

**PERFORMANCE MANAGEMENT AND EMPLOYEES' PRODUCTIVITY IN THE
MINISTRY OF LANDS, ENVIRONMENT AND NATURAL RESOURCES OF TAITA
TAVETA COUNTY, KENYA**

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UNIVERSITY**

NOVEMBER, 2021

DECLARATION

I, the undersigned, affirm that this research project is my original work, and that it has not been submitted for academic credit at any other University or institution.

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Mwachofi Mwasawa for his self determination, hard work and love for education.

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Abbreviations and Acronyms

ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
HR	Human Resource
HRM	Human Resource Management
KM	Kilo Meter
MBO	Management By Objectives
NACOSTI	National Commission for Science ,Technology and Innovation
PA	Performance Appraisal
PAS	Performance Appraisal System
PDP	Personal/Professional Development Plan
PMS	Performance Management Systems
SAPs	Structural Adjustment Programmes
SMART	Simple,Measurable, Achievable,Realistic and Time bound
SOCs	State Owned Corporations
SWOT	Strength ,Weakness,Opprotunities and Threats
TTC	Taita Taveta County

Operational definition of terms

Employee Productivity	evaluation of employee's competence. It may be calculated in terms of the number of customers served in a certain span of time, quality of service or number of complaints or compliments received.
Outcome	results of an action or a situation.
Performance feedback	is the practice of having conversation between an employee and the supervisor concerning how an employee is performing assigned duties.
Performance management	an organized process for cultivating and developing performance of individual and teams.
Performance planning	a sequence of planned activities of what an individual is anticipated to perform and how they are likely to do it and conduct themselves in order to meet the conditions of their role.
Performance Management System	structures put in place to advance workers' production by monitoring and overseeing how they are performing their assigned activities within an agreed framework.
Performance supervision	constantly monitoring, measuring and providing performance feedback to employees on their improvement towards reaching the goals and objectives of the institution.
Personal/Professional development plan	it is a self directed learning action plan focused on improving the weakness of individuals in the current job position.

ABSTRACT

Attaining institution objectives has become fundamental, hence, dictating the need for enhancing productivity and performance of employees. Employee productivity in public institutions is questionable and measures to counter the problem are being sort tirelessly, and this has turned out to be a crucial facet for human resource management. The main goal of the research was to find out the effect of performance management on employees' productivity in the Ministry of Lands, Environment and Natural Resources in Taita Taveta County. The specific objectives which guided the study were performance planning, performance supervision, performance feedback and professional development plans in the Ministry. Theoretical framework was based on goal setting theory, expectancy theory and equity theory. Conceptual context comprised of four predictors forming the independent variables and employees' productivity making the dependent variable. Descriptive research design was adopted in generation of data. Target population for the study was 262 employees from five distinct directorates. Stratified random sampling was implemented in order to produce a typical sample for the study. Questionnaires were used to gather facts, and it comprised of open and closed-ended questions. The research instrument was pilot tested before the actual data collection in order to ascertain its level of reliability and respondents were requested to correct the contents in the questionnaire and experts were consulted in order to enhance the instrument's validity. Sorting was conducted on the collected data. Descriptive statistics was employed to analyze collected data with the aid of Statistical Package for Social Sciences (SPSS) version 20 software. In addition, inferential statistics that defines correlation and forecasting which includes multiple regression analysis was applied to measure the strength of the relationship existing between the independent and dependent variables. The study established that performance planning, performance supervision, performance feedback and professional/personal development plans had a positive connection with employee productivity. According to the findings of the study, all the independent variables individually had a positive relationship with the dependent variable. Therefore, the study recommends that, proper performance planning in an organization should be done at the beginning of the year as it ensures that not only organizational goals are met, but these goals can be used for measuring the employee performance in an objective manner. The plan establishes the employee's indispensable work responsibilities, accountabilities, and critical performance objectives that need to be achieved or performed during the performance period. Institutions need to strive towards achieving effective supervision since it provides an innocuous environment for employees to reflect on their practice, as well as to develop skills and knowledge. The delivery of effective supervision is heavily dependent on the organisational context due to the dynamics surrounding the role of supervision. Providing them with relevant training and support and allowing them to properly place their subordinates will reduce the challenges they are encountering while executing their mandate. In order to give effective feedback, development of measurable indicators and sharing them with employees is paramount. Employee feedback need to be provided in a consistent and objective manner. Employees are able to embrace change more easily, assured and contented once an open channel of communication has been established between employers and employees, particularly concerning all aspects of performance. All employees should have an active professional development plan in place. Professional planning should not take place only after an employee is known as needing development, it should be viewed as systematic approach to developing employees skills.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Investigation on what makes public institutions productive and efficient is a subject that has given academicians and human resource management practitioners sleepless nights for decades,(Paula, Sanna,Juhani & Helina, 2014).Further more, in governments upgrading performance and efficiency is not new. Although, in many countries the issue has not been given necessary importance despite every organization wishing to be productive. An assortment of mechanisms have been implemented worldwide with an intention of encouraging public administrators to upgrade performance of public service. Human resource management reforms involves addressing and redressing organization's concerns about performance hence, catalysing emergence of performance management (Amir, 2012). Performance management is a unified and premeditated tactic that aim towards improving a member of staff and organizational output by enhancing employees' performance through developing persons and teams capabilities, (Baron & Armstrong, 2007).

The recent inclination of intercontinental changes and massive confronts in the corporate world are pointers for the need of efficient operational structures and procedures that must be put in position to aid in supporting and upholding concentration on upgrading, offer quality service to fulfil clientele and contest with establishments in the same business,(Sharma & Sharma, 2014). Furthermore, one of the chief intents for a number of organizations is the cultivation of employee efficiency. A range of benefits can be realized by an institution as a result of improved levels of

employee productivity. Improved revenue, enhanced social development and an auspicious economic growth are some of the illustrations of advanced efficiency. Although, Van der Waldt (2004), laments that, in the public service it is ordinarily problematic to quantify performance enhancement and production because the outputs are intangible.

Few decades ago, European central governments experienced performance management making its way, as a reform trend and of continuously high relevance especially in modernized countries, where by, at the administrative cadre of ministries and agencies; strategic planning, management by objectives, outcomes and performance assessments had been adopted and seemed to epitomize the essential collection of managing mechanisms used in these governments. Performance indicators were primarily used by these governments to ascertain difficulties that needed responsiveness, to ascertain whether targets have been achieved, supervision and monitoring of employees and promoting learning and development, (Gerhard & Lorenz, 2015).

In Finland, reorganization of services to meet the external requirements better, pushed for high speed of digitalization in public institutions, making it to be amongst the utmost technologically driven nations in the world, (Valtioneuvosto, 2017). The general endeavor of performance management is to institute an elevated performance philosophy in which personalities as well as groups are accountable for an uninterrupted enhancement of professional procedures and for their specific abilities and contributions within the context provided by effective leadership. The practice of, and authentic usage of performance facts to monitor administration resolutions plus to advance processes and services is now wide spread amid the native administrations in United States of America, (Sanger, 2013).

In Pakistan, premeditation of performance management in civil service is significant and hence its alignment to the mission, vision and goals of the institution where a public worker is presently

employed. Employee's performance is assessed via observance of the accomplishments in that specific section and general input in that administrative center, (Ayesha,Nasira& Zafar, 2016). Employee productivity is in great agony in Nigeria and Uganda as organizations are facing difficulties in issues like engaging competent workers, dismissals, retaining talent, workforce improvement and performance management process. (Kibichii,Kiptum & Chege 2016).

As a result of economic challenges that came with globalization, 1980s observed African nations stressed after evolving from the reverberations of (SAPs) phase. Seeking enhanced quality and output of government employees, the South African government introduced several initiatives such as the public service regulations, 2001; the white paper on human resource management, 1997 and the white paper on transforming public service delivery 1997. This showed the way to surfacing of initial generation reforms which focused on after effects of SAPs and challenges which came with globalization. Subsequent generation reforms came in 2004 which made Kenya to initiate (ERSWEC), that would resourcefully and successfully endure enhanced employee performance, productivity and service delivery, (Gichuki, 2014).

Aguinis (2013), defined Performance Management as an uninterrupted progression of ascertaining, evaluating, advancing the performance of persons in addition to groups and aligning performance with the premeditated objectives of the institution. Organizations are in quest of developing, inspiring and increasing employees' performance in an assortment of human resources interventions, (Gungor, 2011). As a result, the vital step of influencing employee performance towards organizational performance had to be entrusted to performance management and incorporated in the organization's HRM system . Performance of an organization, efficiency and proficiency can only be realized when employees are constantly assessed and valued. Time and again a number of organizations have failed to realize their set goals globally due to

mismanagement of available resources and incompetence of their employees,(Mollel, Eliphaz & Mulongo, 2017).

1.1.1 Performance management

A general, total approach to engaging everyone in the organization is what Performance Management stands for. Further more, it is an endless practice of improving employee's performance which reflects in general performance of the institution. Performance management comprises all the undertakings that guarantees achievement of organizational objectives in a resourceful and proficient way, (Odhiambo ,2015).

Establishment of a firm foundation superiority is by connecting distinct member of staff's goals with the establishment's mission and premeditated strategies or results is fragment of the procedure of an effective performance management, (Drewitt,2013).Performance Management, without alignment of individual's performance and strategic objectives of the organizations, desired results will not be realised. Performance Management is invented to be an uninterrupted process between superintendents/administrators as well as the workforce. This is vital as it aids in reviewing the aforementioned discoveries in addition to inspire regular upgrading (Bruce, 2014).

Denisi and Murphy, (2017) denotes performance management as a comprehensive assortment of experimental, guiding principle dealings, and interventions considered to aid employees advance their performance.The entire processes and activities of ensuring that employee are productive, performance management is indispensable in this view.

Performance planning involves a contract between the supervisor and the employee on what the worker is required to do to accomplish goals and objectives, set targets, advance performance and cultivate the requisite capabilities. It also institutes primacies in work plans, the vital aspect of the employment to which consideration has to be given into. The intent exists to guarantee the gist of

the goals, performance principles in addition to proficiencies as they relate to daily activities are agreed and accomplished within the allocated budgets and stated time frames . These are the basis for converting aims into actions. Local governments which introduced performance targets with contracts or agreements for refining social outcomes had more unified societies than those which didn't have, (Andrews ,Downe & Guarneros,2013).

Supervision is an activity which involves getting the jobs done in accordance with the established plan and desired result (Lubis, 2015). Therefore, it is important for the supervisor to ensure that duties and responsibilities are assigned to an employee who has attained minimum qualifications and the roles are clearly understood. Performance supervision intends to improve learning from experience and learning by doing guided by policies and procedures governing the institution. Thoughtful acts have been emphasized by performance management since the belief can be protracted to any state of affairs when supervisors offer directives to individuals or when they reach an agreement on the desired outcome, followed by performance measurement of how skillful the job was completed. This means drawbacks and achievements in-built in people's routine activities offers an excellent learning environment. Therefore, such daily interactions provide training as well as learning opportunities.

Feedback is the practice of providing employees with their performance information which involves communication of performance between the supervisor and the employee. It ought to be unbiased, unambiguous, well-timed and give a clear signal of how individuals perceive behaviour and performance, (Yamoah, 2014). Feedback on performance can also work as a critical component that improves the performance of specific personnel in the areas of flaws. Organization performance requires topmost administration to repeatedly provide personnel with feedback on their efforts and reinforce their advancement in their career through unprejudiced response.

Incidentally, feedback performance documents needs to be retained for future references and more importantly for purposes of rewards and punishments where necessary.

