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PERFORMANCE MANAGEMENT GOALS AND PERFORMANCE MANAGEMENT
FEEDBACK ON EMPLOYEE PRODUCTIVITY

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ABSTRACT

Organizations invest billions of shillings annually in managing employee performance. The study aimed to examine the influence of performance management goals and performance management feedback on employee productivity, using Kenyatta National Hospital (KNH) as a case study. The primary objective was to understand how performance management influences productivity among KNH employees. The variables of the study were; employee productivity as the dependent variable and, feedback and goals as the independent variables. The theory underpinning the study is Locke's goal-setting theory supported by Adams equity theory. The study adopted descriptive research design, with a sample size of 372 participants drawn from the hospital's 5,300 employees. A pilot study was conducted with 60 staff members from Mbagathi Hospital to refine the research instruments. Data was collected through 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 employee productivity. The analysis revealed that performance management goals significantly impact employee productivity, indicating a strong positive relationship. The findings led to the conclusion that effective performance management through well-structured goals and feedback will positively enhance employee productivity. Consequently, the study recommends that KNH's human resources department ensure a transparent, logical performance management techniques that accurately identifies staff training needs. It further advises the department to communicate the importance of performance management clearly and to employ a range of performance management methods in employee assessments.

Keywords: *Performance Management Goals, Performance Management Feedback*

INTRODUCTION

Performance management has a great effect on employee productivity in the healthcare sector in Kenya. Therefore, it is necessary for the management to engage employees on setting smart goals and implement the feedback. The purpose of the study was to determine how performance management affected employee productivity in the healthcare sector in Kenya, using Kenyatta National Hospital as a case study. This section lays the foundation of the study by presenting 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. This section also states the objectives of the study, research questions, the significance and scope of the study.

The researcher focused on two independent variables, which is performance management feedback and performance management goals, with employee productivity as a dependent variable. 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). The standardization of performance management policies is particularly hampered by sociocultural differences (DeNisi, 2021). 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.

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).

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, 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.

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.

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.

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, and teamwork and the overall contribution of employees to an organization's goals.

This study aims to explore performance management and employee productivity within the healthcare sector, focusing on Kenyatta National Hospital as the case study. 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).

LITERATURE REVIEW

Theoretical Literature Review

In this section, the theories underpinning the study were discussed. A close relationship with the research questions was examined. The study was anchored on the Goal setting theory and supported by Equity theory.

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 & Latham, 2022). The theory has found strong support in the effectiveness of goal setting across various tasks and responsibilities in different organizations. 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. 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.

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 de-motivated 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.

Purpose of the study

Inter-variable relationships: 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 two independent variables of the study were; 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.

Empirical Literature Review

The theories underpinning the study were discussed. 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.

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 performance management feedback to the employees and in a manner that was professional. All performance management gaps such as failing to be assessed 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 (2011) in Norway on the relationship between performance management 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 (2009) identified pitfalls that were occasioned by lack of proper feedback during performance assessment. 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.

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 (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 priority expectation of improved employee productivity (Binta, 2019). That was a major shortcoming of Nyawira's (2022) study, which needs further interrogation.

Summary of the study 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

| Study | Focus of the Study | Methodology | Main Findings | Knowledge Gap | Focus of the Proposed Study |
|----------------|--|---|--|--|---|
| Simwoto (2018) | Effects of Performance Appraisal System on Employee's Performance of National Police Service Kenya | Used descriptive research design. Used structured questionnaires to collect data. Sampled 172 respondents. SPSS Version 21 for data analysis. | Management by objectives used as a measure of performance. Feedback interview used was unfair. Positive attitude improved employee performance. Top management support in appraisal was valuable to employee's 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 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 | Used descriptive research design. Used structured questionnaires to collect data. Sampled 100 respondents. | Performance feedback influences employee appraisal. Performance appraisal process influenced employee | 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 | The study focused on verifying the situation at KNH to fill Kagotho's suggested gap. |



