allen (2004) and Clarke (2006).

The B coefficient for normative commitment was 0.298 and it was statistically significant (t= 6.890, p<.0001), showing that normative commitment had a significant

and positive effect on employee performance. Thus, the regression model predicts that when normative commitment increases, employee performance also increases and vice versa. This finding is in tandem with studies by Gholampoor, (2016), Khattak and Sethi (2012), Meyer et al. (2002), which found a significant and positive association between normative commitment and employee performance. Meyer et al. (2006) noted that commitment has both cognitive and affective elements, with the former referencing the basis of the commitment, such as the one exhibited by normative commitment. Consequently, employees may choose to stay and work in an organization out of a sense of obligation, explaining why normative commitment could have a significant and positive relationship with employee performance.

The mean of the composite variable, normative commitment, was relatively high (3.54), which showed that the respondents displayed higher levels of normative commitment. For instance, most respondents felt it would not be right to leave their supermarket, even if it were to their advantage (mean = 4.92), would feel guilty if they left (mean = 4.72), the supermarket deserved their loyalty (mean = 4.55), and they felt an obligation to remain (mean = 4.11). In addition, they felt that they could not leave because of their sense of obligation to the supermarket (mean = 3.55) and they owed a great deal to the supermarkets (mean=3.80).

The standardized coefficients (β coefficients) from the final model were 0.682, 0.169 and 0.524, and, for affective, continuance, and normative commitment, respectively. Thus, affective commitment was found to have a greatest effect on employee performance, followed by normative commitment, and lastly, continuance commitment, which reflected the results of the unstandardized coefficients. The B coefficients predicted that a unit increase in affective commitment increases employee performance by 95%, compared to 2% and 9% for continuance and normative

commitments, respectively. Meyer et al. (2006) recognized that commitment has both cognitive and affective elements, where the cognitive elements are the behavioral terms and the basis of the commitment while the affective element comprises whatever feelings a specific mindset. The results of this study suggest that the emotional element of commitment makes a disproportionate contribution to employee performance rather than the cognitive elements, defined by normative and continuance commitments.

The B coefficients for the interaction between affective commitment and performance appraisal (1.914), between continuance commitment and performance appraisal (1.748) and for the interaction between normative commitment and performance appraisal (1.732) were statistically significant, t= 17.16, p<0.0001, t= 9.955, p<0.0001, and t= 12.799, p<0.0001, respectively. Graphing results showed that the behaviour between affective commitment, continuance commitment and normative commitment and employee performance at three levels of performance appraisals were similar. The results showed that when performance appraisals are low, increasing either affective, continuance or normative commitment will result in only a small increase in employee performance. When performance appraisals are medium, increasing either affective, continuance or normative commitment will lead to a medium increase in organization performance. However, the greatest increase in employee performance is produced with either increasing affective, continuance or normative commitment only when performance appraisals are at the highest level. The findings implies that organization commitment is most potent on employee performance when performance appraisals are at the highest level, that is, organization commitment only produces the greatest increase in employee performance when performance appraisals are at the highest level.

This study may be may be the first to report a significant moderating role of performance appraisal on the relationship between employee commitment and employee performance, as urged by Mathieu and Zajac, cited in Abrahamyanet.al. (2014) to enhance the understanding of the relationship between commitment and employee performance by investigating potential moderators. A well-managed and fair performance appraisal can have several benefits to a firm by influencing employee's behaviors and attitudes and, ultimately, organizational performance (Boyd, 2004). Performance appraisal socializes employees with the organizational norms and hence the values of the organization (Fletcher, 2008). On the other hand, the employees can benefit from performance appraisal because if the organizational objectives are met, they could ask for proper rewards and opportunities for their career advancement (Khan 2009). This can lead to the development to the development of the three types of commitment. Mollel et al. (2017) and Karimi et al. (2011) reported that performance appraisal positively and significantly predicts the satisfaction of employees, that is, it can lead to increased job satisfaction amongst employees. On the other hand, Neha et al. (2015) showed that employees who were satisfied with the performance appraisal system of their organization were committed to their organization. This could explain the moderating effect of performance appraisal on the relationship between employee commitment and employee performance.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Results were obtained from the analysis of the data obtained. This chapter highlights the summary of the research findings, discussion of the findings, the conclusions based on the findings and the recommendations for further study.