Generally perceived as formal learning tools, PDPs developed its desirability within institutions and nowadays are toolkits for line managers in performance management. Entrenched in a bigger assessment sequence, Professional development plan is a measurement tool for improvement and performance analysis, (Beusaert, Segers, Fouarge & Gijsselaers, 2013). Employees are responsible for a learning action plan matrix, which is supported by their superiors and the company. Self-directed learning is a method of assessing one's learning outcomes, identifying learning needs, establishing learning goals, and selecting appropriate learning tasks on one's own initiative. (Kicken, Brand-Gruwel, van Merriënboer, & Slot, 2008) . Employee's Self directness gives guidance to personal SWOT analysis, whereby the establishment and acknowledgement of individual strengths and weakness forms the basis of the improvement strategy. The activities approved to improve performance and build knowledge, skills, and capacities are recorded in the development plan. It is likely to pay attention to the progression of the current job in order to improve the ability to perform it successfully and, more crucially, to enable individuals to take on broader responsibilities, allowing them to take on a larger role (Bennett 2006).

Execution of the PMS is tangled towards the beliefs of new public management and a conjecture that government institutions can be more prosperous through the application of private administration methods and procedures. PMS in public organization is basically based on the general outlook that public organizations have been under pressure to improve performance and productivity due to the current climatic changes of running government institutions transformations.

1.1.2 Employee productivity

Improvement on efficiency in order to achieve competitive advantage is among the many ways in which organisations make use of its employees, (Ataullah & Sahota, 2014). Employee productivity is an evaluation of an employee or employees effectiveness and it is the actual element which has a direct effect on the company's profits, (Hanaysha,2016). Productivity is the state of accomplishing organisational intentions in addition to goals by converting inputs into outputs efficiently for humanity advantage . The success and image of any institution rely on the workers who are the most treasured factor of production. They have an impact on company's quality service delivery which contribute to customer satisfaction.

Employee productivity can be basically understood as the associated undertakings anticipated of a worker and how well these undertakings are being performed. Productivity has gained admiration in the business domain. The problem of insufficiency has a deep root influence on the financial prudence of each and every business unit. Almost in all institution, productivity management is an enormous challenge to systems of government, specifically when the item for consumption is in the form of a service. This shows that employee productivity is a vital component of organizational profitability and success

Ferreira and Du Plessis, (2009);Hanaysha(2016), specified that Production can be measured in terms of the time it takes for a person enthusiastically carrying out the activities and responsibilities for which he or she was hired in order to generate the intended outcomes predicted by the job description. Okeke, Onyekwelu, Akpua and Dunkwu (2019), HR, financial, time, physical, technical, and effort spent working in the organization are examples of inputs, whereas output is the result. When a workforce is productive, it does more in a shorter period of time. Proficiency saves time and money for organizations. The end product or service for an internal or external

customer is frequently expressed as a product or service. Employee productivity is a metric that can be used to evaluate a company's performance. Kibichii et al (2016), confirmed that employee productivity in service industries like banks can be evaluated by increased number of clients, reduced complaints and improved quality of service.

1.1.3 Ministry of Lands, Environment and Natural Resources in Taita Taveta County

Taita Taveta County is among the 47 counties in Kenya number 006. It is approximately 200 km northwest of Mombasa and 360 km southeast of Nairobi. It has four constituencies namely, Voi, Wundanyi, Taveta and Mwatate. The capital is Mwatate. Initially the Ministry had only two directorates but due to restructuring and reorganization in the government, Mining, Housing and Transport were merged adding the number of directorates from two to five. Currently the Ministry has five directorates which perform distinctive functions. Directorate of Lands, Directorate of Environment and Natural resources, Directorate of Mining, Directorate of Housing and Directorate of Transport. At the top of the ministry is the C.E.C.M (County Executive Committee Member). C.C.O (County Chief Officer) is the 2nd from the top followed by the Directors of the different directorate. Low employee productivity has greatly affected customer satisfaction in this Ministry. Numerous complaints have been filed by the residents and received by the National Land Commission office, through the County Government office, (status report, 2018).

1.2 Statement of the Problem

Employee output has suffered greatly in public institutions making them to be under pressure to deal with the reality that the subject is questionable, thus measures that can aid to improve the threat are being explored for vigorously. In the Ministry of Lands, Environment and Natural resources of Taita Taveta County, low employee productivity has greatly affected customer

satisfaction and this has been proofed by numerous complaints filed by the residents and received by the National Land Commission office, through the County Government office, (status report, 2018).

Unsystematic planning and implementation of activities, sudden changes in planned activities, priorities and operation of existing plans has lead to some activities taking too long to come into completion or at times abandoned completely. Lack of up to date technical skills has lead to employees, especially in the registry section to rely on manual system. Retrieval of documents in this section has proved to be a cumbersome process resulting in delay of services . Further more, dilapidation,disappearance and misplacement has reduced records' life span,(status report, 2018).

Even though the docket of land has not been fully devolved to the County governments, inadequate performance supervision and monitoring has contributed to laxity by relevant officials who are responsible for the implementation of automation and digitization of services to enhance coordination between the county office and national office.This delay has contributed to increase in maladministration practices proofed by high incidences of fraudulent land transactions in the land registration process which has negatively affected the excellence of service provision and most importantly ministry's image. Several issues brought to the attention of relevant officers remain pending for long due to negative attitude towards work ,(status report, 2018).

Delay in reviewing and re-alignment of policies and legislative framework, whereby existence of outdated laws and limited implementation of land policies has greatly affected TTC and at times fatal outcomes have been reported in some parts of the county. Inadequate management and enforcement power has contributed to lack of considerations in budget allocation hence the

Ministry has not been able to manage the natural resources and waste effectively and efficiently since devolution, (status report, 2018).

Poor management practices have caused state owned corporations (SOCs) to perform poorly in Kenya, since numerous tribulations facing these institutions other than corruption, nepotism and bureaucracy are ineffectiveness and negligence by executives as well as personnel also happen to be the leading snags that have made SOCs to fail to realize their agreed aims. Ambiguity in action plans, poor supervision, lack of commitment, unaccountability, poor communication among employees, ineffective resource allocation are among the other management based issues that translate into low productivity,(Kabiru,Theuri & Misiko,2018).

Gichuki (2014), investigated the effect of performance management on employee productivity in the civil service, case of the immigration department in Kenya. Descriptive research design was adopted.The study concluded that ,in order to experience an increase in output and take advantage of employee's efficiency, the immigration department needs to capitalize on improvement of PA and workers performance reviews on an ongoing basis. It should also conduct trainings inorder to equip them with proper knowledge and skills as well as encouraging them to be more creative.Further more, rewarding employee's efforts not only stimulates them for better performance, but also discourages them from leaving the organization in search for better opportunities.

Okeke et al, (2019), adopted descriptive survey research plan in examining the effect of performance management on employee productivity in selected large organizations in South-East, Nigeria. Magnitude of 360 degree, performance reviews,performance appraisals and self assessment was the focus of the examination. Results from the analysis showed that 360 degree

feedback appraisal, performance assessment and performance reviews had a substantial effect on the employees level of efficiency. Although, no ample effect for Self-assessment was found.

Kibichii et al, (2016) and Adedayo (2017), investigated the effect of performance management on employee productivity in Commercial Banks in Turkana county and Nigerian manufacturing firms respectively. Both studies adopted descriptive survey research design. Kibichii et al (2016), suggested that, for intensification and improvement on worker's efficiency, legislators and financial institutions should ensure existence of a successful PAS, conducting relevant training and development programs and a valuable reward system are put in place, whereas, Adedayo(2017), concluded that, realization of an enhanced employee effectiveness can be accomplished by having a sound performance management in place and emphasizing more on constructive response and rewards which proved to have an advanced impact in enhancing workers' performance and output.

Economic adversities are forcing institutions to consider other non financial elements in enhancing employee productivity and curbing HR challenges. Currently, there is no record of any study undertaken on employee productivity and especially in the ministry understudy or customer satisfaction in any public institution in Taita Taveta County. In regard to the above studies, the investigation intends to scrutinize performance management and its impact on employee productivity by studying TTC, a case of the Ministry of lands, environment and natural resources highlighting the importance of performance planning, performance supervision as well as PDP on employee productivity so as to fill the study gap.

1.3. General objectives of the study

To find out the effect of performance management on employees' productivity in the Ministry of Lands, Environment and Natural Resources of Taita Taveta County Government.

Specific objectives

- i) To examine the effect of performance planning on employees' productivity in the Ministry of Lands, Environment and Natural Resources.
- ii) To determine the influence of performance supervision on employee productivity in the Ministry of Lands, Environment and Natural Resources.
- iii) To investigate the effect of performance feedback on employee productivity in the Ministry of Lands, Environment and Natural Resources.
- iv) To determine the effect of Professional development plans on employee productivity in the Ministry of Lands, Environment and Natural Resources.

1.4 Research questions

The research questions were posed as follows;

- i) What is the effect of performance planning on employee productivity in the Ministry of Lands, Environment and Natural Resources?
- ii) What is the effect of performance supervision on employee productivity in the Ministry of Lands, Environment and Natural Resources?
- iii) What is the effect of performance feedback on employee productivity in the Ministry of Lands, Environment and Natural Resources?
- iv) What is the effect of professional development plans on employee's productivity in the Ministry of Lands, Environment and Natural Resources?

1.5 Significance of the study

The government will find the research beneficial since land and matters related to it have been a problem over centuries. The recurrent land query has frazzled Kenyans dating to the period of colonization. Consecutive sovereign governments of Kenya have sweated with the land problem for nearly five decades dating since colonialism era,(status report,2018).

Human resource practitioners will appreciate the value of this information in formulation and implementation of guidelines concerning performance management and employee productivity in an attempt to improve output, offer excellent and valuable services to clients in governments institutions and maintain professionally knowledgeable employees who upholds ethics and integrity.

Legislators will be active in reviewing and revising laws related to land and natural resources and scraping out outdated laws . It will give a boost to acknowledge the significance of change which is inevitable to the county employees.Improvement in assigned responsibilities will be experienced and self determination in uncovering areas of flaws will be experienced.This will boost the urge of self and career development, so that together we can come up with solutions for the challenges identified. Professional bodies will revise and formulate policies,procedures, rules and regulations where necessary, which their professions will have to adhere to in order to curb acts which contradict ethics and integrity.This will reduce cases of maladministration practices in government establishments.

It will act as a base for upcoming research due to lack of conserved reference about any exploration which has been undertaken in this Ministry of TTC for academicians and students. Other sectors in the county and other counties facing similar challenges will use it to test whether the remedies that will be prescribed as solutions to the identified difficulties experienced are valuable.

1.6 Limitation of the study

Ministry of Lands, Environment and Natural resources handles sensitive issues which are key to residents' livelihood. Therefore, uncertainty regarding confessions related to maladministration practices was expected since some respondents felt that their revelations might be used against them or fellow employees hence unwillingness to cooperate with the researcher was anticipated. Due to broadness and location of the ministry, time and finances was a challenge. Some of the parameters picked for the study had not been researched extensively and independently therefore, getting recent literature was a challenge.

1.7 Scope of the Study

The research directed its efforts towards the performance management's influence on employee productivity in Taita Taveta County Government with special reference to Lands, environment and Natural resource sector. It was particularly keen on determining the influence of performance planning, performance supervision, performance feedback and Personal/ professional development plan and its influence on workforce efficiency. The jurisdiction of the study was Wundanyi and Voi where the Ministry offices were located. The study targeted employees in the ministry under study only and was conducted between September, 2020 and October, 2020.

1.8 Organization of the study

Systematized into three chapters and an appendix section, the research project contains chapter one which highlights the contextual of the research, statement of the issue, significance of the research, overall objective, specific objectives, research queries, limitations of the research and scope of the investigation. Chapter two consists of theoretical as well as conceptual framework where theories and scholarly writings related to performance management and employee productivity have been highlighted. Research approach highlighting the embraced study plan, the

targeted population, sample size determination and sampling, data gathering instrument, data collection procedures and finally data processing and presentation are in the third chapter. The results of the data analysis are provided in Chapter four. Both descriptive statistics and inferential statistics have been explained in the same section. Chapter five consists of an overview of the findings, conclusions, comments and recommendations for future research. The appendix section has a questionnaire that was used in collecting data, a work plan and a budget.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Theoretic as well as conceptual structure, empirical reviews as well as summary of research gaps are provided in this chapter. Goal setting theory, equity theory, expectancy theory and performance management variables have been analyzed with the aim of revealing their relationship with employee productivity.

