

**PERFORMANCE MANAGEMENT AND EMPLOYEE PRODUCTIVITY  
A CASE STUDY OF GOLF HOTEL, KAKAMEGA COUNTY**


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## DECLARATION

This research project is my original work and has not been submitted for any academic award to any other university or institution.

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This research project has been submitted for examination with my approval as the university supervisor

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## **DEDICATION**

I dedicate this research project to my Husband Dennis Mwirigi and my lovely daughters Kyller Rose Mwirigi and Amara Alexis Mwirigi. To my husband thank you for your commitment, inspiration and support, I will always remain indebted to you. To my girls, you are the reason I work hard .The success emanating from this study is shared equally with each of them.

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## ABSTRACT

Employee Productivity is paramount in business circles because it brings about positive outcomes for organizations. Relationship of employees to their organizations materializes through withdrawal behavior or commitment to the organization. Committed employees appear less stressed and more satisfied in a personal setting when the organization takes care of them well. Employee Productivity has been identified as a significant driving force to professionals' performance. Unfortunately, Employee Productivity cannot be wished away or eliminated in organizations, but it can only be managed with different coping practices. Hence, the general objective of the study was the Influence of Performance Management on Employee Productivity at Golf Hotel, Kakamega County, Kenya. Specific objectives Were; to examine the effect of Performance Appraisal on Employee Productivity at Golf Hotel in Kakamega County; Kenya, to evaluate the effect of Performance Planning on Employee Productivity of Golf Hotel in Kakamega County; Kenya, to examine the effect of Rewarding System on Employee Productivity of Golf Hotel in Kakamega County; Kenya, to assess the effect of Performance Feedback on Employee Productivity of Golf Hotel in Kakamega County; Kenya. This study used descriptive survey research design and the target population were the respondents from the Golf Hotel in Kakamega County; Kenya. The study employed the use of structured questionnaire on collection of primary data from employees of Golf Hotel; Kenya. Pilot study was done in imperial Hotel in Kisumu; Kenya in order to test the reliability and validity of the research instruments. The study descriptive and inferential statistics was analyzed by use of SPSS software version 24, further; a regression equation model was developed to test the relationships between the variables. The results of the findings indicated Performance Management Practices influenced Employee Productivity in Hotel Industry. In terms of influence significance; Performance Appraisal Practice had more influence on Employee Productivity, followed by Performance Planning Practices, Performance Feedback and Rewarding System Practices. The study recommends for the Hotel Industry to embrace the use of Performance Management Practices since when applied correctly it improves the Employee Productivity. The study recommends for further studies on the same considering same variables but different methodologies

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Armstrong and Baron (2007) define performance management as a planned approach that enhances the productivity of employees through bettering the capabilities of the employees. Broadly speaking, this process also enhances the productivity of the organization. Denisi and Murphy (2017) describe Performance management as the comprehensive framework, policies and procedures, and action plans that are measured and whose aim is to help workers improve their performance. Generally, performance management can be explained as a Process that involves finding, determining through measurement, giving feedback, positive reinforcement while aligning the performance to the strategic objectives of the company (Aguinis, 2013).

The theoretical underpinnings of this study were based on Expectancy theory of motivation and the Goal Setting Theory. Victor Vroom (1964) developed the expectancy theory which was later redefined by Porter and Lawler (1968). According to Vroom (1964), expectancy theory is based on four assumptions that has three key elements which include expectancy, instrumentality and valence. An employee will be motivated to make an effort that will lead to an acceptable performance that will be highly rewarded. Goal Setting theory developed by Edwin Locke and Gary Latham in 1990 argued that clear set goals and feedback given to employees enhances productivity and motivates employees. The theory provides that working towards the achievement of a goal provides motivation to a staff which in turn improves the performance of an employee (Edwin Locke,1968).

Golf hotel is a two-star rated hotel in the hospitality industry and particularly in the hotel sector. The work in the hotel is very labor intensive and high level of staff turnover has been witnessed which is a major challenge facing the hotel. With the high staff turnover levels, the employee productivity and overall organization productivity has been greatly affected. This has therefore made research on the relationship between performance management and employee productivity be very eminent.

### **1.1.1 Performance Management**

Performance Management has been defined as a process an organization identifies that develops highly competent and dedicated employees towards the achievement of organization's goals (Lockett.J,1992). Armstrong (2006) defined Performance Management as an organized process that the leadership and management of the organization can use in improving the overall organizational performance by developing the individual's performance. Further, in supporting Armstrong (2006) argument, Aguinis (2013) and Cascio (2014) recognized performance management as a way of developing employees. Performance management is an integrated process rather than the practices aimed at measuring performance. This integrated process enables managers and supervisors to negotiate with the employees and come up with achievable targets, evaluate the results, give feedback and finally reward performance. By doing so employee productivity is improved which in turn helps the organization achieve the desired and set objectives (Mondy, Noe, & Preaumeaux,2002).

From the various studies it is very clear that performance management is a process of measuring employee efforts through various outcomes. This study sought to measure the following performance management variables performance appraisal, performance planning, performance feedback and rewards systems. DeNisi (2002) defined Performance Appraisal as a system where scores are set for a specific measure to performance. The economic times 2022, defined performance planning as the planned process that help in the achievement of goals for an individual or a team in an assessment year.

Performance planning was therefore a critical area to measure on its effect on employee productivity. Various studies showed that positive feedback enhances employee motivation which in turn improves employee productivity. According to Fay and Thompson (2001), organizations are able attract high potential employees and retain highly performing employees by putting in place rewards systems.

The study sought to measure the level to which performance appraisal influences employee productivity, assess the extent to which performance planning influences employee productivity, to know how reward systems influence employee productivity, and establish the extent to which performance feedback influences employee productivity.

### **1.1.2 Employee Productivity**

Etekpe (2012) described productivity as the creation of goods and services in large quantities and the application of factors of production to yield positively. Productivity is the total output/total amount of input, which shows the link between the unit of labor input and output (Igbokwe-Ibeto, 2012). Productivity is a measure of the efficiency of a person, machine, factory, system such as in converting inputs into useful outputs (Marsor, 2011). Sharma and Sharma (2014) argue that for better employee productivity to be experienced the employer needs to be provide better salaries, provide improved working Conditions and encouraging opportunities for personal development in the course of engagement. It is significant to increase workforce productivity which is the key contributor to the economy. According to Baily (2005) and Hill (2014), employee efficiency assures the organization of comparative advantage leading to the enhancement of quality for products and services.

For employees to maximally produce, the organization must provide a conducive work environment and they have to be motivated thus improving their potential. The study looked at the following variables under employee productivity, innovativeness, quality of service and teamwork. The simplest definition of innovations is doing something different. Innovation is a word that often is used in the business world and for organizations to mean a better way of doing things that saves on cost and time (Costello & Prohaska, 2013).

According to Berry et al. (1985), service quality is the result of good service performance that is consistent between service expectations and service performance. In order to deliver quality, customer expectations should be met by the service provider on a consistent basis. Jones et al (2007) argued that understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance. Therefore, the study looked at innovativeness, quality of services and teamwork.

### **1.1.3 Performance Management and Employee productivity**

An organization's main objective is to be able to improve its performance, but it can never be achieved without efficient and effectiveness of the performance of the employees. For this reason, Performance management came into effect to address organizational performance issues (Sharif, 2002). Performance management involved establishing clear understanding of

a job role and establishing how well an employee can improve on their effectiveness and performance.

#### **1.1.4 Golf Hotel, Kakamega County**

Golf Hotel Kakamega was established in 1978 under the companies act with a core mandate of providing hospitality services. It is a subsidiary of the Kenya Development Corporation under the ministry of treasury and planning with the County Government of Kakamega having a 20 percent shareholding. Golf Hotel is arguably the leading Hotel in Kakamega County with a two-star rating. In response to high level of competition in the hotel industry, Golf Hotel redefined its purpose by changing its Vision and Mission statements. Golf Hotel Vision states that, “A world class hotel recognized for exceptional hospitality experience” while the mission states that, “we are dedicated to providing high standards of accommodation, conferencing and other hospitality services to satisfy the demands and expectations of our stakeholders”.

To be able to live up to their expectations, Golf hotel introduced performance management to measure the productivity of the employees. The performance management was to ensure that whatever the employees were doing was being measured. To be able to achieve the strategic objectives, it was a shared responsibility between the management and the staff of Golf Hotel. The performance management policy and procedures were introduced in 2021 which comprised of preparation of the corporate Performance contract, cascading the targets to the relevant heads of department, identifying targets for junior staff, developing performance appraisals, reviewing employee performance, giving feedback and finally rewarding or sanctioning performance.

#### **1.2 Research Problem**

Performance management has become a critical firm process and it has increased pressure to achieve high performance standards and raised the bar for various work practices (Armstrong, 2009). According to Mburu, (2018), employee productivity is important to the achievement of set organizational objectives and effective resources utilization in the hotel industry. To improve on the employee productivity, employers have come up with strategies and made it their responsibility to motivate their employees. They motivate the employees by

setting targets, identifying employee strengths and weaknesses, giving feedback on the achievement and providing training opportunities to the employees to improve on the weaknesses to improve on the quality of services provided (Otley,1999). There have been studies that found that Performance management has shortcomings on employee productivity, for instance, Olufemi (2017) perceived that from the many challenges, performance management has had little success. This is because of lack of objectivity in performance evaluations and non-existence of the proper documentation such as job descriptions, career guidelines, HR Manuals among others.

Performance management in the hotel sector is a process in which the whole organization's performance is controlled through various stages and not only through finding employees with unsatisfactory performance (Smith and Bititci, 2017). Golf Hotel LTD has made steps to manage performance by developing the necessary Human resource instruments. In the year 2021, Golf hotel signed a corporate performance contract that was cascaded to staff as targets. Due to the high level of turnover, the hotel struggled to maintain the consistency of service.

Several studies have been conducted on performance management and employee productivity. Most of these studies realize a positive relationship between performance management and employee productivity. Most of the scholars (Busco et al.,2008, de Wall & Coevert,2007; Elliot, 2016; Payambarpour & Hooi,2016) have studied on the effect that performance management has had on the organization productivity.

Despite the vast literature on performance management, there is still no consensus on how it impacts organizational performance. Therefore, this study aimed at filling the research gap and to the existing literature by exploring new techniques that will offer assistance to organizations in a view to managing performance of employees and employee productivity. The study specifically sought to examine how Performance Management impacts on employee Productivity at Golf Hotel, LTD?

### **1.3 Research Objective**

The objective of this study sought to examine the influence of Performance Management on Employee Productivity at Golf Hotel, Kakamega County, Kenya.

#### **1.4 Value of the Study**

The study would add a wealth of knowledge on management of performance with a focus on Golf hotel in the hospitality industry in Kenya. This research will build on the studies on performance management in organizations especially in Kenya. This is because very scanty research has been done on the same. It will offer current information on how performance management relates to employee productivity. More research can be done to ensure inclusion of current trends such as technology. The study will help improve on the weaknesses of the theories used for the study.

The study will provide essential information that will inform management on things to consider when coming up with policies and procedures on organization's performance management system. It will help the management implement procedures which are in line with the provisions of guidelines dependent on the organization's mission. The management will be guided on the fair practices on performance management. The study will help management find ways of developing individual targets, recognizing, quantifying, assessing and finally appreciating the individuals' performance.

