

Organizational Performance Management Practices and Employee Productivity in Garissa County Government, Kenya

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ABSTRACT

Employee productivity is significant to the success and resources utilization in the county level since the employees take care of all other non-human resources for the purposes and achieving the set of objectives. Despite the contributions of the employees in the counties, scanty of studies have been carried out to determine the effect of organizational performance management practices on employee's productivity. Therefore, this study aimed to establish the effect of organizational performance management practices on productivity of employees in Garissa County government. The specific objectives of the study were; to identify the effect of goal setting, career planning, competence based evaluation and continuous feedback on the employee productivity in County Government of Garissa. The study was anchored on human capital theory, reinforcement theory and goal setting theory. The study was carried out in Garissa County. Descriptive and exploratory research design was used. The total respondents targeted were 2611. Stratified sampling was used to classify the respondents and simple random sampling was used to sample 347 employees working in the County Government of Garissa. Questionnaires were used to collect primary data. Validity was sought from experts and reliability was tested using Cronbach alpha and a test score of 0.7 was the threshold. The data collected was analyzed by inferential statistics and descriptive statistics. SPSS was used to generate both descriptive data and inferential data which were presented into tables and figures. The findings of this study would be of great relevance to the county management as it highlights the relationships that exist between organizational performance management practices and employee productivity. The first objective on effect of goal setting on employee productivity, majority of the respondents agreed that employees had the necessary skills and power in handling the tasks assigned. Majority of the respondents agreed that proper and effective resources were not provided. The study concluded goals in the organizations are motivators and enables employees to improve on service provision. The second objective was on the effect of career planning on employee productivity. Majority of the respondents agreed that employees were oriented on their desired field of work to enable them plan for their careers. The study findings presented that majority of employees were able to attend to the duties allocated to them comfortably. The study concluded that career planning was vital in ensuring that employees grow their talent in an attempt in supporting organizational overall goals. Influence of competence based evaluation on employee productivity was the study's third objective. The results presented that majority of the respondent agreed that employee communication skills had improved over time in the County. The study concluded that competence of employees was vital in explaining the productivity of employees in the county. The study recommended that competence based evaluation should be improved by the county managers through training, workshops and seminars. The fourth objective was to establish the effect of continuous feedback on employee productivity. The findings indicated that majority of the respondents agreed that

there was effective feedback on information regarding customer service delivery collected from employees. The findings reported that the continuous feedback reports enabled the county to work on improving the employee's skills and knowledge. The continuous feedback in the county is significant in ensuring that every department contributes towards the common objectives. The study recommended that the directors of communication and other relevant directors in the county government should ensure that there is continuous feedback on matters related to employee competence and areas that need improvement in the county.

Key Words: *Goal Key Setting, Career Planning, Competence Based Evaluation, Continuous Feedback, Organization Performance Management Practices*

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1. Introduction

Productivity of employees has been a serious aspect among many managers (Sampaio & Rodrigues, 2015). This has been the case in public sector and the private sector and even in human resource management practitioners. The discourse revolves around what actually influences employee productivity. Scholars such as Susskind, Moore and Kacmar (2018) and Gupta and Sharma (2016) showed that globally employee productivity is influenced by several contributors and some includes satisfaction of employees, commitment of employees, skills of employees, working environment, level of experiences and competencies. Other factors outlined include employee's qualifications, level of technical training, goals and expectations, organizational resources, employee morale, employee attitude, motivation (Kiruja&Mukuru, 2018), leadership style (Iqbal, Anwar & Haider, 2015) and company's culture. According to this Desimone (2012) it is averaged that in United States of America 26% increase in productivity is connected to employee productivity and engagement. According to human asset sheaves and in many organizations in United States of America, motivation of employees towards productivity is most important and significant way in ensuring that there is success in the organization. According to Iqbal, Anwar and Haider (2015) administrators in many organizations have suggested to carry out ensure employee productivity in all sectors. Employee productivity in Turkey have been enhanced and performance of the employees connected towards the objectives and the goal of their organizations. This has been so in Turkey especially the fresh graduate who come to work please and cannot meet the required standard in the ever dynamic world (Sampaio & Rodrigues, 2015).