5.2 Summary of Findings

The main objective of this study was to determine the effect of organization commitment on employee performance and establish the moderating role of performance appraisal on the relationship between organizational commitment and employee performance in supermarket chains in Kericho County. Employee performance was the main dependent variable. Organizational commitment was subdivided into three variables, which formed the independent variables in three of the models: affective commitment, continuance commitment, and normative commitment. In the multiple hierarchical regression model, performance appraisal formed the moderator variable, while general organizational commitment became an independent variable and employee performance formed the dependent variable. The study used primary data collected from supermarkets employees in Kericho County. The study was guided by four main objectives: to determine the effects of affective, continuance, and normative commitments on employee performance; and to determine the moderating effect of performance appraisal on organizational commitment and employee performance.

The B coefficient for affective commitment was 0.975 and it was statistically significant (t=16.505, p<.0001). Thus, affective commitment had a significant and positive effect on employee performance. The final model predicted that when affective commitment

increases by one unit on its scale, employee performance goes up by 95% (r2 = 0.9752), ceterisparibus. Most respondents were very happy to spend their careers in the supermarkets, felt as if the supermarket's problem were their own and felt like 'part of my family' at the supermarkets. In addition, most were found to be emotionally attached to their supermarkets (mean = 3.33, SD = 0.937), supermarkets had personal meaning to respondents (mean = 3.33, SD = 0.765), and felt strong sense of belonging (mean = 3.18, SD=0.786).

The B coefficient for continuance commitment was 0.133 and it was statistically significant (t= 2.733, p=0.007). Continuance commitment, therefore had a significant and positive effect on employee performance. The final model predicted that when continuance commitment increases by one unit on its scale, employee performance goes up by 2% (r2 =0.1332), ceteris paribus. Most respondents felt that it very hard for them to leave their jobs at the supermarkets, had few options available for leaving their jobs, and there was scarcity of available alternatives. Although smaller, a majority of respondents felt that their life would be disrupted if they left and staying at their job was a matter of necessity as much as desire.

The B coefficient for normative commitment was 0.298 and it was statistically significant (t= 6.890, p<.0001). Normative commitment, therefore had a significant and positive effect on employee performance. The final model predicted that when normative commitment increases by one unit on its scale, employee performance goes up by 9% (r2 =0.2982), ceteris paribus. Descriptive results showed most respondents felt it would not be right to leave their supermarket, even if it were to their advantage, would feel guilty if they left, the supermarket deserved their loyalty, and they felt an obligation to remain. In addition, a majority of respondents felt that they could not leave

because of their sense of obligation to the supermarket and they owed a great deal to the supermarkets.

The standardized coefficients (β coefficients) from the final model were 0.682, 0.169 and 0.524, and, for affective, continuance, and normative commitment, respectively. Thus, affective commitment was found to have a greatest effect on employee performance, followed by normative commitment, and lastly, continuance commitment, which reflected the results of the unstandardized coefficients.

The β coefficients for the interaction between affective commitment and performance appraisal (1.914), between continuance commitment and performance appraisal (1.748) and for the interaction between normative commitment and performance appraisal (1.732) were statistically significant, t = 17.16, p<0.0001, t= 9.955, p< 0.0001, and t= 12.799, p<0.0001, respectively. The study found that the greatest increase in employee performance is produced with either increasing affective, continuance or normative commitment only when performance appraisals are at the highest level. The findings implies that organization commitment is most potent on employee performance when performance appraisals are at the highest level, that is, organization commitment only produces the greatest increase in employee performance when performance appraisals are at the highest level.

5.3 Conclusion

There was found a positive significant relationship between affective commitment and employee performance. These findings are in consensus with Sahoo, Behera & Tripathy (2010) whose findings showed that Affective Commitment produces the desired results. This means the more an employee's affective commitment, the better the employee is

likely to perform. This can be attributed to the fact that affective commitment comes from within employee and it is not forced out of them.

Continuance commitment had a significant and positive effect on employee performance, implying that an increase in continuance commitment causes an increase in employee performance and vice versa. This study argued that employees of the supermarkets stay, not just because of the costs of leaving but because they could also have affective bonds for their firms. However, of the three types of commitment, continuance commitment has the smallest influence on employee performance. The finding reflected the major corpus of studies that have found either absence or negative effect of continuance commitment on employee performance, for instance, those of Tolentino (2013), Meyer and Allen (2004) and Clarke (2006).