2.2 Theoretical framework

2.2.1 Goal setting Theory

Latham and Locke promulgated goal-setting theory in 1979. which affirms that when there is performance reviews and employees develop specific, challenging but acceptable objectives their performance and morale will also be high. Arriving at a contract of setting higher goals involves goal setting theory which has proven to be very important. Realization of complicated goals requires mutual agreement reinforced by managerial guidance. The theory provides a conducive environment free of disruptions whereby intended aims can be achieved when one has sense of direction and is focused . It facilitates setting clear goals and targets. Attainment of set goals and targets has a positive effect on one's self esteem and contributes to self confidence and productivity, (Ime,Victor, Osemudiamen & Efiok, 2015).

An increase in output as an outcome of enhanced worker assigned role performance is acknowledged as employee effectiveness,(Choon & Cheng, 2016). Excellence in performance depends on precision in setting goals and targets which are realistic and measurable since an

individual's concentration is directed towards completing the assigned tasks or rescheduling them and this is the overall reason as to why this theory of goal setting is significant. It has substantial effect on an employee's decision making and determination. This aids in clarifying the perceived correlation between efforts and identification of precise and quantifiable goals as well as expected results and actual employees performance.

Goal setting theory elucidates that higher performance is an outcome of the enthusiasm derived from a member of staff capability in setting their own precise and realistic goals which offers self direction and focus. Modification of goals and objectives is recommended when one fails to achieve them. This theory eases reinforcement and implementation of the organization's future and its reasons for its existence. This explains the substantiality of goals as morale booster to any institution since it offers the workforce with precise and quantifiable targets that can be realized with ease, (Kopaneva & Sias, 2015).

With challenging but precise and quantifiable goals, supervisors and their employees have no choice but to be focused and determined to achieve the aimed results and this simplifies the relationship observed between results of an individual employee with formulated goals. The perception of goal setting theory is that employees who have goals which are SMART attain superior performance as compared to those who develop ambiguous goals or none, (Kihama & Wainaina, 2019). Prominence of performance management in formulating and implementing SMART goals which can be managed with ease is reinforced by goal setting theory.

2.2.2 Equity Theory

John A. Stacy, (1963), propounded equity theory which is related to the perceptions people have about how they are being perceived in relation to relevant others. Equity is the way an employee evaluates state of affairs based on inputs and outcomes, (Bell & Martin, 2012). Equity is achieved

when one is fairly treated equitably in comparison with another relevant other person. Different perceptions formed by employees concerning what is fair treatment in the organization or otherwise have an influence on the performance gauge. This explains an advancement on the level of performance by an employee who is experiencing equity or operates in an environment where equity exists.

Compensation is not the only thing that employees are concerned about, but also what relevant others receive in relation to input - output .Equity theory acknowledges this narrative and further clarifies employees have opinions concerning the relationship between their own input and output and that of others. Dominance of equity in an institution creates an environment of security which employee need to be productive. Lack of equity contributes to demoralization of employees which deter employees from performing to the expectation.This leads to an organization reporting low productivity, (Benowitz, 2017).

Tension and distress occurs when employees observe or feel unevenness in the proportion of their input-outcome in relation to relevant others. Satisfaction and motivation leading to an employee being more productive occurs when equity is established and firm and effective relationship is guaranteed. Organisations at large should put more efforts in eliminating inequalities and unevenness as this assures employees a secure environment for optimum performance which lead to superior and improved efficiency , (Inuwa, 2017).

Workers will feel satisfied with the aftermath of their sweat,determination and compensation, if they match in relation to assigned task. In order for supervisors to come up with clear job accountabilities and anticipations, operational performance management structures need to be put in place to facilitate development of worker's competences in line with his/her behavior aiming

towards institutions planned goals and objectives, (Okeke et al ,2019). If an employee perceives that others get more than what they deserve, distress will take best out of them hence, demoralized and will not perform as per expectations. Supervisors need to create an environment which equally enables employees to perform excellently by clearly passing on information concerning what the job requires and instituting reasonable as well as reliable performance goals to the entire workforce, (Tara,2016). When relevant authority manage and treat employees with equity ,there will be no tension amongst employees hence, they will all work towards attaining the goals of the ministry, thus the connection between the study and the theory.

2.2.3 Expectancy Theory

The concept of expectancy was initially formulated by Victor Vroom in 1964. The concept puts forward that prediction of receiving certain desires contributes to behavioural transformation. The conviction that needs can be satisfied by the anticipated outcome contributes to improved productivity. Superior performance will be experienced when functional relationships are present between results and individual's performance as well as satisfaction of one's necessities, (Stoner, Freeman & Gilbert ,2011). Now more than ever, employers are applying the expectancy theory in management of the workforce to enhance their motivation and thus increase productivity.

Interconnection among employees determination, enthusiasm and performance generated must exist in order to inspire the workforce. Vroom (1964),an individual's enthusiasm can be affected by one's anticipations. When employees have work plans in place, supervisors are monitoring employees under their span of control, performance feedback is given objectively, poor performers are given support to improve on their performance where necessary, the ministry of Lands,

Environment and Natural resources will experience productivity from its staff. Expectancy is a short-term conviction that a certain performance will lead to certain outcome hence satisfaction, (Nwanolue & Obiora, 2018). Therefore, Organizations are able to identify actual performance of employees through this theory since employee's level of determination on certain tasks and results predictions are directly proportioned .

2.3 Empirical Review

Four independent variables and dependent variable will be reviewed. Employee productivity is the dependent variable whereas performance planning, performance supervision, performance feedback and personal/professional development plans are the independent variables.

2.3.1 Performance Planning and Employee Productivity

Olusanya, Awotungase and Ohadebere (2012), the impact of efficient planning on organizational productivity was explored. Questionnaires were employed to collect primary data, and the investigation's approximation approach was spearman's rank correlation coefficient. The goal of the study was to see if efficient planning adds to employee performance in an organization. The spearman was used to verify the claims.

Kabiru et al (2018), conducted an investigation among agricultural state owned corporations in Kenya with an aim of finding out the influence of planning on the organizational performance. Descriptive research design was adopted for the study. According to the findings ,planning is paramount in achieving organizational performance for state owned corporations but the conclusion made according to the data collected revealed that, the administrations of these establishments fail to execute this function of planning successfully.

Binderkrantz, Holm and Korsager, (2011), discovered usage of performance agreements by Danish government agencies contributed to improved realization of goals. The initial phase of managing performance is performance planning since it consists of cascading set goals of an institution from top echelon downwards to employees. It eases employee performance by making sure that they get quality inputs which will produce quality results as per their expectation.

Assist administrators in visualizing the upcoming consequences of current choices made, creating a suitable balance between internal competences and external environment, improved productivity and gaining of a competitive edge are some of the advantages of planning, (Abdalkrim, 2013). Planning gives a sense of direction as well as it ensures good economics for the institution. In order to measure performance attained, government entities set goals and targets to be accomplished annually. Performance discrepancy is determined through an assessment of actual accomplishments against the planned set targets. This evaluation guides corrective actions to be undertaken by respective sections for realization of the preferred outcomes.

2.3.2 Performance Supervision and Employee Productivity

Osae (2012), embraced descriptive survey with the aim of finding out the influence of supervision on workers' performance. According to the examination, it was evident that supervisors face various difficulties on a daily basis and this proves how important their role is in an organization. Organisations should find ways of improving them to reduce the flaws in their role. Inspiration through relevant professional developmental plans will enable them to acquire important skills on how to effectively manage and motivate employees and directing them towards achieving the goals of the institution. Through this, enhanced performance which results to higher productivity in the organization will be reported.

Investigation by (Rulandari, 2017) , supervision and professionalism were the two independent variables while staff performance was the dependent variable were the basis of the examination. Quantitative descriptive analysis being adopted as research design. Questionnaires facilitated generation of prime facts. Some of managerial proposals prescribed for enhancing workforce performance was by matching work results with standard controls, improving on the execution of regular supervision and performing essential counteractive actions. Additionally, increasing the level of understanding for tasks assigned, work assertiveness and work plans for the staff. Outcomes evidently proved existence of substantive influence of supervision and professionalism on worker's performance in the office under investigation.

Asrizal and Lesmana, (2018), investigated influence of work discipline and supervision towards increasing employee productivity in Citra Robin Sarana Medan. It was a causal associative research using quantitative approach. The results positively showed that simultaneously, work discipline and supervision had a momentous influence on workers' productivity. Supervisory functions undertaken by supervisors and managers should be more effective in conformity with the standards established by the company, was among the conclusions made by the researchers.

It is vital to evaluate supervision whether it has been done appropriately in terms of procedures or not. Additionally, supervision should be followed up by management in the form of corrections and evaluation reports of employee performance as well as the imposition of strict sanctions for employees and supervisors if doing irregularities in the implementation of work. In addition, supervision should be done directly, to avoid the greater deviations in the implementation of work performed by employees. By monitoring directly, an employee can be reprimanded when making a mistake. The number of supervisors in charge also need to be added for supervision to be done optimally.

Measures and controls are enforced on specific personnel to observe their performance activities' throughout the organization. This approach assist in interpreting objectives from its top level downwards into subordinate level activities, (Platts & Sobotka, 2010). It is obvious that an institution which has talent and capability of delivering its promises to interested parties including its employees is brought forward by control practices, (Bridoux ,Stofberg & Hartog, 2016). Control measures facilitate forecasting of the necessary resources including the supervisors who will be in charge of monitoring and ensuring performance is on the right track. The major objective of monitoring and supervision in an institution is to improve on workers performance and efficiency.

2.3.3 Performance Feedback and Employee Productivity

Kihama and Wainaina (2019), embraced a descriptive design longing to explore, to what extend does performance appraisal feedback affects workers' productivity . The research come up with an observation that, in the institution where a feeling of independence was experienced by employees out of performance information given to them performed to their best as this acted as a sense of inspiration. In the institution under study ,managers provided performance information to their employees .Further more, as established by the study, giving out positive performance information was much easier as compared to critising performance of employees . Information communicated by supervisors in relation to efficiency and effectiveness facilitated individual advancement among employees for greater tasks as well as assessing worker's real performance on well-known criteria.

In the study undertaken by Okeke et al (2019), revealed a substantial influence of 360 degree feedback appraisal on employee productivity. This result agrees with (Mello, 2015) which states

that 360 degree feedback appraisal creates clarity in employee goals and improves employees' competence which when properly harnessed will lead to employee productivity. The means to prosperous institution efficiency is through regular effective performance communication between superiors and subordinates, (Solomon & Podgursky, 2010). Further more, regular feedback helps employees, the department and the organization to have a sense of direction and focus on their relevant job assignments and achieve their objectives.

Yamoah (2014), reinforcement and punishment are two forms of feedback. Positive feedback is considered as positive reinforcement which involves giving an employee information which he/she can take advantage of. It is a means of getting information on modifying earlier set goals to new goal which are realistic, measurable and developing work plans which will guide them in attaining their newly set goals. Goal achievement improves on the motivation level of an employee as well as efficiency levels. On the other hand, negative feedback is considered as punishment, criticisms form a better part of it which can disappoint and demoralize the learner. This kind of feedback should be kept at bay and only applied when it is necessary and if it proves to be only way to enhance performance.

The performance review reaction plays a significant part in a worker's level of production. It offers a chance for previous performance review compared to objectives laid down previously and evaluating actual performance against planned performance to identify any performance discrepancy. This is the time when supervisors and their juniors talk about strong points and flaws and upcoming prospects, (Jackson & Schuller, 2012). Performance information facilitates conversations that assist personnel to comprehend about their performance on assigned duties, relevant training clarifies anticipations about professional progression (Brown & Benson, 2013).