Employee productivity assessments in Australia was also used for purposes of cost analysis, promotion, salary increases, dismissal and retention (Kramer, Maas & Rinsum, 2016). However, for it to be reliable, it must be accurate, unbiased and capture the key parameters of employee productivity. In addition, the employee must be made aware of the job expectations against performance measured. Finally, the authors argued that the measures and the process must be transparent to ensure positive results. Human resource practices in Africa considering body has

been linked to the positive development of workers and productivity of employees (Hafeez & Akbar, 2015). According to Sousa and Aspinwall (2015) Efficiency and effectiveness in an organization reflects employee productivity which show is the objectives and goals that the employees has achieved. It is considered that majority of the institution and public sector in Ghana have in the past considered in competence based evaluation with consideration on career planning and many of the sectors have continuously done continuous feedback to ensure that productivity is enhanced in all sectors. Many organizations in Africa in recent years have attempted to ensure that employee productivity is an end to the use of balanced scorecard method (Kaplan & Norton, 2015). Balance scorecard ensure that employee productivity is measured and traced in different aspects and categories such as the shareholders return, satisfaction level of customers, social responsibilities stewardship of the employees, the performance of the organization measurement, systems of the organization performance, improvement and also organizational engineering. The productivity of the employees is a good reflection of the ability of many organizations to achieve their set goals. According to Robbins (2015) it tells how good the organization is using the financial and human resources in order to ensure that major goals are achieved. Bartel (2014) argued that increase in turnover of the employees decrease commitment of the employees, reduce loyalty in the organization and increased stress are some of the product of unproductive workers.

Effective employee productivity should focus energies on building employee competencies and improving employee productivity by aligning employee goals and that of the firm. Building employees is not an event but rather a set of integrated management practices designed to maximize employees' potential, increase employee productivity and increase employee satisfaction. It should be noted that although some scholars use the terms performance management and performance evaluation interchangeably, performance evaluation is a subset of an effective performance management system (Iqbal, Anwar & Haider, 2015). Due to today's continuous growth and complexity in the organizations, environmental changes, demands from employees, expanded organizational goals and demand for timely feedback, tracking and measuring of the performances in the organizations has increased become of value. Organization demanding improved strong growth have shown desire to engage employees in ensuring improved productivity. Employee productivity entails the efficiency of the worker all the effectiveness and Efficiency of group of employees. 90% of the profits of majority of the companies depends on the employee productivity (Gummesson, 2008, Sels 2006).

Employee productivity may be measured through the use of the employee output all the number of units produced and also the time taken to produce a certain product. The productivity of the employees was assessed by the relative amount of time and resources taken by the employees compared to similar work done by other employees. The productivity can also be measured by the number of units being produced or service offered on a certain agreed time (Piana, 2001). Employee productivity is significant to the success and resources utilization of the organization since the employees take care of all other non-human resources for the purposes and achieving the set of objectives (Cato & Gordon, 2009; Sharma & Sharma, 2014). It is significant to increase employee productivity and productivity of the employees is seen as one of the key contributors to the economy and for employee to produce higher grades and unit they must be motivated and the environment must be favorable. Economic growth and larger profitability and better social progress is the result of employee productivity. Sharma and Sharma (2014) argued that additional employee productivity only be increased with better salaries, better working

conditions are favorable opportunities in the employment. According to Baily (2005) and Hill (2014) employee productivity ensures that competitive advantage are taken care of that is reduction of course and improvement of high-quality product.

Majority of the organization in the world have greater expectation to employees expected productivity when the level of anticipation of many workers have been met (Sultana, 2012). Human resource management practices in the Globe of Africa have been associated with development and increased productivity (Hafeez & Akbar, 2015). According to Sousa, aspinwal, Sampaio and Rodrigues (2015) the effectiveness and efficiency of the organization reflect how well the employee productivity has been utilized. Majority of the organization in East Africa also have tried to increase the employee productivity using the balanced scorecard method proposed by Kaplan and Norton (2015). They ensure that the productivity of the employees is tracked and that different dimensions of measuring employee productivity such as social responsibility return to shareholders customer satisfaction index, particular employee organizational performance output per unit, performance management systems. Measures of employee productivity may include factors like production, ill rate, billable hours absenteeism level supervision (Burnes, 2014). The current study utilised quality service timeliness measured in terms of how fast is an employee performed a certain task and the frequency with which the employee achieved a certain target as measures of employee productivity.

