

**EMPLOYEE PERFORMANCE IMPROVEMENT PRACTICES IN
CAPITAL CLUB EAST AFRICA**


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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
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DECLARATION

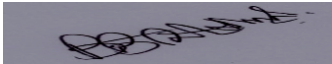
This research project is my original work and has not been submitted for a degree in any other university.

Signed.....  Date.....November 17th,2021.....

KAREN CHEPTOO KORIR

D61/83984/2016

This research project report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to my mother, Margaret Chelimo, my dear nieces and nephew, Salim, Samira and Sasha for their unconditional support and steadfast desire for me to excel in life.

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First, I would like to thank the Almighty God for the gift of life and seeing me through my studies till the end. All glory to Him.

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ABBREVIATIONS AND ACRONYMS

CCEA	Capital Club East Africa
GDP	Gross Domestic Product

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ABSTRACT

Employee relationships are one of the foundations and key tasks of management of human resources, which contribute to successful employee performance and organizational performance. Employee performance practices are designed to guarantee the optimum contribution of workers to the growth of the broader business. The research objective aimed at determining employee performance improvement practices at Capital Club East Africa. This study was based on two theories, goal theory and the theory of agencies. The research adopted a case study approach and interview guide was used for collection of data. Content analysis was used to analyse data. The study established that Capital Club East Africa has more female than male employees and most of the respondents were in the youthful age bracket. It was also established that majority of the respondents have sufficient knowledge of the tasks assigned to them and adequate information on their performance expectations. It was found out that Capital Club East Africa has the training and development policy applicable to all staff in which supervisors diligently communicate to the junior staff if they are performing their duties according to the training requirements. The supervisors gave employees the opportunity to apply what they learnt, and the equipment used in training. The results demonstrate that work teams in Capital Club East Africa had a common purpose, and team members clearly understood their responsibilities. It is recommended that the human resources department in Capital Club East Africa should create awareness among all the employees on terms, conditions and objectives contained in performance contracts. The study also recommends employee performance improvement practices should be guided by policies that ensure employees in the firm are not victimized by being forced into unrealistic performance targets.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The whole success of a firm depends on the performance of its workers, therefore business owners need to choose people who can do their job well. The major benefits of employee performance must be recognized by corporate leaders throughout the world in order to develop standard and objective methods for evaluating personnel (Schwartz 2020). This helps to determine the strengths, weaknesses and possible management gaps in the enterprise. While performance assessment is never fun, it helps company executives to establish levels of performance for each person in most companies in the United States, performance assessments assist choices on training and career development, pay, transfers, promotions and cut backs or job cessation (Connor & Becker, 2020). Organizations search for and invest in methods to improve production in the quest of improved staff performance and customer satisfaction. As the heterogeneity of services is a major feature, service companies are motivated to maximize their workers' output to guarantee their clients are always satisfied with quality services provided (James and Mona, 2021). Knowledge of the potential, performance and motivations of workers and the manner in which they may be sustained is one of the fundamental human resources management tasks inside the company. By concentrating on employee development and aligning business goals with individual teams and objectives, managers can create a working environment where both individuals and firms may succeed. The first requirement for improving individual performance and attaining greatness in company is to understand human resources and apply appropriate ways of identifying the

maximum possible benefits for employees (Duffy, 2020). Setting clear and exact goals for workers and providing frequent informal or formal feedback on their performance in accordance to these stated goals is a key part of this process. However, recent developments include a less structured approach that focuses on more feedback and coaching than on time-consuming paper trail. The potential for development for organizations can only be realized if they are ongoing and thus constitute one of the primary goals at the management level of the companies. Employees are evaluated on their progress toward goals during a performance evaluation. According to Deci and Ryan (2020), all employees' strengths and weaknesses are recorded on a regular basis so that the organization may make educated and right decisions on the contribution, professional development, training needs, promotion possibilities, wage increases, and other matters. Performance assessment and evaluation include an objective and subjective examination of how employee performance outcomes are measured and evaluated. Performance management as an ongoing process for identification, measurement and performance development for people and teams, and alignment with the organization's strategic objectives (Ongori, 2020).

Performance is a multi-component term, and the process element of performance at the core is distinguishable from the anticipated result. The skills of managers in this process influence whether staff grow or improve; thus, they must have the ability to correctly coach, observe and record performance, hold constructive performance review conversations and provide feedback. (Meyer & Allen 2019). Performance management as a control mechanism and that award management is managerial attempts at gaining control over the pay/effort agreement side, which reflects its unilateral control on the wage side. It was shown that performance is closely linked to organizational performance, as efficient and effective employee performance influences organizational performance favorably. An important topic in human resources and business

relations is the effect that performance management has on company performance and employee productivity. Increasingly, usage of performance management methods which take employee recruiting, selection, engagement, and training procedures fully into account may enhance employee skills, skills and skills while improving motivation, decreasing abuse and boosting the retention of the best quality.

According to Miller et al. (2012), employees' performance improvement is seen as essential to the company process and, owing to severe competitive strengths, organizations have been compelled in the last decade to change their business models from closed system orientations to wider system orientations. One of the most important factors in an employee's success is achieving their goals. Successful employees meet deadlines, sell, and expand the company's brand via positive customer interactions. Today, the advantages of this endeavor are reaped from greater production, better capital gains and stronger growth (Colquitt et al, 2001). Effective system of performance management aims to enhance overall organizational performance by controlling team and individual performance to meet the overall organizational objectives and goals.

