

**PERFORMANCE MANAGEMENT AND EMPLOYEE PRODUCTIVITY IN THE  
HEALTHCARE SECTOR IN KENYA: A CASE STUDY OF KENYATTA NATIONAL  
HOSPITAL**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND  
LEADERSHIP IN PARTIAL FULFILMENT OF REQUIREMENT FOR THE AWARD  
OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF THE  
MANAGEMENT UNIVERSITY OF AFRICA**

**NOVEMBER 2024**

**DECLARATION**

This is my original research and has never been submitted for the award of degree in any other University.

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## **DEDICATION**

I dedicate this project to my beloved husband Elphas Choge, my children Evalyne, Eliud, Eunice, Eddah and Eric who have been my greatest inspiration and very supportive in this process. May the Almighty God bless and protect them.

## **ACKNOWLEDGEMENT**

I thank God for the gift of life and excellent health my academic career. I am really grateful to my supervisor David Kanyanjua for his advice and guidance during my entire process of this research study. I want to thank Kenyatta National Hospital's management for their cooperation and the information they provided.

I am also grateful to the school administration and to my lecturers for the continued support. I remain grateful to fellow students and colleagues who gave me words of encouragement during the writing process of this research. Finally, my appreciation goes to Mr. Lawrence Mutichi who also doubles up to be my colleague, for his moral support and guidance. God bless you all.

## ABSTRACT

The purpose of this research study was to determine the influence of performance management on employee productivity, using Kenyatta National Hospital (KNH) as a case study. Organizations invest billions of shillings annually in managing employee performance. The primary objective was to understand how performance management influences productivity among KNH employees. The study specifically sought to evaluate the effects of the performance management process, methods, feedback, and goal-setting on employee productivity at the hospital. The study was grounded in Locke's goal-setting theory and further supported by expectancy and equity theories. A descriptive research design was adopted, with a sample size of 372 participants drawn from the hospital's 5,300 employees. Data was primarily collected through questionnaires. Additionally, a pilot study was conducted with 60 staff members from Mbagathi Hospital, selected due to its operational similarities with KNH, to refine the research instruments. The research study will be useful to different categories of people because it will assist in understanding effects of performance management on employee productivity at Kenyatta National Hospital. The study findings will guide the government in formulating and reviewing performance evaluation policies in the public service, the research study will provide the Kenyatta National Hospital's top management with insights on addressing performance appraisal feedback from line managers to the staff within their jurisdictions, the research will be important to other researchers and scholars who wish to conduct studies on similar research. The human resource department and administration at KNH will benefit tremendously from this study since they will gain a lot of insights on the current state of the hospital's services, systems and facilities in order to find ways of ensuring the employees are satisfied and contented with their work. Data collection involved distributing questionnaires, with analysis performed using SPSS Version 25.0. Descriptive and inferential statistics were employed, and a regression analysis was conducted to evaluate the influence of performance management on productivity. The analysis revealed that performance management goals significantly impact employee productivity, with a coefficient of 0.535 and a p-value of 0.019 ( $p < 0.05$ ), indicating a strong positive relationship. The findings led to the conclusion that effective performance management—through well-structured processes, methods, feedback mechanisms, and goal-setting—positively enhances employee productivity. Consequently, the study recommends that KNH's human resources department ensure a transparent, logical performance management process that accurately identifies staff training needs. It further advises the department to communicate the importance and objectives of performance evaluations clearly and to employ a range of performance management techniques in employee assessments.

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## **ACRONYMS AND ABBREVIATIONS**

<b>ANOVA</b>	-	Analysis of Variance
<b>AMREF</b>	-	African Medical and Research Foundation
<b>BSC</b>	-	Balanced Score Card
<b>CoK</b>	-	Constitution of Kenya 2010
<b>ENT</b>	-	Ear Throat and Nose
<b>GOPC</b>	-	General Outpatient Clinic
<b>HR</b>	-	Human Resource
<b>JKUAT</b>	-	Jomo Kenyatta University of Agriculture and Technology
<b>KEMRI</b>	-	Kenya Medical Research Institute
<b>KMTC</b>	-	Kenya Medical Training College
<b>KNH</b>	-	Kenyatta National Hospital
<b>MBO</b>	-	Management By Objectives
<b>MNE</b>	-	Multinational Enterprises
<b>MKH</b>	-	Mwai Kibaki Hospital
<b>MMUH</b>	-	Mama Margaret Uhuru Hospital
<b>MOH</b>	-	Ministry of Health
<b>MUA</b>	-	Management University of Africa
<b>NACC</b>	-	National AIDS Control Council
<b>NACOSTI</b>	-	National Commission for Science, Technology and Innovation
<b>NASCOP</b>	-	National AIDS and STIs Control Programme
<b>NBTS</b>	-	National Blood Transfusion Services
<b>NGOs</b>	-	Non-Governmental Organizations
<b>NP HLS</b>	-	National Public Health Laboratories Services
<b>NRPB</b>	-	National Radiation Protection Board
<b>PC</b>	-	Performance Contract
<b>PMS</b>	-	Performance Management System
<b>SMART</b>	-	Specific Measurable Achievable Realistic and Time bound
<b>SOPC</b>	-	Surgical Outpatient Clinic
<b>SPAS</b>	-	Staff Performance Appraisal System
<b>SPSS</b>	-	Statistical Packages for Social Sciences
<b>UON</b>	-	University of Nairobi

## OPERATIONAL DEFINITION OF TERMS

- Employee Productivity** - This is the evaluation of an employee's or group of employees' effectiveness and accomplishments.
- Performance Management Feedback** - This is the managing and gaining access to the necessary tasks as well as offering chances for professional development are all included in this broad word.
- Performance Management Goals** - This is the process of establishing an atmosphere where employees may give their best efforts and align with the overarching objectives of the company.
- Performance Management Methods** - This is a process involving the ongoing and continuous development plan that employees have with their immediate superiors.
- Performance Management Process** - This refers to the drive or zeal that an employee has towards performing work. It is the planning, monitoring, rating and rewarding employees.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter will present the highlights on the topic under investigation. The chapter lays the foundation of the study by presenting the background and the importance of the study, builds up a case for the problem statement by articulating the problem to be solved, and provides evidence of the existence of the problem and the purpose of the study. This chapter will also state the objectives of the study, research questions, the significance and scope of the study and finally a summary of the chapter

### **1.1 Background of the Study**

Performance Management is defined as a process by which an organization sets goals, determines the standards of work, assigns roles and responsibilities to employees, evaluates their work, and apportions the rewards (Varma & Budhwar, 2020). Globally, performance management has been implemented differently in various countries. The emergence of truly multinational businesses (MNEs) as a result of global economic integration has posed difficulties for HRM procedures. Social and cultural differences, as well as unequal compensation and benefits, are among the difficulties. The standardization of performance management policies is particularly hampered by sociocultural differences (DeNisi, 2021). Given the dynamic environment in which MNEs operate, both researchers and policymakers are concerned about the choice of human resource and performance management systems that are relevant to specific organizations under consideration.

According to new research (DeNisi & Murphy, 2021), performance appraisal and performance management have harmonized different types of rating scales with an emphasis on measuring and evaluating the performance of employees at various organizational levels. However, since most MNEs are domiciled in the United States, it may be problematic to effectively evaluate performance using the US-based models (Murphy & Cleveland, 2023). The most critical and specific performance management issues are related to staffing, evaluating, compensating, and training staff in the global context.

Performance management, which also functions as a tool for guiding developmental objectives like training and feedback, is the source of the administrative decisions mentioned above. By connecting individual performance with organizational-level results, these objectives can be readily accomplished.

According to Bailey (2020), frameworks for assessing and controlling performance in the local environment should be created because cultures vary throughout nations. For instance, in individualistic cultures like the US, as opposed to collectivist societies like China, an employee's performance management comments may be more acceptable and realistic. Therefore, it follows that a supervisor in the United States seeking to determine and improve performance in Chinese subordinates through feedback would rather find it difficult to do so due to socio-cultural diversities.

In addition, wide variations in performance management goals have elicited mixed reactions and views in different regions across the globe. For example, in the US, the end game of performance management is primarily to determine employee rewards and benefits (Cardy & Dobbins, 1994). That is a motivating factor for such individuals who aim to work harder to achieve the desired rewards and benefits, unlike in a collectivist culture like Japan, where performance management is focused on long-term potential (Pucik et al. 2017). Therefore, people are encouraged to grow and improve their abilities and competencies in a collectivist culture.

Clearly, context-based performance management is necessary. to cater to the cultural norms of different locations with special consideration to the national context. In order to meet the MNE's performance objectives, both host country nationals and expatriates must be factored in assessing the overall performance of staff (Varma, 2022). For example, countries like the United Kingdom and Vietnam, which also have different cultures, must ensure that all aspects of cultural diversities are effectively taken care of in evaluating employee performance. Working in the UK for example, employees like more leaves as compared to Vietnam. Therefore, if performance management includes the number of days worked, then people working in the UK will be more demotivated than their counterparts in Vietnam (Abdulkarim, 2022). Similarly, since the UK is more technologically advanced than Vietnam, employees working there will find it much easier to utilize technology in performance management practices than in Vietnam. Therefore, performance management using technology will be more favorable to UK-based employees working for the same MNE as opposed to those that are Vietnam-based.

The African continent has had a fair share of its performance management and employee productivity, which is anchored on public sector reforms (Lewis, 2008). The ultimate goal of public sector reforms is to enhance service delivery. For example, Botswana adopted the five-year National Development Plan to guide service delivery. The plan is implemented by outlining spending priorities with a focus on service delivery, which is cascaded to ministries and state departments. To guarantee effectiveness,

responsibility and ownership in performance management, the government of Botswana implemented Work Improvement Teams (WIT), this enabled small groups of employees can identify, analyze and solve the problems in their workplace, and Performance-based Reward System (PRS). All public sector employees were required to align their job descriptions with these frameworks (Lewis, 2008). Business Process Re-engineering was also introduced as a mechanism for improving internal processes, which further guaranteed efficacy and efficiency in the provision of services and raised worker productivity across the board.

Performance Management in the context of South Africa is based on employee performance assessment, which evaluates an employee's productivity in performing work. It involves developing measures to ensure performance improvement (Nxumalo, Goudge, Gilson, and Eyles, 2018). The measures are central to providing employee feedback on their performance as well as identifying their points of weakness for improvement. Other decisions that can be drawn from this performance assessment include promotion, rewards and sanctions, salary increments, termination of employment, training, and development. Therefore, performance management ensures that employees stay on course toward achieving organizational objectives and their own. It is also a tool for motivating employees and making them stay productive.

As part of public service reform programs, the Government of Uganda instituted performance management in 2002. The system is participatory, results-oriented and systematic in terms of planning, monitoring and evaluating performance (Government of Uganda, 2002). The participatory approach ensures that all supervisors in the public sector set targets, discuss them with the employees, and agree on the achievement of those targets in line with the national development goals (Epucia, 2009).

The need for accountability and value for money led to the introduction of public sector reforms in Kenya in the year 2003 (Government of Kenya, 2003). For a very long time, public service was linked to inefficiency, corruption, and wastefulness, which had fallen short of the people's expectations in terms of service delivery. Performance management is a tool used in Kenya to help people, groups and the organization as a whole to achieve goals within predetermined parameters and standards. It involves setting of targets and developing key performance indicators against which performance is measured (Kinyanjui, 2023). Generally, performance management in Kenya involves three levels: The Ministry, State Department, and Agency, which are then cascaded to individuals or employees.

Performance management is implemented through performance contracts (PC) documented in the Legal Notice No. 93, the State Corporations Regulations (2004). A performance contract is one of

several management tools used to specify roles and expectations between partners in order to reach mutually acceptable outcomes. The 2010 Kenyan Constitution serves as the foundation for the performance contract's implementation. For instance, the national ideals, the principles of public service and governance are outlined in Constitution of Kenya 2010, Article 232 and Article 10 respectively. Patriotism, strong governance, high professional ethics, economical, efficient, and effective use of resources, accountability, and openness are a few of these. Performance contracting, therefore, operationalizes these values and principles by ensuring efficiency and effectiveness in service delivery. Thus, performance contracting as a performance management tool is crucial for raising employee engagement and output and is crucial for accomplishing an organization's strategic objectives (Nobert, 2022).

Enhancing efficient and responsible public service, encouraging a performance-oriented culture, measuring, assessing performance and associating rewards for labour with quantifiable achievement are only a few of the specific functions of performance contracting. Kenya used a hybrid performance management system that incorporates the Balanced Score Card (BSC) methodology together with global best practices. Kenya incorporates best practices from other countries such as the United States, the United Kingdom, Malaysia, China, Morocco, India, and the Republic of Korea into its own performance management systems. However, with the ultimate purpose of providing outcomes to the client, BSC offers a rational link between vision, mission, and strategic objectives. Additionally, it connects long-term budgets and targets with the organization's strategic objectives (Government of Kenya, 2010).

### **1.1.1 Performance Management**

Performance management, according to Armstrong & Baron (2005), is a strategic and integrated process that aims to improve an organization's overall performance by establishing organizational strategic objectives, evaluating implementation progress, and giving employee feedback.

According to Aguinis (2009), performance management is a collection of activities involving setting organizational goals, conducting staff performance appraisals, and development planning, all with the aim of enhancing both employee and organizational performance. In the words of DeNisi and Pritchard (2006), performance management encompasses a set of activities that an organization engages in to improve the performance of its employees. This term highlights the fact that performance management fosters the success of the overall organization as well as its personnel.

### **1.1.2 Performance Management Process**

According to DeNisi and Murphy (2017), performance management is a comprehensive and ongoing process that involves defining performance expectations, monitoring progress toward achieving strategic goals, and providing feedback to improve individual and organizational outcomes.

Stone (2013) characterizes performance management as a holistic process that aligns individual and team goals with organizational objectives, incorporating regular feedback and development opportunities to drive overall effectiveness. According to Pulakos (2009), performance management is a systematic, integrated process that optimizes both individual and organizational performance through goal-setting, ongoing progress reviews, and development planning.

### **1.1.3 Performance Management Methods**

Performance management methods can be defined in terms of three main approaches namely: Management by Objectives (MBO) model, 360-degree Method and Balanced Scorecard Method. According to Istivani (2022), the Management by Objectives method of performance management is a method where the supervisors and the employees set specific objectives that are agreed upon to improve organizational performance. This is a results-focused approach to performance management. When individuals achieve the set objectives, they are said to have exhibited productivity in terms of satisfactory work performance (Raza, 2015).