2.3.4 Personal development plan and Employee Productivity

A study by Greenan (2016), on personal development plans, a survey was adopted as the study design. In private sectors application of PDP aimed to enhance employee performance and that of the organization as whole. Therefore, the study was undertaken to discover the consequences of personal development plan (PDP usage as a means of focusing on constant response in order to enhance performance). An ample amount of additional coaching for supervisors was required to enable them ascertain realistic and measurable developmental needs. This was revealed in the problem solving phase. Nevertheless, the research found out that assessors had set targets timelines to achieve developments needs and goals. The efforts made were not meant for supervisors to focus on the assigned responsibility but ability to ascertain realistic and measurable developmental needs.

An investigation by (Lejeune, Mercuri, Beusaert & Raemdonck, 2016), on Personal development plans supporting employee learning and perceived performance with the moderating role of self-directedness. The twin driven study was intended to search on the correlation between PDPs in the place of work with worker's undertaking of learning activities as well as alleged performance on one side with the potential regulating part of employee personality focusing on self determination on this connection. Questionnaires were used to collect data in two distinct institutions, a profit making organisation and non-profit making organisation. Contemplation and personal auxiliary influence for learning as well as alleged performance and the undertaking of learning activities and between employee self determination as well as the undertaing of learning activities and perveived performance were proved by the study to have a considerable positive relations. Nevertheless, valuable visions and effects for the exercise were found.

Beausaert et al, (2013), examined the effects of using personal development plan (PDP) on the undertaking of learning activities and the employee's job competencies. The findings insisted on the importance of PDP as a means of finding different performance reactions and employees who made use of it embarked on more learning activities than non users. Additional, substantive worthness of PDP could not be underestimated in the process of learning and development. Furthermore, the study suggested that PDPs should be more oftenly used to get a synopsis of the forthcoming preferred plans, future strategies , career planning and undertaking of learning and development activities which will support the institution to realize its future goals and objectives. In other words, institutions may also exploit PDPs as feedforward tool .

The value of training activities should not be underestimated. Modified training activities should be considered before imparting the supposed skills to employees. Institutions must be certain that development activities like self-managed learning, coaching, mentoring, project work, job enlargement and job enrichment should be considered when selecting forms of training. An agreement to enhance performance and improve on knowledge talents and competences should be documented on a development plan. An improvement in the current career, advancing the capabilities to perform it well , empowering personalities to undertake extensive accountabilities as well as spreading their capability to assume bigger roles should be at the center.

2.3.5 Performance Management and Employee Productivity

In a study by Okeke et al (2019), aimed at examining the effect of performance management on employee productivity using selected large organizations in South East, Nigeria. The research adopted descriptive survey as its research strategy . Considerable effects of 360 degree feedback appraisal, performance assessment and performance review on employee productivity were found. However, self-assessment did not have a major impact on employee productivity. The study

resolved that performance management had a substantial consequence on employee productivity in the Nigerian banking industry based on the results.

The effect of performance management system on employee performance in Food and Agriculture Organizations (FAO) scrutinized by Maina (2015), adopted a descriptive research design. A census for the whole population was considered. After conducting the interviews, revelations of pronounced desire to have a performance management system in F.A.O. was expressed by employees. Performance management practices were perceived by the employees to be very vital in all organizations as this gave them the inspiration to realize the aims established by the organizations, as proven by the study.

Investigation by Wurim (2012), concerning the correlation between performance management and employee productivity in the Nigerian public sector institutions. The findings of the examination indicated, there was a meaningful effect on employee productivity with proper application of performance management practices in Nigerian public organizations. Organizational performance arises through successful nurturing of performance management system in enhancing employee performance.

2.4 Summary of Empirical review and Research gaps

Table: 2.1 Empirical review and research gaps

Author	Study	Variable	Research design	Conclusions	Identified gaps
Gichuki (2014)	Influence of performance management on employee productivity	Independent: Performance management Dependent: Employee productivity	Descriptive survey design	In order to experience realization of strategies, motivation, attraction and retention of the right people, effective reward systems needs to be put in place	It only investigated effects of performance appraisal, training and development and reward systems on employee productivity
Ime, Victor, Ose mudiamen and Efiok (2015)	Effective performance management systems and employee productivity: Evidence from Multichoice Company, Nigeria.	Independent: Performance management Systems Dependent: Employee productivity	Survey design	Being unaware of existence of PMS in the organisation, workers felt that the firm's present PMS was unsuccessful in giving appropriate evaluation of their involvement in the organization.	It only recommended 360 degree feedback without considering other issues like performance supervision and monitoring and its effect on productivity.
Odhiambo (2015)	Performance management Practices and its effects on employee productivity: a case	Independent: Performance management practices	Descriptive research design	With operational performance management practices, personnel are granted a chance to direct their concepts and anticipations in order to	The study only investigated how compensation systems , performance feedback and PA affect employee productivity

	study of Schindler limited	Dependent: Employee productivity		achieve the planned objectives of the company and also an effective source for management information and renewal	
Maina (2015)	Effect of Performance Management System on Employee Performance	Independent: Performance management system Dependent: Employee performance	Descriptive research design	An enormous urge to have a PMS was expressed by employees of F.A.O	The study recommends 360 degree feedback as the best performance management system for FAO and fails to recognize the significance of performance planning and supervision in managing the performance of employees.
Kibichii, Kiptum and Chege (2016)	Performance Management Process and its effects on Employee Productivity	Independent: Performance management process Dependent: Employee productivity	Survey	The study confirmed the existence of a strong connection between employee productivity and PM process.	Reward system ,PA, training and development and were the only variables considered by the researcher.

Adedayo (2017)	Performance management and employee productivity of selected manufacturing companies in Lagos state, Nigeria	Independent: Performance management Dependent: Employee productivity	Descriptive survey research design	Performance management had a noteworthy upshot on productivity level of employees	The researcher was determined to establish the extent to which employee productivity is influenced by employee training, reward, performance feedback and performance appraisal as PM variables .
Munguti and Kanyanjua (2017)	Performance appraisals practices and employee productivity in Kenya. a case study of Savannah Cement Ltd	Independent: Performance appraisals practices Dependent: Employee productivity	descriptive research design	The organization implemented and utilised 360 degree PA to improve employee performances thus enhancing quality and accuracy of work and output. Setting of targets to all employees was done and the PA process was fair.	The study only focused on performance appraisal as the only factor that affects employee productivity
Nwanolue and Obiora (2018)	Performance Management and Employee Productivity in Chukwuemeka Odumegwu Ojukwu University	Independent: Performance management Dependent: Employee productivity	Descriptive survey design	In Chukwuemeka Odumegwu Ojukwu University, reward system and feedback had a high influence in relation to employee productivity whereas performance appraisals was seen to have mild effect in	The research focused on PA, reward system and performance feedback

				connection to productivity in the institution	
Okeke, Onyekwelu, Akpua and Dunkwu (2019)	Performance Management and employee productivity in selected large organizations in south-east, Nigeria	Independent: Performance management Dependent: Employee productivity	Descriptive survey research design	There was substantial influence on employee productivity in relation to 360 degree feedback appraisal, performance evaluation and performance review .Although Self-assessment had no major consequence on the problem under study.	The exploration focused on performance appraisal with more emphasis on 360degree feedback and ignoring other methods like MBO.

Source :Researcher (2021)

2.5 Connection between independent variable and dependent variable

Independent Variable

Dependent Variable

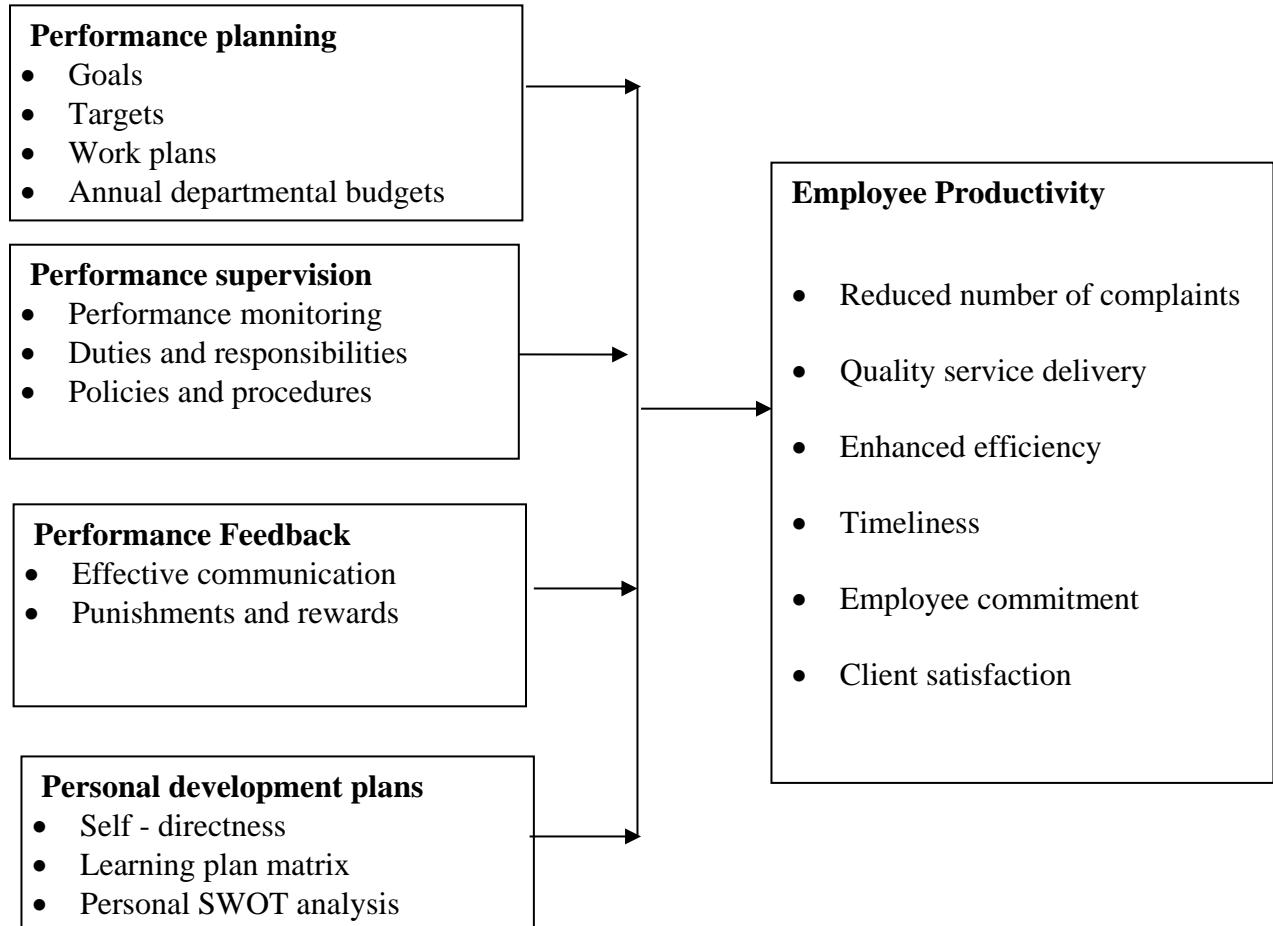


Figure 2.1: Conceptual Framework

Source :Researcher (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This segment gives highlights on the adopted blueprint assisting the investigator in finding solutions for the research queries. Targeted population has been given as well as the description of the sample determination and the sampling techniques and how samples were picked and analyzed. How data was collected and procedures that were followed has also been described in this section.

3.2 Research Design

An all-purpose strategy of how the investigator will go about collecting data and analyzing it, guided by the objectives of the study is a research design. It is an overall plan surrounding the research and how it is conducted considering tribulations in the economic environment which calls for cost-cutting measures and adoption of appropriate procedures, (Kothari, 2004; Wainaina, 2015). It acts as an architect plan for steering the study that capitalizes on controls over the dynamics that could impede the validity of the outcomes. Descriptive research design was embraced for the study. This design involves measuring a phenomenon in their natural environment. Correlation between variables is of no concern, (Ames, Njang, Kaufman, Glenton, Fretheim, Hill & Lewin 2017). The technique was used to acquire information that helped to describe performance management variables and employee productivity in the Ministry of Lands Environment and Natural resources. In this study, Likert scale was part of the questionnaire whereby numerical values were assigned to the statements.

