

**PERFORMANCE MANAGEMENT AND EMPLOYEE PRODUCTIVITY OF
GULF AFRICA BANK IN NAIROBI CITY COUNTY, KENYA**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
ECONOMICS AND TOURISM IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER'S IN
BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF
KENYATTA UNIVERSITY**

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DECLARATION

This proposal is my original work and has never been availed to other examining body for the for academic certification.

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DEDICATION

I devote the research work to my beloved family, Varishah Bagajo, my children Keena Bagajo and Aaleyah Bagajo for encouragement and patronage in my academic studies.

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ABBREVIATIONS AND ACRONYMS

AUC	-	African Development and Dynamics
CBK	-	Central Bank of Kenya
CBK	-	Central Bank of Kenya
COVID-19	-	Corona Virus Disease 2019
EAC	-	Europe and Central Asia
EFA	-	Exploratory Factor Analysis
EPIC	-	Free, Prior and Informed Consent
GAB	-	Gulf African Bank
ISO	-	Incentive stock option
KNH	-	Kenyatta National Hospital
LAC	-	Latin America and the Caribbean
MNA	-	Middle East and North Africa
NACOSTI	-	National Commission for Science, Technology, and Innovation
NCC	-	Nairobi City County
OECD	-	Organization for Economic Co-operation and Development
PM	-	Performance Management
SSA	-	Sub-Saharan Africa
WHO	-	World Health Organization

OPERATIONAL DEFINITION OF TERMS

Employee Productivity:	Measuring the efficiency of a worker in terms of number of customers serviced, quality of services, meeting deadline and customer satisfaction received.
Performance Feedback:	Reaction and process given to staff by the manager on appraisal verdict concerning the employee behavior.
Performance Planning:	Approach used by the organization to ensure organization goals are met by the employee through role definition, setting objectives, establishing key competence and career development for an employee.
Performance Management:	These are strategies and measures employed by the organization to monitor and review goals to improve employee productivity.
Performance Review:	Discussion between a manager and an employee on performance development and growth through regular meetings, performance assessment and coaching.
Reward System:	These are financial payments, working conditions, job satisfaction and fulfilment acknowledged by the firms to the workers to improve employee's performance.

ABSTRACT

Global economic recession and instability have extremely troubled the banking sector. It has created an atmosphere where investment is hindered, and economic assets lost value which has led to unemployment. These have affected employee productivity negatively being one of the most important components of the economic stability and a determining factor in global competitiveness. Research project surveyed employee performance management and productivity in Gulf Africa Bank in Nairobi City County, Kenya. The research detailed objectives was to evaluate result of performance planning influences on employee productivity at Gulf Africa Bank Nairobi City County, Kenya, to explore the effect of performance review on employee productivity at Gulf Africa Bank Nairobi City County, Kenya, to establish how feedback on performance affected employee productivity at Gulf Africa Bank Nairobi City County, Kenya and to assess the outcome of reward system on the employee productivity at Gulf Africa Bank Nairobi City County. The study embraced four theories of performance management, Goal Setting theory, Expectant theory, Social cognitive and control theories. The study also employed a descriptive research design, which entailed diverse categories that was applied in collecting, analyzing, and presenting primary data. The exercise administered semi-structured questionnaire to collect raw data. The total population comprised 120 Gulf Africa Bank employees in Nairobi City County, Kenya. Census study was employed to study all population. Population was divided into four strata, upper management, lower, Customer care and Back Office/Operations section. A pilot research test of 12 respondents was carried out to measure the comprehensiveness and clarity of the questionnaire. Validity test was completed to ascertain the observations and opinions of the selected respondents and reliability test to examine the data stability and uniformity. The study employed the Cronbach's alpha coefficient 0.7 to confirm the dependability and steadiness of the data collection tool and filled questionnaires was coded and the statistics modified and validated in a Social Science Statistics Package version 26.0 package which provided comprehensive interpretation of primary data. Descriptive style, inferential statistics and the regression analysis was reviewed to ascertain the association amid the dependent and independent variables and finally to answer the questions. The outcomes were illustrated in tables, charts, and by frequencies like means, medians, percentages, standard deviations, and coefficients to examine the results. The outcomes revealed that there is positive correlation between employee productivity and performance planning, review, feedback, and reward system. Though the employee were unanimously agreed with statement of performance planning and review, there was dissatisfaction on statement of performance feedback and reward system. There was significant relationship between the four variable and employee productivity, planning and employee productivity ($r = .652^{**}$, $p=0.000<.05$), review and employee productivity ($r = .665^{**}$, $p=0.000<.05$), performance feedback and employee productivity ($r = .703^{**}$, $p=0.000<.05$), reward system and employee productivity ($r = .696^{**}$, $p=0.000<.05$). This concluded that all the variables have impact on employee productivity. The research recommended future research to be carried out similar studies on other related organization operating in Kenya economy. The study contributed the substantial determinants of employee productivity in a Gulf Bank Africa in Nairobi, City, County, Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employee productivity is of great concern in workplace globally. Hence, organizations maximize the output of the team to accomplish success and wellbeing of the organization. Employee productivity globally is primarily grounded on the effectiveness of the structures and procedures in place. It is very important aspect for the success of companies in today's globally competitive economy. Firms maximize employee productivity and available resources to produce cost-effective goods or services which benefits establishments (Latva, 2022).

Global employee productivity development slowdown from 2.8 percent in 2007 to 1.4 percent in 2016 and continued to drop drastically in the year 2017-18. The levels of employee productivity also slowed down in Europe and Central Asia (ECA) and it decelerated further in Caribbean, the Middle East, America, Sub-Saharan, and the Northern region in Africa. The zones that experienced the outrageous slowdowns in employee productivity were Europe and Central Asia (ECA) and SSA. The employee productivity was affected by braking development, economic interruptions, and a decline in trade prices (World Bank, 2020).

In 2021, the average global employee productivity rate was at 63.72% which means a 9.66% dropped as equated to year 2020 which stood on 73.38%. The research also stated that the greatest employee prolific areas in 2021 was Uruguay with 94.32% followed by El Salvador at 92.99% and third was Argentina which clocked 84.01%. Labour Productivity dropped by 0.28 % YoY in June 2022, compared with a growth of 4.68 % in the previous quarter (Latva, 2022).

Subsequently, since World War II, COVID-19 epidemic rammed the worldwide economy to a sharp depression. There was declined in per capita incomes in year 2020 in more than 90 % of the nations, the largest and deep ratio experienced since 1870. The plague has left permanent economic sores, including erosion of human capital as a result of unemployment and low investment. These has limited the capability of business entities to raise real earnings over a long period and have extremely affected employee productivity (World Bank, 2020).

Similarly, COVID-19 pandemic has left lasting scars in output and employee productivity majorly African nations. Labor in India in 2017 was nearly twice as productive, 2.5-fold in China and Brazil, three times that of Sub-Saharan Africa (Calderón, 2021). In addition, productivity revolution is not taking off, particularly in employment intensive segments when it most desired. This has contributed to African dwindling further behind developing markets in Asia (AUC/OECD, 2022).

African Development and Dynamics 2022 recorded that African to Asia employee productivity ratio in year 2000 declined from 67% to 50% 2019. In Sub-Saharan Africa, countries are far less effective in allocating factors of production such as labour and natural resources contributing to overall low employee productivity and slowing economic recovery. Low labour productivity affected the agricultural sector, which employees most of the population (Kray et al. 2022).

According to Matui (2017), Kenya commercial bank considers employee productivity as the critical driver and strategic pillar of organizational performance and determinant of the growth. Periodical feedback enhances the staff to be aware of what is expected and business goals. Rewarding employee for positive results and training for negative results empower the employees hence increase productivity.

1.1.1 Employee Productivity

Human capital which is also employee productivity is the measurement of how much work an employee completes in a certain period while factoring in effectiveness and quality (Samra, 2022). Furthermore, it is also expressed as the ability of an employee to deliver excellence output while managing allocated resources. It is a component that give direction to the corporation's returns, and it can also be applied to measure the productivity of a group (Sheahan, 2017). Gubler, Larkin & Pierce, (2017) summed up that it is a measure of employee proficiency covering the inputs and outputs.

ILO (2021) reported that worker productivity development is mostly connected with healthier working conditions and high remuneration. In the long period of time, improved productivity is key to economic progression. ILO (2017) viewed that the labour conditions that have impact on employee productivity levels include performance management, human resource practices, such as training, payment of

overtime, staff engagement and reward systems and which also enhanced increased employee performance and productivity. Tamara (2021) observed that employee productivity is sensitive to framework and its outcomes are determent by several aspects. This includes performance management, work environment, processes, goals, and employee wellness.

Almaamari & Alaswad, (2021) observed that staff productivity is affected by numerous factors which promotes employees' performance and the accomplishment of organizations. Pandey (2017) discovered that employee productivity is a costly and serious workplace problem which is apparently unpredictable in nature. Jafari & Tehran (2017) added that aspects that affects employee ability include knowledge, enticement, skills, work, working environment, style of leadership, level of education, core values and performance management.

Down (2019) discovered that employee productivity can also be measured by tasks completed, employee survey, quality of work, measuring the speed of service delivery, feedback from clients, evaluation by co-workers and time productivity where supervisor examines the duration taken by employee to deliver specific task, taking unnecessary day offs, engaging in non-job-related talks and chats in social media. Goshu, Kitaw & Matebu (2017) argued that productivity measurement uppermost objective is to improve productivity, which encompasses a mixture of amplified efficiency and effectiveness in consumption of organization resources.

Employee productivity measures the quantity of goods or services that workers supply each hour (Bartash, 2020) whereas Paliwal (2017) established that employee productivity is measured by key performing indicators such as setting standards and objectives where employee is given tools and information required to meet the targets and deadlines while examining time taken to complete the assignment. Feming & Daw (2017) discovered that the key indicators of measuring productivity comprise of accomplishment of objectives, personal growth, learning and completing work within the distributed time.