Moreover, there was found a positive significant relationship between normative commitment and employee performance. This means that the more an employee is normatively committed to a supermarket, the better the employee is likely to perform. This is because normative commitment owes to the moral and ethical dimensions of humanity. Findings from both standardized and unstandardized coefficients showed that affective commitment was found to have a greatest effect on employee performance, followed by normative commitment, and lastly, continuance commitment.

Based on the research findings, we can, therefore, conclude that the effect of organizational commitment on employee performance is significant since all the independent variables (affective commitment, continuance commitment and normative commitment) have a significant effect on the dependent variable (employee performance). The above findings are consistent with Khan, Ziauddin, & Ramay

(2010)who investigated the impact of employee commitment among a sample of 153 workers in Pakistan where results showed a positive relationship between employee commitment and their performance.

The study found a significant and positive moderating role of performance appraisal on the relationships between affective, continuance, and normative commitment and employee performance. The results showed that when performance appraisals are low, increasing either affective, continuance or normative commitment will result in only a small increase in employee performance. When performance appraisals are medium, increasing either affective, continuance or normative commitment will lead to a medium increase in organization performance. However, the greatest increase in employee performance is produced with either increasing affective, continuance or normative commitment only when performance appraisals are at the highest level. The findings implies that organization commitment is most potent on employee performance when performance appraisals are at the highest level, that is, organization commitment only produces the greatest increase in employee performance when performance appraisals are a the highest level.

5.4 Recommendations

Based on the findings of this study, we recommend that supermarkets should focus on appealing emotionally to their employees to earn their affective commitment, as this improves their performance. Secondly, supermarkets should improve on policies which appeal to the moral and ethical dimensions of their employees to improve their normative commitment, hence improve their performance. Supermarkets and organizations should enact policies that make workers really want to stay at the firm rather than be forced to stay because of the costs of leaving, because continuance commitment causes a significant albeit small effect on employee performance. On the

other hand, supermarkets should implement policies which assess and ensure their employees do not feel compelled to work. Organizations should put in place a fair, sensible and reasonable performance appraisal system since it has a positive moderating effect on the relationship between employee commitment and employee performance. Supermarkets should keep in mind past literature that explains that performance appraisal terms in human resource management are predictive of worker roles, attitudes and commitment to an organization (Salleh et al.,2013) and hence the process should be very fair.

5.5 Suggestions for Future Study

Conducting a replication of this study especially in other sectors needs to be done to see whether findings from this study also applies. This study assessed the moderating effect of performance appraisal on organizational commitment and employee performance, but future studies can consider investigating other dimension as moderating variables on organizational commitment and employee performance.

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98

APPENDICES

Appendix I: Letter of Introduction

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT RESEARCH IN YOUR SUPERMARKET.

I am a student of Moi University pursuing a Master's Degree of Business

Administration (MBA), in the School of Business and Economics. I am currently on

research work and I hereby request for a consent to conduct research at your

Supermarket. The goal of the research is to investigate the moderating role of

performance appraisal on organizational commitment and employee performance in

supermarket chains, Kericho County. The information gathered will be entirely for

academic and learning purposes and will be treated with utmost confidentiality.

I will greatly appreciate if my request to conduct research in your reputable supermarket

is granted.

Yours Faithfully,

Ann Muthiani

Appendix II: Questionnaires

SECTION A: DEMOGRAPHIC INFORMATION

In this section the study would like you to provide some background information about yourself.

*** **	
	tick $()$ appropriately.
1.	What is your gender?
	Male
	Female
2.	What is your age bracket?
	18-30 years
	31-35 years
	36-40 years
	41-45 years
	Over 46 years
3.	What is your education level?
	Post graduate
	Bachelors
	Diploma
	Certificate
	Secondary
4.	How long have you been working in this firm?
	Less than 1 year
	Between 2-3 years
	Between 4-5 years
	Between 6-7 years
	More than 7 years
5.	What is your marital status?
	Single
	Married
	Divorced
	Widowed
	Separated

SECTION B: EMPLOYEE PERFORMANCE

Kindly read each of the statements carefully and tick your appropriate choice.

Key SD – Strongly Disagree, D- Disagree, U- Undecided, A- Agree, SA- Strongly Agree

		SD	D	U	A	SA
EP 1	I am able to meet all my targets within the specified					
	time					
EP 2	I observe high standards on all work procedures.					
EP 3	I always complete my work on /before the set					
	deadlines.					
EP 4	I feel encouraged to come up with new and better					
	ways to do things.					
EP 5	I do not require supervisory intervention to carry out					
	my duties					
EP 6	I do not absent myself from work without valid					
	reason					

SECTION C: AFFECTIVE COMMITMENT

Listed below is a series of statements that represent individuals' feeling about their organization?