1.1.1 Performance Improvement

According to Miller et al (2012), performance improvement is a performance management tool that enables workers to achieve greater work output and achieve the desirable target. In general, managers utilize performance improvement programs to support underperforming workers in meeting both productivity and behavioral standards and needs of the company. Improving performance also involves monitoring of the outcomes of a particular process, change of process or method for improving output, improving efficiency, or increasing process efficiency or procedure efficiency (Borman & Motowidlo 1993). On the other side, performance improvement

also takes place at team, department, and organizational level. Organizations may measure different measurements to enhance performance.

On the individual level, supervisors may utilize timecards, feedback from peers and quality control to monitor the development of an employee over time. Performance improvement implies organizational transformation where the company's management and the governing body execute a program to assess the current level of the organization and then develop ideas for changing their organization and infrastructure in order to achieve greater results (Duffy, 2010). At company level, stakeholders may monitor customer evaluations, sales data and much more to maintain a pulse on a wider scale (Sivalogathan & Wu 2013). The objectives of the performance improvement strategy define what should be monitored. Improvement in performance may be applied to each performance. Improvement of personnel's performance, whether operational or indivisible, usually includes procedures such as checking statistical quality. Performance improvements typically include softer measures at organizational level such as customer satisfaction surveys to gather quality customer performance data. Improving performance may vary from formal, rigid processes carried out at regular intervals to a continuous, software-driven real-time system that continually examines methods of increasing efficiency and production (Ongori, 2007). Another approach to look about performance improvement is to view it in four possible categories as improvement. First, the necessity for input. Secondly, process efficiency is frequently evaluated to meet the performance criteria. This is assessed according to time, waste, and usage of resources. Thirdly, output demands, typically seen from cost/price, quality, and functionality. Fourthly, the demands for outcomes have altered.

1.1.2 Employee Performance

Employee performance measures how effectively or how badly an employee does their task and how quickly it fulfills its deadlines or criteria. Performance also helps to evaluate the value of an employee for the company. Each employee is a major investment for an undertaking; therefore, every employee's return must be substantial. Employee performance is the key to success for every company. Each employee must strive towards the vision and goal of the business. There is no overall slogan on employee performance - it is all about how companies manage, develop skills and encourage their workers.

Businesses should check work quality, staff objectives, and training efficacy and employee efficiency. Evaluating job quality and efficiency helps to avoid costly errors, making it easier for workers to achieve deadlines and minimizes waste of time, resources, and effort. The evaluation of training efficiency and individual employee objectives will assist determine if workers are better prepared to carry out their tasks and provide advice, if necessary. Employee productivity will rise as a result of a better understanding of the factors that influence employee performance. Employee performance may be improved by identifying and matching employee strengths and weaknesses to challenges.

The measurement of employee performance will vary between ranks and divisions but may usually be assessed by speed and efficiency and the employee's average performance on a day, month, or quarter. Secondly, the quality and depth of the job of the employee is how "excellent" contrasts with colleagues and others in the same position, area and industry, in general, in providing additional value for the business. Finally, the trust and consistency are illustrated by how employees can rely on to take smart choices and do their tasks on time. Staff won't work in a

vacuum. Some variables include the employer, individual preferences and many more influence the performance of employees.

1.1.3 Employee Performance and Improvement Practices

Organizational profitability and long-term viability depend heavily on the quality of the interaction between workers (Hung et al, 2016). Good relationships with workers result in highly dedicated, motivated, and loyal staff. Employee performance relates to how employees perform on the job and how effectively they execute the tasks that are required of them. Companies often establish performance goals for individual workers and the whole firm, with the expectation that the organization would give consumers excellent value, reduce waste, and run effectively. Improvement practices are a process including the identification, analysis, and improvement of current business processes, in order to maximize performance, achieve best practices and simply enhance customer quality and user experience (Lewchuk et al, 2002). Practices for improving performance are interventions designed to enhance employee performance. It includes mentoring and coaching staff, staff development, awards, recognition, school sponsorships and promotions. Planning and promotion, training, coaching, mentoring, and feedback on performance are all part of workforce development. Armstrong (2006) states that a work is a career, a lifetime sequence of professions, lifetime succession of a person's employment. Developing your career includes managing your career inside or across companies. It also involves acquiring new talents and improving your work. Professional planning includes aligning the career goals of a person with the possibilities offered inside a company. The career path is the sequence of the occupations linked to those opportunities.

To achieve business excellence, the first requirement is to acknowledge the importance of human resources and to implement suitable methods to define the workers' potential as far as possible, leading to the improvement of individual achievement (Connor & Becker, 2003). Effective performance improvement programs are often reflected on the overall employee output in their various roles. It is important to develop new skills amongst the employees to keep up with the change in the likes and preferences of its members.

