

Abstract:

The aim of the study explored the effects of performance management on employee productivity at the Kenya Revenue Authority prompted by continuous low performance in the Civil Service. The objectives were to find out: the effects of Performance Management on training and career development, the effects of Performance Management on motivation, job satisfaction and Quality of Working Life, and possible interventions to improve employee productivity. The study is of significance to the management in the public sector, scholars and the employees. Literature review covered: performance management concept, performance management cycle models, training and career development, motivation and job satisfaction. The study adopted a descriptive survey design targeting 169 employees from various departments. Stratified random sampling was used to select a sample of 53 respondents; a questionnaire and an interview schedule were adopted yielding descriptive data that was analyzed and presented using frequency tables and pie charts. The findings indicate that Performance Appraisal was popular at lower levels and Performance Management for the top and middle level managers, PM relatively affected training and career development, and a relationship existed between motivation, Job Satisfaction and Quality of Life. The study recommended that Performance Management be fully implemented at all levels, staff awareness training on the PM to realize optimal productivity among employees.