Garissa County government operates in Garissa town, situated in Kenyan North-Eastern side. Garissa County is bordering Wajir to the north, Somalia is on the east, County of Tana river is in west of Garissa County, to the northwest is Isiolo and County of Lamu is to the South. Garissa County is classified as a semi-arid area with a flat topography. The main economic activity is livestock rearing. Following the devolution which was implemented in the year 2013, the county administrators and the employees in the County have got a duty to improve the lifestyles of many citizens living in the area (Mohammed, 2018). The county has the mandate to ensure that it supports the constitution and development of structures and strategies for the sake of ensuring that the county government achieves its target in developing the employees and recruiting the right workforce. The county administration has got 10 departments each headed by the county executive committee members which includes; Finance and Economic Planning, Agriculture and Fisheries, Water, Energy and Natural Resources, Trade and Industrialization, Information and E-government, Health Services, Public Works, Road and Transport, Education, Youth and Social Services, Land, Housing and Physical Planning and Public Service Management.

Garissa County government comprises of three types of employee; the local government or the local authorities employees, employees appointed by the county public service board and employees default from the national government. The three categories of employees have different terms of services and they certainly salaries are different. They believe in different procedures of processing data and have different approaches of doing business. Employee productivity were the main objectives of the county is to offer citizens with better quality service. The quality of service and fast with which the service is being delivered has been continuous compromised by the poor productivity of the employees, employees turnover increased in absconding duty (Kimwaki, 2017). There has been issues with the structure of the County and the manner with which the employees were transferred and approved did not bring a positive change to the county in terms of the culture, values and the process of transiting authority to the

devolved government act 2012 was not done peacefully (Mburu, 2018). Most of the transferred and devolved employees have not taken the change positively because of issues of organizational structures, values, and cultures not being addressed appropriately by the transition authority to devolved government act, 2012 which was mandated to spearhead this process. Employee productivity in Garissa County is facing several challenges which includes; illiteracy level, demands by the county officials to have equal clan representations in the county government, proximity to resources and communication and feedback barriers ((Mburu, 2018).

2. Statement of the Problem

Employee productivity in the County has been deteriorating over time with majority of the employees not achieving the set individual and departmental targets, some of the employees don't report to work in the right time and others leaving early for their personal activities (Mburu, 2018). There is increasing trend in the number of employees asking for sick leave from 11% in 2016 to 18% in 2017, the county directors have complained about the turn-around time and ever increasing erroneous transactions (Garissa County Report, 2018). Despite the contributions of the employees in the county, scanty of studies have been carried out to assess the unit changes in productivity of employees as a result of organizational management practices changes. The empirical findings by Mishra and Ranjan (2017) assessed productivity of workers on growth of Indian oil corporation in Patna area indicated that competence based evaluation had a positively affect employee's performance. The study recommended that organization should consider using non-cash rewards such as job enrichment and job enlargement practices. The study by Mishra and Ranjan was carried out in India and the measures of competence based evaluation were not clear. The current study filled the gap by determining the effect of competence based evaluation on employee's performance in Garissa County government, Kenya.

Tuei and Saina (2015) on job rotation and its effect on employee productivity at Kenya Commercial Bank. The result indicated that there was a positive relationship between productivity and job rotation. The study recommended that KCB management needs to restructure and redesign their job rotation framework as non-financial motivator to improve employee productivity in their organization. The study by Tuei and Saina (2015) targeted commercial banks while the current study targeted the county government employees. The study by Tuei and Saina (2015) independent variable was on job rotation while the current study independent variable was on performance management practices. There is scarcity of studies regarding the relationship between productivity of employees and performance management techniques in the Kenyan Public Service and more specifically focusing on the County Public Service of Garissa. The aim of this research was therefore to establish the influence of performance management practice on employee productivity in Garissa County Government. This study thus noted that gaps exist in literature on effects of performances management practices and productivity of employees in Garissa County Government, Kenya.

3. Objectives of the Study

The purpose was to establish the influence of organization performance management practices on employee productivity in Garissa, Kenya.

The specific objectives were;

- i. To determine the effect of goal setting on employee's productivity in the County government of Garissa, Kenya.
- ii. To evaluate the influence of career planning on employee's productivity in County government of Garissa, Kenya.
- iii. To analyses the influence of competence based evaluation on employee productivity in County government of Garissa, Kenya.
- iv. To assess the effect of continuous feedback on employees productivity in County government of Garissa, Kenya.

4. Literature Review

4.1 Theoretical Literature Review

The study was based on theories which explain employee productivity. These theories included; Hertzbergs two factor-theory, Reinforcement theory and Goal setting theory.