1.1.4 Capital Club East Africa

Private members' club Capital Club East Africa is Nairobi's fastest-growing business district. According to Capital Club Annual Report 2019, the club is located at the upper floors of the Imperial Court Building on Westlands Road in an accessible and desirable location. The Club is customized to suit the needs of business, financial and government leaders in Kenya and Eastern Africa. Club membership includes an unbiased mix of corporate executives and professionals in Africa, Asia and internationally (Sharma, 2012). The prospective individual has to go through rigorous assessment process and strict background checks and due diligence from the club's board of governors. There exists a strict moral and dress code to be always adhered to while in their premises, not to mention the hefty fee that one needs to pay as the joining fee and an annual subscription fee (Business insider, 2012). Capital Club East Africa is an elite private club in the heart of Nairobi-based Westlands. Capital Club is an outstanding membership club in which elderly citizens and business leaders within the area business community gather in luxury and style for networking, entertainment, working, socialization, or relaxation. Capital Club offers an atmosphere for meeting, mixing, and exchanging ideas and entertaining visitors. The Club provides an exquisite and friendly atmosphere, a quiet refuge in an ever-busier area. It offers the finest standards of comfort and food, excellent event programs and entertainment and an

unparalleled degree of personal service, provided with the same quality of management and personnel.

1.2 Research Problem

Even though employee relationships are now one of the foundations and key tasks of management of human resources, which contribute to successful employee performance and organizational performance (Cennamo & Gardner 2008). Small companies in Tanzania still strive to create successful employee relations by not paying particular attention and importance to them, which lead to needless conflicts among such organizations, which in turn impact their performance. Practices to enhance employee performance are designed to guarantee the optimum performance of workers and the broader business.

Employee development initiatives have declined or vanished entirely in recent years. Private clubs who were formerly regarded leaders in industry suffer from the consequences of an unfortunate and disillusioned staff. Many high performers quit their jobs or intend to leave, and even if they remain, their involvement has decreased and become less efficient for the company. According to Ueda and Ohzono (2012) more generations than ever, businesses have an even bigger problem, helping the disadvantaged to enhance their professional presence and to encourage emerging and experienced managers to communicate their performance and to assist all employee(s) become more successful.

A lot of studies on staff improvement methods have been conducted. Brigid (2013) has researched employee perspective for Kenya Commercial Bank Limited, Nairobi performance development initiatives. According to the findings, the performance improvement programs have a substantial influence on employees' performance as well as the role of coaching in promoting individual

growth and development at the bank. Studying managers' perspectives on the impact of training, Mwamburi (2012) found that managers acknowledged to be influenced by the training they get. Archana (2013) investigated employee performance development and impact and discovered a clear connection between employee development and employee performance. However, none of the related studies covered employee performance improvement practices in private members' club, more specifically Capital Club East Africa. This research examined the effect of staff performance improvements on Capital Club East Africa's performance to bridge this gap, since no comparable study was carried out. Which begged the questions, what are the practices that are adopted by Capital Club East Africa for improving employee performance?

1.3 Research Objective

The research objective was to examine employee performance improvement practice at Capital Club East Africa.

1.4 Value of the Study

Researchers and scholars utilized the study's findings for reference and basis for conducting further studies on human resource management in any other field. Scholars and researchers will also use it to identify further areas of study and related areas by determining topics which require further research and through the review of empirical literature currently existing to determine study gap. The study will also add on to the existing theoretical evidence on the goal theory and the theory of agencies.

This study helped Capital Club East Africa club managers in evaluation of employee, through adopting performance and evaluation approach and over time to be able to improve their

performance as well as adopting approaches in this study to be able to motivate the staff to enhance their performance. Staff retention enables an individual to develop over time and to understand the requirements of an organization. At the same time, the organization can develop the employee through training and development systems hence benefiting from such programs. Performance of both the organization and the individual staff can only be improved over a period.

The findings helped in improving policy making in matters of private membership and development of policy that would guide in delivery of exceptional services to its private members. Corporate rules and regulations on reporting structure and job titles advised by an appreciation of employee intrinsic and extrinsic work values orientations. The other policy areas of human resources management which benefited from the study was compensation and benefits, training and development.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a literature review that is relevant to the study's goals. A theoretical underpinning for performance enhancement is also presented in this chapter.

2.2 Theoretical Background of the Study

This research is based on two theories: goal theory and the theory of agencies.

2.2.1 Goal Setting Theory

This idea was created by Edwin Locke in the 1960s. The objective is to develop an action plan to inspire and lead an individual or group towards a goal. Objectives are more intentional than wishes and short-lived intents. Setting objectives implies that a person has been involved in thinking, experiencing, and achieving this goal. The goals are to set future goals for a person or organization to perform. Locke (1968) stated that the aims and objectives an employee defines improve their performance motivation. Performance is enhanced in contrast to simple or broad objectives with precise and ambitious targets. By meeting a specific goal and staying focused on it, an employee's performance is expected to rise in a linear relationship with the goal (Locke, 1968). In this study, you can see that your company's performance is directly linked to the success of your employees. Thus, the study will focus on performance evaluation methods as a primary goal.

The establishment of targets will also assist to create an action plan to lead individuals and groups. This contributes to making it an important component of personal growth and literature. Many studies also emphasize that the link between targeting and improved commercial and organizational results is beneficial. This is because the idea of targets covers all elements of efficient building organizations (Locke & Latham, 2006; Spaulding & Simon, 1994; Koppas, 2014).