This research will provide very crucial information to the management of Golf Hotel on performance Management Practices and its effect on employee productivity. The study will help the top management of Golf Hotel to effectively implement Performance management processes in order to improve employee productivity

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter presents theoretical underpinnings as well as an assessment of relevant empirical literature with a view of identifying the research gap that this study aimed to fill.

The review focused on literature on variables of interest to the study that included performance appraisal, performance planning, rewarding systems and performance feedback. It provides the conceptual framework that shows the variables used and their relationship in this study.

#### 2.2 Theoretical Framework

This study focused on the main theory, the Expectancy theory of motivation. Most need theories of motivation (Herzberg, 1968; Maslow, 1970; Alderfer, 1972) explain what motivates people in the workplace. Expectancy theory is more concerned with the cognitive antecedents that go into motivation and how they relate with each other. The study was also used the Goal Setting Theory to support the main theory.

##### 2.2.1 Expectancy Theory of Motivation

The expectancy theory was first developed by Victor Vroom (1964) and was later refined by Porter and Lawler (1968) and Pinder (1987). According to Vroom (1964), Expectancy theory is based on four assumptions, that employees join organization's with their own needs, past experience and motivation, that individuals behavior is a result of a choice made by the employee, that employees want different things from the organization and finally that employees will choose among alternatives so as to optimize outcomes. From the foregoing, the theory has three key elements: expectancy, instrumentality and valence. An employee believes that effort will lead to acceptable performance, the performance will be rewarded, and the value of the reward is highly positive. According to Chen & Lou (2002), Expectancy theory provides a framework for the employee behavior to be assessed, interpreted, evaluated in decision making and motivation. In order to clearly understand the theory, moderating



variables have been used (Seybolt & Pavett,1979). Expectancy theory suggests that it is a process in which effort has to be put in place, performance will be achieved from the effort and finally performance will be rewarded (Fred C. Lunenburg,2011)

Expectancy Theory suggests that leaders and managers in organizations should try to increase the belief that good performance will result in valued rewards. Some of the ways the leaders would try to enhance good performance would include accurately measuring job performance, describing employee's rewards and be able to describe how the employee's high performance resulted to rewards. There are compensation programs that management need to introduce linking performance to rewards. The theory also suggests that leaders should plan performance, review the performance, give performance feedback and finally reward the individual for performance achieved.

Expectancy theory differs from other motivation theories of motivation since it does not provide specific suggestions on what motivates employees rather, they provide variables that reflect on individual differences in work motivation. From the results of the meta-analysis by Van Erde and Thierry (1996), it is noted that the Vrooms lacks validity.

### **2.2.2 Goal Setting Theory**

The Goal setting theory was initially developed by Edwin Locke in 1968. Later Edwin Locke and Gary Latham partnered in 1990 to study and explore the effects of goal setting. In the study, Locke (1968), wanted to find out whether setting goals has an impact on employees' performance on a task. This theory states that goals set should be specific, measurable, attainable relevant and time bound as they lead to improved employee performance and productivity.

A goal can be defined as an object that employees or individuals thrive to achieve and attain which makes them satisfied (Locke & Latham, 2002). In his study, Edwin Locke, 1968 found out that employees are highly motivated and productive when they have clear goals set and are given appropriate feedback on their achievement of set goals. The research purported that specific goals increase performance and that difficult goals result to high performance unlike easy to achieve goals. Locke and Latham (1990) identified five principles of goal setting that include clarity, challenge, commitment, feedback and task complexity. Seinjs et al. (2004)

found that a specific high learning goal is very effective in increasing a person's performance regardless of their trait orientation and performance is highest on a complex task. Goal setting theory is anticipated to self-efficacy which leads to high performance from increased effort and goal commitment were employees will be committed to the goal and will be reluctant to leave it.

The general weakness of the goal setting theory is the assumption that individual goals may differ from organizational goals. This, therefore, means that the theory should be used alongside other theories.

### **2.3 Relationship between Performance Management and Employee Productivity**

In the study, employee's performance shown by teamwork, innovativeness, cooperation and quality of service clients constituted the dependent variable while performance management rather evidently influenced employee productivity. Performance management concentrates on the overall performance of the organization, the achievements of workers, various departments, and in some instances the product or service making procedures and processes which relate to employee productivity (Homayounizadpanah & Baqerrkord, 2012). According to Desimone (2012), in Europe, on average, 26 percent rise in productivity is associated to productivity and engagement of employees. Moreover, administrators in most organizations have ensured that employee productivity is given first consideration in all sectors (Iqbal, Anwar and Haider, 2015).

For decades, both human resource specialists and researchers have continued to place a lot of importance on performance appraisal. Performance appraisal has been found to ensure placement of employees in the right jobs (Wellins, Bernthal and Phelps, 2006).

Armstrong (2007) identified two types of rewards, monetary rewards and non-monetary rewards. According to him individuals in organizations are motivated by being given salaries and bonuses as a monetary reward which is basically to ensure employees continually achieve organizational goals. The employees are also given allowances that enhance the individual remuneration. Some of allowances include car allowance, house allowance, medical benefit and they are given to employees as a way of appreciating good performance. On the hand salary increment may be given following promotions, additional qualifications

and attainment of new skills from training. He therefore concluded that the monetary rewards are very important because employees improve on their competence which in turn improves performance productivity.

Non-monetary rewards on the other hand involve those benefits given by an employer to impact on the performance of an individual. According to Dewhurst et al. (2010), rewards to employees do not only focus on financial element but there are other ways to reward employees. Non-monetary rewards include training for skills advancement, praise received from superiors, and leadership roles.

Kramer, Maas & Rinsum (2016) found that in Asia, cost analysis, employee promotion, salary increment, dismissal, and retention were linked to employee productivity. Accordingly, Nielsen and Miraglia (2017) argued that resources are things that an employee views as ones that would help in achieving the set goals. Consequently, resources are grouped into four in the organization which assist individuals achieve their set goals in four areas.

They include personal characteristics, social context, leadership characteristics and organizational resources (Xanthopoulou, Demerouti, and Schaufeli, 2007). Gibson and Cassar (2005) argued that planning was related to increased performance in organization. Equally, according to Hafeez & Akbar (2015), in Africa, human resource practices have been associated with the positive development of workers and employees' productivity. Sousa and Aspinwall (2015) also find that organization's efficiency and effectiveness reflects on employee productivity.

Planning of performance is very vital in organizations as it enhances employee productivity through achievement of set goals. Organizations try to find ways of improving and enhancing employee productivity. Markus (2004) argues that it is during the initial stage of performance planning that employees as a team come up with targets and identify key result areas to be achieved in a rating cycle. This therefore helps the management and staff to come up with performance contracts that create a common point of reference in the performance management system.

Effective appraisal of employees is associated with improvement in overall effectiveness of the organization. Additionally, Wright, Gardner and Moyihan (2013) find evidence in support

of the proposition that application of progressive human resource practices is associated with high operational performance. In other words, employees tend to be more committed to their jobs and organization when progressive performance appraisal systems are applied. According to Jackson & Schuller (2012), a positive working environment makes employees give their best and, as a result, the organization's level of productivity increases, so as the profitability. Satisfaction of employees makes them have a positive attitude and behave friendly to customers which, in turn, drives increased profits.

According to Brown and Benson (2013), employees can understand how they are progressing and working through performance feedback. It provides an opportunity for them to undertake coaching and get feedback and clarification about career development expectations. Jackson & Schuller (2012) argue that the performance feedback process allows managers and supervisors to identify the current performance levels, discuss the employee's strengths and weaknesses and provide future opportunities. Therefore, through performance feedback, employees are able to know the results of the performance appraisal process. According to Jackson & Schuller, (2012), it is expected that upon successful performance feedback, employees will further enhance their working relationships with managers and colleagues. Therefore, performance appraisal feedback plays a great role in workforce productivity.

According to Kaplan & Norton (2015), in the recent years, employee productivity has been affirmed to put a conclusion of balanced scorecard method use across a majority of organizations in Africa. Accordingly, the ability of a majority of organizations to achieve their set goals can be seen to be closely associated to workforce productivity. Furthermore, work productivity has been found to be a pointer of how well an organization is using its resources, financial and human, aimed at ensuring that the set goals are achieved (Robbins, 2015). According to Olusanya and Suleiman (2012), effective performance planning contributes to employee productivity positively.

Notably, according to Bartel (2014), high employee turnover reduces employee commitment and lowers employee loyalty to the organization. Further, employee productivity of employees is key in ensuring that competitive advantage is placed centrally in an organization's priorities leading to the provision of high-quality products and services (Baily 2005; Hill 2014).

Cato & Gordon (2009) and Sharma & Sharma (2014) find that, in East Africa, employee productivity plays a key role in ensuring the success of an organization, particularly with regard to the utilization of resources given that employees also look after all other non-human resources that are also key in achieving the organization's set of objectives. Sharma and Sharma (2014) argue better salaries, favorable working conditions and equal opportunities are key to increasing employee productivity.

Hafeez & Akbar (2015) find that, in Kenya, human resource management practices have been linked with development and increased productivity. Performance Management concept in most cases is implemented in the private sector to ensure a great return on investment through maximizing profits in comparison to the public sector. For instance, Kimani, et al (2011) find in ABSA Bank formerly Barclays Bank of Kenya, customer centric performance standards are used as the basis for goal setting with the aim of motivating employees to perform.

Performance contracts are being used in Kenya and especially in the public sector which allow public officers define clear performance standards and mutually agree to achieve set goals (Hope, 2011). The Public institutions in Kenya such as ministries, independent commissions, state corporations among others are required to set targets in line with the institutions strategic plan and budget provision which are cascaded down to employees from the senior most employee. The performance criteria is categorized into seven categories in the following order; financial stewardship, service delivery, core mandate, implementation of presidential directive, access to government procurement opportunities, promotion of local procurement and cross-cutting indicators, (18<sup>th</sup> Cycle Performance Contracting guidelines, 2021). Annual work plans indicating all activities that need to be accomplished at the end of the review year are derived from existing policy documents such as the Medium-Term Plan 2013-2017, Vision 2030 and institutions' strategic plan. During the implementation of the performance contracts, work plans and staff appraisals link specific deliverables to individual officers, (Performance Contracts Steering Committee, 2019). Obwaya (2010) argue that feedback keeps employees dedicated on what is required of them since it helps them avoid the repetition of mistakes. Her study also notes that governments' bureaucratic culture.