On the other hand, Riyanto (2021) argued that actual employee productivity is a holistic process. Thus, they defined performance management in terms of a 360-degree model, which involves gathering data from all groups that an employee interacts with, such as supervisors, subordinates, teammates, and customers. This method is considered effective because it encompasses all facets of employee personality, such as interpersonal skills, customer orientation, and teamwork skills. Finally, a balanced scorecard defines performance management as a linkage between an organization's strategic goals with the organization's performance objectives (Kumar, 2023). The performance objectives are then measured, monitored, and evaluated to ensure that the organization's goals are met.

### **1.1.4 Performance Management Feedback**

Performance Management feedback can be defined as a systematic process of analyzing and giving information to the employees regarding their previous performance in the jobs, with a focus on their character and behavior that were effective and those that need further improvement (Aguinis, 2019). However, DeNisi & Pritchard (2006) put performance feedback into perspective and defined it as a mechanism of sharing information about an individual's or collective work performance with the aim

of enhancing performance in the future. In addition, Armstrong & Baron (2006) defined performance feedback as a vehicle for evaluating an employee's performance and communicating information to them regarding the actions, results, or behaviors with the ultimate objective of improving performance.

#### **1.1.5 Performance Management Goals**

According to Aguinis (2019), performance management goals refer to a specific set of objectives within an organization to assess and improve individual, team, and overall organizational performance. These goals are pivotal in aligning employee efforts with broader strategic objectives and ensuring that everyone is working towards their achievement. Further, Cascio and Boudreau (2016) define performance management goals as tools for managing and developing talent in individuals within an organization to bolster their motivation toward work performance. Buckingham & Goodall (2019) define performance goals as the broader expectations set between an employee and an organization to be achieved in the end for the overall improvement in performance of the organization. The expectations are also a tool for assessing the overall employee productivity in a particular task.

#### **1.1.6 Employee Productivity**

According to Chen and Davis (2017), employee productivity is the dynamic interplay between the individual performance of a task, job motivation and satisfaction, and organizational support to an employee toward work performance. Coker (2011) breaks down the nitty-gritty of employee productivity and defines it as the measurement of employees' level of performance in relation to their attendance at work, the quality of work done, and their capacities to turn the inputs into tangible outputs within a given period of time.

However, Johnson (2020) argued that employee productivity is a multifaceted concept that goes beyond mere outputs from work performance. According to their approach, they define employee productivity as an agglomeration of innovation, collaboration, teamwork and the overall contribution of employees to an organization's goals.

#### **1.1.7 Healthcare sector in Kenya**

In the Kenyan health sector, performance management and employee productivity are central to ensuring the delivery of quality healthcare services to the population (Nyaboga & Muathe, 2022). Kenya, like many other countries, faces challenges related to resource constraints, inadequate and well-trained healthcare workers, and increasing demand for healthcare services. Robust performance management practices are essential for addressing these challenges and improving the productivity of healthcare workers (Githatu, 2022).

The healthcare system in Kenya consists of a mixture of public, private, and non-governmental healthcare providers. The Ministry of Health (MOH) manages the public healthcare framework, which includes: the national referral hospitals, county hospitals, sub-county hospitals, health centers and dispensaries. In addition, private healthcare providers, which range from large medical facilities to smaller clinics, play an important role in offering health services, especially in urban regions. What's more, non-governmental organizations (NGOs) and international bodies assist in healthcare service provision through various initiatives and programs.

However, despite efforts to improve healthcare service delivery, the Kenyan health sector faces several challenges that influence employee productivity: staff shortages, including doctors, nurses, and allied health workers, with a ripple effect of heavy workloads, burnout, and decreased productivity among healthcare workers. In addition, many healthcare facilities in Kenya face resource constraints, including inadequate medical supplies, equipment, and infrastructure. These constraints can impede healthcare workers from carrying out their responsibilities effectively and efficiently, which in turn impacts their productivity. Besides, maintaining high-quality healthcare delivery poses a challenge in Kenya. This is attributed to problems such as varying service standards, patient safety issues, and inequalities in access to care. Enhancing performance management practices is essential for improving the quality of care offered by healthcare workers. These practices encompass, but are not limited to, establishing strong performance management appraisal systems, training and developing the skills of healthcare workers, recognizing top-performing employees, and applying performance-based financing.

Kenyatta National Hospital (KNH) was founded in 1901 with a capacity of 40 beds. The hospital functioned for many years under the Ministry of Health until 1987, when it was classified as a State Corporation under the Legal Notice No. 109 dated 6th April 1987. Kenyatta National Hospital has expanded through the years to its current capacity of two thousand five hundred and sixteen (2,516) beds, serving an annual average of 949,000 inpatient nights and 800,009 outpatients, including Mwai Kibaki Hospital (MKH) and Mama Margaret Uhuru Kenyatta (MMUH).

Kenyatta National Hospital is the preferred public hospital within the East Africa. It provides high-quality specialized healthcare to patients from the Great Lakes Region, Southern and Central Africa. The hospital offers training facilities for the University of Nairobi (UoN College of Health Sciences), Jomo Kenyatta University of Agriculture and Technology (JKUAT) and the Kenya Medical Training College (KMTC). The institution also collaborates closely with the Kenya Medical Research Institute (KEMRI), Government Chemist, National Radiation Protection Board (NRPB), National Public Health

Laboratories Services (NPHLS), National AIDS and STIs Control Programme (NASCO), National AIDS Control Council (NACC), National Blood Transfusion Services (NBTS) and the African Medical and Research Foundation (AMREF) among others. The hospital has established linkages and collaborations with other institutions in participating with other government agencies in policy formulation as well as providing various clinical services, outreach programs and research.

The hospital established collaborations with Operation Smile International, the Neurosurgical Mission of St. Louis (USA), the Renal Transplant Programme of the University of Barcelona/NOVARTIS, and the Vesicovaginal Fistula (VVF) Project with AMREF, among others.

Kenyatta National Hospital started operating at Mwai Kibaki Hospital (MKH) with a 350-bed capacity, providing a wide range of services and specialized care, including a surgical outpatient clinic (SOPC), Oncology, a General Outpatient clinic (GOPC), Dermatology, Ophthalmology, Psychiatry, Endocrinology, and Ear, Nose, and throat (ENT). In addition, the hospital supported the operationalization of Mama Margaret Uhuru Kenyatta (MMUH). The facility has a capacity of 350 beds and is offering services to the larger Nairobi area.

The government has established performance management systems designed to hold public office managers accountable while also displaying concrete results to citizens. At present, different elements of these government performance management systems are functioning as separate entities.

A Performance Management System (PMS) is a structured approach aimed at enhancing performance within an organization, teams and individual employees by overseeing performance against an agreed framework of set goals, objectives and standards. It offers employees a clear understanding of job responsibilities, consistent feedback regarding their performance, guidance and strategies for improvement, incentives for excellent performance and consequences for subpar performance.

Kenyatta National Hospital was mandated to provide specialized healthcare, facilitate training and research and participate in National health planning. To achieve its mandate the hospital adopted the Performance Management System (PMS) to continuously evaluate performance of staff in achieving its strategic commitments as outlined in the 2023 - 2028 Strategic Plan and annual performance contract. To further achieve this the hospital has adopted the reward and sanction policy framework as outlined by the Public Service Commission. There is need to reward exemplary performance and sanction poor performance within a framework that also supports the objective of attracting, nurturing and retaining qualified and highly productive staff.

## **1.2 Statement of the Problem**

This study aims to explore performance management and employee productivity within the healthcare sector, focusing on Kenyatta National Hospital as the case example. The goal is to propose feasible actions for improvement and to provide recommendations on how to manage the identified factors. Worldwide, organizations acknowledge employee productivity as a critical metric for attaining overall success and maintaining competitiveness (Helal, 2022). The best practice for boosting employee productivity is the efficient execution of performance management systems. While performance management is widely adopted as a tool to enhance individual and organizational performance, there is a need to critically examine its impact on employee productivity (Mwasawa, 2021). Many questions arise regarding the effectiveness of current performance management practices in motivating and optimizing employee performance (Zoo, 2021). Some studies have established that poor performance management systems have detrimentally reduced staff morale and negatively influenced overall employee productivity (Helal, 2022), while others have found the contrary (Lock, 2020). This push and pull have raised many concerns about the performance management process, the performance management methods used, how feedback is given and the overall goals of performance management. The deficiencies in the existing literature have prompted this current research to explore the specific nature of this issue.

Performance management at KNH is conducted on an annual basis, featuring mid-year and year-end staff evaluations to assess their ability to fulfill its mission. A mid-year review is carried out to track progress towards achieving established goals. The year-end evaluation focuses on employee development, recognition, penalties, and the overall performance of both the staff and the Hospital (KNH). However, the biggest challenge with performance management at KNH has been measuring how this process effectively translates into increased employee productivity. Had this been clearly addressed, this problem would not be there from the year 2015 (KNH Staff Appraisal Report, 2023). In as much as the number of staff appraised has been on the upward trend between the year 2015 to 2023, that is, 3,827 to 5,219, there have been fluctuations in staff productivity. For instance, the year 2020 recorded a staff performance index of 89.6, down from the preceding year, which was a 91.6 or 2.3% decrease as of 31st October, 2023 (KNH Staff Appraisal Report, 2023). The previous studies failed to address this problem of low productivity aggressively, hence the motivation to carry out this study. The purpose of this study is to address the gap by determining the effect of performance

management on employee productivity, focusing on the process, the techniques used, the feedback provided, and the objectives.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the study is to examine the effects of performance management on employee productivity in Kenya's healthcare sector using Kenyatta National Hospital as a case study.

#### **1.3.2 Specific objectives**

- i. To evaluate the effect of performance management processes on enhancing employee productivity at Kenyatta National Hospital.
- ii. To determine how performance management methods affect employee performance at Kenyatta National Hospital.
- iii. To analyze the effects of performance management feedback on the employees' productivity at Kenyatta National Hospital.
- iv. To examine how performance management goals affect employee productivity at Kenyatta National Hospital.

### **1.4 Research Questions**

- i. How does the performance management process affect employee productivity at Kenyatta National Hospital?
- ii. How does performance management methods affect employee performance productivity at Kenyatta National Hospital?
- iii. In which ways does performance management feedback affect employee productivity at Kenyatta National Hospital?
- iv. How do performance management goals affect employee productivity at Kenyatta National Hospital?

### **1.5 Significance of the Study**

The research study will be useful to different categories of people because it will assist in understanding effects of performance management on employee productivity at Kenyatta National Hospital.

First, the study findings will guide the government in formulating and reviewing performance evaluation policies in the public service. The policies will provide a framework that will inform objective employee appraisal, which will enhance productivity in work performance. Secondly, the study will provide the Kenyatta National Hospital's top management with insights on addressing

performance appraisal feedback from line managers to the staff within their jurisdictions. The research study aims to address the gap by determining how performance management affects employee productivity, focusing particularly on the process, the methods the feedback and goals. Thirdly, the research study will be important to other researchers and scholars who wish to conduct studies on similar research. In order to develop additional creative strategies for raising employee productivity across institutions, it will deepen their comprehension of how performance management affect employee productivity.

Finally, human resource department and administration at KNH will benefit tremendously from this study since they will gain a lot of insights on the current state of the hospital's services, systems and facilities in order to find ways of ensuring the employees are satisfied and contented with their work.

### **1.6 Scope**

The purpose of this study was to examine the effects of performance management on employee productivity in the healthcare sector in Kenya, using Kenyatta National Hospital as a case study. The dependent variable of the study was employee productivity, while the four independent variables of the study were; performance management process, performance management methods, performance management feedback and performance management goals. Kenyatta National Hospital is located along Hospital Road in Upper Hill Nairobi. It was done between the months April 2024 and November 2024. Employees at all levels of management within the hospital were key respondents and the targeted population size was 5,300 employees.

### **1.7 Chapter Summary**

The chapter discussed the background upon which the study was based and laid the foundation of the main research problem. The chapter clearly outlined the background information of the geographical area within which the study was conducted and a brief information about performance management. Further, the chapter discussed the problem statement, the objectives of the study, the research questions, significance of the study and concluded with scope.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

There are several sections in this chapter. These are theoretical framework, reviewing the empirical literature, operationalizing the research study variables and summarizing the research needs. The section will show the relevance of the theories to the objectives of the study and suggest any gaps that need to be addressed.

#### **2.1 Theoretical Literature Review**

In this section, the theories underpinning the study were discussed. A close relationship with the research questions was examined. Three theories have been put forward to explain the effects of performance on employee productivity. The study was anchored on the Goal setting theory, with Equity theory and Expectancy theory as supporting theories.

##### **2.1.1 Lock's Goal Setting Theory**

This theory was advanced by Edwin Locke in 1960's, and it is the main theory underpinning the current study. According to Locke, task performance is the greatest motivator of goal setting. The identified goals must be specific and challenging in nature and must foster appropriate feedback, which will lead to higher performance of work. This means that supervisors must establish specific, measurable, achievable, and relevant and time bound in a work appraisal system (SMART). which will encourage their employees to accomplish them and become more productive. In simple terms, goals help to guide what needs to be done, how it ought to be done and the amount of effort to be put in to accomplish a particular task. Employees should strive to work towards attainment of the goals. However, clear, specific and difficult goals are greater motivating factors than easy and general ones. Thus, the more challenging the goal, the greater the reward and hence the greater the motivation towards achieving it. Similarly, better and appropriate employee appraisal feedback directs his behavior and leads to enhanced work performance. Moreover, feedback helps build employee reputation and confidence in the organization, improves organizational relationships and leads to greater job satisfaction.

Thus, this theory posits that setting specific and challenging goals can lead to higher performance when compared to ambiguous or easy goals (Locke, E. A., & Latham, G. P, 2022). The theory has found strong support in the effectiveness of goal setting across various tasks and responsibilities in different organizations (Locke, E. A., & Latham, G. P, 2022). Further, the theory notes that setting goals is a recipe for enhancing motivation. This is because; goals provide a roadmap with clear objectives to

strive for leading to individuals putting in a lot of efforts in performing their tasks (Locke, E. A., & Latham, G. P, 2022).