3.3 Target population

The study focused on the effect of performance management on employee productivity in the Ministry of Lands, Environment and Natural resources sector of Taita Taveta County. The target population was heterogeneous and incorporated 4 employees from the directorate of lands, 60 employees from the directorate of environment and natural resources and 2 employees from the directorate of mining. The total population of employees in this sector was 262.

Table 3.1 Target population

Directorate	Number of employees
Lands	15
Environment and Natural resources	237
Mining	6
Housing	2
Transport	2
Total	262

Source: Ministry's HR office

3.4 Sample size and Sampling technique

The sample size of the study is a minor portion of the target population. Stratified sampling was used since it involves partitioning the population into subpopulations. The strata are formed based on members' shared attributes. There was need to cautiously select a section that was a representative of the entire inhabitants. It involved dividing the population into strata (groups). These strata had equal probabilities of an employee being selected in addition to each stratum of the sample. In this case, strata consisted of 5 directorates in the ministry under investigation.

3.4.1 Sample size determination

Sample size refers to predetermined number of people carefully chosen from the aimed population in order to establish a sample for purposes of data collection. The sample size was

collected as a fulfillment of efficiency, effectiveness and reliability. The formula adopted for the study was Naissuma, (2008).

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where: n = required sample size

N = population

C = a constant of discrepancy in the range of $21\% \leq C \leq 30\%$

e = standard error in the range of $2\% \leq e \leq 5\%$

Therefore at $C = 28\%$ and $e = 3\%$: $n = \frac{262(0.28)^2}{0.28^2 + (262 - 1)0.03^2}$

$$n = \frac{262 \times 0.0784}{0.0784 + 261(0.0009)}$$

$$n = \frac{20.5408}{0.3133} = 65.56$$

$$n = 66$$

Table 3.2 Sample size of strata

Directorate	Number of employees	Respondent	Percentage
Lands	15	4	6%
Environment and Natural resources	237	60	91%
Mining	8	2	3%
Housing	2	0	0%
Transport	2	0	0%
Total	262	66	100%

Source: Author (2021)

3.5 Data Collection instrument

A semi structured inquiry form with a Likert scale was used to generate primary data. A Likert scale was incorporated with the questionnaire and it contained a series of statements, inviting the respondent to respond to each based on his/her own perspective in a sliding scale of 1-4 (1=strongly agree, 2 agree, 3 disagree and 4 strongly disagree). Questionnaires are instruments for collecting

primary data. They can be issued with ease to a huge population without the presence of researcher. The instrument had three segments, first subdivision collected respondent's characteristics, second section requested the respondent's to supply the information on performance management parameters and employee productivity in the county's Ministry of Lands, Environment and Natural resources and finally the last section gave the respondent the opportunity to respond to open ended questions.

3.5.1 Data Collection Procedures

Literature reviews from related studies ,scholarly journals and questionnaires were sources of data for the study. A well designed questionnaire facilitated collection of primary data . Trusted employees of the Ministry under study assisted in data collection process . In order to get permission from the Ministry under study to collect data, a written permission was acquired from Kenyatta University as well as a study authorization from NACOSTI. Questionnaires with designed Likert scale were issued out to the sample selected employees of the Ministry of Land, Environment & Natural resources and Mining directorates and recollected after two weeks. In order to give respondents confidence towards open ended questions, the data collection instrument was anonymous. Duly filled questionnaires were recollected back for analysis.

3.5.2 Piloting and pretesting

Determination of the relevance and suitability of the data collection instrument in generation of enough data that will facilitate data analysis, the researcher considered conducting pilot testing. Where necessary amendments to the instrument were made to the instrument. Marking with a tick or writing down brief testimony on the document was the only requirement which the respondents adhered to. The questions mainly focused on the parameters identified that affect their productivity. Undertaking of pilot study eased the pre-testing of the research instrument. The

sample size appropriate for the pilot test is normally 0.1 of the total number of respondents (Baker, 1994; Otera,2018), therefore 7 questionnaires were distributed and all of them and were recollected back as completed questionnaire but they were not mixed with the final questionnaires to avoid contamination. It was carried out on few employees randomly selected from the sector under study.

3.5.3 Reliability

The use of questionnaire was more reliable to the study. Once the questionnaire had been filled by the respondent, it was handed over to the researcher within one week. Reliability of a research instrument is judged after that instrument produces consistent results after being administered to different samples drawn from the target population, (Warrens, 2015). Use of Cronbach alpha test aided in determining the uniformity of the piloting results. A questionnaire achieving at least 0.7 in the Cronbach alpha test is considered trustworthy while that producing a value below 0.7 indicates that it needs some revisions (Katou, 2008; Wainaina 2015). Determining reliability was to ensure the objectives set for the study were achieved.

3.5.4 Validity

Suitability of procedures, processes, instruments and data that is used in the study is referred to as validity in qualitative research, (Leung, 2015). Content validity establishes whether the items in the data collection instrument are in agreement with the objectives of the research. To ensure only what is planned for is measured by the questionnaire, respondents were allowed to air out their views, suggestions and highlight the questions which needed to be rephrased and amendments were made where necessary. Further more, relevant experts were consulted to check the contents of the questionnaire and advise accordingly. Validity scrutinizes whether the research questions or contents in the data collection instrument are suitable for the desired outcome.

3.6 Data Analysis and Presentation

To enhance and ensure comprehensiveness and reliability, primary data collected was systematized, modified and scrutinized. Statistical Package for Social Sciences (SPSS) version 20 aided in analysing descriptive statistics of the collected data. Coding assisted in categorising responses. Tables were considered in data presentation. Further analysis was facilitated through inclusion of mean, standard deviation, frequencies and percentages which gave a clear explanation on the case under study as it existed. Content analysis aided in analyzing qualitative data. In addition, inferential statistics that define relationships and forecasting included multiple regression analysis. The multiple regression equation provided below was used in this study.

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

Where:

Y denotes Employee's Productivity in the Ministry of Lands, Environment and Natural resources

β_0 denotes Constant

X_1 denotes Performance planning

X_2 denotes Performance supervision

X_3 denotes Performance feedback

X_4 denotes Personal/professional Development Plans

Strong points and directions of the correlation between performance management variables and employee productivity was facilitated by $\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 which were model factors. Furthermore, β_0 was the constant while ε was the error term.

3.7 Ethical consideration

A written consent from the university was obtained which facilitated an online application to acquire a study authorization from NACOSTI. Research permit was acquired in order to guarantee the ministry that the research undertaken was purely educational and not for any other motive. All sources used in the investigation were recognized through citations and references. Questionnaires were anonymous and this assured respondents that their identity and security was well taken care of and confidentiality of information given was upheld and treated with utmost care.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

Data collected from the study plus analysis regarding the research questions and objectives are presented in this section. Respondents background information ,response rate of data collection process has been presented. Discussion on the outcome of the investigation was aided by descriptive statistics and inferential statistics.

Table 4.1 Response rate

	Issued questionnaires	Duly filled and returned questionnaires	Percent
Respondents	66	61	92.4%

Source :Author(2021)

66 employees of Taita Taveta County ,Ministry of lands ,environment and natural resources, were targeted as sample for the study and were issued with the questionnaires but only 61 questionnaires were completed and given back,translating to a response rate of 92.4% which was sufficient for the research analysis. A response are of above 70% is considered to be excellent, (Mugenda & Mugenda,2002);Otera,2018),

4.2 Reliability Analysis

Pilot testing was conducted to ascertain the level of internal consistency of the data collection instrument. 7 questionnaires were issued to the respondents and the data collected was analysed to determine reliability of the questionnaire. A questionnaire achieving at least 0.7 in the Cronbach

alpha test is considered trustworthy while that producing a value below 0.7 indicates that it needs

Variable	Cronbach Alpha Coefficient	Items	Remarks
Performance planning	0.716	6	Trustworthy
Performance supervision	0.708	7	Trustworthy
Performance feedback	0.743	7	Trustworthy
Professional development plan	0.725	7	Trustworthy
Employee productivity	0.789	7	Trustworthy

some revisions (Katou, 2008; Wainaina 2015).

Table 4.2 Reliability Analysis

Source :Researcher (2021)

4.2 Characteristics of Respondents

Respondents demographic information provides the researcher with facts desirable for investigation synthesis besides analysis of secondary information (Bein, 2009), which allows readers and scholars to determine to whom the study discoveries take a broad view and permits for evaluations to be made across duplications of studies.

4.2.1 Gender

This is the biological dissimilarity between male and female. It gives the picture of how many men and women have been employed in the institution.

Table 4.3 Gender of Respondents

	Frequency	Valid Percent
Male	30	49.2
Female	31	50.8
Total	61	100

Source :Researcher (2021)

From the findings ,The ministry has tried to have a balance between male and female, though there is a slight difference.This has been shown by male comprising of 49.2% and female by 50.8%. in addition, balanced gender dispersal in the place of work gives a provision of a more friendly environment and improved competence, besides assurances of a well professional path. Subsequently, this advances employees’ proficiency as well as their inspiration. Therefore, implementing gender parity is customarily deliberated as a significant facet of occupational achievement and output enhancement. (Sainsbury 1996; O’Connor, Orloff & Shaver 1999; Inglehart and Norris 2003.;Wu,2015)

4.2.3 Age

Age category helped to establish whether all age groups in the institution were given an opportunity to participate in the study.

Table 4.4 Age Category

	Frequency	Valid Percent
20-30 years	28	45.9
31- 40 years	26	42.6
41-50 years	6	9.8
above 51 years	1	1.6
Total	61	100

Source :Researcher (2021)

According to table 4.4 above, majority of the employees were aged between 20-30 years translating to 45.9%. This shows the ministry has more youth employees.31-40 years constituted 42.6% ,41-50 years constituted 9.8% and above 51 years constituted 1.6%. Adapting to evolving technological change has lead to large quantity of information to be readily obtainable. The

millennial generation has sharpened the ability to acquire and sieve the material to obtain the desired information for the benefit of the establishment. (Hershatter & Epstein, 2010).

4.2.3 Education

Eduaction is the process of obtaining certain knowledge or skills for a profession. At all levels, training and development has proven to be very critical among employees considering the fact that expertise wear down and become outdated calling for a need to be reloaded and upgraded after a certain period of time, Nishtha and Amit (2010). Thus, employees are only proficient and operational if suitable knowledge is imparted and improvement is provided for them. This contributes to increased output.

Table 4.5 Level of Education

	Frequency	Valid Percent
Others	1	1.6
Masters	6	9.8
Bachelors	10	16.4
Diploma	20	32.8
Certificate	7	11.5
Kcse	15	24.6
Kcpe	2	3.3
Total	61	100

Source :Researcher (2021)

According to the findings, a larger population hold diploma certificates 32.8% and KCSE certificates 24.6%. Those with bachelors degree constitute 16.4%, Masters 9.8%, certificate 11.5%, KCPE 3.3% and other certificates apart from the outlined constituted 1.6%. Taleghani et al., (2011), confirms the direct association between human capital and productivity. This is because

the quality of the product / service of a company is determined by the level of human capital of its workforce.

4.2.4 Duration in service

This is the total time spent in an organization performing a particular activity. This was to establish whether respondents had acquired adequate work experience to provide reliable information. Long term servants are always conversant with the culture of the institution .

Table 4.6 Duration in service

	Frequency	Valid Percent
above 6 years	17	27.9
4-6 years	24	39.3
1-3 years	20	32.8
Total	61	100

Source :Researcher (2021)

According to the study ,employees who have worked 4-6 years constitute 39.3%.1-3 years constitute 32.8% and those who have worked more than 6 years constituted 27.9%

4.2.5 Staff cadre

The level at which employees are grouped helps in understanding their relationships and their level of performance since functional posts are different in every cadre. Top cadre are incharge of formulating policies and revising procedures while the senior cadre are incharge of cascading down what needs to be done to ensure there is smooth running of operations.