A number of scholars have put forward a number of varying literatures on this debate. For instance, according to Susskind, Moore and Kacmar (2018) and Gupta and Sharma (2016)

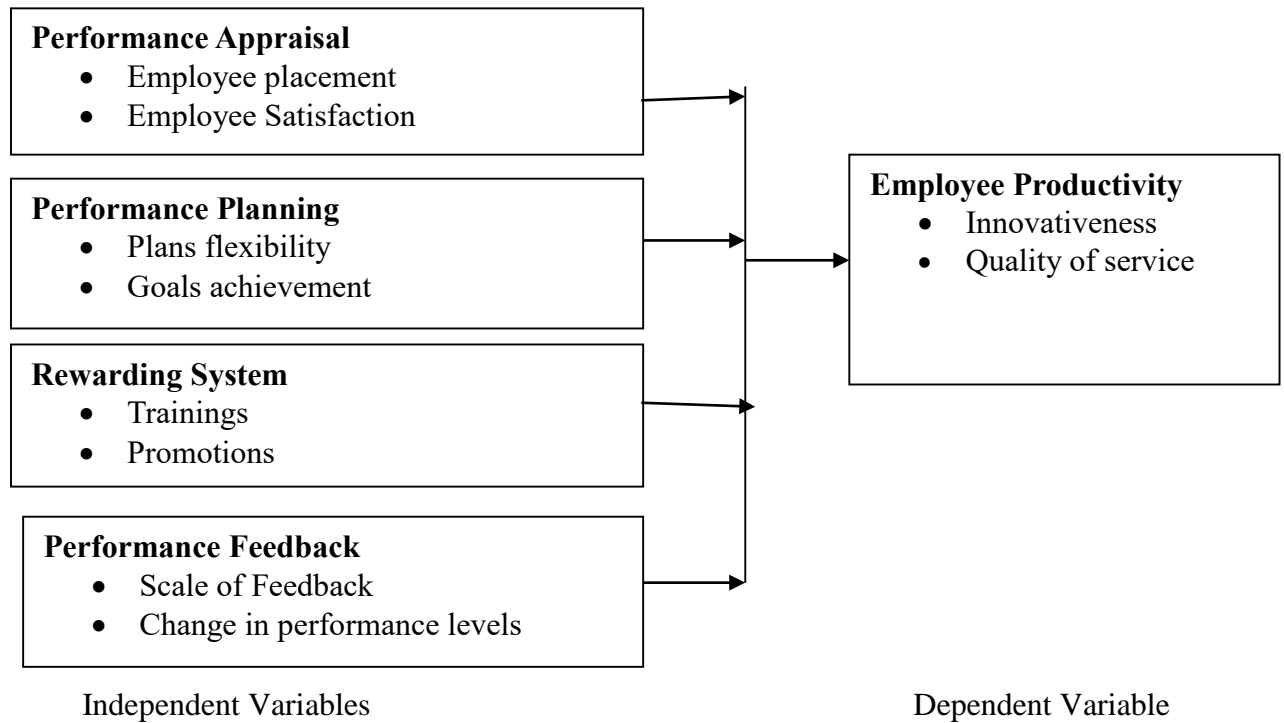
employee productivity all over the world is influenced by a number of factors that include employees' satisfaction, commitment, skills, working environment, level of experiences and competencies. Employee's qualifications, training level, targets, availability of resources, motivation and assertiveness have also been cited as other possible factors (Kiruja & Mukuru, 2018). Additionally, according to Iqbal, Anwar & Haider (2015), leadership style is another possible factor. From the studies above, a conceptual gap emerged which the study sought to bridge since the studies focused on documenting the factors influencing employee productivity.

## **2.4 Conceptual Model**

In this section, the conceptual model illustrates the expected relationship between the variables of interest to this study. This study focuses on Performance appraisal, performance planning, reward systems and performance feedback as the independent variables while employee productivity as the dependent variable. The framework below shows the relationship.

**Figure 2.1**

*Conceptual Framework*



Source: Author, 2022

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter discusses the method that was used and discusses on research design, population of the study, sample design, data collection and data analysis.

#### **3.2 Research Design**

In the study, the use of descriptive research design was very critical to help in determining the relation of the independent and dependent variables while establishing the linkage. Mugenda & Mugenda (2003) found out that this type of research design aids researchers collect information, sum it up, present and make it clear so as to simplify it. This approach was employed since it allowed a large amount of data to be collected from a considerable population in a prudent way. Saunders *et al.* (2009) recommends the approach for the reason that it gives researchers an opportunity to gather measurable data that can be analyzed quantitatively with the use of descriptive design. With this type of research design, the researcher would be able to have a clear view of the research problem and any other factors.

The research design was suitable because it facilitated collecting dependable information at the same time describing true characteristics of Performance Management and employee Productivity. The design was best for this study since it allowed the research to be conducted without manipulation of the environment and sought answers from the participants. In addition, this design augured well with the survey tool without manipulating the variables.

#### **3.3 Population**

The targeted population consisted of 90 employees of Golf hotel Kakamega. The different categories of the staff are as shown on the table below table 3.1.



**Table 3.1**

*Population of the staff of Golf Hotel, LTD.*

Level	Number
Senior Management	7
Middle Management	10
Non managerial staff	73
<b>Total</b>	<b>90</b>

**Golf Hotel LTD strategic plan, 2021**

### **3.4 Census**

According to Kasomo (2007), some of the factors that researchers need to consider for an appropriate sample size to be selected include the reason why the study is being conducted, time and resource availability, uniformity of the population, the desired confidence level and sampling error. This study will employ a census. A census is a type of survey that counts the total number of the respondents. The numbers are large enough for the goals and objectives of the study to be achieved. The sample size for this study was a total of 90 staff of Golf Hotel, Kakamega.

### **3.5 Data Collection**

This study employed the use of questionnaire to collect primary data. The questionnaire was divided into three major parts, the general information of the participants, how the identified variables on performance management affect employee productivity and finally on employee productivity. The measurement was on a five-point scale of 1-Strongly agree and 5-strongly disagree.

The questionnaire was managed through drop and pick technique. The overview time frame for information accumulation was estimated to three days. The researcher collected the questionnaire once they were filled.

### 3.6 Pilot Study

According to Kothari (2007) a pilot study is a small scale preliminary study before the main research in order to measure the validity and reliability of the data collection instruments. According to Kathuri (2005) pilot study is used to test the logistics and gather information prior to main study. 1 to 10% of the sample forms the pilot study (Mugenda & Mugenda 2003). A pilot study was carried out in Imperial hotel in Kisumu for determination of validity and reliability of the data collection instrument. The reliability of the instruments was established using Cronbach alpha coefficient test. In this study a Cronbach alpha of 0.7 and above was considered acceptable.

### 3.7 Data Analysis

The study used both descriptive and inferential statistical analysis methods. The mean and standard deviation was used to provide an overview of the respondents on the influence of performance management on employee productivity. A high mean was used to indicate a high preference of a variable while a high standard deviation indicated inconsistency in the responses. Correlation analysis was done to be able to describe whether there was any relationship between the variables. Quantitative information was exhibited in structure recurrence tables, rates and models. Regression models helped to analyse the contribution of performance planning, performance appraisal, reward structures and performance feedback to employee productivity.

The relapse model was used to demonstrate the relationship of the variables as illustrated below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Employee Productivity

$\beta_0$ = Constant Term

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Slopes of  $X_1, X_2, X_3, X_4$

$X_1$ = Performance Appraisal

$X_2$ = Performance Planning

$X_3$ = Reward System

$X_4$ = Performance Feedback,  $\varepsilon$  = Error

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

This chapter presents details of empirical findings and discussion of results of relationship between performance management and employee productivity of Golf Hotel by use of techniques and variables presented in chapter three. Data Analysis in line with specific objectives was interpreted and implications of the study findings reflected thereof.

### 4.2 Response Rate

The study involved 90 questionnaires being dispatched for data collection, 77 questionnaires were returned completely filled, representing a response rate of 86% which was good for generalizability of the research findings to a wider population.

### 4.3 Data Validity

Validity of research instruments was checked using content validity where all questions were checked for clarity of words and ensuring all questions had adequate content as per the study variables. Reliability of research instruments was tested using Cronbach alpha; which tests internal consistency and the results in table 4.1 shows Cronbach alpha coefficients values of 0.7 and above confirming that reliability of the study's research instruments.

**Table 4. 1**

*Results of Reliability test*

Variable	Number of items	Cronbach alpha
Performance Appraisal	6	.811
Performance Planning	6	.809
Rewarding Systems	6	.803
Performance Feedback	6	.807

Employee Productivity	6	.815
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Source: Author, 2022

#### 4.4 Descriptive Statistics

##### 4.4.1 Respondents Demographic Data

Demographic data collected included gender, respondents' education levels and length of service in the Golf Hotel. The results are displayed in table 4.2.

**Table 4. 2**

*Demographic data*

		Frequency	Valid %
<b>Gender</b>	Male	53	69
	Female	24	31
	<b>Total</b>	<b>77</b>	<b>100.0</b>
<b>Level of Education</b>	Diploma	23	30
	Degree	19	25
	Masters	3	4
	Others	32	41
	<b>Total</b>	<b>77</b>	<b>100.0</b>
<b>Length of service</b>	1-5 years	31	40
	6-10 years	15	19

11-15 years	19	25
Over 15 years	11	16
<b>Total</b>	<b>77</b>	<b>100.0</b>

Source: Author, 2022

First, in regard to gender, most respondents were male (69%), while female respondents were (31%) implying that though the male respondents were the majority, there is a fair number of female employees in the organization.

Secondly, in regard to level of education, most respondents had degree level of education (25%), implying they have relevant information about Hotel industry. Those with diploma level of education were (30%) implying this cadre of employees could comprise employees that are categorized as hands on with long experience in the Hotel industry. Those with master degree level were the least (4.0%) implying Masters degrees may be only having a competitive advantage when being considered for senior management positions but not a basic requirement for securing a job in the Hotel industry. The higher percentage went to others category that had (41%), such implied that the industry has workers that are casual in nature for provision of various services.

Lastly, in regard to length of service, most respondents had worked for 1-5 years (40%) followed by those who had worked for 11-15 years (25%) implying that most respondents had worked for 11 years and above and they had matured on their job career. Then those who had worked for 6-10 years were (19%) and could possibly comprise of young employees with maturing skills. (15%) was the category of those who had worked for over 15 years and had a long term experience in the hotel industry hence they are key in the organization

#### **4.4.2 Descriptive Statistics on Study Variables**

The descriptive statistics presented in this section are summated responses on the statements measuring the study's independent variables (Performance Appraisal, Performance Planning,

Rewarding Systems, Performance Feedback) and dependent variable (Employee Productivity) using Likert scale with values ranging from 5 to 1; that is; 5=Strongly Agree, 4=Agree, 3= Uncertain, 2=Disagree and 1= Strongly Disagree. The results are presented in the table form showing frequencies of responses as per each statement and its corresponding percentage score in brackets, means and standard deviations.

#### 4.4.2.1 Descriptive statistics: Performance Appraisal and Employee Productivity

These are summarized responses on whether Performance Appraisal Influences Productivity Performance of Golf Hotel Kenya. The descriptive results are presented in table 4.3.