The theory has gained great significance due to its focus and clarity. It opines that by setting specific goals, individuals are clear of what needs to be achieved. In other words, they are more focused on their performance. The clarity on performance enables individuals to direct more resources and efforts towards the attainment of their goals (Smith 2020). Furthermore, this theory lays emphasis on the importance of feedback in goal attainment. Regular feedback allows individuals to track their progress towards achieving goals, to make informed decisions like change of strategies if they are interfering with results and adjust to those that will enhance performance (Erez & Zidon, 1984).

The theory has suffered several drawbacks despite its relevance and applicability in goal attainment. Firstly, its more focus on quantitative aspect of goals rather than the quality of work done (Austin & Vancouver, 2016). Secondly, the theory downplays other aspects of performance such as individual differences, task complexity, and situational constraints (Lunenburg, 2011). This criticism points to the theory's inapplicability in complex and dynamic environments. Thirdly, setting overly challenging goals can lead to stress and burnout, especially when individuals perceive goals as unattainable or when goal pursuit interferes with other important aspects of life (Locke & Latham, 2006). Finally, the theory's shortsightedness has challenged its relevance. Some studies suggest that its effects may diminish over time, especially if individuals become disengaged or lose interest in pursuing their goals (Klein, 2019).

In conclusion, Locke's Goal Setting Theory remains relevant due to its empirical support and practical applications in enhancing motivation and performance. However, criticisms regarding its narrow focus, neglect of contextual factors, and potential drawbacks highlight the need for a more nuanced understanding of goal setting processes in various contexts.

### **2.1.2 Adams 'Equity Theory**

The employment motivation hypothesis was developed by behavioral and workplace psychologist John Stacey Adams in 1963. It is now well-known as Adams' Equity hypothesis. According to the principle, an employee's contributions should be fairly balanced with, which include effort, loyalty, hard work, skills, commitment, acceptance, personal sacrifice, enthusiasm and so on, and their outputs (salary, benefits, recognition, job security, reputation, and more). According Nyaboga & Muathe (2022), when a fair balance is achieved, the employee builds a strong and productive relationship with the employer, with the overall result would be contentment, motivation and increased productivity.

This theory opines that employee motivation at the work place is driven largely by their sense of fairness. Employees develop a mentality of assessing their worth in an organization against their accrued rewards from the organization (Odhiambo, 2015). If their level of education, skills, performance and experience does not match their peers in similar positions in other organizations, they become demotivated and dissatisfied with their jobs (Nyaboga & Muathe, 2022).

This theory has faced criticism and gained relevance in equal measure. Critics argue that the theory overlooks individual differences in perceptions of fairness. That means, what one person considers equitable may not be perceived the same way by another. Thus, the theory's universal applicability is questioned (Huseman et al., 1987). Additionally, the theory makes the assumption that people evaluate their own inputs and outputs against those of pertinent others. However, in real sense, making such comparisons can be complex and subjective, leading to difficulties in accurately assessing equity (Walster et al., 1978). Thirdly, the theory focuses on material rewards and inputs, neglecting non-material factors such as intrinsic motivation, job satisfaction, and personal values. Critics argue that these non-material aspects play a significant role in motivating individuals and should be integrated into the theory (Latham & Pinder, 2005).

However, the theory continues to be relevant in understanding motivation and behavior in various contexts, particularly in organizational settings. By ensuring fairness in the distribution of rewards and recognition, organizations can enhance employee satisfaction, commitment, and performance. For instance, a study by Colquitt et al. (2001) found that perceptions of fairness significantly influence employees' attitudes and behaviors at work.

Furthermore, the theory provides insights into how perceived unfairness in the workplace can lead to demotivation and reduced performance. Managers can use this theory to design performance management systems that promote fairness and transparency, thereby motivating employees to perform better (Van Yperen & Buunk, 1989). Last but not least the theory is relevant in understanding dynamics within interpersonal relationships. Individuals strive for fairness in their interactions with others, and perceptions of inequity can lead to dissatisfaction and strain in relationships (Deutsch, 2015).

The theory asserts that subtle and variable factors affect an employee's discernment of their relationship with their work, their colleagues and their employer (Odhiambo, 2015). In other words, if employees feel their inputs are way less than the outputs they receive from their employer, they become demotivated and unproductive (Nyaboga & Muathe, 2022). Consequently, employees may exhibit reduced effort or work performance, annoyance, or even disruption in very extreme cases. Therefore, organizations should think of ways of improving an employee's job satisfaction and level of motivation,

such as through promotions and increased outputs. This theory holds when employees are contented where they perceive there is a balance between their outputs and the outputs they receive.

In conclusion, the theory advocates for fairness in the staff appraisal system, which can be reflected in rewards and recognition of employee performance (Gichuki, 2014). The rewards can be in forms of promotions, bonuses and salary increments. Notably appraisal feedback should be clearly communicated by the appraisers to the appraisees in a professional manner without hurting the employee character.

### **2.1.3 Expectancy Theory**

According to Victor Vroom (1964), employees are motivated to perform upon realization that their extra performance is accompanied by an extra rewards and recognition. In this case, Vroom's theory focuses on outcomes and not needs compared to Maslow's. Thus, an employee's motivation is an outcome of how much of the reward he or she wants, the idea that one should perform as anticipated and the conviction that one will be rewarded for it. Vroom, therefore, developed three relational concepts to support his theory. The first one was effort-performance relationship, which asserts the likelihood of an employee's effort recognition during job appraisal. The second one was performance-reward relationship, which affirms an employee's belief that good performance appraisal leads to increased rewards by the employer. The third and last was rewards-personal goals relationship, which analyses the attractiveness or desirability of the likely reward to the individual.

This theory is influenced by perception, which fosters an individual's ability to accomplish a goal to receive the desired reward. Therefore, perception plays a critical role in this theory. Individuals develop intellectual ability to overcome the likely consequences that result from organizational behavioral actions (Krentner & Kinicki, 2012). Vroom (1964), further, explains that employees believe that with greater efforts towards the accomplishment of their tasks, they are certain about success, which will lead into more organizational reward in terms of better pay or promotions. The outcome will be better performance and growth for both the organization and the employee. Thus, Vroom's classical theory was based on account of three beliefs popularly known as valence-instrumentality-expectancy (VIE). According to him, Valence, instrumentality, and anticipation were the three factors that determined the motivating force in organizational behavior. The three beliefs were interrelated. Vroom (1964) defined expectancy as the subjective estimation of individuals' expectations against their capabilities of accomplishing tasks, instrumentality as the subjective estimation of the perceived reward and valence as the value (positive or negative) that an individual placed on the reward.

Vroom's underlying VIE theory was anchored on three assumptions. They were: a) the expected reward activates an individual's behavior, b) an individual's behaviour is guided by the perceived value of the results, and c) relationships between behaviour and outcome expectancy are revealed.

However, Vroom's expectancy theory was so simplistic and deceptive that if the employer offered the rewards (promotions, financial bonuses), employees would be lured to become more productive to obtain the reward and less productive in the absence of such rewards (Alarcon & Edward, 2013). Thus, this theory recognizes that the effort an employee puts in during the performance of their duties and responsibilities will culminate into objective appraisal process and feedback from their supervisors because of the intrinsic motivation of the reward. This theory therefore elaborates a clear relationship between employee motivation and job performance.

## **2.2 Empirical Literature Review**

Empirical literature reviews other similar studies that have been conducted around performance management on employee productivity and the findings of those studies. They are used to discover any gaps that exist in addressing the research problem and to inform further research. The current study will undertake to review the aspects of employee performance, motivation and productivity with regards to work performance.

### **2.2.1 Performance Management Process and Employee Productivity**

According to Yong (1996), performance appraisal is a periodic assessment of an individual's productivity against the targeted achievement. A survey conducted by Vance (2013) on performance appraisal process versus employee productivity revealed that employees were informed about the areas where they need to improve. However, during the appraisal process, employees recognized a process that was applied objectively, fairly and equitably regarding their level of performance and productivity. Employees who were fairly appraised were contented with the job, stayed motivated, focused, productive, and committed towards the organizational objectives. In Korea Kim (2004), conducted a 2001 Merit Principles Survey using a sample size of 2,000 public university staff on their perception towards the appraisal process. What stood out was fairness as the underlying factor during of performance appraisal process. The study observed that employee motivation was a function of a fair, just and equitable performance evaluation. Kim's findings were consistent with those of Fletcher (2010). Another study conducted by Mone & London (2010) focusing on the perception of fairness and employee satisfaction regarding performance appraisal process in the United States of America found consistent results with Kim's findings.

The investigation was based on a four-factor model of organisational justice theory that was hypothesised. The data was collected from 440 respondents. The results showed a high likelihood of fairness in the appraisal system that was applied. A survey by Wagacha & Maende (2017) on the nexus between performance appraisal systems and employee productivity in 41 Commercial Banks with a focus on Nairobi County, Kenya found similar results. The survey recognized three key ingredients towards a fair and equitable appraisal process that included meeting employee expectations, appraiser's attention to relevant details during the appraisal process and the appraisee's controlled modes of behavior. A fulfillment of the foregoing three basic requirements was a precursor for employee motivation and improved productivity. The study also established that senior and experienced high-ranking members of staff conducted the appraisal across all the banks. The appraisal was largely fair and equitable and employees and most of the employees' expectations were met. This encouraged employees' commitment to the organizations and hence improved productivity.

A further interrogation into the subject by Longenecker (2014) was conducted on the current United States trends in performance evaluation process across 183 manufacturing firms. Data from those firms was collected and analyzed qualitatively. The study observed that different firms in the manufacturing industry in assessing employee productivity employed a number of performance evaluation criteria. However, of great importance was how that process was conducted or applied, fairly or unfairly. The study was rather inconclusive as to the specific findings to unravel this paradox of fairness or equity. This is a key research gap that the present study aims to investigate further rather than the generality nature of the previous study.

A more specific study by Zhang (2013) in China analyzed the merits of performance appraisal process and the organizational behavior. Impression management and social exchange theories underpinned the study that constituted of a sample size of 777 and conducted a regression analysis using the ordinary least squares model. The findings showed a relationship between employee productivity and the performance review procedure.

, which was promoted by a fair appraisal system. Hence, it follows that employee productivity is achieved through a fair, objective and equitable performance appraisal system.

### **2.2.2 Performance Management Methods and Employee Productivity**

There are quite a number of methods and ways that organizations can conduct performance appraisals amidst other numerous strategies available. There is inconclusive empirical literature as to the choice of the methods used. This study will attempt to delve deeper into the specific and relevant available empirical literature.

To begin with, a survey by Nyamboga et al. (2016) on the performance appraisal methods on the employee performance at National Bank staffer countrywide focusing on the 360-degree and management by objectives was very impactful on staff productivity. Appraisal forms were also used as a technique of evaluating employee performance. However, the study noted that in as much as the appraisal forms were used, they did not capture such details as short and long-term employee goals, interpersonal skills, and teamwork. Another investigation was done on the effects of appraisal methods of employee performance at the National Police Service using 172 respondents drawn from four police stations within Nairobi City County (Simwoto, 2018).

The study found that the Police Service uses Management by Objectives (MBO) to measure the level of employee performance. Furthermore, the results revealed that the appraisers were not properly trained on the methods of appraisal prior to the actual appraisal. Accordingly, employees were not involved during the development stage. Further, Munguti & Kanyanjua (2017) studied the effectiveness of 360-degrees employee appraisal method to employee productivity at Savannah Cement Ltd. The study employed descriptive approach on the entire staff of the company. The results were amazing. They revealed improved quality and productivity, teamwork amongst staff and job satisfaction among employees.

The results of this that study agreed with those of Sigei (2013) who conducted a similar study in the banking sector. A study by Wagacha & Maenda (2017) investigated the effect of performance appraisal systems and employee productivity in Kenyan commercial banks. Stratified random sampling was used with a sample size of 115 employees across all the banks. They observed that the choice of the appraisal methods was a precondition to determining the success of the appraisal process. This is because it was only by having a better understanding of the specific method that both the appraiser and the appraisee will be mutually comfortable to have it applied.

The findings of Maritim (2007) suggested that organizational reforms and staff training were key towards enhanced organizational growth and the overall productivity of an employee. Skill gap analysis was very fundamental in establishing the relevant skills that employees needed to improve their overall productivity and that of their organizations. Training and development were relevant factors to be considered to ensure that employees gain additional knowledge and skills better performance and improve productivity. An analysis on the perception of staff on the effectiveness of a performance appraisal method at the Teachers Service Commission (TSC) headquarters in Nairobi was done by Mutunge (2013).

The research study employed stratified random sampling method with 49 respondents, which established that the appraisal method at TSC was simple and uniform and had been in use for a couple of years. However, that appraisal system was flawed because of its noninvolvement of all staff, subjectiveness during performance evaluation and had some parameters, which were unmeasurable. A further investigation on the effectiveness of the performance appraisal system in private universities with a specific attention to the Kabarak University was done by Nyaoga (2010).

The results revealed that the appraisal system at that University was not anchored on any formal, objective or structured staff evaluation method. According to the study, the evaluation of staff productivity was a matter of concern as it is not easy to measure perform of those staff and consequently their contribution to the growth of the institution needed further interrogation. The findings are inconsistent with those from the public institutions in Kenya, which use performance contracting as a tool of measuring performance by objectives.

### **2.2.3 Performance Management Feedback and Employee Productivity**

Feedback is a critical variable that determines the success or failure of the goal-setting process. Similarly, without effective knowledge of the results, the motivation towards the employee performance is lost. Performance feedback may come from different sources including the task, supervisors, self or core workers. The cognitive evaluation of the feedback by the employee, the accuracy, credibility, employees' expectations from the appraisal process and the reasonableness of the performance standards are metrics of assessing employee productivity. For example, in the event an employee feels that he or she is assessed unfairly, then he or she loses credibility in the process and may not put in any effort in the work. Conversely, where the feedback is acceptable or positive, the employee gets motivated to work by putting in a lot of efforts.

Therefore, the nature and quality of feedback will generate the overall behavior and attitude of an employee towards work. Various studies have revealed conflicting results about the effect of appraisal feedback on employee productivity. A study by Njuguna & Maende (2017) sought to find out the effect of performance appraisal and employee productivity in commercial banks in Kenya using stratified sampling technique. The findings revealed that wanted the use of 360 degrees feedback to ensure that the appraisal was all-inclusive.