According to Kluwer (2020), banks can quantity productivity by considering the number of assignments achieved, clients attended, customer service standards and meeting deadlines. Globally many banks are underperforming due to poor quality of

their services and hence low profitability. Employee productivity in the financial sectors rest on how professional the employees are aligned to organizational goals and specific targets set for individual staff (Aithal et al., 2018).

Obeng, Boachie, & Liu (2018) viewed that to thrive in a competitive market environment, the banks should emphasis on cultivating the employee productivity through effective resource development and allocation, the use of an efficient financial system, and operational efficiency. Orwa & Kamaru, (2017) researched on banking sector in Kenya and observed that to improve employee productivity, performance appraisal indicators used should be quantity, quality of output, customers focus, reliability, teamwork, interpersonal skills, and communication skills. The study also insisted that that feedback should always be given to employee promptly which should be specific and actionable. In addition, positive performance to be reward with salary which is commensurate with the job description. According to Kirui (2021), employee productivity is measured by examining targets achieved, meeting work deadlines or timely completion of tasks and quality of the task. The research also measured employee productivity using quality of services, number of customers serviced, customer satisfaction and meeting deadlines.

1.1.2 Performance Management

In 1976, Michel Beer described performance management (PM) as a unique strategy with a cutting-edge method of evaluation and development. It was based on employee productivity that was seen, evaluated, and measured for both quality and quantity. Baron & Armstrong (2007) observed PM as an initiative that elaborate performance which aid in enlightening and uplifting the firm's productivity and employees' capabilities. Lalwani (2020) observed that PM as the practice of regular feedback and exchange of ideas amid supervisor and the workforce to leads to the feat of premeditated goals of the organizations.

Nabangala (2020) pointed out that performance management approach is an important tool of predicting worker productivity and involving employee in designing performance contracting and monitoring practices aligned them with their personal capabilities. Modern institutions embrace PM in order to rally employees'

productivity since it profits the organization by enhancing proficiency and productiveness in the quality of output (Khaliq & Butt, 2018).

Fatima (2021) mentioned that employee's performance may include quantity and quality of delivery, work, presence at work and timeliness of the output. ILO (2018) pointed out that the PM offers a continuous and comprehensive approach for managing employee's productivity. This is achieved using individual outcomes and strategic plans with institutions results laid down through results-based management. PM involves ongoing discussion and feedback between employees and management in order to create performance standards, develop targets to track progress, and assess outcomes. Aguinis, (2005) discovered that effective employee PM cover performance targets, measurement, feedback, positive reinforcement, and communication.

Armstrong, (2014) concurred and pointed out that performance management components are performance planning, supervising, monitoring and review. Planning is where employees determine and agree on the objectives, expectation, and major performance areas such as role definition, setting objectives, key competencies such as knowledge, skills, and abilities. Monitoring involves the measurement of performance against agreed indicators throughout the year. It also involves providing continuous feedback, coaching, and dealing with under-performance. Performance review is dialogue between supervisor and employee regarding performance. In this stage, there is dialogue and feedback, performance assessment, performance improvements, through coaching, support, and guidance.

Owino, Oluoch, & Kimemia, (2019) established that performance planning as the preliminary step in performance management. It provides direction on what and how work is performed, where supervisor and supervisee both know expectations and how success is demarcated and measured. Skool Team (2020) defined feedback as an assessment of work done and results communicated back to employee. Feedback is understanding requirements and the needs of employee's performances in an organization. Businesses may develop and become better equipped for any necessary modifications as a result of ongoing feedback.

Mamula, Perić & Bovan (2020) stated that without an organizational culture that values feedback, performance management is not practical. The feedback system

includes several means of success, both for the individual employee and for the firm. Feedback might support positive interactions between management and staff, inspiring them to perform at their highest level. Sen (2017) equally mentioned that the organization frequently uses feedback as a tool for guiding behavior, skill, or performance improvement.

Fatima (2021) discovered that the reward system may include both financial and non-financial. It is also identified as Extrinsic and Intrinsic rewards. Financial rewards may include wages increase and incentive system. Non-financial rewards include certificate and plaque, responsibility, authority, promotion, title, training, recognition, praise, appreciation, participation to decisions, social activities, vacation time, social rights, and flexible working hours. These rewards impact the performance and the morale of the workforce. The performance is direct connection between an organization's initial intentions for its employees and the results. Taylor & Alla (2019) also perceived that reward can be of financial similar to salaries, incentives whereas benefits and non-financial consists of non-monetary rewards such as self-assurance and appreciation paid to staff.

1.1.3 Gulf Bank Africa

The Gulf African Bank (GAB) incorporated in 2006 originally dedicated Islamic Bank in the republic of Kenya. It is licensed by CBK and was fully operational from 2008. The bank operates on the principles of Shariah and deliver ethical banking to its customers. The bank draws its strength from the Gulf and Africa which provide network for investments in Kenya. Similarly, the bank has strengthened the development in Kenya's economy, offering a one-stop financing and business expansion hub for several enterprises and corporates. Strong commitment to accelerating evolution in the financial space has led to commercial expansion. Gulf African Bank is 12 years old, also marking 12 years since Shariah compliant banking - pioneered by the Bank and successfully operating in the Kenyan market offering Kenyans an innovative financing and investing model supported by trust and ethics (GAB Memorandum of Association, 2005).

GAB Human Resource and Operation Policy 2020 confirms that the bank is committed to improving employee performance management that ensures measurable

objectives are set and regular reviewed. The policy further outlined performance management tools to be used to improve employee productivity. The bank has adopted a system that ensures the strategic objectives are narrowed down to the individual employees and the performance measures to determine contributions of each employee. This includes performance planning, supervision, review, performance monitoring, staff development plans, performance appraisal, reward program, communication, feedback mechanism, training, promotions, performance recognition, paid holidays, bonus incentive scheme and affordable loans to all staff (GAB Human Resource and Operation Policy, 2020).

1.2 Statement of the Problem

Employee performance Management foster fundamental part in contemporary institutions. It plays a positive environment for employees to meet their targeted plans and contribute to employee productivity. However, most employees experience several challenges when implementing performance management system. Despite performance management policy put in place by GAB to improve employee productivity, the bank has continued to experience numerous challenges since July 28th, 2016, when CBK introduced the interest rate capping. GAB started reducing the cost by freezing recruitment and other measures to cut down on the operational cost. The employee productivity of the bank dropped drastically and hence low profitability (KPMG, 2020).

Gulf African Bank, like other banks, is facing many trials under globalization, particularly in terms of employee productivity. The banks need to establish an integrated system of performance management strategies that match with the expansions of work to increase productivity, leverage cost, provided excellence services, meet customer satisfaction, and achieve competitive share in the market (Abdulle, 2020).

Staff survey conducted by KPMG pointed out that despite staff having required qualification, there is still low employee productivity. The report pointed out lack of adherence to customers service standards and service level agreements for internal customers, poor customer communication and lack of compliance with process and procedures, weak alignment of employee's jobs, competence, and skills. According to

the report it was recommended setting of clear objectives, review feedback channels, employee performance review and development plans (KPMG, 2020).

According to GIB sustainability report 2021, it was reported that there are challenges with employee performance management which have led to low employee productivity. The report recommended review of HRM practices and performance management systems. The report further pointed out that the bank is committed to a performance management system that ensure measurable objective and regular review of employee's productivity. Thus, to curb the challenges of low employee productivity the organization introduced Key Performance Indicators in 2021 and linked variable pay to individual, departmental and organizational KPIs as well. (GIB, 2021).

Ab, Ali & Chishty (2020) researched on how performance management influence productivity of employee in Karachi banking sector. A quantitative approach was implemented and sample size for the exercise was 252. SPSS was employed to analyze the statistics compiled via questionnaires in Pakistan banking sector, descriptive and multiple regression analysis were also employed to assess how performance management impact staff productivity. Use of qualitative approach in data accumulation was employee to find out the elements impacting productivity of worker. The upshots endorsed that comparable exercise should be undertaken to incorporate more banks in other cities and assess proportional research in different segments of the economy to investigate how performance management influence employee productivity.

Mwasawa & Wainaina (2021) researched on how performance management affects productivity of employees in devolved Taita Taveta, ministry of lands, environment, and natural resources in Kenya. The research focused on Performance planning, performance supervision and professional development plans. The study found out that performance planning, performance supervision, performance feedback and personal development plans have not been extensively researched and therefore, recommended further studies to directed towards variables to observe more on effect on employees' productivity and establishment at large.

Mugaa (2019) studied how rewarding systems influence staff performance management in banking establishment in Kenya capital city of Nairobi. The purpose of the survey was to examine the impress of financial payments, paybacks, recognition programs and profession advancement mediated by organizational values on performance of the workforce. The results depicted an auspicious and satisfactory inter-relationship between staff output, cash compensation, and ancillary perks. Future studies were recommended to incorporate other variables apart from reward that can influence employee performance.

According to the literature review, there was no record of any study carried out in Gulf Bank Africa on performance management and employee productivity. Based on the above identified gaps, the research anticipated to examine performance management and employee productivity at Gulf Africa Bank by assessing performance planning, performance review, performance feedback and reward system applied by the bank to comprehend how the variables affect staff management of performance within the financial institutions.

1.3 Objectives of the study

1.3.1 General Objective

The broad objective of the study was to examine the effects of performance management and employee productivity in Gulf African Bank Nairobi, City County, Kenya.

1.3.2 Specific Objective

- i. To establish the effects of performance planning influences on the employee productivity in Gulf African Bank.
- ii. To analyze the effects of performance review influences on the employee productivity in Gulf African Bank.
- iii. To determine the effects of performance feedback influences on the employee productivity in Gulf African Bank.
- iv. To determine the effects of reward system influences on the employee productivity in Gulf African Bank.