**Table 4. 3**

*Descriptive statistics; Performance Appraisal*

Statement	5	4	3	2	1	Mean	Std. Dev
1.Performance appraisal influences me to work harder than is expected	16(20.8)	34(44.2)	8(10.4)	12(15.5)	7(9.1)	3.52	0.924
2.Performance appraisal makes me work at my normal pace	10(13.0)	27(35.1)	17(22.1)	12(15.6)	11(14.2)	3.37	0.926
3.I work below expectation because of how performance appraisal is conducted	13(16.9)	37(48.1)	8(10.4)	10(13)	9(11.6)	3.49	0.925
4.Am able to understand what I should be doing through Performance appraisal	9(11.7)	39(50.6)	9(11.7)	8(10.4)	12(15.6)	3.32	0.927
5.Performance appraisal makes me to work hard towards achievement of the organization goals	11(14.3)	33(42.9)	12(15.6)	10(13)	11(14.2)	3.39	0.928

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6. My organization has a performance appraisal implementation plan.	13(16.9)	38(49.3)	9(11.7)	9(11.7)	8(10.4)	3.51	0.929
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**Valid list wise=77**

**Grand mean =3.43**

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Source: Author, 2022

From table 4.3, most respondents agreed (44.2%) the respondents suggest that the performance appraisal influences them to work harder while 15.5% disagreed to the statement, implying that there are respondents who are not well conversant with the relevance of performance appraisal. More closely, only 35.1% agreed while 22.1% of respondents were uncertain that performance appraisal makes them work at their normal pace. The statement implies that some respondents are justified with current working norms and others are not. Further, while 48.1% of respondents agreed they work below expectation because of the way performance appraisal is conducted, 13.0% disagreed revealing existence of not accepting the way the performance appraisal is conducted. More so, 50.6% of respondents agreed that they are able to do what they are doing because of the performance appraisal, while 42.9% of respondents also agreed that performance appraisal makes them harder for the purpose of success on organization goals. Lastly, most respondents agreed (49.3%) and strongly agreed (16.9%) that generally, the organization has a performance appraisal implementation plan. The statement implies respondents are aware of a plan in the organization and they have to work within the plan.

Effective appraisal of employees is associated with improvement in overall effectiveness of the organization. Additionally, Wright, Gardner and Moyihan (2013) find evidence in support of the preposition that application of progressive human resource practices is associated with high operational performance. In other words, employees tend to be more committed to their jobs and organization when progressive performance appraisal systems are applied. According to Jackson & Schuller (2012) positive working environment makes employees to give their best and, as a result, the organization's level of productivity increases, so as the

profitability. Satisfaction of employees makes them have a positive attitude and behave friendly to customers which, in turn, drives increased profits.

#### **4.4.2.2 Descriptive statistics: Performance Planning and Employee Productivity**

These are summarized responses on whether Performance Planning Influence Employee Productivity of Golf Hotel in Kenya. The descriptive results are presented in table 4.4.



**Table 4. 4***Descriptive statistics; Performance Planning*

<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>Std Dev</b>
1. I know the mission and vision of this organization	14(18.2)	36(46.7)	9(11.7)	11(14.3)	7(9.1)	3.51	0.931
2. I have a clear job description	13(16.8)	32(41.6)	12(15.6)	9(11.7)	11(14.3)	3.36	0.934
3. Targets and goals are set as at the beginning of the appraisal period	11(14.3)	39(50.6)	7(9.1)	10(13.0)	10(13.0)	3.49	0.923
4. I understand the purpose of setting targets	12(15.5)	37(48.1)	11(14.3)	8(10.4)	9(11.7)	3.45	0.912
5. I am given enough resources to implement the set targets	15(19.5)	31(40.2)	9(11.7)	10(13.0)	12(15.6)	3.39	0.929
6. Performance reviews are scheduled during every review year	14(18.2)	36(46.8)	10(13.0)	9(11.7)	8(10.3)	3.55	0.942
<b>Valid list wise=77</b>							
<b>Grand mean =3.46</b>							

Source: Author, 2022

From table 4.4, most respondents agreed (46.7%) and strongly agreed (18.2%) that the mission and vision statements are known by them. (16.8%) of the respondents strongly agreed and (41.6%) agreed that they have clear job description; the statements implied that respondents knew what their work was under clear description and they were supposed to work and produce optimally. More so, (50.6%) of respondents agreed that the targets and goals are set as at the beginning of the appraisal period; hence it shows respondents had a

focus on targets and goals while 48.1% of respondents also agreed that they understand the purpose of setting targets; hence it implies performance is key and determines the employee productivity measure. Further, 40.2% of respondents agreed and strongly agreed (19.5%) that they are given enough resources to perform their duties; implying that respondents embraced that the organization provide enough resources for work; hence, employee productivity is on a welcoming measure of a scale. Lastly, most respondents agreed (46.8%) and strongly agreed (18.2%) supported by the grand mean = 3.46= 4 = agree) that generally, performance reviews are scheduled during every year. Planning of performance is very vital in organizations as it enhances employee productivity through achievement of set goals. Organizations try to find ways of improving and enhancing employee productivity. Markus (2004) argues that it is during the initial stage of performance planning that employees as a team come up with targets and identify key result areas to be achieved in a rating cycle. This therefore helps the management and staff come up with performance contracts that create a common point of reference in the performance management system.

#### **4.4.2.3 Descriptive statistics: Rewarding Systems and Employee Productivity**

These are summarized responses on Rewarding Systems influence Employee Productivity of Golf Hotel in Kenya. The descriptive results are presented in table 4.5.

**Table 4. 5***Descriptive statistics: Rewarding System*

<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>Std.dev</b>
1.Rewards given by my organization motivate me to give my best	13(16.9)	37(48.1)	10(13.0)	11(14.3)	6(7.7)	3.55	0.917
2. Rewards given help to increase on my productivity	12(15.6)	36(46.8)	11(14.3)	10(13.0)	8(10.3)	3.52	0.921
3. Rewards that are provided motivate complete duties in a timely manner	13(16.9)	35(45.5)	10(13.0)	12(15.5)	7(9.1)	3.45	0.923
4. My organization impacts on my productivity by relating rewards to promotion	11(14.3)	39(50.6)	9(11.7)	10(13.0)	8(10.4)	3.48	0.927
5. The rewards we are provided with are diverse and timely	12(15.6)	32(41.6)	12(15.5)	10(13.0)	11(14.3)	3.38	0.929
6. My salary is rational and satisfactory in relation to my performance	11(14.3)	39(50.6)	11(14.3)	7(9.1)	9(11.7)	3.49	0.918
<b>Valid list wise=77</b>							
<b>Grand mean =3.48</b>							

Source: Author, 2022

From table 4.5, most respondents agreed (48.1%) and strongly agreed (16.9%) that the rewards given by the employer to the employees motivate them and usually enables them to work optimally; while 46.8% of the respondents agreed and (15.6%) strongly agreed that the rewards given by the employer enables them to increase and improve on their productivity; hence, the statements support the idea that rewarding is key in the organization.

More so, (45.5%) and (16.9%) of respondents agreed and strongly agreed respectively that the rewarding of the employees enables them to complete duties in a timely manner; hence, time being relevant to productivity is always put into consideration by the respondents. (50.6%) of the respondents agreed and (13%) disagreed that the organization impacts on the productivity by relating rewards to their promotion. The statement implies that employees are aware for the fact that improvement in productivity leads to promotion.

Furthermore, most respondents agreed (41.6%) and strongly agreed (15.6%) that the rewards provided are diverse and timely; hence, shows that employees understand their duties are overwhelmed with wider coverage for the essence of productivity and as well time cautiousness is of value to the organization they work into. Lastly, most respondents agreed at (50.6%) and (9.1%) disagreed that generally, the salary is rational and satisfactory in relation to performance, however (14.3%) of the respondents were uncertain about the statement. The majority of the respondents were supported the idea of salary satisfaction and rationality.

Kramer, Maas & Rinsum (2016) finds that in Asia, cost analysis, employee promotion, salary increment, dismissal and retention were linked to employee productivity. Accordingly, Nielsen and Miraglia (2017) argued that resources are things that an employee views as ones that would help in achieving the set goals. Consequently, resources are grouped into four in the organization which assist individuals achieve their set goals in four areas. They include personal characteristics, social context, leadership characteristics and organizational resources (Xanthopoulou, Demerouti, and Schaufeli, 2007). Gibson and Cassar (2005) argued that planning was related to increased performance in organization.

#### **4.4.2.4 Descriptive statistics: Performance Feedback and Employee Productivity**

These are summarized responses on whether Performance Feedback influences Employee Productivity of Golf Hotel in Kenya. The descriptive results are presented in table 4.6.

**Table 4. 6***Descriptive statistics: Performance Feedback*

<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>Std.dev</b>
1. My manager gives me timely feedback	17(22.1)	33(42.9)	12(15.6)	8(10.4)	7(9.1)	3.58	0.919
2. Improvement plans are integrated during feedback	14(18.2)	34(44.2)	13(16.9)	8(10.4)	8(10.4)	3.57	0.921
3. The performance feedback system in my organization is fair	13(16.9)	37(48.1)	12(15.6)	7(9.1)	8(10.4)	3.52	0.928
4. Performance feedback has helped me to improve my productivity at the workplace	9(11.7)	39(50.6)	9(11.7)	11(14.3)	9(11.7)	3.46	0.931
5. For next performance cycle the data from the feedback is used to set priorities	13(16.9)	34(44.2)	11(14.3)	9(11.7)	10(13.0)	3.43	0.927
6. My supervisor regularly informs me about my performance	10(13.0)	41(53.2)	10(13.0)	9(11.7)	7(9.1)	3.49	0.914
<b>Valid list wise=77</b>							
<b>Grand mean =3.51</b>							

Source: Author, 2022

From table 4.6, most respondents agreed (42.9%) and strongly agreed (22.1%) that the manager gives timely feedback to the respondents, (15.6%) of the respondents were uncertain about the statement; hence implying there exist different reactions as concerns the statement of timely feedback, however with higher percentage of respondents agreeing it shows a

greater support for the respondents. thus reduction in human error saves on losses associated with manual operations.

More so, (44.2%) and (18.2%) of respondents agreed and strongly agreed respectively that the improvement plans are integrated during feedback; hence, the statement gives an idea that improvement plans are recognized in the organization on employee productivity. (48.1%) and (16.9%) of the respondents respectively agreed and strongly agreed that the performance feedback system in the organization is fair, however, (15.6%) were undecided and (9.1%) disagreed on the reality of the statement though higher percentage of the respondents favored the statement.

Further, most respondents agreed (50.6%) and (11.7%) of the respondents strongly agreed that the performance feedback has helped them to improve productivity at work place. (11.7%) of the respondents were uncertain (14.3%) disagreed and again (11.7%) strongly disagreed; hence an implication that though the majority supported the statement others had different reactions on the statement; while 44.2% and 16.9% agreed and strongly agreed respectively that data from feedback is used to set priorities, (14.3%) were uncertain about what the statement could perceive. Lastly, most respondents agreed (53.2%) and strongly agreed (13.0%) that supervisors, regularly informs the employees about their performance; hence the supervisors are concerned with effect of feedback on productivity by the employees.

According to Brown and Benson (2013), employees are able to understand how they are progressing and working through performance feedback. It provides an opportunity for them to undertake coaching and get feedback and clarification about career development expectations. Jackson and Schuller (2012) state that the performance feedback process allows managers and supervisors to identify the current performance levels, discuss the employee's strengths and weaknesses and provide future opportunities. Therefore, through performance feedback, employees are able to know the results of the performance appraisal process. According to Jackson & Schuller, (2012), it is expected that upon successful performance feedback, employees will further enhance their working relationships with managers and colleagues. Therefore, performance appraisal feedback plays a great role in workforce productivity.