Further, it was observed that supervisors and team leaders provided relevant appraisal feedback to the employees and in a manner that was professional. All performance appraisal gaps such as failing to be appraised and poor achievements were all addressed in performance review meetings. In addition, the study observed a mutual working relationship amongst all the staff who were also had positive attitude

and commitment towards work. A study by Kuvaas et.al (2011) in Norway on the relationship between performance appraisal and feedback at workplace using a sample size of 803 employees from three different organizations revealed that appropriate feedback on employee performance appraisal was a motivator towards enhanced productivity.

A study by Robinson et al (2009) identified pitfalls that were occasioned by lack of proper feedback during performance appraisals. They included negative attitude towards work, resistance towards certain tasks and disrespect. All these were recipes towards poor work performance. The serious cases were where feedback was not shared openly between the appraiser and the appraisee. As a result, the study's conclusions suggest that open forums be established where performance evaluation comments can be freely and openly exchanged.

According to Simwoto (2018), the feedback given to employees during appraisal was subjective and unfair. A study he conducted on four police stations within Nairobi City County revealed subordinate ratings were excluded and that affected their performance, as the supervisors could not openly disclose the results of the rates. Therefore, the employees could not clearly identify their areas of weaknesses that they could improve on to better their performance.

#### **2.2.4 Performance Management Goals and Employee Productivity**

In her study, Kagotho (2018) tested the effects of performance appraisal goals on employee performance and found that over 80 percent of the respondents affirmed the hypothesis. The results were a clear indication that indeed performance appraisal goals significantly contribute to staff performance and productivity. The study further observed that SMART performance goals are key ingredients to improved performance management, employee motivation and satisfaction, employee productivity, employee trust and confidence in the organization.

The findings of Kagotho (2018) resonates with those of Pettijohn & Taylor (2009) who observed that if at all performance management process was conducted objectively, it would have positive impact on both the employee and employer. This would lead to improved productivity and better performance of the organization. The study of Owino et al., (2019) found similar results when they studied performance management and employee productivity at Kiambu County Referral Hospital. They observed that setting clear and realistic performance goals which were also reviewed regularly would influence employee productivity.

Further, Almulaiki (2023) studied the nexus between performance management and employee productivity. In this case, the study found that performance management goals had a significant impact on how employees perform in organizations. That, an organization that sets clear performance goals

when allocating tasks to employees, has the likelihood of enhancing performance of that employee, because the employee will remain focused and self-motivated to achieve the set goals. Kaur & Singla (2019) who observed that line managers and the staff they supervise have to collaborate when setting performance goals, evaluating performance outcomes and rewarding performance, supported the results. Employees in this case will be self-motivated to perform. Nyawira (2022) examined the impact of employee participation on the performance of KNH using descriptive design with a sample size of 278 employees.

The goals of the study were to determine how KNH's performance was affected by consultative management, collective bargaining, employee delegation, and job enrichment. According to the study, each of the four factors significantly and favourably affected KNH's total performance. It was unclear, meanwhile, how the four factors were assessed separately and in relation to the productivity of each particular employee.

The performance of an organization is a priori expectation of improved employee productivity (Binta et al, 2019). That was a major shortcoming of Nyawira's (2022) study, which needs further interrogation.

### 2.3 Summary of Knowledge Gaps

Performance appraisal provide an opportunity for organizations to evaluate the relative worth of employees towards work performance. It is necessary for organizations to set up relevant performance evaluation systems which can objectively align employee goals with those of their employers.

Previous studies that have been conducted around performance appraisal and employee productivity have not provided the much-needed empirical evidence as to the exact nature of the relationship. Hence the current study proposes specific examination of the research problem rather than generalizations.

Table 1 summarizes the knowledge gaps from the previous similar studies.

**Table 1: Summary of Knowledge Gaps**

<b>Study</b>	<b>Focus of the Study</b>	<b>Methodology</b>	<b>Main Findings</b>	<b>Knowledge Gap</b>	<b>Focus of the Proposed Study</b>
Simwoto (2018)	Effects of Performance Appraisal System on Employee's Performance of National Police	Used descriptive research design. Used structured questionnaires	Management by objectives used as a measure of performance.	The study excluded other government bodies and focused on the National Police Service in general.	The current study was based in a healthcare setting to understand the dynamics of performance

<b>Study</b>	<b>Focus of the Study</b>	<b>Methodology</b>	<b>Main Findings</b>	<b>Knowledge Gap</b>	<b>Focus of the Proposed Study</b>
	Service Kenya	to collect data. Sampled 172 respondents.  SPSS Version 21 for data analysis.	Feedback interview used was unfair.  Positive attitude improved employee performance.  Top management support in appraisal was valuable to employee's performance.		management and employee productivity particularly at KNH.
Kagotho (2018)	Effects of Performance Appraisal on Employee Performance in the Healthcare Sector in Kenya: A Case Study of Gertrude's Children Hospital in Nairobi.	Used descriptive research design.  Used structured questionnaires to collect data.  Sampled 100 respondents.	Performance feedback influences employee appraisal.  Performance appraisal process influenced employee performance.  Performance appraisal goals influenced employee performance.  The methods used for performance appraisal determine employee performance	The study focused on a private hospital set up and so there is need to examine the true picture in public hospitals using KNH as a case study. The results could not clearly prove if the situation at that hospital was replicated at public hospitals in the country.  The study did not disclose the statistical software use to analyse data.	The study focused on verifying the situation at KNH to fill Kagotho's suggested gap.
Nyawira (2022)	Employee Participation and Performance	Used descriptive research design.	Consultative management influences	The study measured employee performance	The study used specific measures of performance

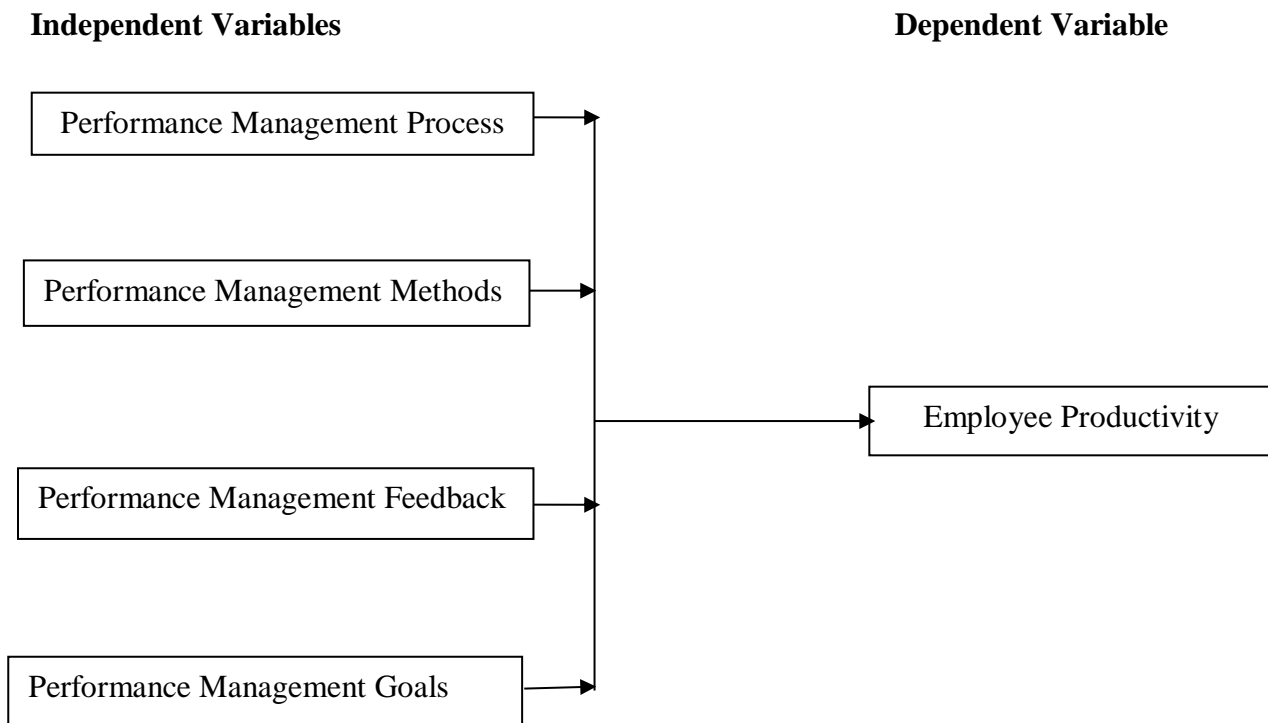
<b>Study</b>	<b>Focus of the Study</b>	<b>Methodology</b>	<b>Main Findings</b>	<b>Knowledge Gap</b>	<b>Focus of the Proposed Study</b>
	of Kenyatta National Hospital in Nairobi City County, Kenya	278 respondents were selected randomly.  Used SPSS Version 21 for data analysis.	performance of KNH.  Collective bargaining influences performance of KNH.  Employee delegation influences performance of KNH.  Employee job enrichment influences performance of KNH.  Employee participation influences performance of KNH	using consultative management, collective bargaining, employee delegation and job enrichment which was rather too general.	management like performance methods, process, goals and feedback. Further, the proposed study will clearly link performance management with employee productivity as opposed to only employee participation
Nyaboga & Muathe (2022)	Employees Motivation and Health Workers Performance in Public Hospitals in Kenya.	Descriptive research designed was used.  Sample size was 159.  Census method was used to select respondents.	Remuneration system influenced employee performance.  Career development influenced employee performance.  Employee performance was influenced by the nature of the work environment.	The study focused on employee motivation alone which has a limited scope.  The study focused on public hospitals in Siaya.  Consequently, the results could not speak for private hospitals in the study area.	The study focused on the broader perspective of performance management rather than only dealing with employee motivation. That will provide more insights into specific measurements of performance management at the national level

Study	Focus of the Study	Methodology	Main Findings	Knowledge Gap	Focus of the Proposed Study
Odhiambo (2015)	The Effect of Performance Management Practices on Employee Productivity: A Case Study of Schindler Limited	Descriptive research designed was used.  Sample size was 108 respondents.  Stratified sampling was used.	Performance appraisal influenced employee productivity.  The reward system influenced employee productivity.  Performance feedback influences employee productivity	The research study did not scientifically explain how the sample size was arrived at. This is very important in scientific research.	The study delved more into the broader subject of performance management as suggested by the Odhiambo (2015).

## 2.4 Conceptual Framework

According to Ravitch & Riggan (2016), a conceptual framework is defined as a vehicle that brings into perspective the relevance of the research topic both theoretically and empirically and how the methods used will answer the research questions. The conceptual framework provides an explanation of the research problem and the particular variables that are being estimated in the study. This study has adopted four independent variables with one dependent variables.

Figure 1 shows that employee productivity depends upon the appraisal process, the appraisal methods and the appraisal feedback.



**Figure 1:** Conceptual Framework

### 2.5 Operationalization of Variables

Variable operationalization involves the identification of the techniques and methods that will be used to measure those variables (Moran & Alvarado, 2010). It simply involves categorizing data in its study characteristics (Cea, 2012). Table 2 shows operationalization of variables.

**Table 2:** Operationalization of Variables

<b>Type of Variable</b>	<b>Variable</b>	<b>Indicators</b>	<b>Type of Analysis</b>	
Independent	Performance Management Process	Self-evaluations Supervisor evaluation Skill development Training and development Enhanced communication Teamwork and collaboration	Descriptive	Statistics
	Performance Management Methods	Based Anchored Rating Scales Management by Objectives Balanced Scorecards Trait Scales 360 degrees appraisal	Descriptive	Statistics
	Performance Management Feedback	Feedback frequency Feedback process Objectivity of feedback	Descriptive	Statistics
	Performance Management Goals	Customer satisfaction Employee productivity Employee engagement	Descriptive	Statistics
Dependent Variable	Employee Productivity	Job improvement Staff career development Meeting organizational objectives and goals	Descriptive	Statistics

## 2.6 Chapter Summary

The chapter examined pertinent research on performance reviews and worker productivity, both theoretically and in terms of prior findings. Additionally, a conceptual framework was created to illustrate how the particular factors being studied relate to one another. In order to lay the foundation for the study methodology—which will be used to analyse data, present findings, and draw conclusions—the variables were finally operationalised in a clear and concise manner.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This section outlines the techniques and methods that were employed to evaluate the effect of performance appraisal on employee productivity, citing Kenyatta National Hospital as a case study. The chapter has been organized into the following subsections: introduction, research design, target population, sample and sampling technique, data collection instruments, pilot study, research validity, reliability test, data collection procedure, data analysis and presentation, and ethical considerations.

#### **3.1 Research Design**

Research design refers to the logical and analytical approach to conducting a study to ensure that the research problem has been thoroughly examined (Sileyew, 2019). The current study adopted a descriptive research design. Since studying the characteristics of the population, the phenomena, the frequencies, and the trends were involved, a descriptive research design was more suitable (Orodho, 2009). A descriptive research design defines the distribution of one or more variables without regard to any causal or other hypothesis (Aggarwal & Ranganathan, 2019).

Further, this method seeks detailed information about all the variables under estimation and, therefore, provides an opportunity to critically examine the research problem to arrive at clear conclusions from the research findings.

#### **3.2 Target Population**

Population refers to the entire group from which the study is to be conducted. The target population is the specific universe from which a sample will be drawn to conduct the study (Shukla, 2020). The study targeted 5,300 members of KNH staff, as shown in Table 3;

**Table 3: Target Population**

<b>Staff Category</b>	<b>Population</b>	<b>Percentage of Total Population (%)</b>
Senior Management	100	1.9
Middle-Level Management	400	7.5
Junior Staff	4,800	90.6
<b>Total</b>	<b>5,300</b>	<b>100</b>

Source: KNH HR records (2024)

### 3.3 Sample and sampling technique

A sample is defined as a representative part or subset of data from the entire population universe (Shukla, 2020). The study adopted stratified random sampling as the most suitable technique since the target population was grouped into different categories, each with unique characteristics (heterogeneous). This method gives room for more accurate and diverse data, making the researcher to draw better conclusions. Besides, it is more manageable and cost-effective since classifying the population into individual groups allows more information to be captured at once.

The sample size will be determined using Yamane's formula (Yamane, 1967) as follows;

$$n = \frac{N}{(1+Ne^2)}$$

Where  $n$  = corrected sample size,  $N$  = population size, and  $e$  = Margin of error (MoE),  $e = 0.05$  based on the research condition.