People perform better when they are committed to goals. By analyzing the impact of targeting on individual performance, companies may utilize the goal setting to improve their company performance. The acceptance of objectives is also a component of the commitment. This is a person's willingness to pursue his specific goal. Locke and Latham (2002) found three moderators that indicate efficiency in setting the target: The significance of the anticipated achievement results, Self-efficacy: you believe that you can accomplish the objectives and Commitment to others: pledges or commitments to others may significantly increase commitment. The degree of engagement is affected by external variables when the three above are extended. Set a standard for the individual to achieve/perform, for example, the person giving the target. This affects the degree of commitment by how the person is complying with the objective. The role models of the person may also be an external influence. For instance, if a person looks up to his boss and takes care of his viewpoint, they will more likely listen to his or her goals and will eventually become more dedicated to his or her desired objective. Feedback and the formulation of objectives are strongly linked and more efficient when used together. The setting of targets may lead to feedback loops, either negatively or positively comparing the results to the target. Negative feedback loops lead to more input in the next loop cycle to improve the result. If not strengthened enough, positive feedback loops may lead to a future establishment of objectives at a less challenging level.

2.2.2 The Agency Theory

Ross and Barry pioneered the Agency hypothesis in 1970. The idea of agencies is a concept that explains and resolves problems in the interaction between managers and their agents. Most typically, such connection is the relationship between shareholders and managers as agents. The agent assumes that the agent has self-interest, rationality, and aversion to risk, while the organization undergoes an objective conflict between the participants and the information asymmetry. An agency is in general any connection between two parties in which the agent is, in everyday transactions, the other main agent. The principle or officers have engaged the agent on their behalf to provide a service. Principals delegate to the agent's decision-making power. As many decisions that financially affect the agent, conflicts of opinion and even disagreements in priorities and interests may arise.

The idea of the agency suggests that the interests of a principle and an officer are not necessarily consistent. This is frequently regarded as the primary problem of the agency. By definition, an agent utilizes the resources of a principal. The director ordered the money, but he did not take part every day. The officer is the decision maker and has little or no risk since the principle is responsible for any losses. Financial advisers and Portfolio Managers are the Directors' agents and the Directors' assets. A tenant may be accountable for maintaining and safeguarding non-owned assets. While the lessor has the duty of securing the property, the lessor has less interest in safeguarding the property compared to the real owners.

The issue with the agency is frequently used for judging the working connection between people who play a key part in the business of a firm. It is often seen as extremely immoral because it entails abusing other people's interests for personal gain. The principle must take measures to

ensure that the interests of the agents do not conflict with organizational objectives, and the agent should also adopt measures to ensure that other participants achieve organizational objectives (Eisenhardt, 1985).

2.3 Measurements of Performance Improvement

The management and governing bodies of the company have set in place techniques to examine the existing performance of the business and support the workers in achieving greater performance and development. Performance improvement describes these tactics. Job rotation and satisfaction, awards, staff involvement, objectives and expectations are all indicators of improved performance.

It is beneficial for employees to rotate between two or more activities on a regular basis in order to improve their productivity. The goal is to provide workers with a variety of opportunities to learn and grow professionally by exposing them to a variety of job functions and responsibilities.

Organizational value should be recognized and rewarded for in a fair and consistent manner in order to meet the company's strategic objectives. The rewards may come directly through payments of salaries, wages and incentives, commissions, and bonuses or indirectly via legal programs, such as social security, compensation to employees and discretionary programming.

Employee commitment is best described as how passionate employees feel about their job, devote themselves to the business and make discretionary efforts. The participation of workers covers their willingness to sign up for activities, games, and work-related events. Employee participation promotes overall performance. The individual and the organization must share their responsibilities for success. Professional planning is the methodical procedure by means of which an individual chooses career goals and the achievable way to these objectives.

Expectations, in the end, are a player-created construct. Be prepared for the character and not for what you will get in return. As a result, athletes put themselves under unnecessary strain and tension. Goals, on the other hand, are aspirational objectives that must be pursued even if success is not assured. As organizations strive to achieve flexibility, speed, and continuous innovation, planning with people and not with expectations ensures a positive performance improvement relationship when staff can, for example, participate in organizational decision-making, there are strong opportunities for mutual trust between managers and employees. Employees use their whole talents and efforts to accomplish employee development objectives (Elena 2000)

2.4 Empirical Studies

The research subject, Employee Performance Improvement Practices at Capital Club East Africa, has been linked to earlier research by conducting empirical studies of the findings.

2.4.1 International Studies

Melnyk (2010) highlights the necessity of connecting performance improvement methods to strategic goals for adequate performance consequences, while suggesting that performance improvement alone can have no function, only if complemented by comprehensive performance management. Contrast, De waal and Coevert (2007) investigated the impacts of new practices on improved performance using qualitative methodology, which found varied benefits depending to the manner practices were utilized. Armstrong (2006) states that a career is a vocation, a lengthy life sequence of occupations and a series of jobs held by a person during life. Career development includes management of your career in or across organizations.

Research by Liao et al (2012) examined the effect of employee commitment in the link between work values orientation and job performance in Taiwan's green energy sector. Findings from the

research show that employee commitment mediates the association between work values and employee productivity. However, it did not explain work value types namely intrinsic and extrinsic work values and how they separately and differently influence performance. Chen and Guo (2016) conducted a research on the impact of work values on the job performance of online sales workers in China. This research found a correlation between higher job satisfaction and better job performance.