1.4 Research Questions

The survey sought to provide responses for the questions as follows: -

- i. How does performance planning affect employee productivity at Gulf Africa Bank, NCC Kenya?
- ii. How does performance review influence employee productivity at Gulf Africa Bank, NCC Kenya?
- iii. How does performance feedback influence employee productivity at Gulf Africa Bank, NCC Kenya?
- iv. How does reward system influence employee productivity at Gulf Africa Bank, NCC Kenya?

1.5 Significance of the Study

The outcomes from this study abetted banking industry and business enterprises in applying effective performance management schemes to increase employee productivity which enhance the output and performance of the operations. Consequently, Gulf African Bank will use to provide guidance the viability and sustainability of employee performance management and curb low employee productivity. The results will also be vital for academic institutions as groundwork of reference material future research on other comparable topics.

1.6 Limitation of the Study

GAB bank handles sensitive financial and employee information. The researcher expected the participants to be reluctant in giving answers to the questions due to sensitivity of information that may put their careers at risk while responding to the questionnaire. The researcher overcame this limitation by giving confirmation letter that guarantees the respondents utmost discretion of identity on the facts provided. The study limited to four variables planning, review, feedback, and reward system. Employee performance are influence by several factors apart from the mentioned variables.

1.7 Scope of the Study

The research carried out study on how the performance management affects employee productivity at the Gulf African Bank in NCC. The study paid attention on planning, review, feedback, and reward scheme influences on productivity of employees. The

study also targeted the employees of Gulf African Bank in different cadres of upper management, lower management, customer care and back office. The research targets all staff in the year 2023 using descriptive research design.

1.8 Organization of the Study

Section one focused on the study background and objectives, implication and scope of the research and the encounters faced during the investigation. Chapter two provided the review of literature. Chapter three summarized methods premeditated for the investigation, results and the explanations are illustrated in chapter four, whereas chapter five highlighted synopsis of discussions, the conclusion and finally recommendation of the research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The section exemplifies the former exploration allied to management of performance and productivity of employee. The chapter further explains the theoretical framework, empirical analysis of indicated variables concerning the study, summarized literature journals and hypothetical framework. Saunders & Lewis (2009) argued that it is indispensable to carry out an extensive appraisal of past publications to understand various periodicals related to the goals of the study.

2.2 Theoretical Framework

Tummala & Schoenherr 2011 exemplify that theories play a momentous role in clarifying, foreseeing, and directing the study to acquire extensive facts and to expand the knowledge in prevailing publications. The theoretical framework explains the theories that elucidate the drive of the problem statement of the research being investigated.

2.2.1 Goal Setting Theory

Edwin Locke developed this theory in 1960 on mechanism of setting targets on succeeding performance. It forecasts that individuals endeavour to have goals, which eventually have effect on performance (Locke & Latham, 1990). Edwin Locke's further claimed that for the goals to have fruitful and anticipated results, they should comprise of the elements of challenging, clarity, complexity, group commitment and individual feedback. In addition, Locke & Latham (2006) also articulated that the theory embraces principles that are essential for goal realization, these covers commitment, specificity, acceptance, task difficulty and feedback.

Furthermore, goal setting enhance yield by the inspiration to achieve the laid down goals (Latham, 2004). In addition, Locke & Latham (2006) viewed that if individual or teams discover that the contemporary output is sub-standard, they will generally be motivated to put extra hard work or streamline the approach. The choice to set up goals results after discontent of the present status of productivity. Goal setting comprises launching structures that regulator behaviours, actions, and curb

inacceptable performance. Goal setting changes a personality's actions in an effort to realise the laid down objectives.

Lunenburg (2011) labelled that an effectiveness in goals produces energy and enthusiasm in employees. It rests on the values and objectives of the organization. Effectiveness when setting goal creates combined force aligns organizational with vision. When workers come across a challenging task, it pushes them to put more efforts, and this will result in improved performance. Latham (2004) further related the connection between goal difficult and job performance as a linear relationship and that a mixture of difficult and explicit goals can lead to advanced productivity.

Appelbaum, Roy & Gilliland (2011) observed that the slight alteration in application of Goal-setting theory in large as well as small establishments. The variance depends on the circumstance where workforces' involvement in setting the goal is unfavorable in large scale entities and their involvement in setting goals is unfeasible because of multifaceted long-term goals due to the resource base. In small companies, employee contribution goals formulation is more satisfactory which escalations the immersion of the employee in accomplishing the short-term goals.

Goal setting is applicable to performance planning, review and feedback and reward system. It gives a backing that explicit, planned, challenging goals when reviewed with reliable feedback contribute to advanced and task performance which might leads to reward. Planned goals also guide the staff to focus on the direction of attaining the outcomes which have consequence on employee output and overall corporation productiveness.

2.2.2 Expectant Theory

The Expectant theory proved in 1964 by Vroom as a motivating concept. It populates and projecting of work motivation which has developed treasured foundation of hypothetical incentive in many areas like compensation and the structural behaviour. The expectant theory in PM is used to generates a background for the continuous monitoring and the measuring actions of the corporation's employees. Consistently, it is also used in measurement of the performance of the entire organization capability to attain the entity long-term objectives.

Vroom, (1964) further argued that expectant theory is idealistic since employee perceive higher degree of association between performance and reward. If the task is attainable, the employee will perform in expectation of the bonus. Parijat & Bagga (2014) further replicated that Expectancy theory states that the motivation of staff and performance in the office environment is subject to the three fundamentals: expectation which is a belief of performing job with satisfaction, the instrumentality includes performance rewards and finally valence emphasis on the worth of the positive rewards.

According to Vroom 1964, the relationship designates that rise in the expectancy, instrumentality, and valence, intensify the motivation of employee. Moreover, if any of the abovementioned fundamentals are zero then it means the overall motivation of an employee is also zero and since the employee attains rewards of no value even if they anticipated performance and rewards. (Chatty, 2018). Expectancy theory objective is contemporary performance and emphasizes on motivation of the workforce to achieve higher performance. Therefore, it is imperative for worker to understand the evaluation procedure to inspect the competence in carrying out a duty (Lunenburg, 2011).

The theory is applicable to this study since if productivity is connected to reward, hence relevant for this study. If the reward is appealing, it will motivate the staff to put more efforts, hence attainment of individual goals and overall organization.

2.2.3 Social Cognitive Theory

Theory was founded in the 1960s by Albert Bandura as social learning theory. The theory assumes that knowledge acquisition happens in a social set-up when individual is self-driven with shared collaboration in behavior within environment. The theory is grounded on central notion of self-efficacy (Bandura,1986). Therefore, fostering and enhancing employees' self-belief is a key goal of performance management. It contends that individuals who claim to be extremely talented, have a habit setting higher and tough goals (Bandura, 1994).

Solid self-efficacy leads into greater level perseverance, putting more effort and resilience towards the expedition of set goals (Bandura, 2001). The individuals are inspired by anticipation of the goals and rather than observation of deficits. The determination and the asset used are organized by factoring on pre-emptive approximations that is crucial for goals attainment (Stankovic & Luthans, 1998). SCT is grounded by norms that people can learn by observing others and one can obtain renewed knowledge and behaviors by merely observing a model. These behaviours rely on self-reflection, self-awareness and self-regulation (Stajkovic & Sergent, 2019).

LaMorte, (2019) further observed that there are quite a few restrictions which ought to be factor in when applying SCT theory. There are boundaries of the theories that adopts the variations of the work atmosphere that will certainly results in adjustments of the individual. The theory is planned and entirely based on the self-motivation in individual, actions, and context. The theory deeply prominences on procedures of the learning but does not focus on sentiments, other than through locus of the historical knowledge.

Similarly, the theory is pertinent to the research as individuals with high motivation will be hard-pressed to set higher goals and put more energy to achieve the goals. If the goals are not accomplished, individuals who are self-motivated will increase the efforts sure the set goals are achieved.

2.2.4 Control Theory

Control theory weights reflection in feedback to shape the conduct. As persons accept feedback on their deeds, they acknowledge the divergence in the agreed expectation and adopt counteractive efforts to overpower the inconsistency. Feedback process is known to be a vital tool of managing employee performance (Barrows & Neely, 2012).

Step one of control of behavior involves monitoring and evaluating the workers actions on a regularly basis factoring the principles of the institution followed by rewarding employee accordingly. The second step is control of output where the employee performance is controlled with incentive after assessing along

organizational standards. The last step is control of input which focus on control of the employee selection and the training progression. Accordingly, institution can apply a control system of choice or a blend of divergent replicas. Control system to be used rest mainly on the organizational structure, norms, and policies (Shell, 1992). Control theory is mainly mechanical in relations to people performance and behaviour. The theory suits bureaucratic and stringent administrative background where actions of employee are monitored and controlled regularly (Chetty, 2016).

The theory is also appropriate for the research as its emphases on feedback to improve employee performance. The research discussed four theories of performance management which are all pertinent to the research being studied. The theory of goal setting is more applicable because employees plan yearly goals, feedback provided through performance review and to motivate the employees, organizations reward the employees accordingly.

2.3 Empirical Review

The research will review four designated independent variables, that is planning, review, feedback and rewarding system and employee productivity as dependent variable.

2.3.1 Performance Planning and Employee Productivity

Soressa & Zewdie (2021) studied performance management practice as an approach of improving employee productivity in Jimma Town, Ethiopia, Public Institutions. The study focused on training, performance appraisal, planning, reward, and feedback. The research was championed cross-sectional descriptive, causal research design and incorporated quantitative style. the primary data and the secondary statistics were assembled by questionnaire and analysis of past records. Population targeted was 431 with 207 respondents arrived by simple, random, sampling technique. The depicted a strong connection in employee performance and performance evaluation, feedback, planning, training, and performance rewards. The outcomes applauded the administration of the public entities to match the organizational goals and objectives with their performance management approaches.