Thus, by substituting the values of  $n$ ,  $N$ , and  $e$  in Yamane's formula, we determine the sample size as follows;

$$\begin{aligned} n &= 5,300/1+5,300(0.05)^2 \\ &= 5,300/5,300*0.0025 \\ &= 372 \end{aligned}$$

Thus, from the total population of 5,300 KNH staff, the study picked a sample size of 372 staff. Cooper & Schilder (2014) argued that a sample size of above 10 percent of the entire population is good enough to make statistical inferences in research. Hence, Table 4 shows the sample size of the target population that was determined.

**Table 4: Sample Size**

<b>Staff Category</b>	<b>Population</b>	<b>Sample Proportion</b>	<b>Sample Size</b>
Senior Management	100	1.9%	7
Middle-Level Management	400	7.5%	28

Junior Staff	4,800	90.6%	337
<b>Total</b>	<b>5,300</b>	<b>100</b>	<b>372</b>

### 3.4 Instruments

The study largely used questionnaires as the main instrument for collecting data because of their convenience. As opposed to personal interviews, which essentially consume a lot of time, a set of similar structured questions to respondents within a given period was ideal. The research study used descriptive design and questionnaires was to collect the data, which objectively answered the research problem. Further, the study used questionnaires, as recommended by Schilder (2014), because they give the respondents an opportunity to express themselves freely, unlike personalized face-to-face interviews.

The questionnaires consisted of three parts. The first one gave background information about the respondents, the second one provided demographic information about the respondents, and the third one was organized based on the research questions.

### 3.5 Pilot Study

A pilot study, also known as a feasibility study, is a preliminary study conducted in preparation for the main study (Polit, 2012). The researcher conducted a pilot study to validate the questionnaires and collect preliminary data for the study, was done to adequately prepare the respondents before the major research study.

Cooper & Schilder (2014) recommended that a sample size of more than 10 percent of the total population is ideal for drawing conclusions in academic research. Hence, in this case, 60 questionnaires were randomly distributed among Mbagathi Hospital employees, selected due to the hospital's similar characteristics to Kenyatta National Hospital.

#### 3.5.1 Validity

Validity is the degree to which the sample test measures what it is intended to measure. Pilot testing involves determining the validity of the questionnaires with regard to the responses to the questions. To determine the objectivity of the questionnaires, the majority of studies use both face validity and content validity. The initial step of choosing the data collection strategy involves the use of face validity. Still, this type of validity is more arbitrary and might not be used consistently after the technique has been selected. Content validity assesses whether all the parameters of the test have been fulfilled. Since it is widely used, the current study adopted it to capture all the aspects of the sample size.

### **3.5.2 Reliability Test**

Reliability is the degree to which a research method produces consistent and stable results. A measure is deemed reliable if applied to a similar object of measurement severally gives the same results. Reliability can be measured using Cronbach's alpha, which compares the amount of shared covariance, or variance among the items making up an instrument, to the overall variance (Creswell & Creswell, 2023). This research gathered data through questionnaires and Cronbach's alpha was used to assess the reliability of the items. The general rule is that a Cronbach's alpha of 0.70 and above is good (Creswell & Creswell, 2023). The reliability measures the degree to which the questionnaires give consistent or constant results at each pre-test. Cooper & Schilder (2014) assert that a questionnaire is reliable if it does exactly what it is intended to do at every level and time that it will be used. In other words, a questionnaire is more reliable if it produces the same results whenever it is used within a similar sample. In this case, the researcher exported the responses were to the SPSS (Version 25) to generate Cronbach's Alpha to ascertain the internal consistency and reliability of the questionnaires, which ranges from zero to one (0-1). As the range tends to one, the test instrument has more reliability and internal consistency as opposed to when it tends to zero.

### **3.6 Data Collection Procedure**

Once the questionnaires were pilot-tested, actual data collection proceeded by administering blank questionnaires to the targeted population in compliance with the clearance letter from NACOSTI. Questionnaires were the most suitable instruments for data collection in this study because they contain specific questions that require specific responses that are also specific to the main research problem. Questionnaires are less time consuming as opposed to face-to-face interviews since many of them can be administered at once to a group of respondents.

### **3.7 Data Analysis and Presentation**

The process of data coding, data entering and decision making is known as data analysis And presentation. Data analysis is the systematic arrangement and synthesis of research data, as well as use of such data to test research hypothesis (Sedwick, 2015). Inferential statistics and correlation analysis used to test the influence of the independent variable on the study's dependent variables. Descriptive analysis was used in analysing the frequencies and percentages, while inferential statistics such as the regression and correlation analysis was used to test the influence of the independent variable

on the dependent variable of the study. The data was visualized in tables, graphs, and pie charts. Quantitative methods were typically used during data analysis.

The questionnaires were pre-coded, and then the collected data were entered into SPSS Version 25 for descriptive and multivariate analysis.

The statistical model is as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y	=	Employee productivity
$\beta_0$	=	Constant
$X_1$	=	Performance management process
$X_2$	=	Performance management methods
$X_3$	=	Performance management feedback
$X_4$	=	Performance management goals
$\varepsilon$	=	Error term

$\beta_1, \beta_2, \beta_3,$  and  $\beta_4$  are regression coefficients for performance management process, methods, feedback and goals, respectively.

### **3.8 Ethical Considerations**

To comply with the values and principles of research, the right steps were taken to obtain permission and authority from the relevant participating institutions. The authority to conduct the research and data collection was obtained between the Management University of Africa and Kenyatta National Hospital.

#### **3.8.1 Informed Consent**

Before administering the questionnaires, the respondents were required to fill out and sign consent forms, which was to ensure that their responses would only be used for this research study.

#### **3.8.2 Voluntary Participation**

Prior to giving the questionnaires and gathering data, the participants were briefed, given instructions on how to complete them, and told that the data they submitted would only be utilised for the study. Additionally, the respondents were made aware that completing the questionnaires was entirely voluntary. Nonetheless, they were urged to complete the form since it would yield important data and information regarding the subject of the study.

### **3.8.3 Confidentiality**

The study made sure that all of the respondents' information was handled in the strictest confidence and that the results were solely utilised for the Management University of Africa's research project.

### **3.8.4 Privacy**

The questionnaires did not require the respondents to identify themselves by their names. Moreover, the respondents were engaged before agreeing to participate in filling out the questionnaires.

### **3.8.5 Anonymity**

The study upheld due respect to the respondents by ensuring they answered the questions only to the expectations of the research. The respondents were picked randomly without any discrimination, and the questionnaires were administered and returned anonymously.

## **3.9 Chapter Summary**

This chapter provided an explanation of the study's methodology. The demographic, the study design, the pilot study, the sample size calculation, the data collection techniques, the data analysis, and the presentation were all covered. Finally, the end of this section also covered the fundamental ethical issues of informed permission, voluntary involvement, secrecy, privacy, and anonymity.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.2 Introduction

This chapter examines the research outcomes and conclusions that were gathered from the field during the investigation. The chapter starts by delineating an introduction of its sections. Diagnostic tests will then be conducted in order to assess model assumptions and enhance the findings' robustness in accordance with the study's goals. The researcher used descriptive and inferential statistics in presenting the results. Following the presentation of the data, the study's limitations and difficulties will be discussed. The findings as provided during the study are summarised at the end of the chapter.

#### 4.1 Presentation of Research Findings

##### 4.1.1 Response Rate

The proportion of participants who complete a questionnaire plays a very critical role determining the validity, reliability and generalizability of the study's findings. The response was very high suggesting that, the data collected is most likely representing the target population, while a low response rate can introduce bias and limit the conclusions that can be drawn. According to Orodho et al (2008), a response rate of 50% is satisfactory while that of 70% is excellent to be used in any academic research in the presentation of findings. The current study targeted all the 5,300 respondents at Kenyatta National Hospital. However, the study determined that a sample size of 372 respondents was well representative of the entire population. During data collection 372 questionnaires were distributed. Out of these, 94.1% (n=350) were completely filled while 5.9% (n=22), were incompletely filled upon return. That means the response rate of 94.1% showed the greatest representative of the targeted population. Table 5 classifies the summary of the response rate.

**Table 5:** Response Rate

<b>Category</b>	<b>Number filled</b>	<b>Percentage</b>
Complete Questionnaires	350	94.1
Incomplete Questionnaires	22	5.9
<b>Total</b>	<b>372</b>	<b>100</b>

This study conducted a reliability test in SPSS software, and the findings are shown in Table 11. As shown in the Table, all the items had Cronbach's alpha above 0.70, indicating good results. The overall Cronbach's alpha was 0.985, indicating that the questionnaire items have high internal consistency and reliability, suggesting that they are measuring the intended constructs effectively.

**Table 6: Reliability Results**

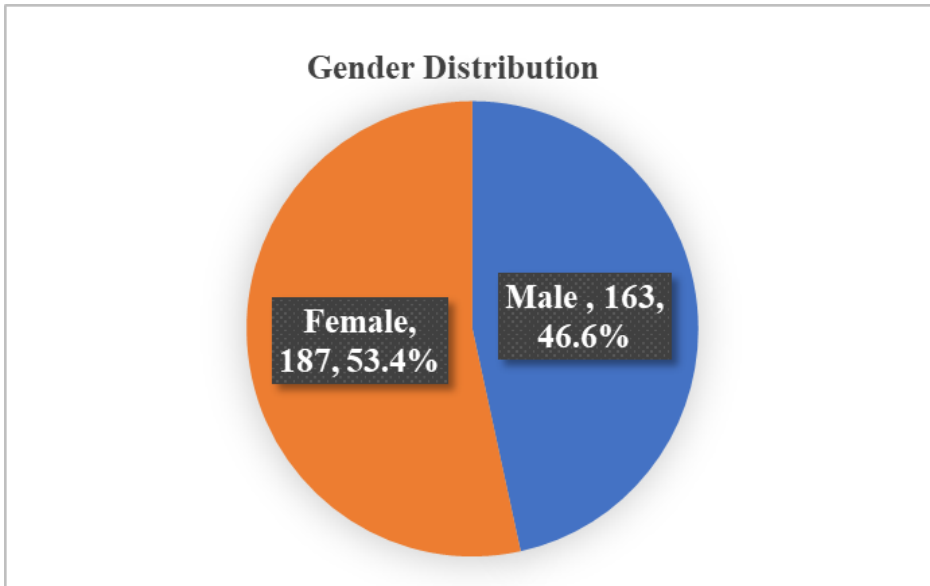
<b>Variable</b>	<b>Cronbach's alpha</b>	<b>No of items</b>	<b>Interpretation</b>
Performance management process	0.984	7	Good
Performance management methods	0.981	7	Good
Performance management feedbacks	0.984	7	Good
Performance management goals	0.975	7	Good
Employee productivity	0.980	7	Good
<b>Cronbach's Alpha</b>	<b>.985</b>	<b>N of variables</b>	<b>5</b>

#### **4.1.2 Respondents Demographic Information**

##### **4.1.2.1 Gender Distribution**

The gender characteristics were largely dominated by female respondents representing 53.4% (n=187) against males represented by 46.6% (n=163). It is evident from the distribution that the study's representation of male and female viewpoints was free of bias. Figure 2 represents the gender distribution.

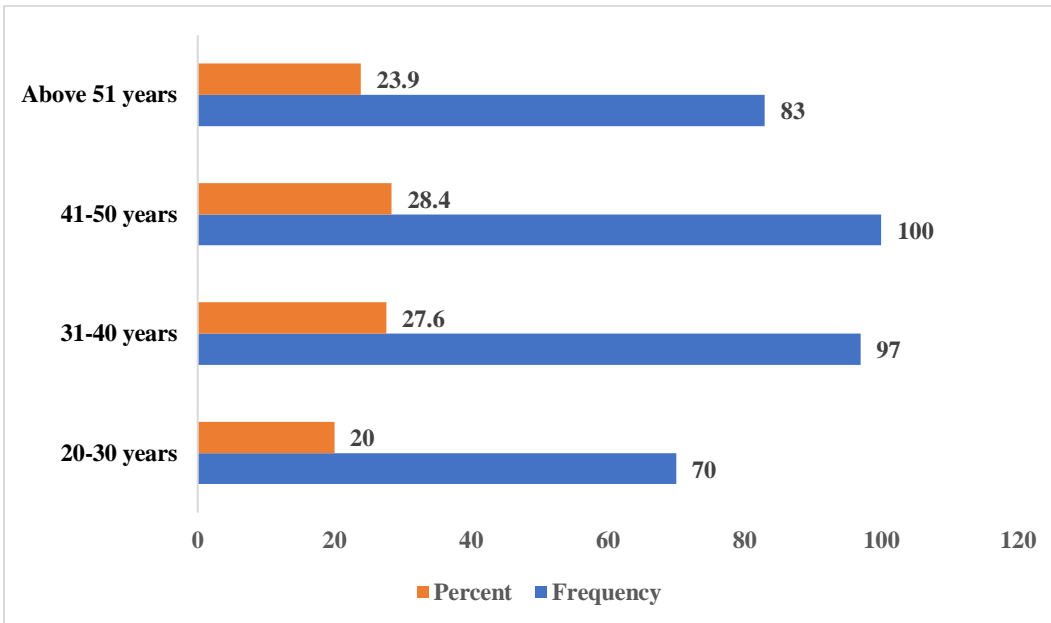
**Figure 2: Gender Distribution**



#### 4.1.2.2 Respondents Age

The findings reveal that most respondents were between the age of 41-50, then the 31-40, those above 51, and finally the 20-30. Age is an important factor as it influences perspectives, work behaviors, and adaptability. It is believed that the older are more experienced and exposed to work than the younger respondents. Figure 3 presents the age of respondents.