Table 4.7 Staff cadre

	Frequency	Valid Percent
Junior staff	30	49.2
Senior staff	25	41.0

Top level	6	9.8
Total	61	100

Source :Researcher (2021)

According to the findings the majority of the employees are junior staff constituting 49.2%.Senior staff constitutes 41.0% and Top echelons constitute 9.8%.

4.3 Descriptive Findings and Discussions

Descriptive statistics, mean, frequency, standard deviation and percentages have been utilized in analysing the responses in regard to the four dimensions of performance management, performance planning, performance supervision, performance feedback and professional development plans and the dependent variable employee productivity. The strength of statements were rated by use of a likert scale, sliding from (1) strongly agree, (2) agree, (3) disagree and (4) strongly disagree. On other statements, respondents were supposed to tick Yes(1) or No(2).

Table 4.8 Mean interpretation table

Weight scale	Mean range	Verbal interpretation
5	4.51-5.00	Strongly agree
4	3.51-4.50	Agree
3	2.51-3.50	Moderately agree
2	1.51-2.50	Slightly agree
1	1.00-1.50	disagree

Source R. P. Bringula et al(2012)

4.3.1 Performance Planning

Owino, Oluoch and Kimemia, (2019), first most important component of the performance management process is performance planning since it's the basis of performance appraisals which involves a pact between the supervisor and the employee. It elucidates what the employee needs

to do in order to realize goals and intentions, set targets, advance his/her performance and cultivate the requisite capabilities.

In order to find out whether the employees in the ministry understood what is performance planning and how it affects both the organization and employees themselves, an assessment on the same was conducted .

Table 4.9 Respondents views on their level of understanding concerning performance planning

	Frequency	Valid Percent	Cumulative Percent
Yes	59	96.7	96.7
No	2	3.3	100.0
Total	61		100

Source :Researcher (2021)

According to the respondents, 96.7% understood what is performance planning and its effects to the organization. This shows that majority of the employees had an understanding of it as compared to those who did not know what is performance planning and its impact to the organization constituting 3.3%.

Table 4.10 Descriptive Statistics for Performance Planning

	N	Min	Max	Mean	Std. Dev
I work hard to meet my daily target	61	1	4	2.00	.483
My work plan is clear	61	1	4	2.74	1.047
The ministry operate within the allocated budget	61	1	4	2.93	1.014
Goals and objectives of the ministry are clearly defined	61	1	4	2.11	.580
I understand how my work contributes to this ministry's goals and objectives.	61	1	4	2.00	.365
Integration of individual goals and ministry's goals is important	61	1	4	1.93	.442
Aggregate mean				2.285	

Valid N (listwise)

Source :Researcher (2021)

Table 4.10 above shows that,(mean 1.51-2.50) respondents slightly agreed with statements, I work hard to meet my daily planned target,goals and objectives of the ministry are clearly defined, I understand how my work contributes to the ministry's goals and integration of individual goals and ministry's goals is important. Respondents moderately agreed (2.51-3.50), with statements, my work plan is clear and the ministry operate within the allocated budget.

Performance standards required by government are clearly outlined and stipulated in performance agreements which the government expects public officers, or the administration of state owned organizations to achieve in a certain time frame (Hope, 2011)

4.4.2 Performance Supervision

Supervision is an activity which involves getting the jobs done in accordance with the established plans and desired result (Lubis, 2015). Therefore, it is important for the supervisor to ensure that duties and responsibilities are assigned to an employee who has attained minimum qualifications and the roles are clearly understood. Performance supervision intents to improve knowledge from practice and knowledge by performance guided by policies and procedures governing the institution.

Table 4.11 Respondents views on the impact of performance supervision

	Frequency	Valid Percent	Cumulative Percentage
Yes	56	91.8	91.8
No	5	8.2	100
Total	61	100	

Source :Researcher (2021)

According to the analysis 91.8% of respondents agreed that the ministry supervisors influenced their performance whereas 8.2% disagreed.

Table 4.12 Descriptive Statistics for Performance Supervision

	N	Min	Max	Mean	Std. Dev
The Ministry has rules and regulations	61	1	4	1.95	.384
My performance is monitored from time to time	61	1	4	1.93	.403
There is relationship between my qualification and my job	61	1	4	2.77	.990
Ministry's policies and procedures are clear and up to date	61	1	4	2.77	1.007
My duties and responsibilities are clear	61	1	4	2.15	.573
I work in a well managed sector	61	1	4	2.15	.792
Aggregate mean				2.287	
Aggregate std.dev					0.6915
Valid N (listwise)	61				

Source :Researcher (2021)

Table 4.12 above shows that , (mean≈1.51-2.50), respondents slightly agreed with the statements, the ministry has rules and regulations,my performance is monitored from time to time ,my duties and responsibilities are clear and I work in a well managed sector. Respondents moderately agreed (mean≈2.51-3.50) with statements , there is relationship between my qualification and my job and ministry’s policies and procedures are clear and up to date.

4.4.3 Performance Feedback

Table 4.13 Respondents views on impact of performance feedback

	Frequency	Valid Percentage	Accumulative Percentage
Yes	55	90.2	90.2
No	6	9.8	100
Total	61	100	

Source :Researcher (2021)

According to the table 4.13 above, 90.2% agreed that the feedback they get from their supervisors is useful to them while 9.8 % disagreed implying that the feedback they get is not useful to them.

Table 4.14 Descriptive Statistics for Performance feedback

	N	Min	Max	Mean	Std. Dev
There is regular performance appraisal in the ministry	61	1	4	2.02	.532
Underperformers are given another chance	61	1	4	2.08	.640
There is free flow of information within the ministry	61	1	4	2.77	.956
Good performance is rewarded immediately	61	1	4	2.70	1.022
I understand the outcome of poor performance	61	1	4	2.11	.551
Feedback I get helps in improving my performance	61	1	4	2.02	.619
Aggregate mean				2.283	
Aggregate Std.Dev					0.72

Valid N (listwise)

Source:Author(2021)

Table 4.14 above shows that, respondents slightly agreed with the statements, (mean \approx 1.51-2.50) there is regular performance appraisal in the Ministry, underperformers are given another chance, I understand the outcome of underperformance and feedback I get helps in improving my performance. The table also shows that the respondents (mean \approx 2.51-3.50) moderately agreed with the statements, there is free flow of information within the ministry as well as good performance is rewarded immediately.

4.4.4 Professional Development Plan

Friedman and Phillips (2004), described professional development as a meticulous maintenance, enhancement, widening of knowledge and abilities as well as the improvement of individual

potentials essential for the implementation of specialized as well as practical responsibilities all through the expert’s functioning lifetime.

Table 4.15 Respondents views on the effects of PDPs

	Frequency	Valid Percent	Cumulative Percentage
Yes	54	88.5	88.5
No	7	11.5	100
Total	61	100	

Source:researcher (2021)

According to the table 88.5 percent were in agreement with the usefulness of professional development plans compared to 11.5 percent who didn’t feel that Pdps are useful.

Table 4.16 Descriptive Statistics for Professional development plans

	N	Min	Max	Mean	Std. Dev
I have my development plan in place	61	2	4	2.20	.572
I know my strength and weakness	61	1	4	1.85	.813
The ministry supports training and developments programs	61	2	4	3.15	.946
There is a clear career path for my professional growth	61	2	4	3.05	.939
This is my career of choice	61	2	4	2.18	.563
My professional skills are up to date	61	2	4	2.59	.883
Aggregate mean				2.5033	
Aggregate Std Dev					0.786

Valid N (listwise)

Source :Author(2021)

Table 4.16 above shows that ,respondents slightly agreed(mean≈1.51-2.50) with the statements, I have my development plan in place, I know my strength and weakness and this is my career of choice. For the other statements, (mean ≈2.51-3.50) respondents moderately agreed with statements, the ministry supports training and development programs, there is a clear career path for my professional growth and my professional skills are up to date.

4.4.5 Employee Productivity

Workers' output is an assessment of the worker or a collection of workers' effectiveness. Output is an element which directly affects the company's profits, (Hanaysha,2016). Productivity is attained when organisational goals and objectives are accomplished by converting inputs into outputs efficiently for humanity advantage .

Table 4.17 Descriptive Statistics for Employee productivity

	N	Min	Max	Mean	Std. Dev
The number of clients served to their satisfaction has increased	61	2	4	2.52	.868
Minimum time is taken to serve one client	61	2	4	2.62	.860
Coordination between national office and county office contributes to smooth running of operations	61	1	4	2.41	.864
The number of complaints has reduced significantly	61	1	4	2.64	.949
My objective is to offer quality service to clients	61	1	2	1.93	.250
The ministry is determined to make its services easily accessible	61	1	4	2.46	.941
I live for my job	61	1	4	2.66	.998
Aggregate mean				2.4629	
Aggregate Std.Dev					0.8186

Valid N (listwise)

Source:Researcher (2021)

Table 4.17 above, illustrates that, respondents moderately agreed (mean \approx 2.51-3.50) with the statements, the number of clients served to their satisfaction has increased, minimum time is taken to serve one client, the number of complaints has reduced significantly and I live for my job. Respondents slightly agreed with (mean \approx 1.51-2.50) statements, coordination between national office and county office contributes to smooth running of operations , my objective is to offer quality service to clients, the ministry is determined to make it's services easily accessible.

On other issues affecting productivity and quality service delivery ,respondents were further asked whether they have heard about cases of missing files or records in the ministry and cases of maladministration practices . Respondents were to tick Yes(1) of No(2) which they adhered to.

Table 4.18 Cases of missing file and records in the Ministry

	Frequency	Valid Percent
Yes	47	77.0
No	14	23.0
Total	61	100

Source :Researcher (2021)

Table 4.18 elaborates on views of employees concerning cases of missing file or records in the ministry,77% said yes proving that it is true there are cases of missing files and records in the ministry.This issue has greatly affected quality of service delivery and contributed to corruption in the ministry under study.

Table 4.19 Cases of Maldministration practises in the Ministry

	Frequency	Valid Percent
Yes	49	80.3
No	12	19.7
Total	61	100

Source :Researcher (2021)

Table 4.19, shows that, 80.3% of the respondents ascertained existence cases of maladministration practices (corruption,impunity,misuse of office etc) in the ministry.19.7% of respondents denied existence of maladministration practices in the ministry.

4.4 Inferential Analysis

The affiliation between performance management variables and employee productivity has been analysed in this section. Pearson correlation coefficient plus multiple regression have been utilised to find out the existing connection. Performance planning, performance supervision, performance feedback and professional development plans are the self-governing variables whereas employee productivity is the reliant variable. Schober, Boer and Schwarte(2018), translated Pearson correlation coefficient into descriptors like negligible, weak, moderate, strong and very strong relationship.

Table 4.20 Pearson correlation coefficient categorisation

Absolute magnitude of the observed correlation coefficient	Interpretation
0.00-0.10	Negligible correlation
0.10-0.39	Weak correlation
0.40-0.69	Moderate correlation
0.70-0.89	Strong correlation
0.90-1.00	Very strong correlation

Source: Correlation Coefficients: Appropriate Use and Interpretation
Anesthesia & Analgesia 126(5):1763-1768, May 2018.

4.4.1 Relationship between Performance planning and Employee productivity

The study pursued to determine the existing connection between performance planning and employee productivity.

Table 4.21 Relationship between performance planning and employee productivity

		Performance Planning	Employee Productivity
Performance Planning	Pearson Correlation	1	.512**
	Sig. (2-tailed)		.000
	N	61	61

** . At the 0.01 level, correlation is significant (2-tailed).

Source: Author(2021)

Performance planning has a moderate positive correlation ($r=0.512$) with employee productivity as shown in table 4.21 above. This outcome points out the moderate positive effect of performance planning on employee productivity. Olusanya et. al (2012) approved that effective planning in PMS positively contributes to improved employee productivity in an institution.

4.4.2 Relationship between Performance supervision and Employee productivity

The research wanted to find out the connection between performance supervision and employee productivity.