Merriman (2017) investigated the influence of extrinsic work values on task and context performance in the United States. Extrinsic work values are closely linked to performance, according to research. These findings support earlier findings by Shaw and Gupta (2015) which concluded that extrinsic work values are positively and strongly related to performance and the quantity of performance. Merriman's study only focused on extrinsic work values. Research shows extrinsic and intrinsic work values jointly and differently influence performance (Cerasoli et al, 2014).

2.4.2 Local Studies

Olsen (2007) agrees that the performance improvement methods offer the information necessary to monitor, regulate, evaluate, and feedback the operations management activities. Evans (2014) shows that companies with more mature performance improvement have reported superior financial, market and customer performance outcomes, and that the study has again been done using quantitative techniques. Robson (2011) highlighted how employee performance improvements are utilized to enhance performance management. Robson (2011) supports improvement methods for performance management, arguing that this is a way of improving

performance. However, in his study he did not capture efficiently on the specific employee performance improvement practices at Capital club Kenya.

According to a study by Kidombo et al. (2012), employee commitment is a mediator between human resources strategic orientation and company performance in big private manufacturing enterprises in Kenya. The research established a significant mediating effect between affective and continuance commitment with performance. In Japan, Ueda and Ohzono (2012) studied the influence of work values orientation on job results. The study concluded that work values positively influence performance. Work values was conceptualized in the study as a single construct. Because of this narrow conceptualization of study variables, relationships were not fully explained.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter explains the research design, data collection, and data analysis techniques used in the study.

3.2 Research Design

In this study, case study design was utilized since only Capital Club East Africa was investigated to understand employee performance improvement practices used therein. A case study design is to find out an in depth of the problem being addressed.

3.3 Data Collection

This study used primary data, which was gathered using an interview guide. The interview guide was administered to six heads of departments in Capital Club East Africa, namely Human Resource, Finance, Membership, Food and Beverage, Security, House Keeping and Procurement. The senior management staff were selected since they are well placed to provide the required data.

3.4 Data Analysis

Data was analyzed using content analysis. Content analysis is a research method used to detect themes, and concepts within specific the qualitative data. Content analysis focuses on the content of respondents' answers to derive uniformity. The responses were scrutinized to generate commonality of themes among the views expressed by the interviewees. These themes then created

the substantive content of the responses, and conclusions were then generated from these responses to demonstrate the employee performance improvement practices.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter analyzes the findings and presents the demographic characteristics of the respondents and results on employee performance improvement practices in Capital Club East Africa.

4.2 Demographic Characteristics of Respondents

To achieve the objectives of the study, the respondents were required to provide details of their demographic characteristics.

4.2.1. Gender of Respondents

There were 39.2 percent male responders and 46.2 percent female respondents. Respondents were overwhelmingly made up of women. This indicates that Capital Club East Africa employs a higher percentage of women than men as shown in Figure 4.1

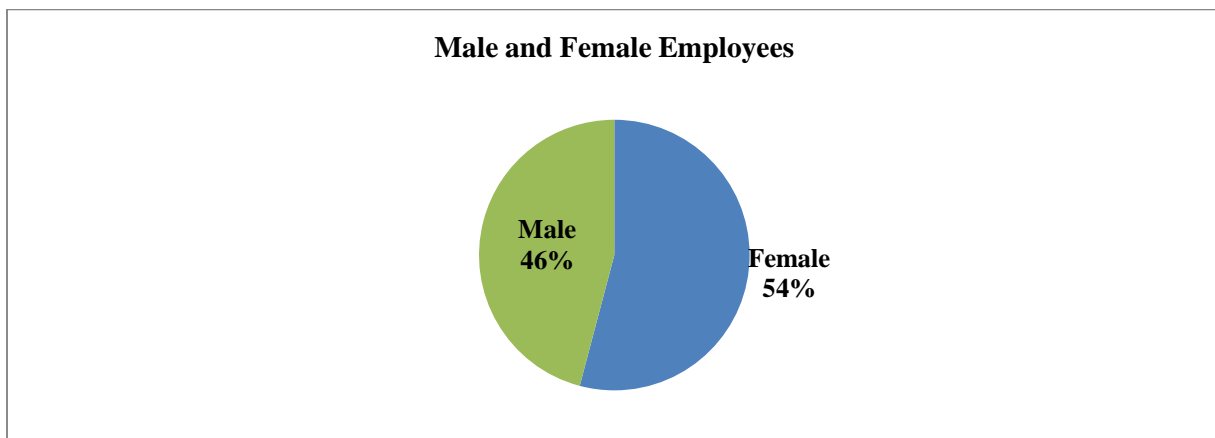


Figure 4.1 Gender of Respondents

4.2.2 Age Group of Respondents

Respondents were asked to specify their age range, and the results are as follows for each age group. The results reveal that 45% were between 23 and 30 years old and 29 % between 30 and 35 years old, 18% percent between 35 to 40 years old and 8 % between 40 and 47 years old correspondingly as shown in Figure 4.2