**Figure 3:** Respondents Age

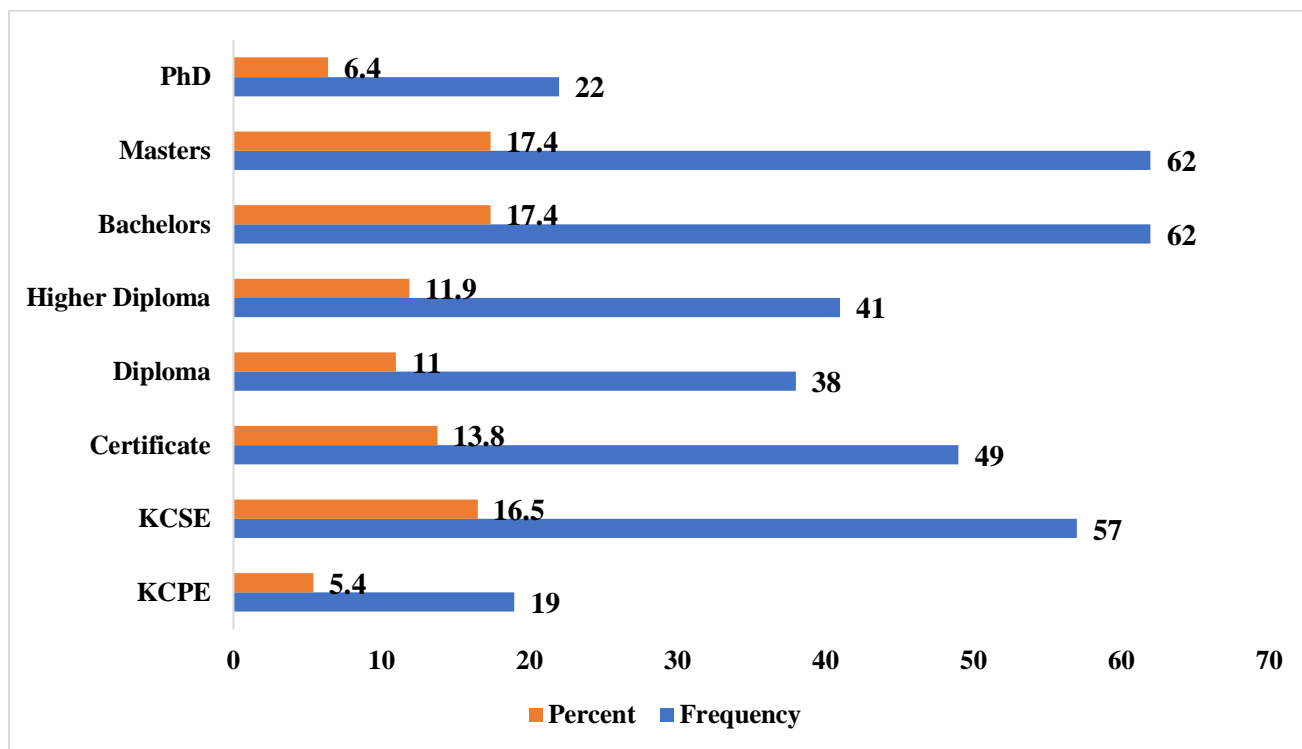


Findings from Figure 3 depict that 20% (n=70) of the participants were aged between 20-30 years while 23.9% (83) were aged above 51 years. It can also be deduced from the findings that most respondents were aged between 41-50 years, 28.4% (n=100) and 31-40 years, 27.6% (n=97).

#### 4.1.2.3 Respondents Level of Education

This research sought to explain the education level for the respondents as that directly influences their reasoning and performance of their duties. Figure 4 presents the findings of the study as far as the level of education for the respondents.

Figure 4: Respondents Level of Education



It is very interesting that the findings from figure 4 above indicate that most respondents had a bachelor's degree 17.4% (n=62) and a master's degree 17.4% (n=62). Those who hold PhD were 6.4% (n=22), those with higher diploma were 11.9% (n=41), diploma holders were 11% (n=38) while certificate holders were 13.8% (n=49). KCSE and KCPE holders were 16.5% (n=57) and 5.4% (n=19) respectively.

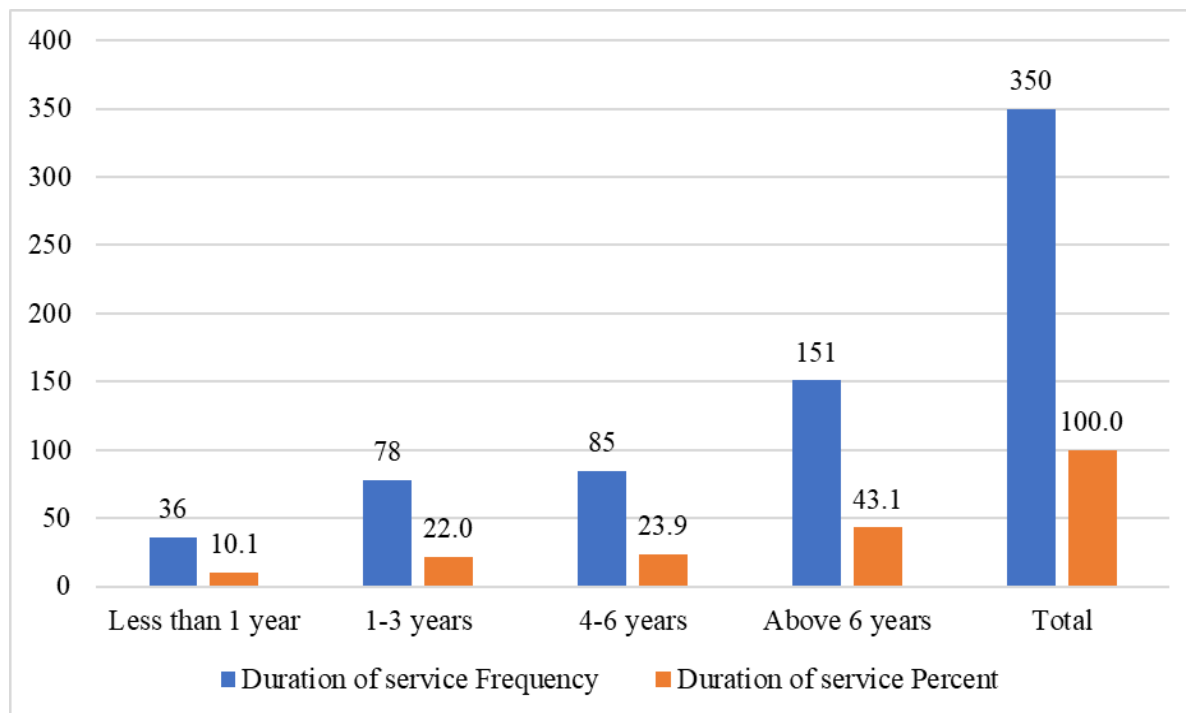
#### 4.1.2.4 Duration of Service

The research study sought to examine the duration of service in the hospital among respondents. Employees' tenure, or how long they have worked in an organization, can influence multiple aspects of their productivity and performance, offering insights that are crucial for both evaluation and strategy formulation.

As employees spend more time in an organization, they tend to accumulate knowledge, skills, and experiences that enhance their efficiency and effectiveness. For example, long-serving employees often have a deeper understanding of organizational culture, systems, and processes, which can lead to

increased productivity. They are likely to develop better problem-solving skills, work autonomously, and exhibit higher levels of organizational commitment. Figure 5 depicts the duration of service of all the respondents in the study.

**Figure 4: Duration of Service**



The findings showed that most respondents (43.1%, n=151) had worked at KNH for more than 6 years, followed by those with 4-6 years of experience (23.9%, n= 85). The respondents who had worked for 1-3 years were represented by 22.0% (78), while those with less than one year of working experience at KNH were the least at 10.1% (n=36). This clearly shows that KNH is dominated by very experienced workforce or those who have worked there for a long time.

#### 4.1.2.5 Staff Category

Categorizing staff in an organization plays a key role in defining and classifying employees based on their functions, responsibilities, and the skills required for their roles. This classification helps structure the organization, manage human resources efficiently, and align roles with strategic goals.

**Figure 5: Staff Category**

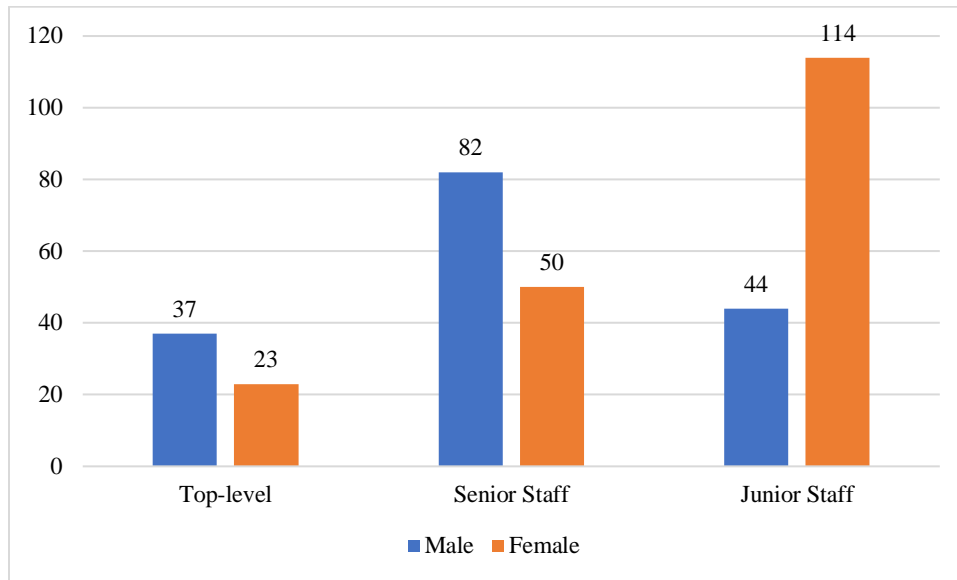


Figure 6 shows that out of the 53.4% (n=187) female respondents, 6.6% (n=23) were top level management, 14.3% (n=50) were senior staff while 32.5% (n=114) were junior staff. On the other hand, out of the 46.6% (n=163) male respondents, 10.6% (n=37) were top management, 23.4% (n=82) were senior staff while 12.6% (n=44) were junior staff. It can also be observed that the top level management is dominated by males while the junior staff category is dominated by females.

#### 4.1.3 Descriptive statistics

#### 4.1.4 Performance Management Process

**Table 7:** Participants' response on performance management process

Statement	SD n(%)	D n(%)	N n(%)	A n(%)	SA n(%)	Mean
The performance management process at KNH is well-structured and easy to follow	10 2.86	34 9.71	58 16.57	125 35.71	123 35.14	3.91
The performance management process is	9 2.57	16 4.57	61 17.43	105 30.00	159 45.43	4.1

<b>Statement</b>	<b>SD n(%)</b>	<b>D n(%)</b>	<b>N n(%)</b>	<b>A n(%)</b>	<b>SA n(%)</b>	<b>Mean</b>
consistently applied across all departments						
The performance management process at the hospital aligns with my job responsibilities	14 4.00	23 6.57	56 16.00	94 26.86	163 46.57	4.05
I receive clear communication about the steps involved in the performance management process	11 3.14	13 3.71	45 12.86	72 20.57	209 59.71	4.30
The performance management process is fair and transparent	10 2.86	12 3.43	42 12.00	69 19.71	217 62.00	4.35
The performance management process effectively identifies areas for employee improvement	16 4.57	22 6.29	36 10.29	165 47.14	111 31.71	3.95
I am satisfied with the overall performance management process at the hospital	21 6.00	34 9.71	27 7.71	90 25.71	178 50.86	4.06

Based on a 5-point Likert scale where 1=strongly disagree while 5=strongly agree, the respondents agreed (mean=3.91) that the performance management process at KNH is well-structured and easy to follow. All the statements in Table 6 had a mean between 3.91 and 4.35, corresponding to 4 (Agree) on a 5-point Likert scale. This means that the respondents agreed that the performance management process at KNH is well-structured, fair, clearly communicated and aligned with job responsibilities.

#### 4.1.5 Performance Management Methods

**Table 8:** Participants' response on performance management methods

<b>Statement</b>	<b>SD n(%)</b>	<b>D n(%)</b>	<b>N n(%)</b>	<b>A n(%)</b>	<b>SA n(%)</b>	<b>Mean</b>
The performance management methods used are effective in evaluating my work	25 7.14	40 11.43	24 6.86	133 38.00	128 36.57	3.85
The hospital uses diverse methods to assess employee performance	6 1.71	13 3.71	31 8.86	182 52.00	118 33.71	4.12
The performance management methods accurately reflect my contributions	9 2.57	16 4.57	35 10.00	200 57.14	90 25.71	3.99
	10	21	20	138	161	4.20

<b>Statement</b>	<b>SD n(%)</b>	<b>D n(%)</b>	<b>N n(%)</b>	<b>A n(%)</b>	<b>SA n(%)</b>	<b>Mean</b>
I understand the methods used to measure my performance	2.86	6.00	5.71	39.43	46.00	
The methods of performance assessment motivate me to improve my productivity	8 2.29	23 6.57	26 7.43	100 28.57	193 55.14	4.28
I believe the methods used to evaluate my performance are fair	17 4.86	27 7.71	31 8.86	145 41.43	130 37.14	3.98
The performance management methods are regularly updated to remain relevant	13 3.71	27 7.71	33 9.43	117 33.43	160 45.71	4.10

The results in Table 8 demonstrate that respondents had a favourable opinion of KNH's performance management practices. Every statement in Table 7 had a mean of over 3.80, corresponding to agree. This means the respondents agreed that the performance management methods at KNH are effective in evaluating the employees' work, diverse, accurately reflecting their contributions, fair, relevant to their roles, and encouraging them to increase their level of productivity.

#### 4.1.6 Performance Management Feedback

**Table 9:** Participants' response on performance management feedback

<b>Statements</b>	<b>SD n(%)</b>	<b>D n(%)</b>	<b>N n(%)</b>	<b>A n(%)</b>	<b>SA n(%)</b>	<b>Mean</b>
I receive regular feedback on my performance	9 2.57	18 5.14	24 6.86	160 45.71	139 39.71	4.15
The feedback I received helps me understand how to improve my productivity.	11 3.14	20 5.71	26 7.43	108 30.86	185 52.86	4.25
Performance feedback is given in a constructive manner.	14 4.00	16 4.57	33 9.43	127 36.29	160 45.71	4.15
I am satisfied with the timeliness of feedback on my performance	13 3.71	20 5.71	15 4.29	85 24.29	217 62.00	4.35
Feedback from my supervisors is based on clear performance metrics	11 3.14	17 4.86	15 4.29	84 24.00	223 63.71	4.40
The feedback I receive acknowledges both my	13 3.71	21 6.00	25 7.14	151 43.14	140 40.00	4.10

<b>Statements</b>	<b>SD n(%)</b>	<b>D n(%)</b>	<b>N n(%)</b>	<b>A n(%)</b>	<b>SA n(%)</b>	<b>Mean</b>
strengths and areas of improvement						
The performance feedback I receive leads to noticeable improvements in my work	17 4.86	26 7.43	15 4.29	97 27.71	195 55.71	4.22

Participants gave the performance management feedback at KNH a positive rating, according to the results in Table 9. The respondents agreed that they receive regular feedback from their management team. Also, they agreed that the feedback they receive is constructive, timely, clear and helps them understand how to improve their productivity. This underscores the role of performance management feedback in enhancing employee productivity.