#### 4.5 Correlation Analysis

First, test of linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variable. This was tested by correlation coefficients and correlation results showed that independent variables (Performance Appraisal, Performance Planning, Rewarding System, and Performance Feedback) have significant correlation with the dependent variable (Employee Productivity) as shown in table 4.7 on correlation analysis.

**Table 4. 7**

Correlations

		Performanc e Appraisal	Performanc e Planning	Rewarding System	Performanc e Feedback	Employee Productivity
Performance Appraisal	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	77				
Performance Planning	Pearson Correlation	.561**	1			
	Sig. (2-tailed)	.000				
	N	77	77			
Rewarding System	Pearson Correlation	.554**	.557**	1		
	Sig. (2-tailed)	.000	.000			
	N	77	77	77		
Performance Feedback	Pearson Correlation	.545**	.556**	.521**	1	

Feedback	Sig. (2-tailed)	.000	.000	.000		
	N	77	77	77	77	
Employee Productivity	Pearson Correlation	.825**	.753**	.676**	.718**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	77	77	77	77	77

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

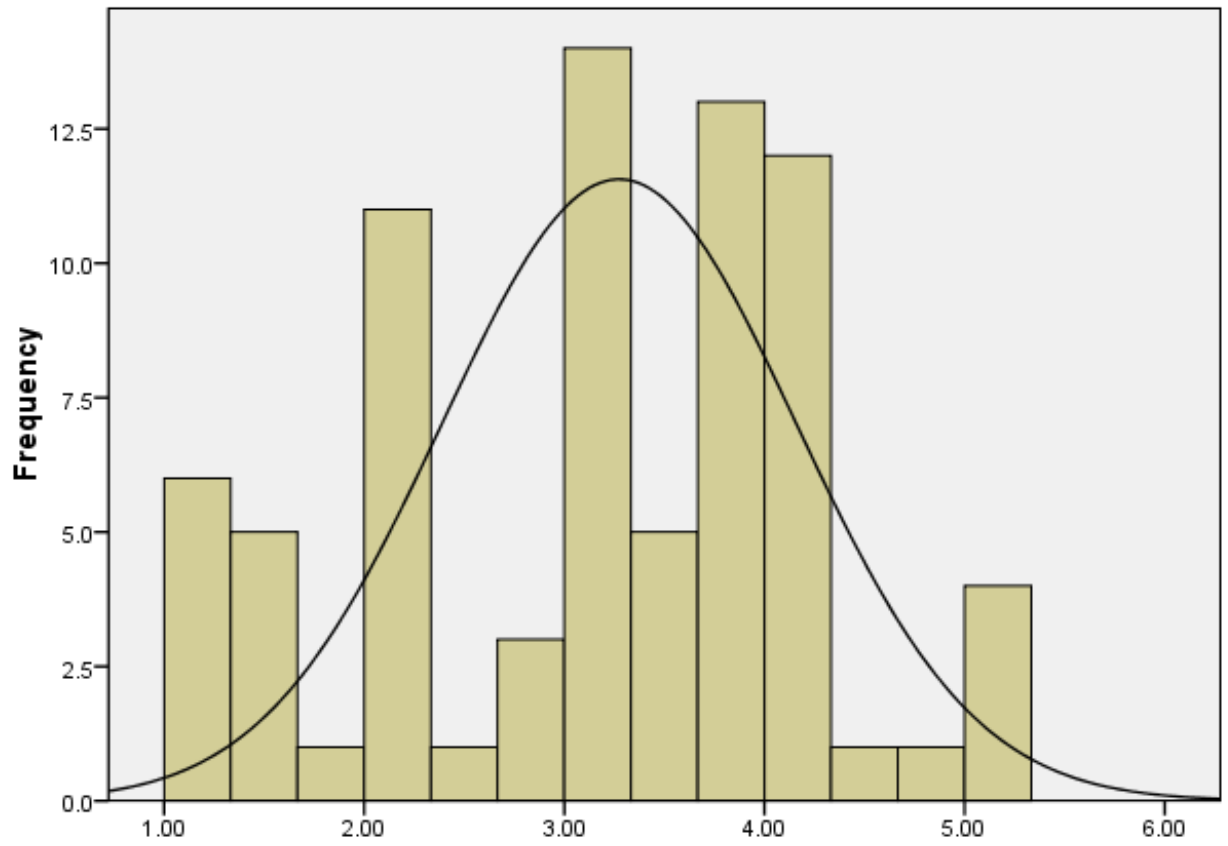
Source: Author, 2022

Secondly, multico- linearity tests whether two or more conceptualized independent variables are highly correlated with each other, leads to problems with understanding which independent variable contributes to the variance explained in the dependent variable, as well as statistical problems in calculating a multiple regression model. This assumption was tested using correlation analysis. Most researchers insist that if correlation coefficient, (r) is close to 1 or -1, then there is multi-collinearity but if correlation coefficient (r) is not above 0.9, then there is no multi-collinearity. In this study (table 4.7 on correlation analysis), the highest correlation coefficient between all pairs of independent variables (Performance Appraisal, Performance Planning, Rewarding Systems, Performance Feedback) is 0.825, which is below the threshold of 0.9, thus multi-collinearity assumption was checked and met.

Thirdly, normality test assumption asserts that data must have a normal distribution and this was tested by the use histograms with normal curve. The results show histograms with bell-shaped normal curves indicating that data was approximately normally distributed, thus met this assumption.