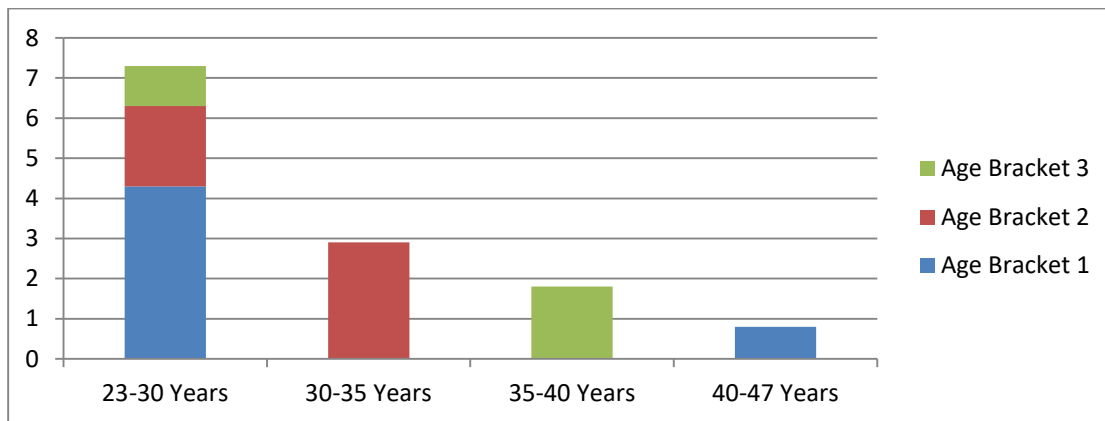


Figure 4.2 Age Group of Respondents

4.2.3. Level of Education of Respondents

The respondents were asked to indicate the lowest level of education. The results show that 64% of respondents have a bachelor's degree. Diploma holders were 36%. The finding highlights that the respondents have adequate level of education to undertake the tasks assigned to them as shown in Figure 4.3

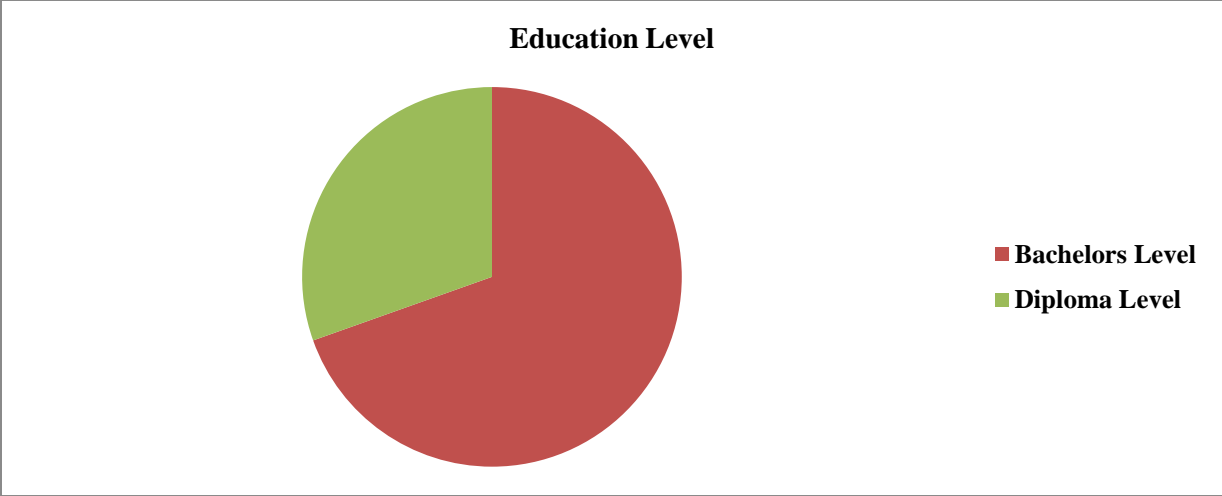


Figure 4.3 Lowest Level of Education

4.2.4. Working Experience

Individuals were asked to identify how long they have worked at Capital Club East Africa. 60% of respondents worked for 1 to 5 years, and 16% had worked for 5 to 8 years in the organization; 24% of respondents worked for 6 months to 1 year as shown in Figure 4.4