Owino, Oluoch, & Kimemia, (2019) studied how the management of performance system influence productivity of employees in referral hospital County of Kiambu. The features explored encompassed planning performance, performance appraisal, feedback on performance, and rewarding system. A proportionate stratified sampling technique was employed to collect data from 310 respondents. Version 22 of SPSS was adopted to construe the raw data and to evaluate the strength of the associations. The research tool was a questionnaire. The study exposed that among the tested four elements employee productivity was extensively and favorably impacted by all the factors. The research suggested that clear, attainable goals be created as a team, performance reviews with employees be conducted on a regular basis, constructive criticism be given on a regular basis, and a reasonable and equitable incentive system be established.

Mwasawa & Wainaina (2021) studied how performance management affect employees' productivity in devolved county of Taita Taveta. The research focused on performance planning, performance supervision, performance feedback and professional development plans in the Ministry. The study applied goal setting, expectancy and equity theories of performance management and utilize descriptive research design to generate of data. Population targeted for the exercise was 262 employees from five distinct directorates. The study established that performance planning, performance supervision, performance feedback and professional/personal development plans had a positive connection with productivity of employee. The analysis commended proper performance planning in an organization ought to 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.

Kabiru *et al.* (2018) investigated agricultural corporations in Kenya. The drive was to explore how performance planning affects performance of employee and the organizational performance in a public establishment in the republic of Kenya. The exercise incorporated descriptive research design and population targeted entailed 42 and sample of 30 state-owned corporations. Data was composed using structured questions which were directed by drop and pick method. Collected statistics were coded and processed by means of descriptive methodology. According to the conclusion, planning is critical in realizing organizational performance for the

corporations. The outcomes proposed that effectiveness in planning be made a culture in organization to improve staff performance.

2.3.2 Performance Review and Employee Productivity

Okeke *et al.* (2019) surveyed how employee productivity is affected by performance management in financial institution in Nigeria, South-East. The assessment studied the scope to which employee productivity is influenced by performance review, evaluation, feedback, self-assessment. Research was grounded on descriptive survey and used Equity Theory. 2081 population was studied, and the 366-sample size arrived via Taro-Yamane's formula. Hypothesis was tested and the verdicts revealed that feedback, performance evaluation and performance reviews had a substantial effect on worker productivity. Employee productivity was not significantly impacted by self-evaluation. The results resolved that staff performance management practice has influence on worker productivity in the banking sector of Nigerian and advised organizations to prioritize feedback appraisal because of its significant relationship with worker productivity.

Nduati & Wanyoike (2022) studied employee performance management and employee productiveness. This study determined the impact of performance review and clarity roles on employee efficiency. Literature reviewed was carried out and established the gaps in the association between performance review and role clarity. The evaluation discovered that organizational culture and behavior, leadership, training, employee engagement, commitment, globalization, technological knowhow, resilience, employees' competencies amid others influence performance management. The results recommended that top management should ensure that procedures, deliverables, and objectives are specific to employees. Scope and the role should explicitly be specified to circumvent job vagueness and conflict of the roles. Periodical review of employees' performance will ensure that the goals are accomplished.

Chandra & Saraswathi (2018) studied how the performance management system as a focal variable impact performance of workforce as well as organizational in IT industry in India. This study focused on Systems of performance management variables such as performance planning, performance reviewing and rewarding schemes. The study found out that setting up a precise objectives or goals could

direct workers to produce successfully and efficiently within a given time frame. Moreover, goals and plans may also improve employee's creativities and dedication to the job. It was also discovered that performance review yields the employee feedback and mirrors the problems of productivity. Continuous dialogue between supervisor and supervisee enhanced the institution and staff goals achievement.

Parmar, Rajpoot & Bhardwaj (2022) evaluated performance Management system to understand the process and to establish its effectiveness and methods used in GAIL Limited. The descriptive research design was employed, the primary statistics were gathered from the nominated employees & senior executive at various departments of GAIL Limited by distribution of the structured questionnaire, secondary information were obtained published and unpublished review of literature. Primary data were collected from selected employees of different departments and collect 35 responses of the GAIL Limited. Content, statistical analysis were carried out and data interpreted. The finding showed that the although the majority of HR professionals feel at ease conducting performance reviews, they are not pleased with the methods utilized to evaluate employees' work. The outcomes concluded that performance management is a strategic tool to planning and improving the workers performance standards, accomplishing goals and objectives of the organization.

2.3.3 Feedback and Employee Productivity

Dixit & Sharma (2021) studied various performance management as an approach of improving employee productivity in Bhilwara city, a textile firm. The study examined performance appraisal, staff training and development, reward schemes and feedback mechanism as independent variables. The paper incorporated primary data by a structured questionnaire using 100 respondents as sample size employed across top managerial ranks in the firm. A descriptive research strategy was applied in analysis of data. The findings discovered that employee productivity can be boosted by performance appraisal review and the system of feedback that encourages workers to pay attention to their work and get involved in achieving corporate objectives. If a performance gap between expected and actual performance is found, proper training and development can be guaranteed. This can aid in the attainment of personal and company's goals and linked to a reward system it will promote accomplishment and motivates staff to realize the required planned targets.

Adaeze (2019) studied the employee performance management and productivity in medium level firms in Awka, Nnewi and Onitsha, Anambra State. The exercise observed the affiliation in staff feedback, appraisal on performance, recognition, labour management with employee productivity. The evaluation applied a descriptive examination and used statistics drawn from a sample of 320 management employees picked from the study areas. Tools of data analysis were percentages of statistics, the regression, and the correlation. The inferences discovered a solid and favorable link in recognition and employee feedback and employee productivity. A stable and peaceful work setting has also been confirmed that it increases staff productivity. It was suggested that supervisors should strive to ensure the staff performance review process is clear to enhancement staff commitment and trust in the company.

Mamula, Perić & Bovan (2020) conducted a review to ascertain the significance of nurturing feedback as a managing instrument in reinforcing the employee performance. The review was carried out in the non-profit organization the beginning of 2019. The outcomes revealed that effective feedback necessitates the worker to set a goal, action on the goal and receives feedback on the goal. The findings also showed that the staff targets coupled along company plans are linked particularly to the vital success components of organizational. The research concluded that conducting regularly feedback is important and it inspire harmony amid management and employees which boost commitment.

Kihama & Wanaina (2019) studied how employee evaluation and feedback influence the employee productivity in Kenya Kiambu County, Water and Sewerage Company. The researcher carried out descriptive design and targeted population of 972 staff. Stratified, random and sampling procedure was employed to establish 300 respondents as sample size. Structured questionnaires distributed to accumulate the data. The verdicts showed that communicating positive feedback is easier compared to undesirable feedback. The results also endorsed that company should have appropriate channel which should be used to conveying personnel feedback.

2.3.4 Reward System and Employee Productivity

Fang (2022) researched on how performance management system affects employee productivity in China. The assessment embraced a quantitative style and focused on determination of staff appraisals, feedback on appraisal and reward provisions on worker productivity. The targeted population was 400 workforces and descriptive statistic was utilized as a data analysis instrument. The aftermath endorsed that practice of managing performance should be maximized and directed towards the individual to meet the company's objectives and the supervisor should officially recognize and applause employee hard work to enhance productivity.

Ngwa *et al.* (2019) assessed how the rewarding practices affects performance of the worker in appointed companies in Cameroon. The researcher evaluated the level where profit sharing, payment of flat-rate system and collective bargaining reward schemes on affects employee productivity. The research embraced a survey and used 538 sample size of respondents drawn from 5146 targeted population. The Cochran's formula for finite population was applied to obtain confidence level of 95%. Primary data collected using questionnaire. The outcomes showed that, profit sharing and flat-rate payment have a productive effect on worker commitment whereas reward on collective bargaining have influence on employee cohesiveness. The outcomes established positive linkage between rewarding and worker productivity.

Tomno (2018) assessed the role played by performance management practices on worker productivity in Kisumu, KALRO in Kenya. The exercise surveyed the impact of staff development plans, appraisal on performance and the rewarding staff and recognition systems on staff productivity. The investigation was anchored on goal setting, institutional and contingency theories and steered by descriptive and a census study with a population 140 issued with questionnaire for data collection. The survey established that staff development plans, performance appraisals, recognition and rewards systems have constructive and substantial bond on productivity of employee. The study commended that KALRO should promote experienced employees to boost output and satisfaction and adopt the evaluation method that provide workers with comprehensive and simplicity goals.

Njagi (2021) sought to establish how strategies of managing performance impact worker productivity of the workers in Nairobi, Ministry of Water, and Irrigation. The analysis was guided by a descriptive style, Expectant, Herzberg, and Maslow's hierarchy of needs theories. 200 employees were targeted population which obtained from middle and lower cadres of staff. Stratified, simple, random sampling style was applied to draw 133 sample size as respondents and were administered with the semi-structured questionnaires to amass primary data. Descriptive statistic was employed to processed quantitative data, whereas questions of open-ended were evaluated by analysing the content. The outcome depicted those approaches for managing performance such as reward and training influence employee productivity at a different stage. Compensation was discovered as the foremost aspect that negatively effects productivity of employee. Nevertheless, physical work atmosphere and training enhanced productivity.

2.4 Summary of the Research Gaps

This part examined past reference on performance management by analyzing the study variables which are planning performance, performance review, performance feedback and rewarding system influences on productivity of employee. The study also examined gaps in methodology used, empirical gaps, theories used and population gaps. According to literature analysis, there is a positive afflation amongst the variables and the employee productivity. The analysis also established positive association amid research variables planning, review, feedback and rewarding system on performance.

Although the analysis found out some gaps in review of literature and in methodology used, empirical and populations gaps, it is not clear whether the same gaps apply in Gulf Africa Bank. Table 2.1 displays the synopsis of gaps discovered by the researcher.