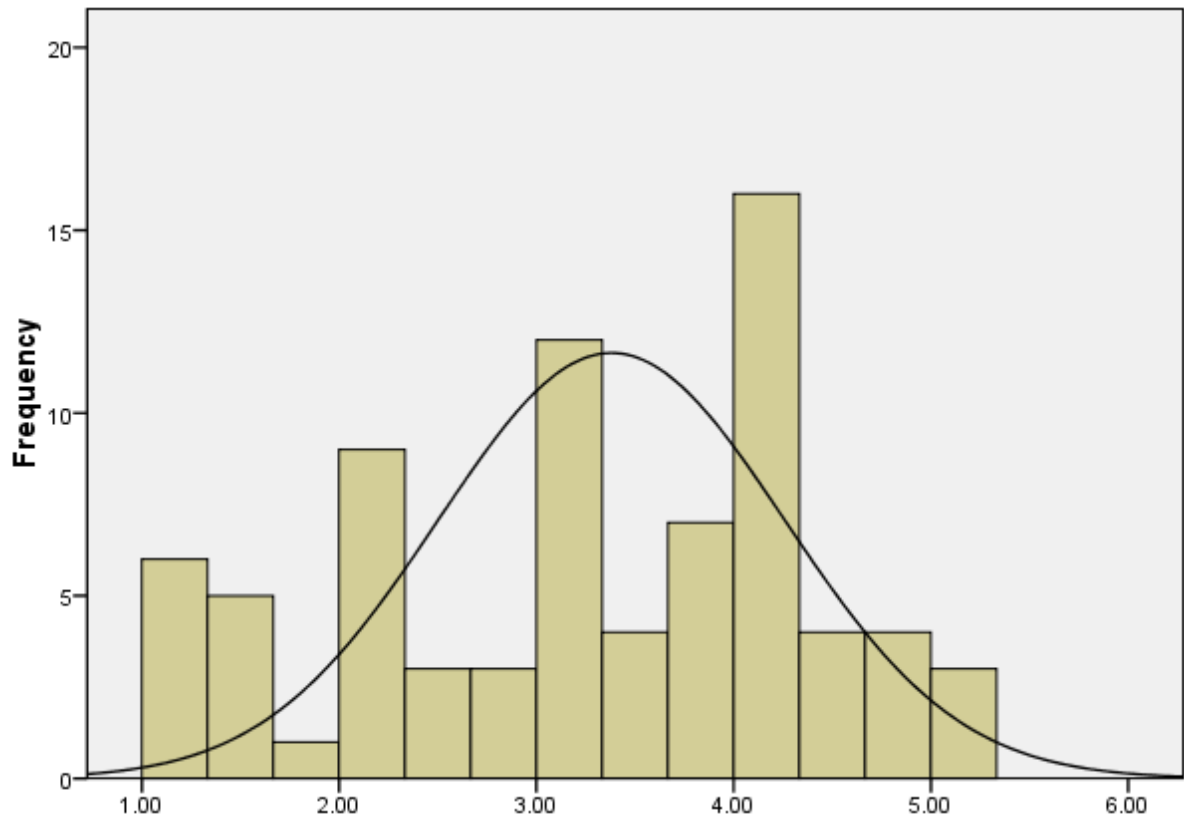


**(i) Performance Appraisal**



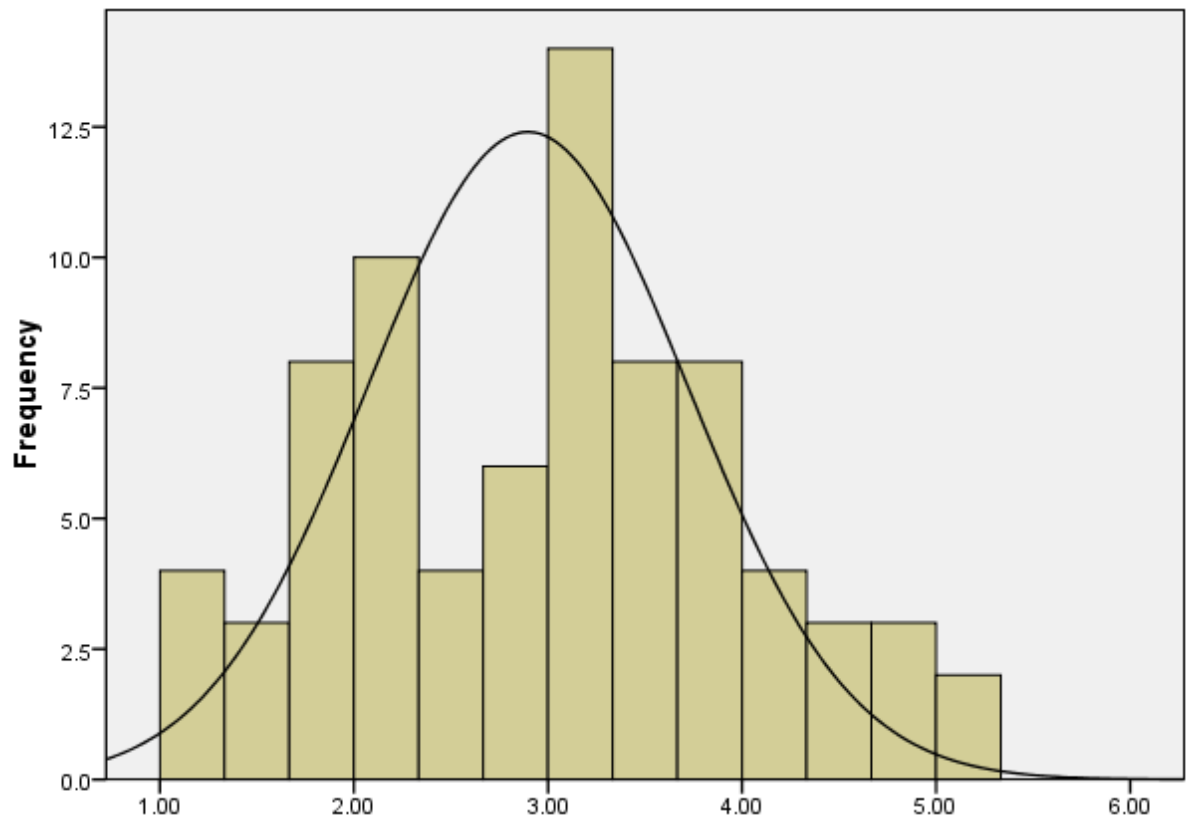
Source: Author, 2022

**(ii) Performance Planning**

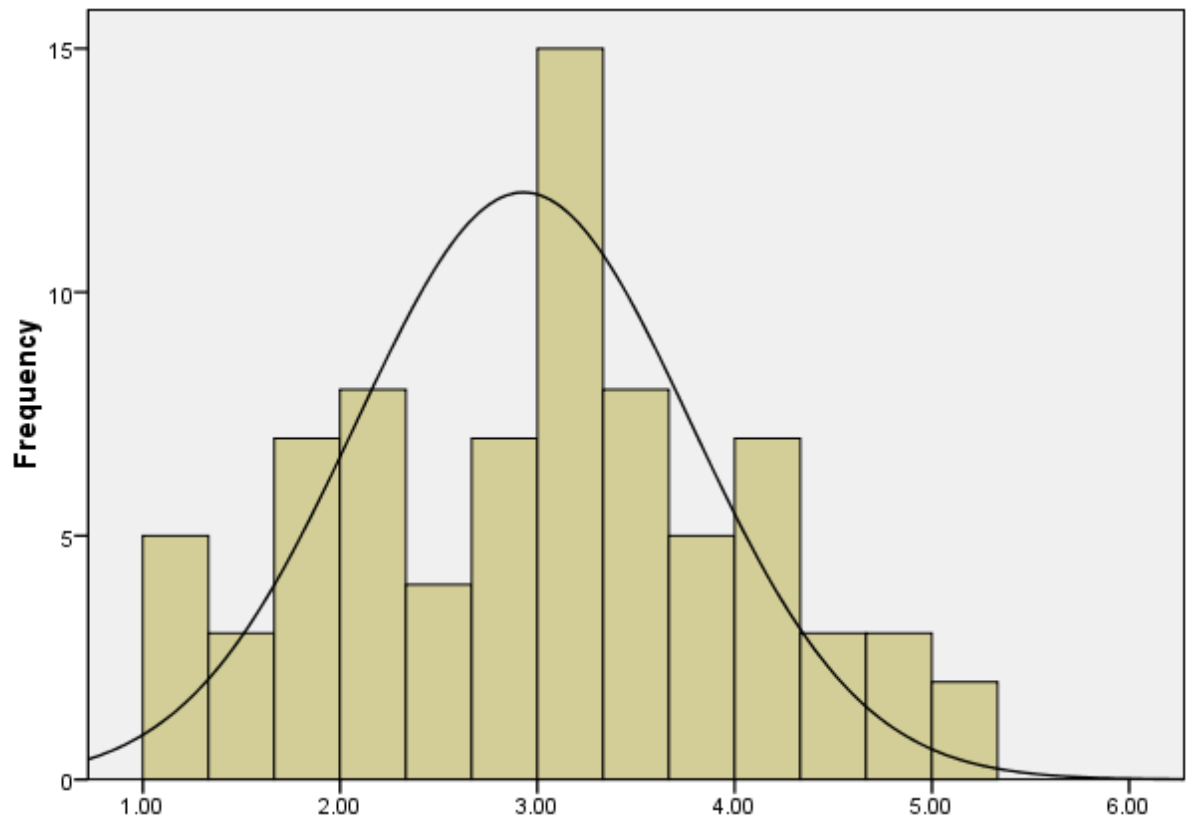


Source: Author, 2022

**(iii) Rewarding System**

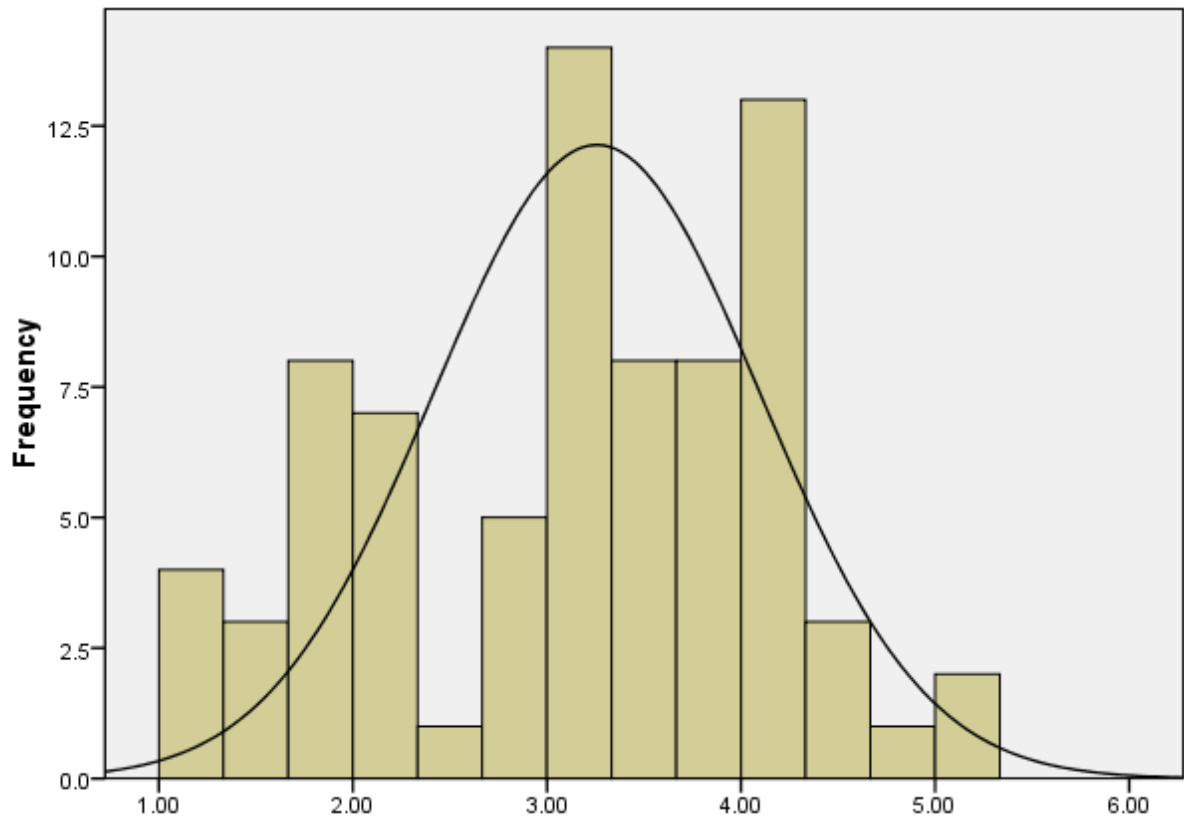


**(iv) Performance Feedback**



Source: Author, 2022

(v) **Employee Productivity**



Source: Author, 2022

**4.5.2 Linear regression results**

This tested the linear influence of Performance Appraisal, Performance Planning, Rewarding System and Performance Feedback on Employee Productivity of Golf Hotel in Kenya.

**4.5.2.1 Linear influence of Performance Appraisal on Employee Productivity**

This tested the direct influence of Performance Appraisal on Employee Productivity of Golf Hotel in Kenya. The results are shown table 4.8.

**Table 4. 8***Direct influence of Performance Appraisal on Employee Productivity*

<b>Model Summary</b>									
Model	R	Adjusted R Square	Change Statistics			F	Sig.	F	Change
			Std. Error of the Estimate	R Square Change	F Change				
1	.825 <sup>a</sup>	.680	.676	.69397	.680	159.562	1	76	.000
<b>ANOVA<sup>b</sup></b>									
Model		Sum of Squares	Df	Mean Square	F	<b>Sig.</b>			
1	Regression	76.844	1	76.844	159.562	.000 <sup>a</sup>			
	Residual	36.120	76	.482					
	Total	112.964	76						
<b>Coefficients<sup>a</sup></b>									
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	Beta	T	<b>Sig.</b>		
1	(Constant)	.682	.232			2.945	.004		
	Performance Appraisal	.919	.073	.825		12.589	.000		

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## Model Summary

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Model	R	Adjusted R Square	Change Statistics			Sig.	F
			Std. Error of the Estimate	R Square Change	F Change		
1	.825 <sup>a</sup>	.680	.676	.69397	.680	159.562	1 76 .000

### ANOVA<sup>b</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	76.844	1	76.844	159.562	.000 <sup>a</sup>
Residual	36.120	76	.482		
Total	112.964	76			

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.682	.232		2.945	.004
Performance Appraisal	.919	.073	.825	12.589	.000

a. Dependent Variable: Employee Productivity

---

Source: Author, 2022

From table 4.8, the model summary shows that  $R^2 = 0.680$ ; implying that 68.0% variations in the Employee Productivity of the Golf Hotel in Kenya is explained by Performance Appraisal while other factors not in the study model accounts for 32.0% of variation in Employee Productivity of Golf Hotel in Kenya. Further, coefficient analysis shows that Performance Appraisal has positive significant influence on Employee Productivity of Golf Hotel in Kenya ( $\beta = 0.919$  (0.073); at  $p < .01$ ). This implies that a single improvement in effective Performance Appraisal will lead to 0.919 unit increase in the Employee Productivity of Golf Hotel in Kenya. Therefore, the linear regression equation is;

$$(i) y = 0.682 + 0.919X_1$$

Where;

y = Employee Productivity

$X_1$  = Performance Appraisal

#### **4.5.2.2 Linear influence of Performance Planning on Employee Productivity**

This tested the direct influence of Performance Planning on Employee Productivity of Golf Hotel in Kenya. The results are shown table 4.9.



**Table 4.9***Direct influence of Performance Planning on Employee Productivity***Model Summary**

Model	R	Adjusted R Square	Change Statistics			df1	df2	Sig.	
			Std. Error of the Estimate	R Square Change	F Change				
1	.753 <sup>a</sup>	.568	.562	.80708	.568	99.705	1	76	.000

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.110	1	64.110	99.705	.000 <sup>a</sup>
	Residual	48.854	76	.643		
	Total	112.964	77			

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	.921	.269			3.424	.001
	Performance Planning	.801	.081	.753		9.888	.000

a. Dependent Variable: Employee Productivity

Source: Author, 2022

From table 4.9, the model summary shows that  $R^2 = 0.568$ ; implying that 56.8% variations in the Employee Productivity of Golf Hotel in Kenya is explained by Performance Planning while other factors not in the study model accounts for 43.2% of variation in Employee Productivity of Golf Hotel in Kenya. Further, coefficient analysis shows that Performance Planning has positive significant influence on Employee Productivity of Golf Hotel in Kenya ( $\beta = 0.801$  (0.081); at  $p < .01$ ). This implies that a single improvement in effective Performance Planning will lead to 0.801 unit increase in the Employee Productivity of Golf Hotel in Kenya. Therefore, the linear regression equation is;

$$(ii) y = 0.921 + 0.801X_2$$

Where;

y = Employee Productivity

$X_2$  = Performance Planning

#### **4.5.2.3 Linear influence of Rewarding System on Employee Productivity**

This tested the direct influence of Rewarding System on Employee Productivity of Golf Hotel in Kenya. The results are shown table 4.10.