#### 4.1.7 Performance Management Goals

**Table 10:** Participants' response on the performance management goals

<b>Statement</b>	<b>SD n(%)</b>	<b>D n(%)</b>	<b>N n(%)</b>	<b>A n(%)</b>	<b>SA n(%)</b>	<b>Mean</b>
The performance goals set for me are clear and specific	24 6.86	21 6.00	24 6.86	144 41.14	137 39.14	4.00
My performance goals are achievable within the given time frame	14 4.00	18 5.14	12 3.43	145 41.43	161 46.00	4.20
The performance goals align with the hospital's overall objectives	6 1.71	24 6.86	22 6.29	175 50.00	123 35.14	4.10
I am regularly involved in setting performance goals for my role	13 3.71	12 3.43	16 4.57	125 35.71	184 52.57	4.30
The goals set for my performance motivate me to increase my productivity	11 3.14	15 4.29	14 4.00	110 31.43	200 57.14	4.35
I receive guidance on how to achieve my performance goals	22 6.29	17 4.86	23 6.57	147 42.00	141 40.29	4.05
My performance goals are regularly reviewed and adjusted as necessary	19 5.43	13 3.71	27 7.71	130 37.14	161 46.00	4.15

Table 10 shows that the respondents agreed that the performance goals are clear, specific, achievable, aligned with KNH's overall objectives, inclusive of employee input, inspiring, relevant, and helpful for employees in reaching their personal goals. This means that the performance management goals at KNH are well-structured and effectively communicated, fostering a supportive environment that enhances employee productivity.

#### 4.1.8 Employee Productivity

**Table 7:** Participants' response on employee productivity

<b>Statement</b>	<b>SD n(%)</b>	<b>D n(%)</b>	<b>N n(%)</b>	<b>A n(%)</b>	<b>SA n(%)</b>	<b>Mean</b>
I am able to meet the productivity expectations set for my role	17 4.86	15 4.29	25 7.14	153 43.71	140 40.00	4.10
My productivity has improved due to the performance management process	14 4.00	11 3.14	22 6.29	128 36.57	175 50.00	4.25
I feel motivated to perform at my best every day	12 3.43	9 2.57	20 5.71	165 47.14	144 41.14	4.20
My productivity is recognized and rewarded by my supervisors	14 4.00	15 4.29	19 5.43	90 25.71	212 60.57	4.35
The tools and resources provided enable me to be productive	7 2.00	10 2.86	14 4.00	124 35.43	195 55.71	4.40
I can effectively manage my workload and meet deadlines	13 3.71	16 4.57	23 6.57	151 43.14	147 42.00	4.15
I believe my productivity contributes to the overall success of the hospital	12 3.43	17 4.86	26 7.43	130 37.14	165 47.14	4.20

Table 11 indicates that the respondents agreed to meet the productivity expectations set for them, and their productivity had improved due to the performance management process. They admitted to feeling motivated to perform at their best consistently. KNH supervisors recognized and rewarded the employees' productivity and provided resources to enable them to remain productive. Also, the respondents agreed that they can manage their workload effectively, meet deadlines, and that their

productivity contributes to the overall success of KNH. These findings underscore the need for a continuous performance management system that rewards achievements and provides resources, ensuring sustained employee productivity.

The results in Table 7 demonstrate that respondents had a favourable opinion of KNH's performance management practices. Every statement in Table 7 had a mean of over 3.80, corresponding to agree. This means the respondents agreed that the performance management methods at KNH are effective in

evaluating the employees' work, diverse, accurately reflecting their contributions, fair, relevant to their roles, and encouraging them to increase their level of productivity.

#### **4.1.6 Performance Management Feedback**

Participants gave the performance management feedback at KNH a positive rating, according to the results in Table 8. The respondents agreed that they receive regular feedback from their management team. Also, they agreed that the feedback they receive is constructive, timely, clear and helps them understand how to improve their productivity. This underscores the role of performance management feedback in enhancing employee productivity.

#### **4.1.7 Performance Management Goals**

Table 9 shows that the respondents agreed that the performance goals are clear, specific, achievable, aligned with KNH's overall objectives, inclusive of employee input, inspiring, relevant, and helpful for employees in reaching their personal goals. This means that the performance management goals at KNH are well-structured and effectively communicated, fostering a supportive environment that enhances employee productivity.

#### **4.1.8 Employee Productivity**

Table 10 indicates that the respondents agreed to meet the productivity expectations set for them, and their productivity had improved due to the performance management process. They admitted to feeling motivated to perform at their best consistently. KNH supervisors recognized and rewarded the employees' productivity and provided resources to enable them to remain productive. Also, the respondents agreed that they can manage their workload effectively, meet deadlines, and that their productivity contributes to the overall success of KNH. These findings underscore the need for a continuous performance management system that rewards achievements and provides resources, ensuring sustained employee productivity.

#### 4.1.9 Summary of the means

Table 12 shows mean score for each question under each variable as calculated in the above descriptive statistics. Regression analysis, correlation analysis and a reliability test were performed using these mean scores. This made it easier to ascertain how the variables related to one another.

**Table 8: Summary of means**

S/No	Variable				
	Performance management process	Performance management methods	Performance management feedback	Performance management goals	Employee productivity
<b>I</b>	3.91	3.85	4.15	4.00	4.10
<b>Ii</b>	4.10	4.12	4.25	4.20	4.25
<b>Iii</b>	4.05	3.99	4.15	4.10	4.20
<b>Iv</b>	4.30	4.20	4.35	4.30	4.35
<b>V</b>	4.35	4.28	4.40	4.35	4.40
<b>Vi</b>	3.95	3.98	4.10	4.05	4.15
<b>vii</b>	4.06	4.10	4.22	4.15	4.20

#### 4.1.10 Reliability test

The degree to which a research approach yields solid and consistent outcomes is known as reliability. A measure is deemed reliable if applied to a similar object of measurement severally gives the same results. Reliability can be measured using Cronbach's alpha, which compares the amount of shared covariance, or variance among the items making up an instrument, to the overall variance (Creswell & Creswell, 2023). This research gathered data through questionnaires, and the items reliability was assessed using Cronbach's alpha. The general rule is that a Cronbach's alpha of 0.70 and above is good (Creswell & Creswell, 2023). This study conducted a reliability test in SPSS software, and the findings are shown in Table 12. As shown in the Table, all the items had Cronbach's alpha above 0.70, indicating good results. The overall Cronbach's alpha was 0.985, indicating that the questionnaire items have high internal consistency and reliability, suggesting that they are measuring the intended constructs effectively.

**Table 9: Reliability results**

Variable	Cronbach's alpha	No of items	Interpretation
Performance management process	0.984	7	Good
Performance management methods	0.981	7	Good
Performance management feedbacks	0.984	7	Good

Performance management goals	0.975	7	Good
Employee productivity	0.980	7	Good
<u>Cronbach's Alpha</u>	<u>.985</u>	<u>N of variables</u>	<u>5</u>

#### 4.1.11 Correlation

Table 13 shows a correlation matrix illustrating the Pearson correlation coefficients between the variables. Strong positive correlations were obtained between performance management (process, methods, feedback, and goals) and employee productivity. Performance management process

positively correlated with employee productivity at 0.996 and p-value = 0.000. Given that there was a substantial correlation at the 0.01 level (2-tailed), as indicated at the bottom of Table 13, the p=0.000 between the performance management process and employee productivity indicated a statistically significant correlation between the two variables. Performance management methods and employee productivity had a 0.960 correlation and p=0.001. Performance management feedback versus employee productivity correlated at 0.946, p=0.001. Performance management goals 0.990 correlated with employee productivity with a p-value of 0.000. Since these correlations were above +0.9 and statistically significant, it means performance management (process, methods, feedback, and goals) positively and significantly affects employee productivity at the Kenyatta National Hospital. This means that employee productivity can increase by improving performance management processes, methods, feedback, and goals. Thus, KNH's management should strive to improve processes, methods, feedback, and goals to enhance employee productivity significantly.

**Table 10:** Correlation of variables

		<b>Correlations</b>				
		Performance mgt process	Performance mgt methods	Performance mgt feedbacks	Performance mgt goals	Employee productivity
Performance mgt process	Pearson Correlation	1	.945**	.953**	.985**	.996**
	Sig. (2-tailed)		.001	.001	.000	.000
	N	7	7	7	7	7
Performance mgt methods	Pearson Correlation	.945**	1	.904**	.979**	.960**
	Sig. (2-tailed)	.001		.005	.000	.001
	N	7	7	7	7	7

Performance mgt feedbacks	Pearson Correlation	.953**	.904**	1	.962**	.946**
	Sig. (2-tailed)	.001	.005		.001	.001
	N	7	7	7	7	7
Performance mgt goals	Pearson Correlation	.985**	.979**	.962**	1	.990**
	Sig. (2-tailed)	.000	.000	.001		.000
	N	7	7	7	7	7
Employee productivity	Pearson Correlation	.996**	.960**	.946**	.990**	1
	Sig. (2-tailed)	.000	.001	.001	.000	
	N	7	7	7	7	7

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

#### 4.1.11 Impact of Performance Management (Process, Methods, Feedback and Goals) on Employee Productivity

**Table 11:** Regression output

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Performance mgt goals, Performance mgt feedbacks, Performance mgt process, Performance mgt methods <sup>b</sup>	.	Enter

a. Dependent Variable: Employee productivity

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 <sup>a</sup>	.996	.988	.01148

a. Predictors: (Constant), Performance mgt goals, Performance mgt feedbacks, Performance mgt process, Performance mgt methods

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.068	4	.017	129.589	.008 <sup>b</sup>
	Residual	.000	2	.000		
	Total	.069	6			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), Performance Management goals, Performance Management feedbacks, Performance Management Process, Performance Management methods

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

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.420	.358		3.971	.058
	Performance mgt process	.407	.216	.641	1.881	.020
	Performance mgt methods	.276	.288	-.102	-.263	.017
	Performance mgt feedbacks	.182	.233	-.189	-.783	.006
	Performance mgt goals	.535	.689	.641	.776	.019

a. Dependent Variable: Employee productivity

Table 15 shows the effects of performance management (process, methods, feedback and goals) on employee productivity as analyzed in SPSS software. In the model summary, the  $R^2$  is 0.996, meaning that the predictors explained 99.6% of the variance in employee productivity at KNH, indicating an excellent fit of the model. The R is 0.998, indicating a strong correlation between the dependent and independent variables. The adjusted  $R^2$  is 0.988, meaning that after adjusting for the number of predictors, the predictors still explained 98.8% of the variance in employee productivity, which is highly significant.

The Anova Table shows that the F (129.589) has a p-value of 0.008. Based on a 95% confidence level, this p-value is less than 0.05, meaning that the predictors significantly impact employee productivity. As shown in the Table of coefficients, the constant (1.420) is the predicted value of employee productivity when the performance management (process, methods, feedback, and goals) is zero. The constant was statistically significant, as indicated by its p-value, which is less than 0.05. Assuming other variables (performance management process, methods, and goals) are constant, for every unit increase in the performance management process, employee productivity rises by 0.407 units. Also, the positive impact of the performance management process on employee productivity was significant ( $p=0.020<0.05$ ).

Performance management methods significantly impact employee productivity ( $p=0.017<0.05$ ). Assuming all other variables are constant, employee productivity rises by 0.276 for every unit increase in performance management methods. The coefficient for performance management feedback was 0.182, with a significance level of  $0.006<0.05$ . This means that performance management feedback significantly contributes to employee productivity at KNH. Performance management goals have a

coefficient of 0.535 and a p-value of  $0.019 < 0.05$ . This implies that performance management goals have a favourable and substantial impact employee productivity at KNH. Overall, the regression results show that the performance management process, methods, feedback, and goals positively and significantly impact employee productivity. The following equation connects the dependent and independent variables.

$$Y = 1.420 + 0.407X_1 + 0.076X_2 + 0.182X_3 + 0.535X_4$$

Where;

Y	=	Employee productivity
X1	=	Performance management process
X2	=	Performance management methods
X3	=	Performance management feedback
X4	=	Performance management goals

The above regression findings can be interpreted through Locke's Goal Setting Theory, Vroom's Expectancy Theory, Adams' Equity Theory, and previous studies. Locke's Goal Setting Theory advocates for the need to set clear goals that are specific, measurable, attainable, relevant, and time-bound (SMART) to encourage employees accomplish them and become more productive (Locke, E. A., & Latham, G. P, 2022). This is evident in this study where performance management of goals was found to positively and significantly impact employee productivity at KNH. These findings correlate with those of Pettijohn & Taylor (2009) who found objective and clear goals positively impact employee motivation and organizational performance. Kagotho (2018) found a positive correlation between performance appraisal goals and staff productivity.

According to Victor Vroom's (1964) expectancy theory, employees' motivation depends on their expectation that effort will lead to performance, and performance leads to rewards. The research study found that, performance management feedback significantly affects employee productivity, which is consistent with expectancy theory that performance-linked rewards motivate employees. The positive impact of performance management feedback on employee productivity aligns with Kuvaas et al. (2011), who found that constructive feedback on employee performance motivates them to improve their productivity.

Additionally, Vroom's (1964) expectancy theory argues that employees are motivated when they believe their effort will lead to performance and rewards. Performance management methods like 360-

degree feedback can reinforce these beliefs by enabling employee interact with supervisors, subordinates, teammates, customers, and other stakeholders (Riyanto, 2021). Munguti & Kanyanjua (2017) found that 360-degrees employee appraisal method improves quality, productivity, teamwork, and job satisfaction among Savannah Cement Ltd employees. The research findings are consistent with the present study's results that found performance management methods to have a significant positive impact on employee productivity. This shows that employee productivity can improve when the performance methods are comprehensive and involve feedback from multiple sources. Further, Adams' equity theory considers fairness in performance appraisals critical to employee motivation. This study found the performance management process to have a positive significant

impact on employee productivity. These findings are consistent with those of Mone & London (2010), who found that employee satisfaction and productivity increased when they perceived equity in the appraisal process. Similarly, Kim (2004) found that employees were more likely to be motivated and committed to their work when they perceived fairness in performance evaluations. Thus, fairness in the performance management process can improve employee motivation, satisfaction, and productivity at KNH.