Table 2.1: Summary of research Gaps

Research Author	Topic of Research	Design	Outcomes Conclusion	Study Gaps	Focus of Current study
Soressa & Zewdie (2021)	The performance management practice as an approach of improving employee productivity in Jimma Town, Ethiopia, Public Institutions	Descriptive and causal research design	Performance planning, performance supervision, performance feedback and professional/personal development plans had favorable affiliation with productivity employee	The assessment was done in different scope, and it focused on performance planning, supervision, feedback and left out performance review and reward system	Focused on performance planning, review, feedback, and reward system
Mwasawa (2021)	Effects of managing Performance on worker productivity in the ministry of lands, environment, and natural resources in Taita Taveta County	Descriptive design	performance planning, supervision, feedback, and personal development plans had a positive connection with staff output.	The study applied equity theory and focused and left out performance review and reward system.	Current study applied goal setting, expectant, social cognitive and control theories
Okeke <i>et al.</i> (2019)	Influences of Performance management on employee productivity in Southeast, Nigeria	Survey	Performance evaluation Feedback on appraisal, performance review and Self-assessment have substantial effect on employee productivity	The study did not embrace performance planning and reward system.	Performance planning, review, feedback, and reward system
Chandra & Saraswathi (2018)	Effect of Performance Management worker productivity in India	Descriptive design	Setting accurate goals for staff and the company direct staff to deliver efficiently in a short period. Reviewing performance provides the feedback of	Studied focused on one object performance review on both employee and organizational performance.	Focused on employee performance only

Research Author	Topic of Research	Design	Outcomes Conclusion	Study Gaps	Focus of Current study
			employee performance		
Ngwa <i>et al.</i> (2019)	Effect of reward system on staff performance in manufacturing firms Littoral, Cameroon	Survey	Profit sharing had an increase in staff productivity and commitment	Tested only one variable, reward and left out the rest in a manufacturing farm.	Tested four variables in a banking sector
Tomno (2018)	Influences of Managing Staff Performance and productivity in KALRO Kisumu Kenya	Descriptive design	Staff rewards and Recognition is favorable and increase on employee productivity	The research was carried out in difference scope and tested only reward and recognition	Scope of study is banking sector with four variables.
<u>Mamula, Perić & Bovan</u> (2020)	Importance of feedback as a management tool of managing in a non-profit organization	Survey	Employee objectives linked to company goals and performance, are the key success elements and increase productivity. Regularly feedback, inspire good relations amid supervisor and supervisee.	Solely studied effect of feedback in an NGO in 2019. With emerging trends in business organization, things have changed since 2019.	Studied four variables planning, reviewing, feedback and reward system
Kihama & Wanaina (2019)	Feedback on performance and employee productivity, county of Kiambu, Kenya	Descriptive design	The managers discovered it easy to rely excellent and positive performance feedback vis-a-vis poor performance feedback.	Focused only feedback and did not investigated planning, review, and rewarding. Used different methodology and Questionnaires administered to 3000 respondents Scope of study was water and Sewerage Company in Kiambu County	Carried out census study in a banking sector targeting 120 employees

Source: Researcher (2023)

2.5 Conceptual Framework

This was employed to direct and track the study. It will apply investigation to accomplish the concepts as well as the events for the previous literature (Magher, 2018). Smith (2004) established that it is a tool that elaborate the association amongst the dependent and independent variable as follows: -

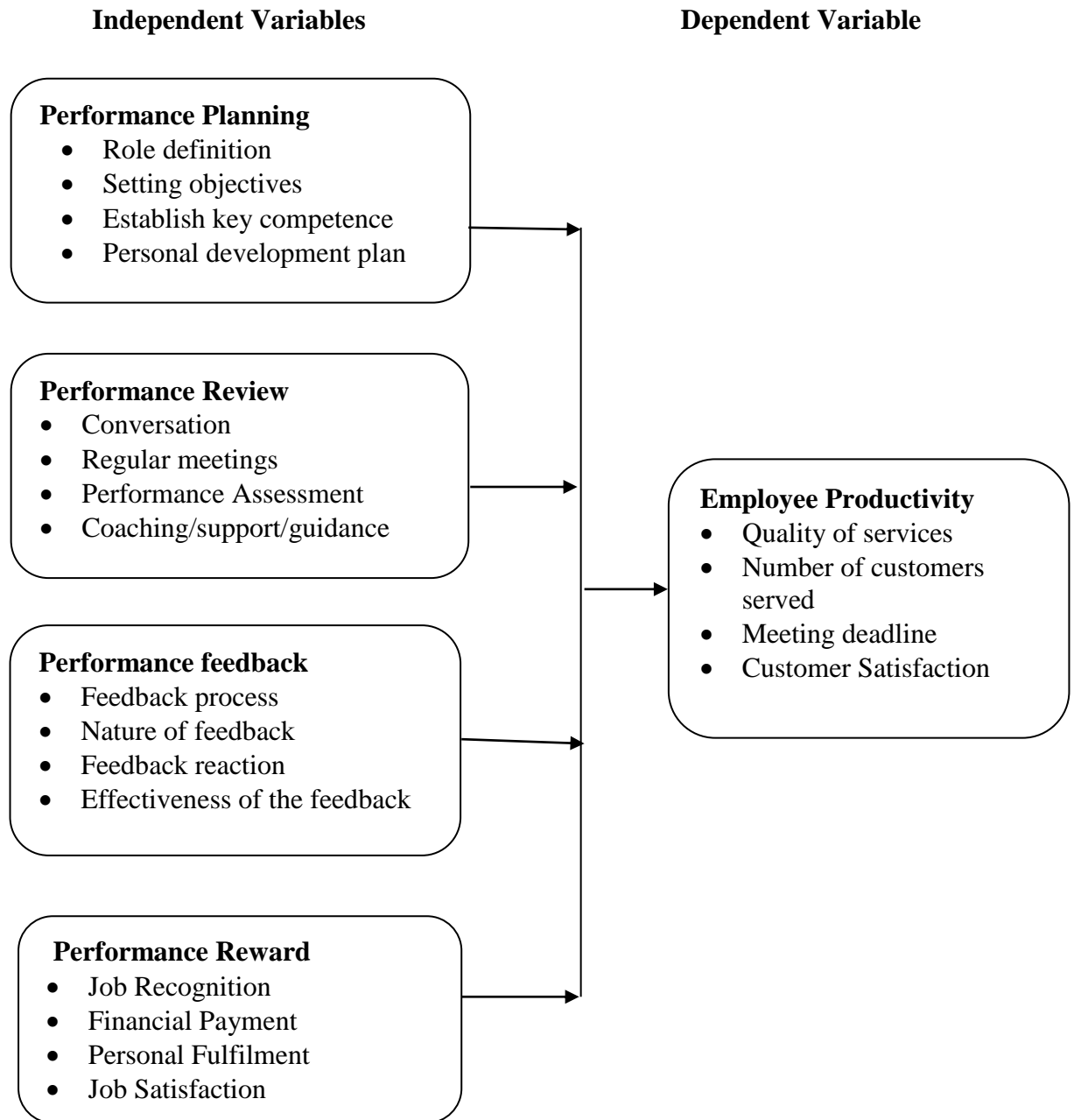


Figure 1.1: A Conceptual Framework

Source: Researcher (2023)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section emphasized study methods and procedure, targeted population and design, data gathering instrument, the validity and the reliability test, analysis of data and how they were presented and lastly moral contemplations.

3.2 Research Design

Panneerselvam (2014) described design as method used by researcher when collecting data and carrying out the analysis. The process used for the study included investigating and gathering information of diverse categories (Smith & Sparkes, 2014). Creswell & Creswell (2017) ascertained that the procedure is adequate in generating side view of the research objects which also provide simplicity on the problem from reliable sources that leads to research. The specific independent variables for the study were narrowed to performance planning, performance review, feedback on performance, rewarding and the independent variable worker productivity.

3.3 Target Population

Lewis (2015) described population as the entire group, elements and persons that have mutual and have observable characteristics. The targeted population covered 120 Gulf Africa Bank employees in NCC, Kenya. Subsequently, since the total population was 120, the research employed census to appraise how the performance management influences employee productivity.

Table 3.1 Targeted Population

Targeted Cadre	Population (Number)	Percentage
Upper Management	7	5.8%
Lower Management	28	23.3%
Customer Service	38	31.7%
Back office/Operations	47	39.2%
Total	120	100%

Source: Gulf African Bank Personnel Record (2023)

3.4 Data Collection Instruments

The procedure applied was structured questionnaire. Saunders & Lewis (2012) documented that unstructured questions or open-ended allow the participants to provide exhaustive responses, whereas structured closed-ended questions are easy to answer and simplifies the analysis. The questionnaires distributed to collect evidence from participants, was open - ended and closed - ended with diverse questionings.

The form was displayed into sub-sections. Part one for the general information followed by sub-topics related to employee productivity and how it is influenced by performance planning, performance review, performance feedback and reward system. To evaluate the opinions on how the performance management influence staff productivity, the research objectives were analysed by likert scale for 1 to represent strongly disagree, 2 to signify disagree, 3 to mean not sure, 4 to denote agree and 5 to symbolize strongly agree.

3.5 Data Collection Procedure

The core data gathering method applied involved the structured questionnaire. The tool was distributed to the respondents to accumulate firsthand information. It contained assorted questions arranged in sub-topics to illustrate assessment on the planning, review, feedback and reward system influences on labour productivity. The study officially requested authorization from NACOSTI as an indication that survey is for academic examination. The researcher applied for permission from Kenyatta University, School, of Business, Economics and Tourism to execute the assessment and attached a letter along with all the questionnaires to explain the objective of study.

3.5.1 Pilot Test

An appropriate pilot study takes 1-10 per cent of the study sample size (Flick 2014). The pilot study employed selection and recruitment of participants using convenience sampling at GAB. The appraiser then explained the aim of the exercise and requested the assistant researcher to issue the ultimate questionnaires to the team of twelve selected participants to quicken data gathering. Data was analyzed and results used to iron out errors in questionnaire. The dully completed questionnaires were finally given a serial number.