4.1.1 Hertzbergs Two Factor-Theory

Theory on two factor was proposed by Frederick in 1959. It proposes what employees really want with their work productivity. This theory proposes that they are working conditions which are good or satisfying and other conditions which are bad or dissatisfying. The attributes relating to factors which are satisfying includes recognition, job advancement, achievement, responsibilities and growth. According to this theory satisfying factors or characteristics are called motivators. The attributes which are the dissatisfying includes the working conditions, the supervisors attitude, the interpersonal relationship, administration and the company's policy. Hertzberg two-factor Theory is very important in framing the references on management desire to indulge in job satisfaction and productivity of the employees in the County (Schermerhorn, 1993). This theory emphasizes on two factors in productivity of the employees that is what employees do in order to advance the job content and job context in which the employees face. Getting rid of the poor hygiene contributors should be a priority by management which will result to the dissatisfaction of employees and the management should build their efforts in ensuring that satisfier factors are encouraged in the workplace. The job satisfier should focus on the content of the job, maximizing opportunities and increasing employee's motivators thus increase the productivity of the employees. The applicability of two factor theory is that it explains factors that results to improve employee productivity by categorizing them into two that is the bad factors and satisfying factors and this helps in evaluating the correlation between variables such as goal setting, competence based evaluation and performance management approaches

4.1.2 Reinforcement Theory

Behaviorist Skinner (1948) proposed the theory of Reinforcement Theory. Reinforcement Theory proposed that the most speculative assistant motivation City employees is the clarification of the conduct and Clear Vision on what they are supposed to do. The concentration a connection to the practices and prices in an organization is a key aspect in any organization success. The connection of employee's motivation and experience bring success to the organization. Motivation has got two major elements which anticipation and connection among execution of work and the results through training. In this theory, learning is said to have

occurred when learners evidence the appropriate reinforcement of an association between a particular response and stimulus (Smith & Ragan, 2005). McKenna and Beech (2006) explained that, to improve trainees performance there has to be reinforcement of what has been learnt it affects the tendency to make specific responses again through continuous feedback. This can be in the form of feedback where trainees are provided with responses about their progress and achievements during the training process. Nassazi (2013) supports this by explaining that, learning must be reinforced and that behavioral scientists have demonstrated that people learn best with immediate reinforcement of appropriate behavior. Banaji (2011) explains that positive reinforcement theory suggests that for trainees to acquire knowledge, change behavior, and modify skills, the trainer needs to identify what outcomes the learner finds most positive and negative, then link those outcomes to the training practices through continuous employee's feedback.

4.1.3 Goal Setting Theory

Locke (1968) developed and established goal-setting Theory. Goal setting Theory explains specific work situations employee behaviour. The theory proposes that the basic understanding of goal setting is to ensure that these work fulfillment. The theory argues that the goals are challenging specific and should be accepted by overcast for proper higher-level performance. It is the work of the organization to set goals which are motivating and easy to achieve for the current employees. Training is encouraged to ensure that the gaps are filled I'm to enhance work employee productivity. The theories applicable in this study for it ensures that employees discover their areas of improvement and ensure that productivity is enhanced in all areas within the organization. Duplication of the organization to ensure that employees are motivated in the workplace and that employees are not forced to work but wouldn't agree to do so through the achievement of the set of directives. According to Locke (2006) there five goal setting rules which guide the organization in accomplishing the task. These goals are commitments creativity challenge task complexity and feedback. It is the work of the organization to ensure that the goals are challenging for the employees, it is the work of the organization to ensure that the goals are clear to every employee in the County, do the work of the County director to ensure that employees are committed towards the achievement of set objectives, it is the work of the County directors to ensure that there is no task complexity and that feedback is done every end-of-year. Goal setting Theory is very important in this study for it sheds light and support performance management practices as basic variables such as goal setting strategies career planning competency-based evaluation and feedback.

4.2 Empirical Review

Studies on goal setting and employee productivity have been reviewed. For instance a study by Njeru (2015) which carried out the role of played by setting of goals on productivity of employees in Kenya. The study found that the goal set by organization should be effective and smart. The study found that the goals of the organization should reflect the context of the job and on-the-job characteristic. The study established that goal setting is very vital for any organization that tries to improve the likelihood of group of persons to improve their productivity. The study found a significant positive relationship between goal setting and employee productivity. The study did not present clearly the indicators of goal setting but basically described relationship between goal setting and productivity of the employees without necessarily indicating the indicators of the predictor variable. The current study was the gap by presenting

the indicators of goal setting and then presented the relationship between the variables and employee productivity.

