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# Effects of evaluation on employees' performance in Isiolo county government



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### ABSTRACT

Management by Objectives (MBO) is a performance management approach where employees and managers collaborate to set individual goals aligned with broader organizational objectives. While MBO's potential benefits are recognized, its effectiveness particularly in the context of varying organizational cultures and appraisal purposes, remains unclear. The general objective of the study was to investigate the relationship between MBO and employee performance within Isiolo County Government. The study specifically examined the influence of evaluation on employees' performance in Isiolo County. The study was grounded on image theory. The population of study was 260 employees across seven county ministries. Data was collected using a questionnaire subjected to pilot study. Quantitative data was analyzed using both descriptive and inferential statistics. The study showed that overall evaluation (with a p-value of 0.897) does not significantly contribute to employee performance within the County Government of Isiolo. Therefore, the null hypothesis for evaluation was accepted. Because the study found no significant influence of evaluation on employee performance, there is a critical need for organization to refine their evaluation systems. To gain a deeper understanding of the long-term impact of evaluation on employee performance in Kenyan county governments, longitudinal research is warranted. The study recommends need for Isiolo County Government to improve its evaluation processes. Evaluators should provide valuable input to aid in performance improvement in employees of Isiolo county government.

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## Introduction

Management by objectives (MBO) is a popular method of performance appraisal that involves setting specific, measurable, achievable, relevant, and time-bound (SMART) goals for employees and managers. It encompasses the methods and processes employed by organizations to assess their employees' performance levels and offer them feedback (Al-Jedaia & Mehrez, 2020). MBO involves four steps which are setting objectives, developing action plans, monitoring progress and evaluating performance. And because all organization are faced with a competing, unstable and turbulent environment, managers therefore should focus in creating competing advantage through employees' development of organization (Azeem et al., 2021). Performance appraisal of employees is one of the most efficient methods for employees' development, motivation and evaluation, in modern time. It should be used in the organizations to measure the effectiveness and efficiency of their employees. MBO can help align individual and organizational objectives, motivate and empower employees, and improve communication and feedback. The evaluation process in MBO serves both developmental and administrative purposes. Consequently, the evaluation of individual employees' performance and the clear definition of results stand out as the most critical aspects among all other activities within the MBO method, contributing to increased employee effectiveness within the organization (Enemu et al., 2022) Management by objectives is a practiced in many countries. In Tanzania, Management by Objective through Open Performance Review and Appraisal System (OPRAS) was introduced for evaluation of public servants work performance (Ilomo & Anyingisye, 2020). They argue that if OPRAS contract could well be worked out, it could improve the performance; however, there are those teachers who think OPRAS is impractical and

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