3.6 Validity Test and Reliability of Instrument

3.6.1 Validity Test

Orodho (2009) defined the validity test signify the range which data analysis is accurate, honest and represents the sensation being considered for the study. It is the range to which the measure represents the variable they are projected to. The content validity was be done to measure the likelihood where the primary information congregated using questionnaire displays the precise area that the test sought to examine. Face validity was carried out to show the extent to which measurement appears to its face while criterion validity was measured to show correlation of the variables (Cooper & Schindler, 2015). Mugenda & Mugenda (2003) found out that carrying out pre-testing ascertains the observations and opinions by respondents that gives backing in enhancing the clearness of the data collection instrument.

3.6.2 Reliability Test

Kothari (2009) claimed that reliability is situation where the instrument used in measurement displays consistency in research outcomes. The research performed initial test of 12 respondents to review the inclusiveness, the correctness and the clearness of questionnaires. This is to ascertain the evenness of data gathering instrument used. The researcher obtained authorization to embark and clarify the aim of the assessment. The research assistant was requested to finally circulate the questionnaires to the selected respondents.

The raw data collected were directed into SPSS 26.0 version software and processed. The dependability was verified by examining the steadiness and constancy of the facts. Mugenda & Mugenda (2008) recorded that the reliability indicator affirmed is 0.7 and above. Hence, all the ratings beyond 0.7 reflected positive dependability of measuring tools. Cronbach's coefficient alpha formula applied to validate the steadfastness of study tools.

3.7 Data Analysis and Presentation

Mugenda & Mugenda (2003) identified analysis of data is the means of conveying interpretable sense to the raw data. Primary data were amended, serialized, classified,

and then analyzed for presentation. The gathered data were evaluated by means of descriptive and inferential statistics. These was done using the mean, frequency, percentages. Data were also tested with SPSS 26.0 to generate descriptive statistics like mean, median, mode and the standard deviation.

Spearman coefficients correlation was embraced to generate the factors using the Exploratory Factor Analysis (EFA) and further analyzed by means of regression analysis. The study variables for the investigation were illustrated in likert scale format, therefore, the study ran ordinal multivariate, regression method for prediction on how variables behave (Steven, 2009). Simplified below: -

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby Y represented employee productivity (the dependent variable), β_0 denoted the constant regression, β_1 , β_2 , β_3 and β_4 signified coefficients of independent variables. X_1 means performance planning, X_2 symbolizes performance review, X_3 to represent the performance feedback, X_4 to designated rewarding while the term error is represented by ε .

3.8 Ethical Consideration

The researcher confirmed the intention of the exploration, and the participants were well-versed the essence and motive of the study, the techniques to be applied and the anticipated relevancy to the company and any other sponsors, the likely predictable risks, discomforts, and substitutes to engaging in the assessment. The study enlightened and provided the group of respondents the chance for debriefings and give answers to all the queries to their gratifications. The researcher obtained approval from Kenyatta University School of Business, Economics and Tourism to carry out the assessment and an introduction letter from the student will accompany every questionnaire.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

The section illustrates the research findings, interpretation, and the discussions. The broad objective of the study examined the effects of managing performance and worker productivity in Gulf African Bank, Nairobi, City County, Kenya. The findings are presented using the response rate, the background of information, descriptive analysis, correlation analysis and multiple regression.

4.2 Response Rate

Study's rate of response is indicated in Table 4.1. The researcher distributed 120 questionnaires to employees of Gulf Africa Bank in Kenya.

Table 4.1: Response Rate

Description	Frequency	Percentage
Returned	106	88.3%
Unreturned	14	11.7%
Total	120	100

Source: Research Data (2023)

According to Table 4.1, 106 questionnaires accurately filled and presented represent 88.3% rate of response. The remaining 14 questionnaires were not returned. Babbie (2004) asserts that return rates of 70% is sufficient for statistical analysis.

4.3 Background Information

The findings on participants' gender, education level, employment status, job level, length of service and department are summarized Table 4.2.

Table 4.2: Background information

		Frequency	Percent
Gender	Male	61	57.5
	Female	45	42.5
	Total	106	100
Education level	Diploma	38	35.8
	Degree	53	50
	Masters	15	14.2
	Total	106	100
Employment status	Permanent	69	65.1
	Contract	37	34.9
	Total	106	100
Job level	Upper management	13	12.3
	lower management	20	18.9
	Customers services	35	33
	Back office /Operations	38	35.8
	Total	106	100
Duration of Service	0-5 years	32	30.2
	5 -10 years	51	48.1
	10 -15 years	20	18.9
	Above 15 years	3	2.8
	Total	106	100
Department	Credit Dept.	18	17
	Audit Dept.	19	17.9
	Operations	16	15.1
	Human Resource	33	31.1
	Finance Dept.	20	18.9
	Total	106	100

Source; Research Data (2023)

The findings indicated that 57.5% of participants were male while 42.5% were female. This implied that the views of both men and women employees on the relationship between management of performance and labour productivity were included in this study. The outcomes exhibited that GAB equal opportunity employer and it is in line with the Kenya constitution of employment act Cap 226 (2012). The result also his also complies with requirement of International and Labor Organization (2018).

On education, 50% of respondents had degrees, 35.8% diplomas and 14.2% masters. This implies that all employees had adequate education level and therefore understood the purpose of the study. Further, 65.1% of respondents were under permanent

employment while 34.9% were on contracts. Employment status is essential in determining performance management. The revelation agrees with Makinde, Folasode & Solomon (2018) who recorded that individual educational abilities have considerable explicit effect on productivity of employee.

On job level, 35.8% of respondents were in back office/operations, 33% customers services, 18.9% lower management, and 12.3% upper management. The findings implied that employees practice specialization in their specific task, hence the study data was comprehension. The assessment exhibited that GAB have strong management hierarchy where departments have clear line of authority and controlled by a manager (Purti, 2020).

Additionally, 48.1% of respondents had worked in the bank for 5-10 years, 30.2% 0-5 years, 18.9% 10-15 years and only 2.8% had worked for above 15 years. The results denote that most employees had adequate experience on matters relating to performance management. The analysis also concurred with Putri (2020) who discovered that working experience have positive influence on employee work productivity.

On department, 31.1% of respondents were in human resource, 18.9% finance, 17.9% audit, 17% credit and 15.1% operations. As such, study data was reliable since it was obtained from various departments. The analysis is concurrent with Adeyoyin *et al.* (2015) who discovered that task specialization improves employee's job efficiency.

4.4 Descriptive Analysis

Descriptive data was obtained from respondents who expressed the degree of agreement or disagreement with the statements on study variables. The scale used was 1 for strongly disagree, 2 to mean disagree, 3 to represented not sure, 4 for agree and 5 to mean strongly agree. A mean of 1-2.4 denoted disagreement, 2.5- 3.4 not sure, and 3.5-5 agreement. Kaur, Stoltzfus, & Yellapu (2018) argued that descriptive analysis is used to highlight basic information about variables and provide possible relationships between variables.

4.4.1 Performance Planning

The assessment established the effects of the performance planning influences on the employee productivity in Gulf African Bank. Descriptive results are exhibited in Table 4.3.

Table 4.3: Descriptive Statistics on Performance Planning

Statement, N=106	Mean	Std. Deviation
I have clear job description and I understand my roles	4.34	0.476
I have set SMART objectives for myself	4.66	0.476
I have the skills required to perform	4.32	0.469
Organization sponsors me for training needs	4.16	0.369
I have documented my personal development plan/career	4.19	0.393
I understand my expectations	3.34	0.476
Overall score	4.17	0.44

Source; Research Data (2023)

As per to the findings, most of the respondents agreed that employees have clear job description and understand their roles (mean=4.34), have set SMART objectives (mean=4.66), have the skills required to perform (mean=4.32), organization sponsors employees for training needs (mean=4.16), and have documented personal development plan/career (mean=3.34). Furthermore, the overall mean of 4.17 confirmed respondents' agreement with statements on performance planning. The general standard deviation of 0.44 denoted that the respondents' views on performance planning were largely similar. The findings implied that majority of respondents acknowledged the importance of performance planning in enhancing employee productivity.

4.4.2 Performance Review

The study analyzed the effects of performance review on the employee productivity in Gulf African Bank. Descriptive results are displayed in Table 4.4.

Table 4.4: Descriptive Statistics on Performance Review

Statement, N=106	Mean	Std. Deviation
My supervisor create room for dialogue with my supervisor concerning my job	4	0
I hold a meeting regularly with my supervisor to discuss my job	4.5	0.759
My supervisor provides regular coaching on my job	4.13	0.34
I carry out self-assessment to gauge my performance	4	0
I receive regular feedback concerning my job in performance review	4.16	0.369
I get enough coaching and guidance from supervisor	4	0
Overall score	4.13	0.24

Source; Research Data (2023)

According to the results, most of the respondents agreed that supervisor create room for dialogue with my supervisor concerning my job (mean=4), hold meeting regularly with supervisor to discuss work (mean=4.5), supervisor provides regular coaching on the job (mean=4.13), carry out self-assessment to gauge their performance (mean=4), receive regular feedback concerning their job (mean=4.16) and get enough coaching and guidance from supervisor (mean=4). Furthermore, the overall mean of 4.13 confirmed respondents' agreement with statements on performance review. Additionally, overall standard deviation of 0.24 denoted that the respondents' views on performance review were largely similar. The implication is that majority of respondents appreciated the essential role of performance review in promoting employee productivity.

4.4.3 Performance Feedback

The study determined the effects of performance feedback on the employee productivity inGulf African Bank. Descriptive results as illustrated in Table 4.5.