Sahai and Srivastava (2012) assessed the interrelationship between goal setting and Performance assessment in talent management. Descriptive design was used and targeted workers from the manufacturing sector. The study found that the process of goal setting is more attractive and helps in achieving the objectives strategically by defining the expectation of the employees through performance assessment. The findings demonstrated that the goal setting helps in achieving the quantifiable objectives by giving a clear mind to the employees what they are expected to do. Study did not present the inferential statistics and therefore the interrelationship between goal setting and employee productivity was not clear. Therefore the current study filled the gap by presenting the inferential statistics that showed the relationship between goal setting and employee productivity. A study by Khan (2014) assessed goal setting on performances of teachers in Kenya. The study found that the improvement of teacher's efficiency and effectiveness is directly correlated to the goalsetting. Goals were found to be a major contributor to the teacher's performance in all the counties in Kenya. The inferential statistics presented that there was a positive correlation between the work performance and goal setting by the teachers. The study was supported by goal-setting Theory which argues that specific goals and difficult goals will only be achieved if they are set early in advance and planned for it to be achieved and clear goals are not easy to achieve. The study was done on teacher's performance in Kenya and the environment under which teacher operates different from those of the county employees. The findings on teacher's performance and goal setting may not be applicable in the county set up and therefore this study investigated the effect of goal setting on employee productivity in the county level.

Blackman (2013) studying the effect of talent management and career planning on employee performance. The study targeted the agricultural sector and descriptive research design was used. Data was collected from 263 employees. Correlation coefficients and regression coefficients were used to present the nature and strength of relationship respectively. The study found that career planning helps in providing useful insight on how organization should plan on career development, absorption of talent, retention of talent and talent development in an organization. The study found that the interrelationship between career planning and employee performance was positive and significant. They study failed to present the interrelationship between employee productivity and career planning but instead concentrating on presenting the interrelationship between career planning and talent management. Therefore the current study was to investigate correlation between career planning and employee productivity.

Kraimer (2013) access to the nation ship between career management practices and its effect on perceived career support. Career support was operationalized by the use of the belief of the employee, caring of the organization, career goals and needs. The study found that career management through informal methods conductivity which includes informal career discussions, job assignment participation, relationship with the senior management and mentoring were positively and significantly correlated to career support. The study used career management practices as assessment centres, career counselling, mentoring, workshops held by the senior employees program for retirement plans for succession informal education. These were the broadways of establishing career management. The current study reviewed and filled the gaps by establishing specific career planning techniques and the effect on productivity of employees.

Khuida and Siti (2014) carried out a study to establish the effect of career organizational administration on employee performance. Cross-sectional research design was used. 361 employees in agricultural sector were targeted. Primary data sources were used in the study. So the study indicated that there was a significant positive effect of career management on performance of employees. The study found that career management helps in giving the strength on the altitude of the employees. The descriptive part of the study did not present clearly the elements of career planning and therefore this study described and presented the indicators of career planning and their relationship with employee productivity. Kibet, Maina, Njagi and Njanja (2013) study of the effect of competence based evaluation organizational performance and motivation. Considered in the study competence-based evolution as independent variable and organizational performance as a dependent variable. The findings of the study indicated that the competence of the systems of any operations, programs and practices impact generally on the performance of the organization. The study found that the computer systems that helps in compensating workers in the work groups have been driving the organization to improve performance this helps in achieving the overall goals and objectives of the organization. The study also found that everyone is connected directly to individual employee performance in the organization. The study failed to connect the employee productivity with competence based evaluation where the current study focused on establishing the correlation between employee productivity and competency based evaluation.

Ranjan (2017) assessed the effect of employee evaluation and performance of employees working in Indian Oil Corporation in Patna area, India. The study was based on a case study of India Oil Corporation and the study targeted all the 361 employees working in the Indian Oil Corporation. Descriptive research design was used premiers were used to collect the primary data. The study found that competence based evaluation relationship with employee performance was positive and significant. The descriptive results predicted that majority of the employees did not appreciate the cash rewards given by the organization and argued that the bonuses within the organization was not genuinely distributed amongst the employees. The study focused on employee performance and the indicators of employee's performance were task achieved while the current study concentrated on employee productivity and the indicators of productivity with the time taken to complete a task and the service quality provided by the county workers. Chitimwango (2016) study the effect of competency-based reward system only the teacher's performance in Kenya. Descriptive and inferential statistics were presented. The source of primary data was 328 teachers. The study findings were that the reward system that were used to reward and to assess the competence of employees was linked to positive performance of the teachers and motivation behind the achievement of the set target. Efficiency and improvement increasing commitment and motivation of the employees were found to be the major key in ensuring that the employees meet goals. The study recommended that a proper reward system should be implemented in all circumstances in Kenya to encourage teachers to achieve the set target.