Table 4.22 Relationship between performance supervision and employee productivity

		Performance Supervision	Employee Productivity
Performance Supervision	Pearson Correlation	1	.535**
	Sig. (2-tailed)		.000
	N	61	61

** . At the 0.01 level, correlation is significant (2-tailed).

Source: Author(2021)

Table 4.22 reveals the link between performance supervision and employee productivity which is moderate positive at ($r=0.535$). This clearly indicates that supervision has an influence on the level of productivity among employees. Occasionally, gentleness of supervisory role is misinterpreted without bearing in mind the enormous drawbacks it can have on the output of the workforce. It anticipates to capitalize on its accomplishments prospective. It unsurprisingly trails that, deprived supervisory role in places of work has proven to be the prime stumbling blocks towards achieving credible success by an organization (Omisore,2014)

4.4.3 Relationship between Performance feedback and Employee productivity

The research wanted to find out whether performance feedbacks have any impact on employee productivity.

Table 4.23 Relationship between performance feedback and employee productivity

		Performance Feedback	Employee Productivity
Performance Feedback	Pearson Correlation	1	.490**
	Sig. (2-tailed)		.000
	N	61	61

** . At the 0.01 level, correlation is significant (2-tailed).

Source :Author(2021)

Table 4. 23 shows a moderate positive relationship($r=0.490$) between performance feedback and employee productivity. This result agrees with (Mello, 2015) which states that 360 degree feedback appraisal creates clarity in employee goals and improves employees' competence which when properly harnessed will lead to employee productivity.

4.4.4 Relationship between Professional development plan and Employee productivity

The study also tried to find out correlation between professional development plans and employee productivity.

Table 4.24 Relationship between Professional development plans and Employee productivity

		Professional development plans	Employee Productivity
Professional development plans	Pearson Correlation	1	.445**
	Sig. (2-tailed)		.000
	N	61	61

** . At the 0.01 level, correlation is significant (2-tailed).

Source :Author(2021)

Table 4.24 above, reveals a moderate positive correlation between PDPs and employee productivity($r=0.445$). Intention of encouraging employee growth led to execution of PDPs. As a result of making use of this instrument, (Beusaert, Segers, Fouarge, et al. 2013), it was anticipated that, more training and development actions will be put into consideration in order to advance performance.

Table 4.25: Correlation matrix

		Performance Planning	Performance Supervision	Performance Feedback	Professional development plans	Employee Productivity
Performance Planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	61				
Performance Supervision	Pearson Correlation	.924**	1			
	Sig. (2-tailed)	.000				
	N	61	61			
Performance Feedback	Pearson Correlation	.917**	.929**	1		
	Sig. (2-tailed)	.000	.000			
	N	61	61	61		
Professional development plans	Pearson Correlation	.505**	.521**	.531**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	61	61	61	61	
Employee Productivity	Pearson Correlation	.512**	.535**	.490**	.445**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	61	61	61	61	61

** . At the 0.01 level, correlation is significant (2-tailed).

Source :Researcher(2021)

Table 4.25 shows that all of the predictor factors have a positive connection. The topmost association was between the independent variables performance supervision and performance feedback at 0.929. The weakest association was between professional development plans and employee productivity at 0.445.

4.4.5 Model summaries

Multiple regression analysis was used to determine the influence of the independent factors on the dependent variable.

Table 4.26: Performance planning regression model

Model	R	R Square	Adj. R Square	Std. Error of the Est.	Statistics on Change				
					R Squared Variation	F Change	df1	df2	Sig. F Change
1	.512 ^a	.262	.250	.4386956	.262	20.963	1	59	.000

Predictors: Constant; Performance Planning
Source: Researcher (2021)

Table 4.26 above shows the relationship between $R = 0.512$ and $R^2 = 0.262$ which explains that 26.2% of variation in employee productivity may possibly be clarified by a unit change in performance planning.

Table 4.27 Performance planning ANOVA^a

Model	Total of Squares	df	Mean Square	F	Sig.
1 Regression	4.034	1	4.034	20.963	.000 ^b
1 Residual	11.355	59	.192		
Total	15.389	60			

Dependent Variable: Employee Productivity
Predictors: Constant; Performance Planning
Source: Researcher (2021)

The relevance of F- statistics is demonstrated by the ANOVA test in table 4.27. 0.000 indicates that there is a link between performance planning and employee productivity, which is less than 0.05.

Table 4.28 Performance planning Coefficients^a

Model		Coefficients that are not standardized		Standardized Coefficients Beta	t	Sig.
		B	Standard Error			
1	Constant	.572	.420		1.361	.179
	Performance Planning	.905	.198	.512	4.578	.000

Dependent Variable: Employee Productivity
Source :Researcher (2021)

Table 4.29: Performance supervision and Employee productivity regression model

Model	R	R Square	Adj. R Square	Std. Error of the Est.	Statistics on Change				
					R Squared Variation	F Change	df1	df2	Sig. F Change
1	.535 ^a	.286	.274	.4315294	.286	23.640	1	59	.000

Predictors: Constant; Performance Supervision
Source: Researcher (2021)

Table 4.29 illustrates the association between $R = 0.535$ and $R^2 = 0.286$, indicating that a unit change in performance supervision may explain 28.6 percent of variation in employee productivity.

Table 4.30: Performance supervision ANOVA^a

Model	Total of Squares	df	Mean Square	F	Sig.
1 Regression	4.402	1	4.402	23.640	.000 ^b
1 Residual	10.987	59	.186		
Total	15.389	60			

Dependent Variable: Employee Productivity
Predictors: Constant; Performance Supervision
Source: Researcher (2021)

The relevance of F- statistics is demonstrated by the ANOVA test in table 4.30. 0.000 is less than 0.05, indicating that there is a link between supervisory performance and staff productivity.

Table 4.31: Performance supervision Coefficients^a

Model		Coefficients that are not standardized		Standardized Coefficients Beta	t	Sig.
		B	Standard Error			
1	Constant	.719	.366		1.961	.055
1	Performance Supervision	.834	.172	.535	4.862	.000

a. Dependent Variable: Employee Productivity
source :Researcher(2021)

Table 4.32: Performance feedback and Employee productivity regression model

Model	R	R Square	Adj. R Square	Std. Error of the Est.	Statistics on Change				
					R Squared Variation	F Change	df1	df2	Sig. F Change
1	.490 ^a	.240	.227	.4452633	.240	18.621	1	59	.000

Predictors: Constant; Performance Feedback

Source: Researcher (2021)

Table 4.32 above shows the relationship between $R = 0.490$ and $R^2 = 0.240$ which explains that 24.0% of variation in employee productivity could be explained by a change in unit on performance feedback.

Table 4.33 Performance feedback ANOVA^a

Model	Total of Squares	df	Mean Square	F	Sig.
1 Regression	3.692	1	3.692	18.621	.000 ^b
1 Residual	11.697	59	.198		
Total	15.389	60			

Dependent Variable: Employee Productivity

Predictors: Constant; Performance Feedback

Source: Researcher (2021)

The significance of F- statistics is demonstrated by the ANOVA test in table 4.33. 0.000 is less than 0.05, indicating that there is a link between employee productivity and performance feedback.

Table 4.34: Performance feedback Coefficients^a

Model		Coefficients that are not standardized		Standardized Coefficients Beta	t	Sig.
		B	Standard Error			
1	Constant	.892	.372		2.394	.020
1	Performance Feedback	.754	.175	.490	4.315	.000

Dependent Variable: Employee Productivity

Source :Researcher(2021)

Table 4.35: Professional development plans and Employee productivity regression model

Model	R	R Square	Adj. R Square	Std. Error of the Est.	Statistics on Change				
					R Squared Variation	F Change	df1	df2	Sig. F Change
1	.445 ^a	.198	.184	.4574293	.198	14.547	1	59	.000

Predictors: Constant; Professional development plans

Source: Researcher (2021)

Table 4.35 above shows the relationship between $R = 0.445$ and $R^2 = 0.198$ which explains that 19.8% of variation in employee productivity could be explained by a unit change in professional development plans.

Table 4.36: Professional development plans ANOVA^a

Model	Total of Squares	df	Mean Square	F	Sig.
1 Regression	3.044	1	3.044	14.547	.000 ^b
Residual	12.345	59	.209		
Total	15.389	60			

Dependent Variable: Employee Productivity

Predictors: Constant; Professional development plans

Source: Researcher (2021)

The ANOVA test in table 4.36 above shows the significance of F- statistics 0.000 is less than 0.05 meaning that there is a relationship between professional development plans and employee productivity.

Table 4.37: Professional development plans Coefficients^a

Model	Coefficients that are not standardized		Standardized Coefficients Beta	t	Sig.
	B	Standard Error			
1 Constant	1.011	.390		2.594	.012
Professional development plans	.636	.167	.445	3.814	.000

Dependent Variable: Employee Productivity

Source: Researcher (2021)

Table 4.38: Results of model summary

Model	R	R Square	Adj. R Square	Std. Error of the Est.	Statistics on Change				
					R Squared Variation	F Change	df1	df2	Sig. F Change
1	.574 ^a	.330	.282	.4292283	.330	6.882	4	56	.000

Predictors: Constant; Professional development plans, Performance Planning, Performance Feedback, Performance Supervision
Source: Researcher (2021)

Table 4.38 above shows that, the Predictors have a moderate strong positive correlation at 57.4% (R=0.574) with the dependent variable. The coefficient of determination $R^2 = 0.330$, indicating that 33.0 % of employee productivity in the ministry can be attributed to the four measurements of performance management; performance planning, performance supervision, performance feedback and professional development plans. The adjusted R^2 (0.282) implies that 28.2% variation in the model can be explained by the independent variables that affect the level of productivity of employees.

Table 4.39: ANOVA^a

Model	Total of Squares	df	Mean Square	F	Sig.
1 Regression	5.072	4	1.268	6.882	.000 ^b
Residual	10.317	56	.184		
Total	15.389	60			

Dependent Variable: Employee Productivity

Predictors: Constant; Professional development plans, Performance Planning, Performance Feedback, Performance Supervision
source :Researcher (2021)

The significance of F- statistics is demonstrated by the ANOVA test in table 4.39. 0.000 is less than 0.05, indicating that there is a link between the dependent variable, employee productivity, and the independent variables, performance planning, performance feedback, performance supervision, and professional development plans.

Table 4.40: Coefficients

Model	Coefficients ^a						
	Coefficients that are not standardized		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Standard Error	Beta			Lower Bound	Upper Bound
Constant	.268	.459		.584	.561	-.651	1.187
Performance Planning	.295	.557	.167	.529	.599	-.821	1.410
Performance Supervision	.696	.528	.446	1.317	.193	-.362	1.754
Performance Feedback	-.312	.505	-.203	-.618	.539	-1.323	.699
Professional development plans	.337	.185	.236	1.818	.074	-.034	.709

Dependent Variable: Employee Productivity
 Source : Researcher (2021)

Table 4.40 shows the findings of the multiple regression analysis, which were led by the model

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

With the coefficients finally included.

$$0.268 = 0.295X_1 + 0.696X_2 - 0.312X_3 + 0.337X_4$$

From the multiple regression equation above, performance planning, performance supervision, performance feedback and professional development plan being constant at zero, employee productivity of the employees at the ministry of lands, environment and natural resources will be at 0.268. Additional, at constant each variable, performance planning performance supervision, performance feedback and professional development plans have ‘B’ value of 0.295, 0.696, -0.312 and 0.337 respectively.

Table 4.39 demonstrates that at a 5% level of significance, F- statistics= 0.000 is less than 0.05 meaning the 4 independent variables are statistically significant with employee productivity.

As established by Olusanya et. al (2012) , effective planning in PMS positively contributes to improved employee productivity in an institution. Improved profitability as a result of increased job satisfaction is directly linked to effective supervision in the place of work which acts as a motivating factor (Byrne, 2003: Omisore,2014). Hangeior, Oravee and Zayum (2017), established that, in order to realize better productivity from employees, incorporation of both regular feedback and management by objectives need to be adopted by the organisation. Beusaert et al,(2011), established that, with the perception that PDP is a learning and development tool , there are probabilities that employees will embark on more training and development engagements and the resultant will be improved performance and increased output.