Table 4.5: Descriptive Statistics of Performance Feedback

Statement, N=106	Mean	Std. Deviation
My supervisor provides regular feedback regarding my performance	2.48	0.784
I receive effective and fair feedback on my performance	2.01	0.609
I am contented with the feedback process used by organization	1.66	0.476
My supervisor gives me opportunity to react to performance feedback	2.44	0.794
My supervisor gives both negative and positive feedback	2.51	0.502
My supervisor values my feedback concerning my job	1.62	0.71
Overall score	2.12	0.65

Source; Research Data (2023)

According to the findings, majority of respondents disagreed that supervisor provide regular feedback regarding their performance (mean=2.48), receive effective and fair feedback on performance (mean=2.01), contented with the feedback process used by organization (mean=1.66), supervisor gives me opportunity to react to performance feedback (mean=2.44), supervisor gives both negative and positive feedback (mean=2.51) and supervisor values my feedback concerning their job (mean=1.62). Further, overall mean of 2.12 confirmed respondents' disagreement with statements on performance feedback. The overall standard deviation of 0.65 denoted that the respondents' views on performance feedback were largely similar. The implication is that majority of respondents expressed dissatisfaction with performance feedback in the organization.

4.4.4 Reward System

The evaluation determined the effects of reward system on the employee productivity in Gulf African Bank. Descriptive results are presented in Table 4.6.

Table 4.6: Descriptive Statistics on Reward System

Statement, N=106	Mean	Std. Deviation
The organization compensated well for my job	1.63	0.708
My compensation is determined by my productivity	2.32	0.763
I find job satisfaction with my work	2.18	0.385
I receive individual fulfilment	2.68	0.469
The bank acknowledges my contribution	2.12	0.7
I am given recognition when I surpass my targets	2.47	0.502
Overall score	2.23	0.59

Source: Research Data (2023)

The findings revealed that the majority of respondents disagreed that organization compensated well for their job (mean=1.63), compensation is determined by productivity (mean=2.32), find job satisfaction with their work (mean=2.18), receive individual fulfilment (mean=2.68), bank acknowledges their contribution (mean=2.12), and employees receive recognition when they surpass targets (mean=2.47). Further, overall mean of 2.23 confirmed respondents' disagreement with statements on reward system. The overall standard deviation of 0.59 denoted that the respondents' views on reward system were largely similar. The implication is that majority of respondents expressed dissatisfaction with reward system in the organization.

4.4.5 Employee Productivity

The exercise intended to examine the impact of performance management on labour productivity at GAB. The respondents were requested to appraise their opinion with statements on employee productivity. Descriptive results are displayed in Table 4.7.

Table 4.7: Descriptive Statistics on Employee Productivity

Statement, N=106	Mean	Std. Deviation
I achieve my targets/objectives	4.2	0.4
I meet deadlines of all my job	4	0
I timely complete my task	5	0
I receive no complaints concerning my job quality	5	0
I meet the customer services standards	4	0
I receive positive response from coworkers concerning my productivity	5	0
Overall score	4.53	0.07

Source; Research Data (2023)

As per the table above, most of respondents agreed that they achieve targets/objectives (mean=4.2), meet deadlines (mean=4), timely complete their task (mean=5), receive no complaints concerning their job quality (mean=5), meet the customer services standards (mean=4) and receive positive response from coworkers concerning productivity (mean=5). The overall mean of 4.53 confirmed respondents' agreement with statements on productivity. Further, overall standard deviation of 0.07 denoted that the respondents' views on employee productivity were largely similar.

The respondents were further asked to explain what the management should implement to improve employee productivity. The responses were themed as follows: employees' training, improve communication, introduce incentives schemes, initiate coaching and mentorship, reduce micromanagement, flexible working conditions, provide employees with technology and emphasize company culture. In particular, the respondents emphasized the need for employees' training as well good communication between employees and management. The respondents also pointed the need for less supervision and flexible working hours. Further, it was essential to maintain organization culture.

4.5 Correlation Analysis

The sub-section provides correlation analysis results on the relationship between managing performance and productivity of employee of GAB. The observations are indicated in Table 4.8.

Table 4.8: Correlation Results

		Employee Productivity	Performance Planning	Performance Review	Performance Feedback	Reward System
Employee Productivity	Pearson Correlation	1				
	Sig. (2-tailed)					
Performance Planning	Pearson Correlation	.652**	1			
	Sig. (2-tailed)	0.000				
Performance Review	Pearson Correlation	.665**	.738**	1		
	Sig. (2-tailed)	0.000	0.000			
Performance Feedback	Pearson Correlation	.703**	.743**	.791**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Reward System	Pearson Correlation	.696**	.377**	.346**	.453**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	106	106	106	106	106

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

Source: Research Data (2023)

The findings in Table 4.8 shows a strong positive and significant relationship between performance planning and employee productivity ($r = .652^{**}$, $p=0.000<.05$). The results imply that a change in performance planning is accompanied by a significant change in employee productivity in the same direction. According to Kabiru *et al.* (2018) findings, planning is critical in realizing performance of the organizational and corporations.

The findings also show a strong positive and solid relationship amongst performance review and employee productivity ($r = .665^{**}$, $p=0.000<.05$). The end results imply that a change in performance review is accompanied by a significant change in employee productivity in the same direction. According to Owino, Oluoch, & Kimemia, (2019) performance reviews significantly influence employee productivity.

The results further revealed a strong solid relationship linking performance feedback and employee productivity ($r = .703^{**}$, $p=0.000<.05$). The results imply that a change in performance feedback is accompanied by a significant change in employee productivity in the same direction. According to Mamula, Perić & Bovan (2020) regularly feedback is important and it inspire harmony amid management and employees which boost commitment.

Finally, the findings indicated a sturdy and significant relationship linking reward system and employee productivity ($r = .696^{**}$, $p=0.000<.05$). The results imply that a change in reward system is accompanied by a significant change in employee productivity in the same direction. According to Njagi (2021), approaches for managing performance such as reward and training influence productivity of the employee.

4.6 Multiple Regression Analysis

The multiple regression analysis was tested to observe how performance management affects employee productivity of Gulf Africa Bank. The model summary, the analysis of variance and the regression coefficient findings are illustrated in Tables 4.9, 4.10 and 4.11 respectively.

4.6.1 Model Summary

The model summary results are illustrated in Table 4.9.

Table 4.9: Model Summary; Performance Management and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844a	0.712	0.701	0.03723

a Predictors: (Constant), Reward System, Performance Review, Performance Feedback, Performance Planning

Source: Research Data (2023)

The findings above illustrate a 0.712 R square denoting that predictor variables accounted for 71.2% of variations in employee productivity. The findings confirmed the correlation results that indicated a strong relationship between the variables.

Furthermore, the remaining 28.8% are because some of the elements are not included in the model of study. The implication is that management performance components are strong determinants of employee productivity.

4.6.2 Analysis of Variance

The analysis of variance results is presented in Table 4.10.

Table 4.10: Analysis of Variance: Performance Management and Employee Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.347	4	0.087	62.523	.000
	Residual	0.14	101	0.001		
	Total	0.487	105			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Reward System, Performance Review, Feedback, Planning

Source: Research Data (2023)

The findings above reveal an F-statistic of 62.523 and a p value of $0.001 < 0.05$. This denoted that the study model was statistically significant in predicting the dependent variable. The implication was that management performance components are satisfactory predictors of employee productivity.

4.6.3 Regression Coefficients

The regression coefficient results are presented in Table 4.11

Table 4.11: Coefficients; Performance Management and Employee Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.531	0.198		17.84	0.000
	Performance Planning	0.055	0.024	0.124	2.222	0.025
	Performance Review	0.13	0.064	0.224	2.023	0.046
	Performance Feedback	0.019	0.008	0.22	2.341	0.021
	Reward System	0.086	0.011	0.472	7.843	0.000

a Dependent Variable: Employee Productivity

Source; Research Data (2023)

Regression Model

$$Y = 3.531 + 0.055X_1 + 0.13X_2 + 0.019X_3 + 0.086X_4 + \varepsilon$$

Where:

Y= Employee productivity, X_1 = Performance planning, X_2 = Performance review, X_3 = Performance feedback, X_4 = Reward system

Table 4.11 indicates that performance planning had a positive and significant outcome on employee productivity ($\beta=0.055$; $p = 0.025 < .05$). The result denoted that performance planning contributes significantly to increase in employee productivity. The findings concur with Soressa & Zewdie (2021) that performance planning improves employee performance. Mwasawa & Wainaina (2021) also discovered that planning performance had a solid link with the productivity of employee.

Performance review had a positive and significant effect on employee productivity ($\beta=0.13$; $p = 0.046 < .05$). The result imply that performance review contributes significantly to increase in employee productivity. The finding agrees with Okeke et al. (2019) conclusion that performance review has influence on worker productivity. Nduati & Wanyoike (2022) further established that performance review enhances employee efficiency.

Performance feedback had a positive and significant influence on employee productivity ($\beta=0.019$; $p = 0.021 < .05$). The result imply that performance feedback contributes significantly to increase in employee productivity. The verdicts are in line with the work of Dixt & Sharma (2021) who observed that employee productivity can be boosted by performance feedback. Adaeze (2019) also discovered a solid and favorable link between employee feedback and employee productivity

Finally, reward system had a positive and significant impact on employee productivity ($\beta=0.019$; $p = 0.086 < .05$). The result imply that reward system contributes significantly to increase in employee productivity. The findings mirror those of Ngwa *et al.* (2019) who found that reward on collective bargaining have influence on employee cohesiveness. Tomno (2018) also established that staff rewards systems have constructive and substantial bond on productivity of employee.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, discussions and conclusion of the research study-based objectives, recommendations of the study and proposal for further research.

5.2 Summary

The main objective of the research was to find out how performance management influence employee productivity at Gulf Africa Bank in Nairobi City County Kenya. The research was directed by four key objectives. The first was to investigate how performance planning influences productivity of the worker at GAB, NCC, Kenya, to measure the impact of performance review influences productivity of the employee at GAB, NCC, Kenya, to examine the outcome of feedback on performance influences on labor productivity at GAB, NCC, Kenya and to determine the impact of reward system influences on staff productivity at GAB, NCC, Kenya.