#### **4.2 Limitations of the Study**

The study experienced a myriad of challenges and limitations that come with primary data. Gathering primary data often demands considerable time, effort, and financial investment. Creating data collection tools and recruit participants took time making research process lengthy and costly. In some cases, the respondents were uncooperative, prompting the researcher to give them more time to fill the questionnaires.

Another limitation of the study was the generalizability of the results would be restricted. Since primary data is usually gathered from a specific sample or setting, the findings may not be applicable to other contexts or populations. This limitation can impact the study's external validity, suggesting that the results may not be applicable in different geographic, social, or economic settings.

Finally, the study also faced some challenge of obtaining the license from the regulatory body. It took long to approve the license than was expected, causing undue delays in data collection.

#### **4.3 Chapter Summary**

This chapter gave an account of the findings of the study right from data collection, analysis and reporting on the results. Each of the four independent variables: performance management methods,

performance management process, performance management feedbacks and performance management goals were initially analyzed individually, and then collectively, to assess their impact on employee productivity. The chapter summarized the data collected from the field, which was presented through tables and figures, with descriptions based on descriptive statistics. The study explored the relationship between the independent and dependent variables using a regression model. It found that performance management process, methods, feedback, and goals have a significant positive impact on employee productivity.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter summarizes the research findings and the implications based on the objectives of the study. Further, major conclusions that can be drawn from the study are also discussed followed by key recommendations and suggestions for further research. The primary goal of the study was to evaluate how performance management affect employee productivity in the healthcare sector in Kenya, specifically targeting Kenyatta National Hospital staff as the study respondents.

#### **5.1 Summary of Findings**

This section presents the summary of the key findings of the study. Based on descriptive statistics, this study found that the respondents agreed the performance management process at KNH is well-structured, fair, clearly communicated, and aligned with job responsibilities. Also, they positively perceived KNH's performance management methods and agreed that these methods are effective in evaluating the employees' work, diverse, accurately reflecting their contributions, fair, relevant to their roles, and motivating them to improve their productivity.

Further, the respondents agreed they receive regular feedback from their management team. They also agreed that the feedback they receive is constructive, timely, and clear and helps them understand how to improve their productivity. Moreover, they agreed that the performance management goals at KNH are well-structured and effectively communicated, fostering a supportive environment that enhances employee productivity. Consequently, the participants admitted that their productivity had improved due to the performance management process.

Strong and significant correlations were found between the following variables in a correlation analysis based on Pearson correlation coefficients: (i) employee productivity and the performance management process; (ii) employee productivity and the performance management methods; (iii) employee productivity and the performance management feedback; and (iv) employee productivity and the performance management goals. This implies that enhancing performance management processes, methods, feedback and goals can boost worker productivity.

A regression analysis found that the performance management process positively impacted employee productivity, with a significance level of  $0.020 < 0.05$  at a 95% confidence level. Performance management methods significantly affect employee productivity ( $p=0.017 < 0.05$ ). Performance management feedback positively and significantly impacted employee productivity, with a significance

level of  $0.006 < 0.05$ . Performance management goals had a coefficient of 0.535 and a p-value of  $0.019 < 0.05$ , indicating a positive significant impact of performance management goals on employee productivity. Based on these findings, it is concluded that the performance management process, methods, feedback, and goals positively and significantly impact employee productivity. The following are details of the findings on each of the four independent variables:

### **5.1.1 Effect of Performance Management Process on Employee Productivity**

The study sought find out if performance management process affects employee productivity at Kenyatta National Hospital, 45.8% (n=160) of the respondents agreed while 2.2% disagreed. Those who agreed were the majority while those who strongly disagreed 1.7% (n=6) were the minority. Staff productivity is significantly impacted by the performance management process, according to this report. A strong performance management procedure fosters an atmosphere where employees are inspired, engaged and empowered to contribute to the success of the organization.

Respondents were asked to give their opinions on various statement with regards to how they feel performance management process affects employee productivity.

The average index as to whether performance management process affects employee productivity was 83.8 where 45.8% (n=160) of the participants agreed.

### **5.1.2 Effect of Performance Management Methods on Employee Productivity**

The purpose of this study was to determine whether Kenyatta National Hospital employees' productivity was impacted by the performance management approach. Respondents were asked to express their feelings in relation to a variety of statements. Moreover, when the respondents were asked to give opinion if Performance management methods effectively address under-performance issues among employees, 26.6% (n=93) strongly agreed, 45.0% (n=158) agreed, 22.9% (n=80) remained neutral, 2.8% (n=10) disagreed while 2.8% (n=10) strongly disagreed and finally when the respondents were asked if the methods used for managing performance contribute positively to the productivity of employees at KNH, 32.1% (n=112) strongly agreed, 44.0% (n=154) agreed, 19.3% (n=68) remained neutral, 2.8% (n=10) disagreed while 1.8% (n=6) strongly disagreed. With an average index of 83.3, it is clear that the performance management methods significantly impact employee productivity.

### **5.1.3 Effect of Performance Management Feedbacks on Employee Productivity**

The purpose of this study was to determine whether employee productivity is impacted by performance management comments. Respondents were asked to express their feelings in relation to a variety of statements. The first question asked if receiving feedback from performance management greatly

increased their output at KNH. With an average index of 84.6, it is evident that the performance management feedbacks have a substantial impact on employee productivity.

#### **5.1.4 Effect of Performance Management Goals on Employee Productivity**

The purpose of this study was to determine whether employee productivity is impacted by performance management targets. Respondents were asked about their feelings in relation to a variety of statements. The first question asked whether they thought that having specific performance management targets helped them concentrate better. The findings indicate that staff productivity is significantly impacted by performance management goals, as evidenced by the average index score of 86.6.

#### **5.2 Conclusion**

The study found that performance management objectives are crucial because good performance management produces important results like job satisfaction, worker productivity, high-caliber work, and worker dedication and trust. Furthermore, Kenyatta National Hospital's performance management methods have remained constant over time, with all staff members being held to the same level of performance management system requirements. However, evaluating individual performance levels is necessary for leaders to meet organizational objectives.

According to the findings, performance management and feedback are essential since they give organizations the chance to compare each staff member's performance to predetermined benchmarks and expectations. Without effective evaluation feedback, some employees may underperform, making it vital for organizations to address performance issues to avoid alienating productive staff members. If the performance management process is flawed, it can lead to dissatisfaction, creating a sense of unfairness and ineffectiveness among staff. Performance management can also have negative effects on organizations that lack proper tools for measuring staff performance, making it crucial for such organizations to implement a solid performance system to ensure their strategies are effectively achieved.

#### **5.3 Recommendations**

The study recommends that the Human Resource Division at Kenyatta National Hospital should make sure that the performance management procedure is more logical and transparent, according to the report. In certain cases, self-appraisals should be incorporated, and when necessary, staff should be

counseled to better understand what is expected of them. Additionally, job responsibilities should be clarified for all employees so they are fully aware of their roles. The study further recommends that the hospital's management conduct a performance management process at least four times a year to monitor employee performance effectively.

Furthermore, the Human Resource Director should ensure that the performance management process is structured to identify training needs. It should be designed to pinpoint the relevant and necessary training that will improve employee performance.

The management and the HR division should utilize a variety of performance management methods in evaluating staff. These methods should be carefully reviewed and assessed for their impact on employee performance. It is not recommended to rely solely on one performance management method because each has advantages and disadvantages. In order to accomplish the desired outcomes of the assessment process, the study suggests a combination of methods to achieve the intended goals of the appraisal process.

Finally, the report suggests that management and HR departments make sure that everyone understands the importance of performance evaluations. Employees should be trained in both giving and receiving feedback. Making sure that employee feedback is kept private will increase their confidence in the process's fairness and transparency. It is also essential that managers, supervisors, and employees participate in the design of performance reviews and that the policy be readily available to all employees.

#### **5.4 Suggestions for further research**

The researcher observed a need for further research since the study did not exhaust all the effects performance management on employee productivity and to establish the consistency of the performance management methods at Kenyatta National Hospital. This is because the findings indicate that all staff members are being subjected to the same standards within the performance management system. Without effective feedback some employees may underperform and if the process is flawed, this will lead to dissatisfaction, unfairness and ineffectiveness among employees. It is therefore suggested that further research studies should be carried out in different organizations apart from Kenyatta National Hospital.

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## APPENDICES

### APPENDIX I: INTRODUCTION LETTER

Emmy Jerotich Choge  
Management University of Africa  
Po Box 29677-00100  
NAIROBI, KENYA

29<sup>th</sup> July 2024

Dear Respondent,

I am a student at Management University of Africa in Nairobi, carrying out a research study for the completion of my Master's degree in Business Administration. My research topic is titled as "Performance Management and Employee Productivity in the Healthcare sector: A case of Kenyatta National Hospital"

Attached with this letter is a questionnaire to help collect data for the study. I humbly request you to aid my study by filling it out, this is an academic research and confidentiality is strictly adhered.

Yours Sincerely,



Emmy J. Choge  
MBA/27/00220/3/22

**APPENDIX II: DATA COLLECTION LETTER FROM MUA**



**Date: 12<sup>TH</sup> JUNE 2024**

**TO WHOM IT MAY CONCERN**

**EMMY JEROTICH CHOGE- MBA/27/00220/3/22**

This letter serves to introduce the above named who is a (**Masters in Business Administration**) student and is interested in carrying out research on **Performance Management and Employee Productivity in the Healthcare Sector in Kenya: Case Study of Kenyatta National Hospital**.

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours sincerely,

  
+ Dr. Master Nyaga  
Dean, School of Management and Leadership

**APPENDIX IV: DATA COLLECTION TOOL**

# PERFORMANCE MANAGEMENT AND EMPLOYEE PRODUCTIVITY IN THE HEALTHCARE SECTOR IN KENYA: CASE STUDY OF KENYATTA NATIONAL HOSPITAL

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## BACKGROUND INFORMATION

I am currently studying how performance management impacts employee productivity within Kenya's healthcare sector, with Kenyatta National Hospital as my focal point. Your participation in this research is welcomed, and I guarantee that your responses will be kept confidential and anonymous, solely for the purpose of this study.

### SECTION I: DEMOGRAPHIC INFORMATION

Instruction: Please indicate with a tick [] or cross [] the option which best describes you or your agreement. Please refrain from disclosing your name or personal identification number.

1. Gender: Male [] Female [] Other []
2. Age: 20 – 30 years [] 31 – 40 years [] 41 – 50 years [] Above 51 years []
3. Level of Education: KCPE [] KCSE [] Certificate [] Diploma [] Higher Diploma [] Bachelors [] Masters [] PhD [] Others []
4. Duration of Service in current department: Less than 1 year [] 1-3 years [] 4-6 years [] above 6 years []
5. Staff Category: Top level [] Senior staff [] Junior staff []

## SECTION II: RESEARCH QUESTIONS

### a) Performance management process

Kindly specify your level of agreement with the statements regarding your experiences with the organization's performance management process. Use the Likert scale of 1-5 where: Strongly Agree [5], Agree [4], Neutral [3], Disagree [2] and Strongly Disagree [1].

S/No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
i)	The performance management process at KNH is well-structured and easy to follow					
ii)	The performance management process is consistently applied across all departments					
iii)	The performance management process at the hospital aligns with my job responsibilities					
iv)	I receive clear communication about the steps involved in the performance management process					
v)	The performance management process is fair and transparent					
vi)	The performance management process effectively identifies areas for employee improvement					
vii)	I am satisfied with the overall performance management process at the hospital					

### b) Performance management methods

Kindly specify your level of agreement with the statements regarding your experiences with the organization's performance management methods. Use the Likert scale of 1-5 where: Strongly Agree [5], Agree [4], Neutral [3], Disagree [2] and Strongly Disagree [1].

S/No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
i)	The performance management methods used are effective in evaluating my work					

S/No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
ii)	The hospital uses diverse methods to assess employee performance					
iii)	The performance management methods accurately reflect my contributions					
iv)	I understand the methods used to measure my performance					
v)	The methods of performance assessment motivate me to improve my productivity					
vi)	I believe the methods used to evaluate my performance are fair					
vii)	The performance management methods are regularly updated to remain relevant					

**c) Performance management feedbacks**

Kindly specify your level of agreement with the statements regarding your experiences with the organization's performance management feedback. Use the Likert scale of 1-5 where: Strongly Agree [5], Agree [4], Neutral [3], Disagree [2] and Strongly Disagree [1].

S/No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
i)	I receive regular feedback on my performance					
ii)	The feedback I receive helps me understand how to improve my productivity					
iii)	Performance feedback is given in a constructive manner					
iv)	I am satisfied with the timeliness of feedback on my performance					
v)	Feedback from my supervisors is based on clear performance metrics					
vi)	The feedback I receive acknowledges both my strengths and areas of improvement					
vii)	The performance feedback I receive leads to noticeable improvements in my work					

**d) Performance management goals**

Please indicate the extent to which you agree with the following statements in relation to your experiences about performance management goals in the organization. Use the Likert scale of 1-5 where: Strongly Agree [5], Agree [4], Neutral [3], Disagree [2] and Strongly Disagree [1].

S/No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
i)	The performance goals set for me are clear and specific					
ii)	My performance goals are achievable within the given time frame					

S/No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
iii)	The performance goals align with the hospital's overall objectives					
iv)	I am regularly involved in setting performance goals for my role					
v)	The goals set for my performance motivate me to increase my productivity					
vi)	I receive guidance on how to achieve my performance goals					
vii)	My performance goals are regularly reviewed and adjusted as necessary					

**e) Employee productivity**

Please indicate the extent to which you agree with the following statements in relation to your experiences about your productivity in the organization. Use the Likert scale of 1-5 where: Strongly Agree [5], Agree [4], Neutral [3], Disagree [2] and Strongly Disagree [1].

S/No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
i)	I am able to meet the productivity expectations set for my role					
ii)	My productivity has improved due to the performance management process					
iii)	I feel motivated to perform at my best every day					
iv)	My supervisors recognize and reward my productivity					
v)	The tools and resources provided enable me to be productive					
vi)	I can effectively manage my workload and meet deadlines					
vii)	I believe my productivity contributes to the overall success of the hospital					

APPENDIX V: NACOSTI AUTHORITY LETTER



REPUBLIC OF KENYA

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Date of Issue: 08/July/2024

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