**Table 4. 10***Direct influence of Rewarding System on Employee Productivity***Model Summary**

Model	R	Adjusted R Square	Change Statistics				Sig. Change	F	
			Std. Error of the Estimate	R Square Change	F Change	df1			df2
1	.676 <sup>a</sup>	.457	.449	.90463	.457	58.092	1	76	.000

ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51.587	1	51.587	59.092	.000 <sup>a</sup>
	Residual	61.377	76	.873		
	Total	112.964	77			

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	1.162	.304		3.822	.000
	Rewarding Systems	.756	.095	.676	7.958	.000

a. Dependent Variable: Employee Productivity

Source: Author, 2022

From table 4.10, the model summary shows that  $R^2 = 0.457$ ; implying that 45.7% variations in the Employee Productivity of Golf Hotel in Kenya is explained by Rewarding Systems while other factors not in the study model accounts for 54.3% of variation in Employee Productivity of Golf Hotel in Kenya. Further, coefficient analysis shows that Rewarding System has positive significant influence on Employee Productivity of Golf Hotel in Kenya ( $\beta = 0.756$  (0.095); at  $p < .01$ ). This implies that a single improvement in effective Rewarding System will lead to 0.756 unit increase in the Employee Productivity of Golf Hotel in Kenya. Therefore, the linear regression equation is;

$$(iii) y = 1.162 + 0.756X_3$$

Where;

y = Employee Productivity

$X_3$  = Rewarding System

#### **4.5.2.4 Linear influence of Performance Feedback on Employee Productivity**

This tested the direct influence of Performance Feedback on Employee Productivity of Golf Hotel in Kenya. The results are shown table 4.11.

**Table 4. 11***Direct influence of Performance Feedback on Employee Productivity***Model Summary**

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig.	F
				R Square	Change	Change df1		
1	.718 <sup>a</sup>	.516	.85395	.516	80.933	1	76	.000

ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	58.272	1	58.272	80.933	.000 <sup>a</sup>
	Residual	54.692	76	.720		
	Total	112.964	77			

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.096	.279			3.929	.000
	Performance Feedback	.772	.086	.718		8.977	.000

a. Dependent Variable: Employee Productivity

Source: Author, 2022

From table 4.11, the model summary shows that  $R^2 = 0.516$ ; implying that 51.6% variations in the Employee Productivity of Golf Hotel in Kenya is explained by Performance Feedback while other factors not in the study model accounts for 48.4% of variation in Employee Productivity of Golf Hotel in Kenya. Further, coefficient analysis shows that Performance Feedback has positive significant influence on Employee Productivity of Golf Hotel in Kenya ( $\beta = 0.772$  (0.086); at  $p < .01$ ). This implies that a single improvement in efficient Performance Feedback will lead to 0.772 unit increase in the Employee Productivity of Golf Hotel in Kenya. Therefore, the linear regression equation is;

$$(iv) y = 1.096 + 0.772X_4$$

Where;

y = Employee Productivity.

$X_4$  = Performance Feedback

## **4.6 Regression Analysis and Hypotheses Testing**

### **4.6.1 Multiple Regression Analysis**

Multiple regression analysis was computed to assess the multivariate influence of the study's independent variables (Performance Appraisal, Performance Planning, Rewarding System and Performance Feedback) on the dependent variable (Employee Productivity of Golf Hotel in Kenya). This was after the compulsory assumptions of multiple regression analyses were checked and met. The multiple regression results are shown in table 4.12.

**Table 4. 12***Multiple regression results*


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**Model Summary**

---

Model	R	Adjusted R Square	Change Statistics			Sig.	F	
			Std. Error of the Estimate	R Square Change	F Change			df1
1	.851 <sup>a</sup>	.724	.708	.65825	.724	47.177	4 73	.000

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.767	4	20.442	47.177	.000 <sup>a</sup>
	Residual	31.197	73	.433		
	Total	112.964	77			

a. Predictors: (Constant), Performance Appraisal, Performance Planning, Rewarding System, Performance Feedback

b. Dependent Variable: Employee Productivity

---

Source: Author, 2022

Multiple regression analysis in table 4.12 shows the multiple regression results of the combined influence of the study's independent variables (Performance Appraisal, Performance Planning, Rewarding System, and Performance Feedback). The model's R squared ( $R^2$ ) is 0.724 which shows that the study explains 72.4% of variation in the Employee Productivity of Golf Hotel, while other factors not in the conceptualized study model accounts for 27.6 %, hence, it is a good study model.

Furthermore, Analysis of Variance (ANOVA) shows the mean squares and F statistics significant ( $F = 47.177$ ; significant at  $p < .001$ ), thus confirming the fitness of the model and also implies that the study's independent variables (Performance Appraisal, Performance Planning, Rewarding System and Performance Feedback) have significant variations in their contributions to Employee Productivity of Golf Hotel in Kenya.

Finally, the values of unstandardized regression coefficients with standard errors in parenthesis in table 4.13 indicate that all the study's independent variables (Performance Appraisal;  $\beta = 0.613$  (0.151) at  $p < 0.05$ , Performance Planning;  $\beta = 0.466$  (0.106) at  $p < 0.05$ ; Rewarding System;  $\beta = 0.314$  (0.102) at  $p < 0.05$ , Performance Feedback;  $\beta = 0.426$  (0.138) at  $p < 0.05$ , significantly influenced Employee Productivity of Golf Hotel (dependent variable).

In this regard, the study's final multiple regression equation is as below based on unstandardized coefficients in table 4.13;

$$(v) y = 0.610 + 0.613X_1 + 0.466X_2 + 0.314X_3 + 0.426X_4$$

Where;

y= Employee Productivity

X<sub>1</sub>= Performance Appraisal

X<sub>2</sub>= Performance Planning

X<sub>3</sub>= Rewarding Systems

X<sub>4</sub>= Performance Feedback



**Table 4. 13:***Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.610	.151		4.0390	.000
Performance Appraisal	.613	.151	.550	4.0596	.000
Performance Planning	.466	.106	.434	4.3962	.000
Rewarding System	.314	.102	.296	3.0780	.040
Performance Feedback	.426	.138	.400	3.0870	.003

a. Dependent Variable: Employee Productivity

Source: Author, 2022

#### 4.6.2 Testing of study hypotheses

First, **study hypothesis one (H<sub>01</sub>)** stated that Performance Appraisal does not significantly influence Employee Productivity of Golf Hotel in Kenya. Multiple regression results indicate that Performance Appraisal significantly influence Employee Productivity ( $\beta = 0.613$  (0.151) at  $p < 0.05$ ). **Hypothesis one is therefore rejected.** The results indicate that that a single improvement in effective Performance Appraisal will lead to 0.613 unit increase in the Employee Productivity of Golf Hotel in Kenya.

Effective appraisal of employees is associated with improvement in overall effectiveness of the organization. Additionally, Wright, Gardner and Moyihan (2013) find evidence in support of the preposition that application of progressive human resource practices is associated with high operational performance. In other words, employees tend to be more committed to their

jobs and organization when progressive performance appraisal systems are applied. According to Jackson & Schuller (2012), a positive working environment makes employees give their best and, as a result, the organization's level of productivity increases, so as the profitability. Satisfaction of employees makes them have a positive attitude and behave friendly to customers which, in turn, drives increased profits.

According to Brown and Benson (2013), employees can understand how they are progressing and working through performance feedback. It provides an opportunity for them to undertake coaching and get feedback and clarification about career development expectations. Secondly, **study hypothesis two (H<sub>02</sub>)** stated that Performance Planning does not significantly influence Employee Productivity of Golf Hotel in Kenya. Multiple regression results indicate that Performance Planning significantly influence Employee Productivity of Golf Hotel ( $\beta = 0.466$  (0.106) at  $p < 0.05$ ). **Hypothesis two is therefore rejected.** The results indicate that that a single improvement in effective Performance Planning will lead to 0.466 unit increase in the Employee Productivity of Golf Hotel in Kenya.

Effective appraisal of employees is associated with improvement in overall effectiveness of the organization. Additionally, Wright, Gardner and Moyihan (2013) find evidence in support of the proposition that application of progressive human resource practices is associated with high operational performance. In other words, employees tend to be more committed to their jobs and organization when progressive performance appraisal systems are applied. According to Jackson & Schuller (2012), a positive working environment makes employees give their best and, as a result, the organization's level of productivity increases, so as the profitability. Satisfaction of employees makes them have a positive attitude and behave friendly to customers which, in turn, drives increased profits.

Thirdly, **study hypothesis three (H<sub>03</sub>)** stated that Rewarding System does not significantly influence Employee Productivity of Golf Hotel in Kenya. Multiple regression results indicate that Rewarding System significantly influence Employee Productivity ( $\beta = 0.314$  (0.102) at  $p < 0.05$ ). **Hypothesis three is therefore rejected.** The results indicate that that a single improvement in effective Rewarding Systems will lead to 0.314 unit increase in the Employee Productivity of Golf Hotel in Kenya.

Armstrong (2007) identified two types of rewards, monetary rewards and non-monetary rewards. According to him individuals in organizations are motivated by being given salaries and bonuses as a monetary reward which is basically to ensure employees continually achieve organizational goals. The employees are also given allowances that enhance the individual remuneration. Some of allowances include car allowance, house allowance, medical benefit and they are given to employees as a way of appreciating good performance. On the hand salary increment may be given following promotions, additional qualifications and attainment of new skills from training. He therefore concluded that the monetary rewards are very important because employees improve on their competence which in turn improves performance productivity.

Fourthly, **study hypothesis four (H<sub>04</sub>)** stated that Performance Feedback does not significantly influence Employee Productivity of Golf Hotel in Kenya. Multiple regression results indicate that Performance Feedback has a positive influence on Employee Productivity ( $\beta = 0.426$  (0.138) at  $p < 0.05$ ). **Hypothesis four is therefore rejected.** The results indicate that that a single improvement in effective Performance Feedback will lead to 0.426 unit increase in the Employee Productivity Golf Hotel in Kenya.

Jackson & Schuller (2012) argue that the performance feedback process allows managers and supervisors to identify the current performance levels, discuss the employee's strengths and weaknesses and provide future opportunities. Therefore, through performance feedback, employees are able to know the results of the performance appraisal process. According to Jackson & Schuller, (2012), it is expected that upon successful performance feedback, employees will further enhance their working relationships with managers and colleagues. Therefore, performance appraisal feedback plays a great role in workforce productivity.

According to Kaplan & Norton (2015), in the recent years, employee productivity has been affirmed to put a conclusion of balanced scorecard method use across a majority of organizations in Africa. Accordingly, the ability of a majority of organizations to achieve their set goals can be seen to be closely associated to workforce productivity. Furthermore, work productivity has been found to be a pointer of how well an organization is using its resources, financial and human, aimed at ensuring that the set goals are achieved (Robbins,

2015). According to Olusanya and Suleiman (2012), effective performance planning contributes to employee productivity positively.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The Main objective of this chapter was to provide precise brief information about the study and hence objectively avail a conclusion and make necessary recommendations based on quantitative analysis presented in chapter four. General objective of this study was to examine the influence of Performance Management on Employee Productivity. Available theoretical literature and empirical information provided a summary of results. Conclusion of this study correlates directly to specific objectives namely; Performance Appraisal, Performance Planning, Rewarding System and Performance Feedback all being independent objectives, and Employee Productivity being a dependent variable. Recommendations were based from conclusions and discussions of findings. Hence this chapter entails three sections, summary of findings, conclusions and recommendations.