Kuymaz (2011) assessed effect of continuous improvement and feedback on employee motivation. The study findings indicated that performance feedback, continuous improvement helps in changing the behavior of the employees which in turn leads to employee motivation. The study also indicated that continuous improvement impact positively on employee motivation

through increasing capability and performance, ensuring the given relationship between the managers and employees is maintained ensuring that there is support of personal development in change management adjustments which leads to accomplishing the dimension passenger. This study presented a contextual gap for it concentrated on motivation while this study presented on employee productivity. The study by Marthuoret (2011) examine the contribution of continuous feedback on performance of employees in an organization. The study found that continuous feedback is extensively used to improve on organizational performance for the feedback enables organizations to correct the mistakes which were earlier done. The study found that oral and written feedback helps in addition to monitor and identify the areas of weakness that will help in transferring some of them to the new department ensuring that the communication is good within and amongst the departments. The study concentrated general organization performance while the current study concentrated on employee productivity. Mutua (2016) studying the effect of appraisal systems utilized by teachers service commission on the confidentiality of teachers in Kenya. The study established that continuous improvement ping continuous feedback enables employees/ teachers service commission to change their attitude towards productivity. Findings indicated that majority of the principals in secondary schools and primary schools do not give feedback in time to ensure that teachers are appraised on time. This generally affects the performance of schools in general. The study recommended that feedback should be given in time to ensure that teachers are placed in time to avoid repeat of errors. The study targeted teachers whose orientation is different from the employees working in the county government.

Odhiambo (2015) study the effect of performance management practices a case of Schindler Ltd on employee productivity. The study found that performance management practice is essential in ensuring that targets are met in every organization. The results of this study also presented that management will only be successful if every manager in organization participate in its improvement and participates in its implementation. Performance management practices between workers and managers only be effective when we strengthen employee productivity and accountability. The recommended the supervisors and managers within an organization should make their goals are being developed recognized and that professional talks would be encouraged within the working environment. Murphy and Cleveland (2015) studied how a performance management practice is used in organization. They compared 'between individual' and 'within-individual' performances. The 'between individual' performances was able to provide information to make decisions regarding promotion, retention and salary issues. The 'within individual' performances was useful in identifying the training and development needs which includes performance feedback, identifying the strengths and weaknesses of employees as well as determining transfers. Other findings in this study was that of ' system maintenance' which was used to identify the organizational goals and objectives, to analyze the organizational training needs and to improve the personnel planning system of the organization. Finally, documentation purposes are to meet the legal requirements by documenting personnel decisions and conducting validation research on the performance appraisal tools. The inferential analysis were not presented by Murphy and Cleveland study which the current study intended to fill.

Bowles and Coates (2013) conducted a postal survey of 250 West Midland companies in June 2012, where the organizations were asked questions pertaining to the use of performance management practices in the organization. These questions included the perceived function of performance appraisal in the management of work, its strengths and weaknesses, the role of commitment in the management of work. Through their survey they found out that performance

appraisal was beneficial in the following ways: performance appraisal was beneficial in developing the communication between employer and employee, it was useful in defining performance expectations and identification of training needs. The gap identified was that the study was purely descriptive while the current study described and explore relationship between variables.

5. Conceptual Framework

The independent variables were goal setting, career planning, continuous feedback and competence based evaluation. The dependent variable was employee productivity and its indicators were quality service, timely delivery and employee target. Goal setting indicators were; timely goals, specific goals and measurable goals. Career planning indicators were; career discussions, participation in job assignments and mentorship. Competence based evaluation indicators were; Work experience, skills attained and communication skills. Continuous feedback was measured by data collected based, timely feedback and executive involvement.