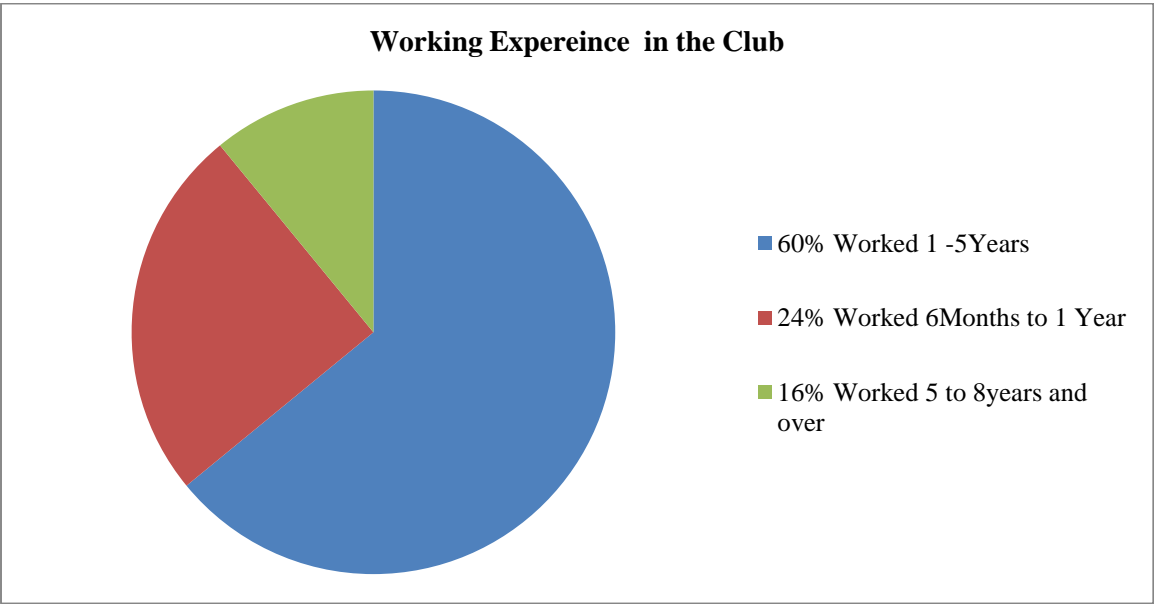


Figure 4.4 Working Experience

4.3 Employee Performance Improvement Practices

The research aimed to establish initiatives by management in Capital Club East Africa to enhance employee performance. Most of the of the interviewees indicated that Capital Club East Africa has implemented employee performance practices which include goal settings, performance review, performance improvement plan, training and development, employee feedback and career planning.

4.3.1 Goal setting

Employee performance improvement at Capital Club East Africa is a primary focus of goal planning, according to all respondents. Goal setting is a key initiative applied at the club to ensure employees improve their performance. The head of departments at the club communicates to their immediate juniors the objectives that are to be achieved over a six-month period, against which their performance is evaluated. The goals are based on pre-established job description that is unique to each job position in the club. The goals are then expected to be reviewed constantly until there's need to relocate the employee to another role.

4.3.2 Performance Review

Capital Club East Africa's employees were unanimous in their belief that performance evaluation (review) was a key component of employee performance improvement initiatives. The club's head of departments regularly (semi-annually) assess the employees progress in attaining the goals set for each of the staff for the target period. To ensure that the club makes informed and correct choices on career development, training, promotion, and pay, the strengths and shortcomings of the staff are documented during the assessment. The supervisors ensure that the outcome of the

review is agreed between them and the employee, a copy of the review is then filed in the personal files and a copy scanned and uploaded in the digitized human resources system as backup.

4.3.3 Performance Improvement Plan

All of the participants in Capital Club East Africa's employee performance improvement plan recognized performance improvement plan as an effort. The Club ensures that employees whose performance fall short of meeting their expectations or unclear on performance expectations are enrolled in a Performance Improvement Plan (PIP). The PIP is a progressive discipline process aimed at facilitating employee compliance to set performance expectations, for employees enrolled in Performance Improvement Plan, who fail to improve, the club uptakes further disciplinary actions which may ultimately lead to termination of the employment contract.

4.3.4 Training and Development

Capital Club East Africa's training and development initiatives were acknowledged by all respondents as a means of improving employee performance. The club ensures that all employees are given opportunities and supported to continuously learn in their area of work. The Club invests in employee education by among others paying half of the tuition fee for staff members who register for advanced level education programs such as Higher Diploma, Degree or Master course. The outcome is improved employee work performance.

4.3.5 Recognition and Reward

Capital Club East Africa's recognition and incentive initiatives were acknowledged by all respondents as a means of improving employee performance. The high performing employees at the club are often recognized and rewarded by the club's management through the issuance of the

employee of the month certificate and a picture of the high performer strategically displayed at the club's notice board, the high performers are given bonus in addition to their monthly salary, Outstanding performance is normally rewarded with one month's salary if it exceeds 90% of the targets. Additional bonuses are given at a flat rate to all employees. Unsatisfactory performance of less than 40 % is reproached through warning letters or an employee enrolled in a performance improvement plan. Promotion of employees is based on ones' current qualifications and position. Junior employees are often promoted when their seniors advance in their career or attain the retirement age. A final aim is to improve individual employee performance as well as the organization's overall performance, in order to attain desired strategic goals.

Recognition and rewards in Capital Club East Africa are linked to performance, outstanding performance is rewarded while unsatisfactory performance is reproached.

4.3.6 Employee Feedback

Capital Club East Africa's employees were unanimous in their belief that employee feedback is an important part of the company's overall performance development strategy. Employees at Capital Club East Africa get feedback on their performance once a year. Rating scales are used to gather information about an employee's work performance. Most of the time, feedback is provided to workers verbally in meetings between department heads and employees, when difficulties are shared with the appraises. Occasionally written feedback in the form of commendation letter.

4.3.7 Career Planning

In Capital Club East Africa, all respondents highlighted career planning as an approach to boost employee performance. Employee interest, skills, knowledge, and professional growth, social lives

are developed by the Club. Opportunities for growth are facilitated through job postings which are circulated in corporate website and interactive sessions with heads of departments.