### **5.2 Summary of study findings**

#### **5.2.1 Performance Appraisal and Employee Productivity**

This tested the influence of Performance Appraisal on Employee Productivity of the Golf Hotel in Kenya. The study found that Performance Appraisal was key to employees and the employer as well. With performance appraisal employees could improve on productivity since; performance appraisal influences employees to work harder, the function of performance appraisal gives a direction to employees on what to do and not do. More so, what the employee does is based on the performance appraisal. The study results are in consistent with earlier researchers that found that Performance Appraisal benefits all stakeholders especially at the point of employee productivity that improves the gains to stakeholders.

#### **5.2.2 Performance Planning and Employee Productivity**

This tested the influence of Performance Planning on Employee Productivity of Golf Hotel in Kenya. The study found that Performance Planning had an influence on Employee planning and more so most of the respondents had supported performance planning being key; hence,

employees understood their vision and mission, employees understood their clear job descriptions, targets and goals had to designed at the beginning of the appraisal period and more so the employees could understand the purpose of setting targets for improving of productivity.

### **5.2.3 Rewarding System and Employee Productivity**

This tested the influence of Rewarding System on Employee Productivity of Golf Hotel in Kenya. The study found that Rewarding System had an influence on Employee Productivity of Golf Hotel in Kenya. Hence rewards given by the organization motivate employees to improve on productivity. Assigned duties to the employees is completed on time, rewarding system enhances promotion that leads to increase on productivity, the rewarding system as well encouraged inventiveness and creativity by the employees. The study findings support other researchers who found that rewarding system is part of the broader strategies that improves employees' productivity.

### **5.2.4 Performance Feedback and Employee Productivity**

This tested the influence of Performance Feedback on Employee Productivity of Golf Hotel in Kenya. The study findings showed that Performance Feedback had an influence on Employee Productivity. The managers give timely feedback that can be used to implement changes, improvement plans are integrated during feedback processes, the employees supported that the feedback system is strong and helpful, more so, feedback received is based on actual results and observed behavior. The research findings are supported by other researches which found that performance feedback is key on managerial aspect and improves the employee's productivity at the place of work.

## **5.3 Conclusions**

First, the study concludes that Performance Appraisal effectively influences employees' productivity and hence fully implementation of the performance appraisal system attracts improvement in the employees' daily duty activities that ultimately supports the performance of the organization. Through Performance Appraisal the employees worked than expected,

though still others worked at their own pace. The performance Appraisal was relevant since it could make employees understand their job descriptions and perform accordingly.

Secondly, Performance Planning effectively influences employees' productivity. With proper and effective use of Performance Planning System, both the employer and the employee productivity increases since each and every task or function is entrenched within the plan of the performance capabilities of the organization. Through Performance Planning the employees could know the mission and vision of the organization. More so, initiation of performance planning made the employees understand their job description. The essence of performance Planning encouraged the targets and goals of productivity to be initiated at appraisal level. Performance planning practices encouraged proper resources allocation among employees and as well performance reviews could be scheduled to improve on performance.

Three, the study concludes that the Reward System effectively influences employees' productivity. Most of the respondents in the study found rewarding system being key to employees and more so on their productivity. Any improvement on the rewarding system leads to improvement on the employee productivity and the organization at large. Motivation being very important on the employees' performance, the rewarding system should be friendly. The study found rewards given motivated employees to work harder and it was proven rewarding improved on productivity. Rewarding as well encouraged the employees complete their assignments on time, more so, resources awarded to employees improved on performance of employees.

Lastly, the study concludes that the Performance Feedback is very important and influences the employee productivity in an organization. All along with any operation, feedback acts as a control measure on determining the direction of business activities. The study finds feedback being relevant in the hotel industry since it encourages one to understand which direction to take. Performance Feedback encouraged managers to give timely information to the employees. Improvement plans were integrated during feedback sessions. Data from feedback was used to set priorities for the employees of the organization. The employees could be kept active since the supervisors regularly informed the employees about performance.

## **5.4 Recommendations**

First, the study recommends that the hotel management should embrace the Performance Appraisal System since it could influence the employees to work harder than expected, the employees could as well understand their scheduled assignments properly and more considering the fact that performance appraisal is enshrined in the implementation plan.

Secondly, the study recommends for the Hotel management to embrace and effectively use the Performance Planning System since it effectively allows the employees understand the mission and vision of the organization. Through Performance the employees could know and have clear job description. Accordingly targets and goals could be scheduled well during the appraisal period since planning was a key item to appraisal.

Thirdly, the study recommends for the Hotel management to use the best benchmarked rewarding system. Such measures would lead to motivation of employees to be encouraged to produce professionally and effectively and timely, considering rewarding motivated the employees to work harder, duties were completed on time, promotion made employees satisfied and more so salaries were rational though improved employee performance.

Lastly, the study recommends for the Hotel industry to embrace the use performance feedback system. The system encourages the management to measure the satisfaction of employees on their various activities that leads to employee productivity improvement. Managers provided timely feedback for improvement and the data from feedback encouraged setting up of priorities by the employees.

## **5.5 Limitations of the study**

The rate of response to the questionnaires was slow at the beginning of the research which was mitigated by frequent follow ups that was achieved by physically visiting their offices of reaching them via their office phones that enhanced the rate of the response. Further, respondents held their private information as confidential and hence availing such information was a major limitation. The study however overcame the limitation by having a letter of introduction from the university to assure the respondents that the provided information would only be used academic purposes and would thereby be treated with utmost



confidentiality. Operationalization of the study variables was also a limitation faced by the study since Performance Management is too broad however, the study adopted Performance Appraisal, Performance Planning, Rewarding System and Performance Feedback which were identified as the main aspects of Performance Management at the Hotel Industry.

### **5.6 Areas for further research**

First, a similar study can be done on all Hotels in Kenya using time series analysis so as to compare study findings at least the study period could be lengthy to provide a wide perspective about data sufficient.

Secondly, a similar study can be done on other institutions so as to assess the effectiveness of the adopted performance management since each and every organization has its own norms on how to work out issues.

Thirdly, the variables of the study can be retained but different methods of analysis to be employed for ascertainment of comparative relative results, using different methodologies. As well a moderating or controlling variable would have been used to find out the overall effect on independent variables' effect on dependent variable.

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## APPENDICES

### APPENDIX 1: LETTER OF INTRODUCTION

**Maureen Wanjiku Njuru,**

D61/9687/2018,

The University of Nairobi,

Kisumu-Campus,

**Kisumu.**

I am a Masters degree student at the University of Nairobi pursuing a course leading to the award of Master of Business Administration, Human Resource Management undertaking a research on the “*Influence of Performance Management on Employee productivity in the Hospitality Industry, a case study of Golf Hotel, Kakamega County*”

The study seeks to determine the influence of Performance Management on Workforce Productivity in the hospitality industry therefore your participation in this study is very imperative and will be extremely valued. The information you will give will be purely used for academic purposes only and will be treated with the highest level of confidentiality. Finally, the summary of the findings can be sent to you upon request. Indicated below is my address.

Thank you.

**Maureen Wanjiku Njuru,**

## **APPENDIX 2: QUESTIONNAIRE**

### **PART I: BACKGROUND INFORMATION OF THE RESPONDENTS**

1. Kindly indicate your gender

Male [ ] Female [ ]

2. Please indicate your education qualification.....

Master's Degree [ ] Bachelor's degree [ ] Diploma [ ] others [ ]

3. Please indicate your age.

18-28 years [ ] 29-39 years [ ] 40-50 years [ ] Above 50 years [ ]

4. Please indicate the number of years you have worked at Golf Hotel, LTD?

1-5 years [ ] 6-10 years [ ] 11-15years [ ] Above 15 years [ ]

5. Please indicate your present position.

Top Management [ ] Middle Management [ ] Non Managerial [ ]



**PART II: PERFORMANCE MANAGEMENT AND EMPLOYEE PRODUCTIVITY OF EMPLOYEES IN GOLF HOTEL**

In this section please tick (√) the most appropriate response for each of the questions in the table below, where **Strongly agreed, SA (1), Agree, A (2), Neutral, N (3), Disagree, D (4), Strongly disagree, SD (5).**

	<b>PERFORMANCE APPRAISAL</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1)	Performance appraisal influences me to work harder than is expected					
2)	Performance appraisal makes me work at my normal pace					
3)	I work below expectation because of how performance appraisal is conducted					
4)	Am able to understand what I should be doing through Performance appraisal					
5)	For my performance to be rewarded Performance appraisal tool is used					
6)	Performance appraisal makes me to work hard towards achievement of the organization goals					
7)	My organization has a performance appraisal implementation plan					
8)	Performance appraisal positively influences individual performance					
9)	Performance appraisal makes me perform better than expected					

	<b>PERFORMANCE PLANNING</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1)	I know the mission and vision of this organization					
2)	I have a clear job description					
3)	Targets and goals are set as at the beginning of the appraisal period					
4)	I understand the purpose of setting targets					
5)	I am given enough resources to implement the set targets					
6)	Performance reviews are scheduled during every review year					
7)	I have a clear work plan that specifies success criteria					
8)	The set plans are evaluated on a routine basis					
9)	Performance reviews are objective					
10)	My job description is revised regularly					

	<b>REWARDING SYSTEMS</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1)	Rewards given by my organization motivate me to give my best					
2)	Rewards given help to increase on my productivity					
3)	Rewards that are provided motivate complete duties in a timely manner					
4)	My organization impacts on my productivity by relating rewards to promotion					
5)	The rewards we are provided with are diverse and timely					
6)	My salary is rational and satisfactory in relation to my performance					
7)	Reward opportunities at the work place encourage employees to be inventive and creative					
8)	Appreciation by managers increases my success at work					

	<b>PERFORMANCE FEEDBACK</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1)	My manager gives me timely feedback					
2)	Improvement plans are integrated during feedback					
3)	The performance feedback system in my organization is fair					
4)	Performance feedback has helped me to improve my productivity at the workplace					
5)	For next performance cycle the data from the feedback is used to set priorities					
6)	From the feedback I receive am able to understand my Strengths and weaknesses					
7)	My supervisor regularly informs me about my performance					
8)	The feedback I get at work is based on actual results and observed behavior					

	<b>EMPLOYEE PRODUCTIVITY</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1)	The workforce productivity level in this organization is high compared to how it began					
2)	There is cooperation and teamwork in my organization					
3)	Decision making process is highly formal					
4)	There is high quality of services offered					
5)	The capability of being innovative is very high					
6)	Employees are always informed about performance					

### APPENDIX 3: LIST OF POPULATION

	<b>DESIGNATION</b>	<b>NUMBER</b>
1.	Senior Managers	7
2.	Middle Level Managers	10
3.	Receptionists	6
4.	Accountants	9
5.	Cooks	19
6.	Waiters	17
7.	Guest Room Attendants	13
8.	Technicians	5
9.	Gardeners	4

Source: Author, 2022