Independent Variables

Dependent Variable

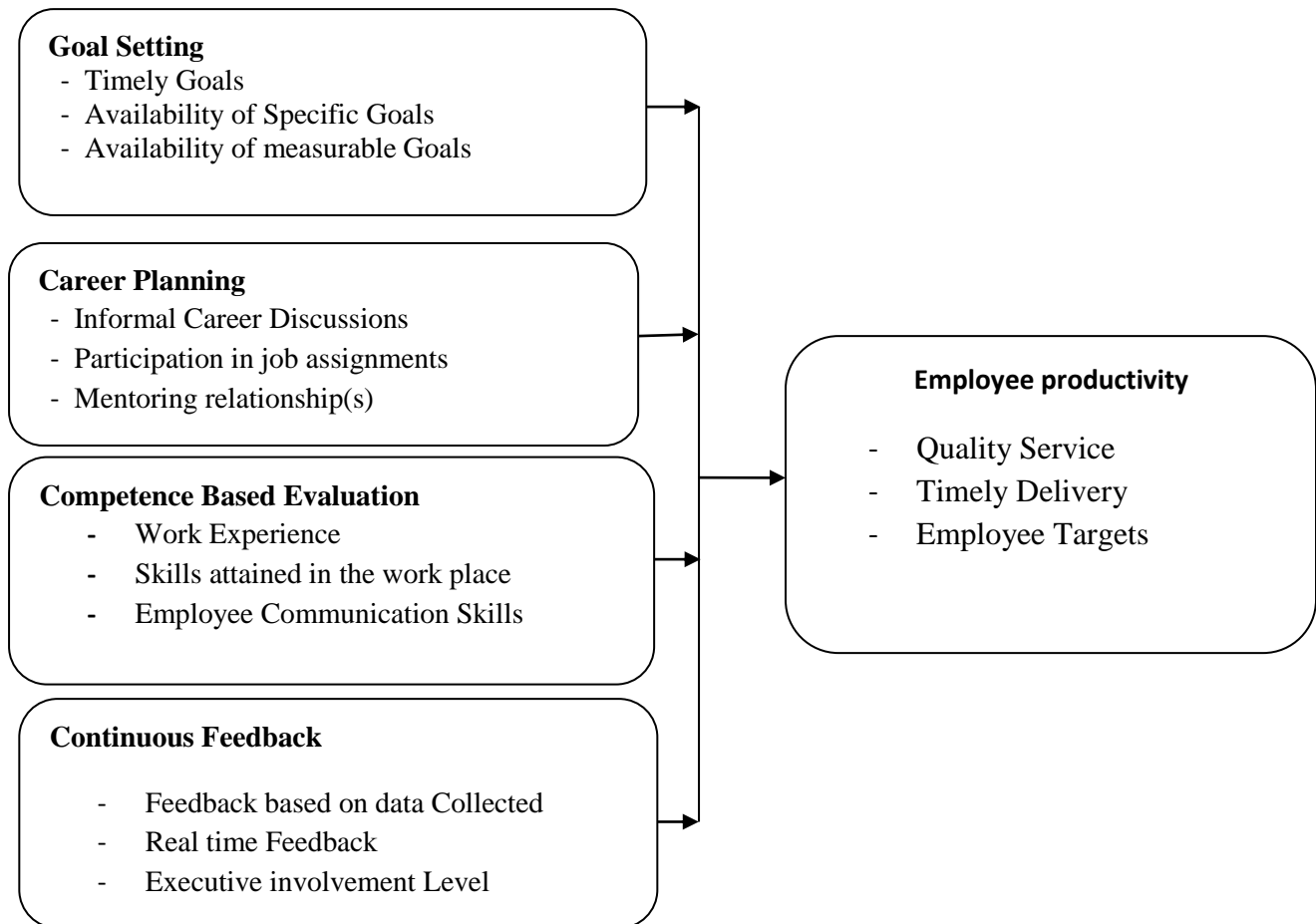


Figure 1: Conceptual Framework

Source: Researcher (2020)