The assessment was anchored on descriptive design and applied census study. Pilot study was completed, and questionnaires circulated to 120 GAB employees which included upper management, middle management, customer service and operations staff. The response rate was 88.3 per cent. Data collected were analyzed using descriptive statistics and the findings were presented using response rate, background information, correlation analysis and multiple regression.

The result of the study showed that performance planning has significant impact on employee productivity. The results further denoted that performance planning contributes significantly to increase in employee productivity. According to the verdict, most of the participants confirmed that they have clear job description and understand their roles, set SMART objectives, have the skills required to perform, that they are sponsored for training needs and have documented personal development plan/career. Furthermore, employees unanimously confirmed agreement with statements on performance planning.

Based on the outcomes, performance review had a positive and substantial effect on employee productivity which implies that performance review contributes significantly to increase in employee productivity. According to the findings, majority of respondents agreed that supervisor create room for dialogue with supervisor concerning their job, hold regular meetings with supervisor to discuss work, supervisor provides regular coaching on the job, carry out self-assessment to gauge their performance, receive regular feedback concerning their job and get enough coaching and guidance from supervisor. Furthermore, the respondents confirmed agreement with statements on performance review.

Based on the outcome's performance feedback had a positive and significant effect on employee productivity which also implies that performance feedback contributes significantly to increase in employee productivity. According to the findings, majority disagreed that supervisor provide regular feedback regarding their performance, receive effective and fair feedback on performance, contented with the feedback process used by organization, supervisor gives employees opportunity to react to performance feedback, supervisor gives both negative and positive feedback and supervisor values their feedback concerning their job. Furthermore, there was respondents' disagreement with statements on performance feedback.

Finally, reward system had a positive and significant effect on employee productivity and have constructive and substantial bond on productivity of employee. The outcomes confirmed that employees find job satisfaction with their work received, there is individual fulfilment, organization acknowledges their contribution and employees receive recognition when they surpass targets. However, employees unanimously confirmed disagreement with statements on reward system and express dissatisfaction with reward system in the organization.

Descriptive analysis of the study revealed that performance planning, reviewing, feedback and reward system are substantial determinant of employee's productivity. The results further revealed that all the variables performance planning, reviewing, feedback and reward system have positive and significant association.

According to the productivity in overall, most respondents unanimously agreeed that they achieve targets/objectives, meet deadlines, timely complete their task, receive no

complaints concerning their job quality, meet the customer services standards and receive positive response from coworkers concerning productivity. The respondents further suggested that to improve employee productivity, the organization should provide regular employees' training, improve communication, introduce incentives schemes, initiate coaching and mentorship, reduce micromanagement, introduce flexible working conditions, provide employees with technology and emphasize company culture.

5.3 Conclusion

The intent of the research was to investigate how performance management influence employee productivity at GAB in Nairobi City County. The study examined performance planning, reviewing, feedback and reward system. The research study depicted most significant conclusions from the outcomes and objective of the research.

Majority of respondents acknowledged the importance of performance planning in enhancing employee productivity. They also acknowledged the essential role of performance planning and review in promoting employee productivity and agreed unanimously agreed with the performance planning and performance review system used in the organization. The descriptive analysis also showed that both have positive and significance influence on employee performance and productivity. This means performance planning and performance review are the significance drivers on employee productivity. The result denoted that performance planning and performance review contributed significantly to increase in employee productivity

However, employees expressed disagreement with performance feedback system in GAB. It is evident that feedback mechanism needs to be restructured to improve their morale. Since feedback is the primary component of communication, its process has a repercussion on employee self-esteem and job performance. Both negative and positive feedback when communicated to staff will have a positive impact on Gulf Bank Africa business outcomes since staff are to make informed decisions, boost performance, and as a whole succeed in their role and which will also impact employee's productivity hence improve in overall organization productivity.

Moreover, staff expressed dissatisfaction with reward system applied by in the organization. This means it's can negatively affect performance, commitment, and morale of the employee. GAB opt to review the reward and compensation structure to match with other banking sectors and attract highly competent workers which will help improve productivity of the organization.

5.4 Recommendations

Based on the results and the conclusions it is recommended that the GAB financial sector should capitalize on performance planning and review to improve employee productivity. To curb dissatisfaction on feedback and reward on performance, the organization should adopt well-structured incentive and feedback mechanism in consultation with employees. This will create freed interaction improve communication process between employees and the senior management and in the long run will enhance employee productivity. Additionally, the organization should explore different methods of incentive system which can boost employee productivity. Moreover, Human Resources department should periodically carryout employee satisfaction surveys in other related organization to determine the significance drivers of employee productivity.

5.5 Further Research

The assessment directed a quantitative research and case study and in Gulf Africa Bank in a financial sector. Other researchers can carry out similar studies in similar and other related organization operating in Kenya economy.

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APPENDICES

Appendix I: Letter to Respondents

June 5, 2023

Dear Participant,

REF: LETTER OF INTRODUCTION

I am continuing scholar at Kenyatta University, School of Business, Economics and Tourism undertaking Master's in Business Administration. I am researching on employee performance management and Employees Productivity in Gulf African Bank in Nairobi City County, in the republic of Kenya.

I wish to humbly appeal to your generous fill in the enclosed questionnaire as honestly and authentically as you can. I certify that the info given will be utilized for academic's resolutions only. Should you require clarification, kindly contact me on noorbagajo@gmail.com or 0786104104.

Thank you.

Yours Faithfully,

Noor Bagajo

Appendix II: Questionnaire

The project is for educational purpose only and the responses will be held in confidence manner. The aim is to appraise how performance management affects staff productivity in GAB Kenya. Kindly fill-in the questionnaire provided by ticking (√) appropriately. Please complete all questions for this survey to be acceptable and tick one box per question.

SECTION A: Personal information

1. **Gender**

- a) Male b) Female

2. **Education level attained**

- a) Diploma b) Degree c) Masters

3. **Employment Status:**

- a) Permanent b) Contract c) Casual

4. **Job level/Cadre:**

- a) Upper management b) lower management c) Customers services

Back office /Operations

5. **Length of Service with Gulf African Bank**

- a) 0- 5 years b) 5 -10 years d) Above 10 years

6. **Department**

- a) Credit Dept. b) Audit Dept. c) Operations d) Human
Resource e) Finance Dept.

SECTION B:

a)	Performance Planning	5	4	3	2	1
1	I have clear job description and I understand my roles					
2	I have set SMART objectives for myself					
3	I have the skills required to perform					
4	Organization sponsors my for-training needs					
5	I have documented my personal development plan/career					
6	I understand my expectations					

b)	Performance Review	5	4	3	2	1
1	My supervisor create room for dialogue with my supervisor concerning my job					
2	I hold a meeting regularly with my supervisor to discuss my job					
3	My supervisor provides regular coaching on my job					
4	I carry out self-assessment to gauge my performance					
5	I receive regular feedback concerning my job in performance review					
6	I get enough coaching and guidance from supervisor					

c)	Performance Feedback	5	4	3	2	1
1	My supervisor provides regular feedback regarding my performance					
2	I receive effective and fare feedback on my performance					
3	I am contented with the feedback process used by organization					
4	My supervisor gives me opportunity to react to performance feedback					
5	My supervisor gives both negative and positive feedback					
6	My supervisor values my feedback concerning my job					

d)	Reward System	5	4	3	2	1
1	The organization compensated well for my job					
2	My compensation is determined by my productivity					
3	I find job satisfaction with my work					
4	I receive individual fulfilment					
5	The bank acknowledges my contribution					
6	I am given recognition when I surpass my targets					

d)	Employee Productivity	5	4	3	2	1
1	I achieve my targets/objectives					
2	I meet deadlines of all my job					
3	I timely complete my task					
4	I receive no complaints concerning my job quality					

5	I meet the customer services standards					
6	I receive positive response from coworkers concerning my productivity					

6). In your opinion, what else do you suggest the management should implement to improve employee productivity at Gulf Bank Africa?

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Kind regards,

Appendix III: Research Timetable 2022/2023

No	Description	Duration	Time
1.	Formulation of study title and objectives	2 Week	August 2022
2.	Drafting and review the proposal	4 Months	September 2022 to December 2022
3.	Defense and correction of proposal	4 Days	January 2023
4.	Requesting clearance for data collection	1 Week	February 2023
5.	Data collection	4 Weeks	March 2024
6.	Coding and analyzing fata	4 weeks	April 2023
7.	Project finalizing	2 weeks	May 2023
8.	Submission of completed project	1 week	June 2023

Appendix IV: Research Budget Plan for Year 2022/2023

Item	Amount (Kes.)
Research project fee	50,000.00
Internet Charges	9,000.00
Stationery	10,00.00
Telephone charges	2,500.00
Typing and binding services	15,000.00
Miscellaneous	10,000.00
Total Expenditure	96,500.00

APPENDIX VI: RESEARCH APPROVAL LETTER



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 7th July, 2023

TO: Noor Ahmed Bagajo
C/o Business Administration Dept.

REF: D53/OL/CTY/26614/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 14th June, 2023 approved your Research Project Proposal for the M.B.A Degree Entitled, "**Performance Management and Employee Productivity of Gulf Africa Bank in Nairobi City County, Kenya**".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Lawrence Wainaina
C/o Department of Business Administration
Kenyatta University

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APPENDIX VII: RESEARCH AUTHORIZATION LETTER



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/26614/2015

DATE: 7th July, 2023

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR NOOR AHMED BAGAJO – REG. NO. D53/OL/CTY/26614/2015.

I write to introduce Noor Ahmed Bagajo who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Noor intends to conduct research for a M.B.A Project Proposal entitled, “**Performance Management and Employee Productivity of Gulf Africa Bank in Nairobi City County, Kenya**”.

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'E. Kimani', written over a horizontal line.

PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/Inn