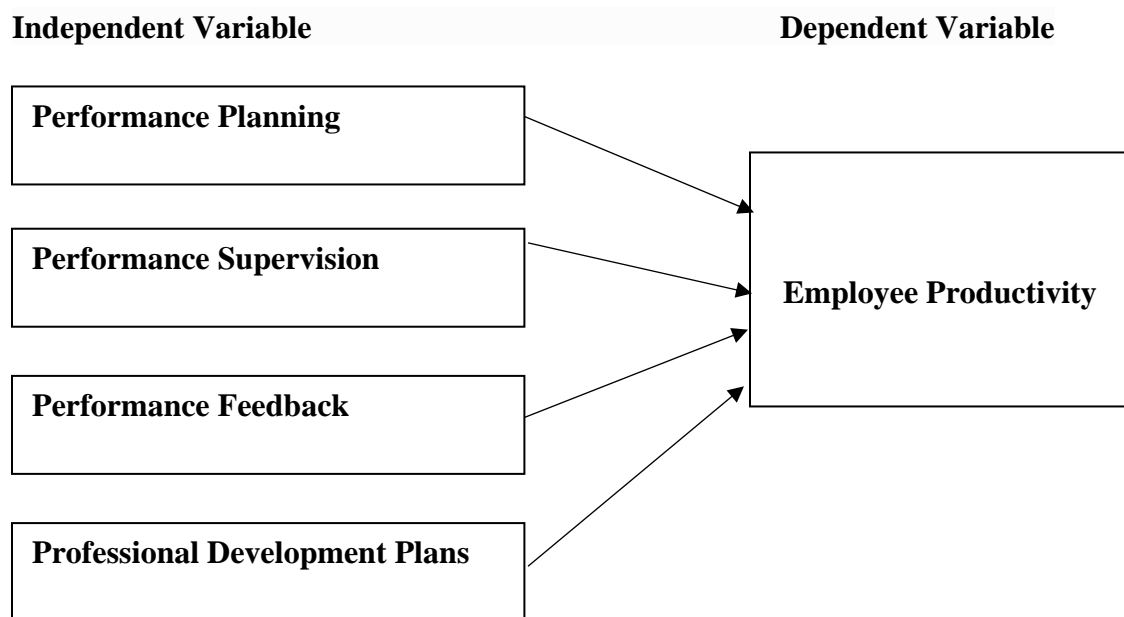


Figure 4.1 Revised study model

Source :Researcher (2021)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Based on descriptive and inferential statistics, this segment offers an overview of the findings research outcomes, final thoughts and recommendations.

5.2 Summary of the findings

A summary of all the outcomes analysed in the previous section of the study have been presented in this section.

5.2.1. Performance Planning and Employee Productivity

The research pursued to scrutinize the influence of performance planning on employees' productivity in the Ministry of Lands, Environment and Natural Resources. Entire workforce will have their performance objectives clearly laid out to them when performance planning is carried out at the start of each year and at the conclusion of the planning activity. Employees will also know in what way their goals aid in achieving the overall organization goals. Ministry's employees were conversant with performance planning though they admitted to lack of clear workplans and inadequate resources in order to accomplish their assigned undertakings.

5.2.2. Performance Supervision and Employee Productivity

The study was focused to determine the influence of performance supervision on employee productivity. The ministry has supervisors in its sub sections. Employees agreed supervisors do have an influence on their performance although most of them are not matched with their qualifications and this attributes to poor outcome. The role the supervisor plays acts as a channel through which strategies, policies and procedures are executed. Coordination and directing of

activities in order to realize the established goals depends on the success of the supervisors .Having great supervisors guarantees that the lines of communication are kept open on the either way resulting in a safe, industrious and high morale working environment.

5.2.3 Performance Feedback and Employee Productivity

The study tried to investigate the effect of performance feedback on employee productivity in the Ministry of Lands, Environment and Natural Resources.The ministry conducts performance appraisals to its employees though not occasionally.Feedback is normally given which employees agreed it is helpful.Feedback is essential to employee's professional growth and overall success of the institution.An effective performance management system empowers supervisors and managers to set targets and provide regular feedback which aids in achieving and fulfilling the mission of the organization.

5.2.4 Professional development plans and Employee Productivity

The study wanted to examine the impact of Professional development plans on employee productivity. A professional development plan outlines the objectives, vital expertise and proficiency improvement in addition to goals an employee will require to achieve in order to aid endless enhancement as well as professional growth. Development of PDP calls for closely collaboration between the supervisor and an employee.The responsibility of identifying the essential expertise and means to assist the employees profession aims and the institution's necessities rest on both the supervisor and the employee. Equipped with relevant skills the employee will be in a better position to perform at his/her best hence improved output.

5.2.5 Employee productivity

The predictors had a fairly strong positive correlation of 57.4 percent with the dependent variable, according to the study. The relationship that exists between performance planning, performance supervision, performance feedback and professional development plans, contributes 33.0% of productivity within the ministry.

5.3 Conclusion

Performance planning has an effect of employee productivity and this explains why the ministry has been experiencing low employee productivity due to lack of clear office and field work plans which aids employee in performing their duties effectively and efficiently. The ministry does not operate within the allocated budget and therefore most of their activities are affected by lack of adequate finances. This has contributed to abrupt change of planned activities in the ministry and other important projects not to be completed on time hence making the residents complain. Therefore, the success of the ministry depends on the amount of effort they put on the planning phase .

Performance supervision is critical in matters of employee productivity and supervisors need to be empowered in order to control and direct their subordinates towards the ministry goals. It is evident that most of employees are not properly placed, the responsibilities that they have been assigned do not match with their qualifications and the ministry has outdated policies and procedures which need to be revised in order to deal better with problems, especially land issues before them.

Employee productivity is affected by performance feedback. There is need for free flow of information within the ministry. Rewarding good performance immediately has been ignored but

it contributes to improved performance. Through feedback employees can improve on their weak areas which are contributing to poor service delivery and increased complaints among the residents. Furthermore, existence of cases of missing files and maladministrations practices can be exposed and discussed so that necessary actions can be taken.

Since the ministry offers services to the residents, professional development plans has proven to be critical in relation to employee productivity. Employees with up to date skills are more effective. The ministry is reluctant in supporting training and development activities for its employees. There is lack of clear career path for professional growth which has hindered their performance. Most of employees professional skills are not up to date thus, affecting their output.

5.4 Recommendations

Proper performance planning in an organization should be done at the beginning of the year as it ensures that not just organizational goals are reached, but these goals can be utilized to objectively measure employee performance. Fundamental performance aims to be accomplished in a certain performance period need to be established in the plan including employee's important profession duties and responsibilities. The success of any performance management system lies on effective performance planning therefore, both office and field workplans should be prepared and issued to the employees. Projects need to have timelines and funds allocated appropriately and adequately.

The ministry need to strive towards achieving effective supervision since it offers an innocuous environment for employees to cultivate abilities and an understanding of their job as well as to reflect on their practice. Changing aspects revolving around supervisory role makes its delivery to heavily rely on the organisational framework. Providing them with relevant training and support and allowing them to properly place their subordinates will reduce the challenges they are

encountering while executing their mandate. For an organization to realize high output, proof points in the direction of good supervision, which is believed to contribute to increased job satisfaction, increased job and organisational commitment among staff and reduced employee turnover.

In order to give effective feedback, development of measurable indicators and sharing them with employees is paramount. Employee feedback need to be provided in a consistent and objective manner. Thus, the result of organizational success depends on increased high level of employee engagement. Furthermore, clear and open two way channels of communication in place is believed to reduce resistant to change, improve employee confidence and satisfaction in regard to all facets and dimensions of employee performance.

An active professional development plan should be in place for all staff. Professional planning should not be considered as a one-time event that occurs just when a person has been identified as needing development; rather, it should be viewed as a systematic strategy to improving an employee's skills. As a result, professional development plans should be amended on a regular basis throughout the year, with an interim review. This is so crucial in the sense that it aids supervisors in plotting career goals and paths for the most promising performers in the ministry.

5.5 Suggestions for further research

Performance planning, performance supervision and professional development plans are areas which have not been extensively researched on. Therefore, further studies need to be directed towards them in order to find out more on their effect on employees and organization at large.

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APPENDIX 1:DATA COLLECTION INSTRUMENT

**PERFORMANCE MANAGEMENT AND EMPLOYEE PRODUCTIVITY
MINISTRY OF LANDS, ENVIRONMENT AND NATURAL RESOURCES
TAITA TAVETA COUNTY**

SECTION A: DEMOGRAPHIC INFORMATION

Instruction: Please tick (✓) the option which best describes your agreement.

1. Gender: Male Female Other
2. Age: 20 – 30yrs 31 – 40yrs 41 – 50yrs Above 51yrs
3. Highest Educational Qualification: KCPE KCSE Certificate Diploma
Bachelors Masters PhD OTHERS
4. Length of Service in present department: 1-3 years 4-6 years above 6 years
5. Staff Category: Top level Senior staff Junior staff

SECTION B: Using the scale below, please respond to the statement below by ticking the options that best fits your opinion in relation to your experiences about the practices in the organization. Where: **Strongly Agree (1), Agree (2), Disagree (3), Strongly Disagree (4).**

1.0 Performance planning

- a) Do you understand what is performance planning and its impact to the organisation?
Yes No

Kindly indicate the extent to which you agree with the statements below

Scale	1	2	3	4
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
b) I work hard to meet my daily target				
c) My work plan is clear				
d) The ministry operate within the allocated budget				
e) Goals and objectives of the ministry are clearly defined				
f) I understand how my work contributes to this ministry's goals and objectives.				
g) Integration of individual goals and ministry's goals is important				

2.0 Performance supervision

a) Do supervisors influence your performance upwards? YES [] NO []

Kindly indicate the extent to which you agree with the statements below

Scale	1	2	3	4
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
b) The Ministry has rules and regulations				
c) My performance is monitored from time to time				
d) There is relationship between my qualification and my job				
e) Ministry's policies and procedures are clear and up to date				
f) My duties and responsibilities are clear				
g) I work in a well managed sector				

3.0 Performance feedback

a) Does performance feedback you get from your supervisor useful ? YES [] NO []

Kindly indicate the extent to which you agree with the statements below

Scale	1	2	3	4
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
a) There is regular performance appraisal in the ministry				
b) Underperformers are given another chance				
c) There is free flow of information within the ministry				
d) Good performance is rewarded immediately				
e) I understand the outcome of poor performance				
f) Feedback I get helps in improving my performance				

4.0 Personal/professional development plans

a) Are Professional development plans useful YES [] NO []

Kindly indicate the extent to which you agree with the statements below

Scale	1	2	3	4
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
b) I have my development plan in place				
c) I know my strength and weakness				
d) The ministry supports training and developments programs				
e) There is a clear career path for my professional growth				
f) This is my career of choice				
g) My professional skills are up to date				

5.0 Employee productivity

Kindly indicate the extent to which you agree with the statements below

Scale	1	2	3	4
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
a) The number of clients served to their satisfaction has increased				
b) Minimum time is taken to serve one client				
c) Coordination between national office and county office contributes to smooth running of operations				
d) The number of complaints has reduced significantly				
e) My objective is to offer quality service to clients				
f) The ministry is determined to make its services easily accessible				
g) I live for my job				

SECTION C:

In your view, what else do you think the Ministry can do to reduce the challenges it is currently facing?_____

Do you think improvement of performance supervision will help the Ministry in solving reported complaints and disputes within its jurisdiction? If **YES** explain

If **NO** give your suggestions

Have you had any case of missing file or records in the Ministry?**YES** [] **NO**[]

If **NO**, in case you come across such an occurrence what will be your reaction_____

Have you ever heard about cases of maladministration practices (corruption, impunity, misuse of office etc) in the Ministry? **YES** [] **NO**[]

If **NO**,give your suggestions on how you will handle it in case you come across one_____

Thank you for your time and honesty