Employee career growth is coordinated by the Club. Career development in Capital Club East Africa is executed by formal mentoring and coaching. Less experienced employees (Mentees) are placed under mentors (those with skills, knowledge, attitudes, and experience with time). The program is aims at assisting mentees to develop positive attitudes, improve performance and realize their maximum potential. In Capital Club East Africa, all respondents highlighted career planning as an approach to boost employee performance. Capital Club East Africa's career forecasting and planning increases employee performance by ensuring that the targeted workers are focused on their responsibilities, have a sense of direction, and carry out their duties in accordance with their own objectives and career growth. In addition, career planning motivates employee to work hard and increase loyalty to the organization. Career planning has produced several benefits in Capital Club East Africa, specifically, staff retention, promotion of teamwork, job satisfaction, as well as high level of commitment and loyalty among staff in the Club.

4.4 Discussion of Findings

The study's conclusions are compatible with theoretical understanding and actual outcomes. The study's findings indicate that the Club has a training and development policy that applies to all personnel and supervisors and informs training needs. The findings agree with Melnyk (2010), which concluded that employee performance may be enhanced through job rotation in a scheduled manner.

Career planning as implemented in Capital Club East Africa, involves employee interest, skills, and knowledge are developed by the employer. Opportunities regarding job postings are availed

to employees through discussions. Performance appraisals are used to track and monitor employee performance. The finding agrees with Robson (2011) which supports the view that employee performance appraisals are mainly used to evaluate capacity of employees and plan for appropriate interventions to enhance future performance.

The high performing employees in the Club are recognized and rewarded. This finding corroborates that of De waal and Coevert (2007) who assert that the motive of rewarding employee performance is to increase motivation of the workforce and encourage the non-performers to focus on their key deliverables.

The practice of communicating feedback to employees in Club, through verbal communication particularly in meetings with heads of departments, where challenges are shared with appraises. The findings consistent with Elena (2000) who asserted that relaying prompt feedback to the employees if delayed may diminish effectiveness of the entire performance appraisal program and curtail corrective action at an early stage.

From the findings of the study, career planning implemented in Capital Club East Africa has enabled employees to improve their performance. This initiative is mainly employer driven. The findings support that of Melnyk (2010) who asserted that retention of high talent employment in an organization is done by effective planning as well as ensuring full exploitation of existence of opportunities for career advancement among all employees at every level in the corporate structure.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings regarding the objective of the research. It covers the conclusion and recommendations of the study.

5.2 Summary of the Findings

The study objectives were to determine the employee performance improvement practices at Capital Club East Africa. The study found out that Capital Club East Africa has more female employees than male employees and most respondents were the youth. Most of respondents were degree holders and this implies that respondents have sufficient knowledge of the various tasks they handle and they had vast information on employee performance.

The study found out the goals attainable are based on a pre-established job description that is unique to suit different jobs within the club. The head of departments communicates to their direct juniors the objectives that are required to be achieved over a six-month period, after which their performance is evaluated against. The club's head of departments constantly assesses the employees progress towards the targeted goals. In order to make informed and correct judgments about an employee's career growth, training, and development, prospects for promotion, and pay, a performance evaluation (review) is necessary.

Feedback on employee performance in Capital Club East Africa is done once a year. Rating scales are used to obtain information regarding performance of employees. The study also established

that career development in Capital Club East Africa includes mentoring and coaching. Less experienced employees are placed under mentors. This is aimed at assisting them to develop positive attitudes, improve performance and realize their maximum potential.

The study established that for employees enrolled in a Performance Improvement Plan but who fail to attain expected performance improvement, the Club takes further disciplinary actions which may in the ultimate lead to termination of the employment contract.

5.3 Conclusion of the Study

From the study, it can be concluded that employee performance improvement practices used Capital Club East Africa are goal settings, performance review, performance improvement plan, training and development, recognition and reward, employee feedback and career planning.

The findings of the study extensively theoretical and empirical knowledge.

5.4 Recommendations

It is recommended that:

5.4.1. That management of Capital Club East Africa consider quarterly performance reviews.

5.4.2. That human resources unit in the Club should play an active advisory role in coordination of employee performance management rather than leaving the entire process to be handled exclusively by line managers in the Club.

5.5 Limitations of the Study

The results of this research cannot be extended to other organizations due to the fact that it is a case study with a cross sectional design and the Club has an exclusive membership and a limited staff.

The findings are based on personal views which are often characterized by biases and this compromise objectivity of the responses.

5.6 Suggestions for Further Studies

Similar studies should be conducted in other member clubs to see whether the same findings might be replicated.

This was a cross sectional case study; the same organization should be studied using a longitudinal approach to establish consistency of the findings across people and time.

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APPENDIX

Appendix I: Interview Guide

This guide seeks information based on employee performance improvement practices in Capital Club East Africa.

Part A: Demographic Information about Interviewees

1. For how long have you been working with Capital Club East Africa?
2. What current position do you hold in the Capital Club East Africa?
3. For how long have you been holding the current position?

Part B: Employee Performance Improvement Practices

1. What ways do the firm ensure employees gain more job skills?
2. How has training impacted employee performance?
3. How does the firm ensure there is no employee turnover?
4. How has skills attainment among employees resulted into increased performance?
5. In what ways are employees given an opportunity to practice what they learn from the training?
6. How has work application among employees resulted into increased performance?
7. How do you engage employee behavior change at his/her work station?
8. How has employee behavior change among employees resulted into increased performance?
9. How do the firm ensure team work in the organization?
10. How has team work among employees resulted into increased performance?