| Study | Focus of the Study | Methodology | Main Findings | Knowledge Gap | Focus of the Proposed Study |
|----------------|--|--|--|--|---|
| | of Gertrude's Children Hospital in Nairobi. | | performance. Performance appraisal goals influenced employee performance. The methods used for performance appraisal determine employee performance | 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. | |
| Nyawira (2022) | Employee Participation and Performance of Kenyatta National Hospital in Nairobi City County, Kenya | Used descriptive research design. 278 respondents were selected randomly. Used SPSS Version 21 for data analysis. | Consultative management influences performance of KNH. Collective bargaining influences performance of KNH. Employee delegation influences performance of KNH. Employee job enrichment influences performance of KNH. Employee participation | The study measured employee performance using consultative management, collective bargaining, employee delegation and job enrichment which was rather too general. | The study used specific measures of performance 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 |



| Study | Focus of the Study | Methodology | Main Findings | Knowledge Gap | Focus of the Proposed Study |
|-------------------------|--|--|--|--|--|
| 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. | influences performance of KNH Renumeration 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 |
| 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). |

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 performance management feedback and performance management goals.

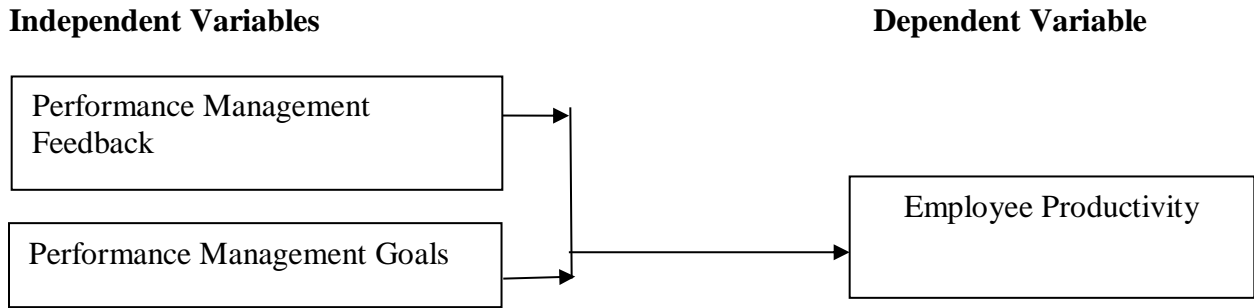


Figure 1: Conceptual Framework

Table 2: Operationalization of Variables

| Type of Variable | Variable | Indicators | Type of Analysis |
|--------------------|---------------------------------|--|------------------------|
| Independent | 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 |

The chapter examined pertinent research on performance reviews and employee 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.



METHODOLOGY

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.

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).

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.

Sample Design and Size

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.

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. 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.

Data Collection

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.

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.

FINDINGS

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.

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 3: Response Rate

| Category | Number filled | Percentage |
|---------------------------|---------------|------------|
| Complete Questionnaires | 350 | 94.1 |
| Incomplete Questionnaires | 22 | 5.9 |
| Total | 372 | 100 |

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 4: Reliability Results

| Variable | Cronbach's alpha | No of items | Interpretation |
|----------------------------------|------------------|-----------------------|----------------|
| Performance management feedbacks | 0.984 | 7 | Good |
| Performance management goals | 0.975 | 7 | Good |
| Employee productivity | 0.980 | 7 | Good |
| Cronbach's Alpha | .985 | N of variables | 5 |



Performance Management Feedback

Table 5: Participants' response on performance management feedback

| Statements | SD n(%) | D n(%) | N n(%) | A n(%) | SA n(%) | Mean |
|--|--------------------|-------------------|-------------------|-------------------|--------------------|-------------|
| 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 strengths and areas of improvement | 13 3.71 | 21 6.00 | 25 7.14 | 151 43.14 | 140 40.00 | 4.10 |
| 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.



Performance Management Goals

Table 6: Participants' response on the performance management goals

| Statement | SD n(%) | D n(%) | N n(%) | A n(%) | SA n(%) | Mean |
|--|--------------------|-------------------|-------------------|-------------------|--------------------|-------------|
| 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.



Employee Productivity

Table 3: Participants' response on employee productivity

| Statement | SD n(%) | D n(%) | N n(%) | A n(%) | SA n(%) | Mean |
|--|--------------------|-------------------|-------------------|-------------------|--------------------|-------------|
| 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.

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.

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.

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