With respect to your own feelings,

Please indicate the degree of your agreement or disagreement with each statement.

Key SD – Strongly Disagree, D- Disagree, U- Undecided, A- Agree, SA- Strongly Agree

		SD	D	U	A	SA
AC 1	I am very happy to spend the rest of my career in					
	this organization.					
AC 2	I really feel as if this organization's problems are					
	my own.					
AC 3	I feel like 'part of my family' at this organization					
AC 4	I feel emotionally attached to this organization					
AC 5	This organization has a personal meaning for me.					
AC 6	I do feel a strong sense of belonging					

SECTION D: CONTINUANCE COMMITMENT

Please indicate the degree of your agreement or disagreement with each statement.

Key SD – Strongly Disagree, D- Disagree, U- Undecided, A- Agree, SA- Strongly Agree

		SD	D	U	A	SA
	It is Very hard for me to leave my job at					
CC1	this organization right now					
	Too much of my life would be disrupted if					
CC2	i leave					
	Staying with my job at this organization is					
CC3	a matter of necessity as much as desire.					
	I have too few options to consider leaving					
CC4	this organization.					
	One of the few negative consequences of					
	leaving my job would be the scarcity of					
CC5	available alternative elsewhere.					
	One of the major reasons I continue to					
	work is that leaving would require					
CC6	personal Sacrifice					

SECTION E: NORMATIVE COMMITMENT

Please indicate the degree of your agreement or disagreement with each statement.

Key SD – Strongly Disagree, D- Disagree, U- Undecided, A- Agree, SA- Strongly Agree

		SD	D	U	A	SA
NC 1	I do feel an obligation to remain with my					
	organization.					
NC 2	Even if it were to my advantage, I do not feel it					
	would be right to leave.					
NC 3	I would feel guilty if I left this organization now.					
NC 4	This organization deserves my loyalty					
NC 5	I would not leave my organization right now					
	because of my sense of obligation to it.					
NC 6	I owe a great deal to this organization.					

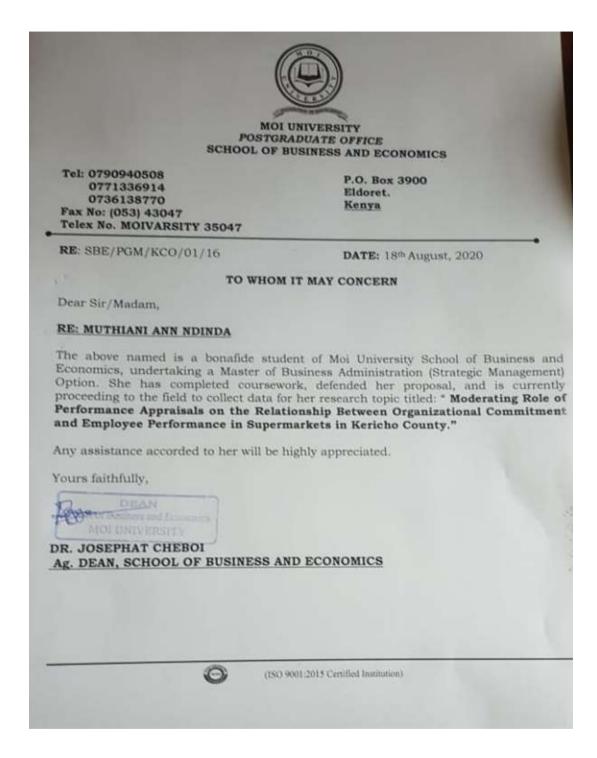
SECTION F: PERFORMANCE APPRAISALS

In this section the study is interested in your view about Performance appraisals. Read each of the statements carefully and tick the appropriate choice.

Key SD – Strongly Disagree, D- Disagree, U- Undecided, A- Agree, SA- Strongly Agree

		SD	D	U	A	SA
PA 1	Generally current PA system is fair and unbiased					
PA 2	I am usually involved in formulating					
	performance measures for my job					
PA 3	PA is used to improve my work and for my					
	personal development					
PA 4	My job requirements against which performance					
	is measured are clear					
PA 5	I am satisfied with the feedback and the outcome					
	of the performance appraisals.					
PA 6	My supervisor knows enough about my work to					
	give me a fair performance appraisal result.					

Appendix III: Research Authorization Letter



Appendix IV: Research Permit