6. Research Methodology

Descriptive research design was used. Descriptive research is a research design which aims to generate scientific evidence on the studied field presenting the current status of a phenomena (Kothari, 2004). Garissa county government was the targeted population. Respondents drawn from a total population of 2611 employees were working in Garissa County government. The employees were the key informant in the study since the study problem rotates around them. Stratified random sampling was used in the study. The stratified random sampling ensured that every strata is well represented in the study and that the respondents have equal chances of been included in the study (Kothari, 2004). Simple random sampling was used to pick the respondents from the 10 strata. The total population targeted was 2611 workers in Garissa County government and sampled 347 respondents using a strattrek (2015) formula. A questionnaire was a primary instrument of research set. Primary sources of data was used in this study. The reason for the choice of the tool was because the data targeted is a qualitative data (Mugenda & Mugenda, 2003). The researcher used questionnaires both closed and opened. Open questionnaire enabled respondents to present data related to the study variable extensively. Closed ended questionnaire enabled respondents to respond to statements presented to them in a tabular format. The pilot study was done in the neighboring Wajir County. The county has a similar characteristics to the one targeted in the current study in terms of geographical governance system and administration structure. 10 employees working in Wajir County were targeted pilot study. This helped in ensuring that we corrected any mistakes that were noticed. It also helped us to ensure that the respondents understood the questions being asked. Piloting is normally done to ensure that there is consistency and avoid unnecessary questions to the respondents. The researcher dropped and picked later the research instruments. These entailed dropping the questionnaires to the County employees and picking the questionnaire after they have been filled by the respondents. The respondents were given 7 days to fill the questionnaire after which the researcher collected them for data analysis.

7. Data Analysis Results

Inferential statistics under this section presents the strength and nature of relationships amongst goal setting, career planning, competence-based evaluation, continuous feedback and employee productivity. These relationships was presented in the correlation analysis, summary report, analysis of variance and regression co-efficient.

7.1 Correlation Analysis

Correlation analysis presented the nature of relationship amongst variables. The researcher used Karl Pearson Correlation to measure the relationship amongst variables. The results were presented in table 1. The results in table 1 presents that the correlation between goal setting and employee productivity was strong, positive and significant (Pearson = 0.635, $P < 0.05$). The relationship between career planning and employee productivity was strong positive and significant (Pearson = 0.755, $P < 0.05$). The correlation between competence based evaluation and employee productivity was strong and positive (Pearson = 0.825, $P < 0.05$). The relationship between continuous feedback and employee productivity was positive, strong and significant (Pearson=0.628, sig<0.05). The results in the Karl Pearson correlation table 4.10 presents that the correlation amongst goal setting, career planning, competence-based evaluation and continuous feedback was weak and insignificant since the Pearson values are less than 0.5 and significant values are more than 0.05 at 95% confidence interval.

Table 1 Correlation Analysis

		Employee Productivity	Goal setting	Career Planning	Competence-based evaluation	Continuous Feedback
Employee Productivity	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	286				
Goal setting	Pearson Correlation	.635	1			
	Sig. (2-tailed)	.043				
	N	286	286			
Career Planning	Pearson Correlation	.755	-.134	1		
	Sig. (2-tailed)	.034	.250			
	N	286	286	286		
Competence-based evaluation	Pearson Correlation	.825	.020	.000	1	
	Sig.(2-tailed)	.002	.863	1.000		
	N	286	286	286	286	
Continuous Feedback	Pearson Correlation	.628	.084	-.162	-.036	1
	Sig. (2-tailed)	.022	.468	.161	.759	
	N	286	286	286	286	286

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Researcher (2020)

7.2 Regression Analysis

Analysis of regression showed the connection between dependent and independent variable. The dependent variable was employee productivity, the independent variable were goal setting, career planning, competence-based evaluation and continuous feedback. The summary model was used to display the coefficient of correlation and the determination coefficient. The correlation coefficient measures the intensity and complexity of the relationship between variables while the determination coefficient measures the degree to which the independent variable has calculated the differences in the dependent variable. Table 4.11 showed the results.

Table 2:Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.706	.598	.852

a. Predictors: (Constant), goal setting, career planning, competence-based evaluation, continuous feedback.

Source: Researcher (2020)

The correlation co-efficient value of 0.840 (R) presents that the variables were strongly correlated. The adjusted R² which presents the coefficient of determination had a value of .598 indicating that 59.8% changes in employee productivity was determined by goal setting, career planning, competence-based evaluation and continuous feedback. It is evidenced in the table 4.11 that 40.2% changes in employee productivity was determined goal setting, career planning, competence-based evaluation and continuous feedback.

Variance analysis shows the significance of the overall model. The findings were outlined below in table 3.

Table 3 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.083	4	1.021	1.407	.002 ^b
	Residual	203.875	281	.726		
	Total	207.958	285			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), goal setting, career planning, competence-based evaluation and continuous feedback

Source: Researcher (2020)

Results on variance analysis in table 3 suggest that the overall model was relevant (P<.05, sig=0.002), F critical (1.407). The findings indicates that at least one independent variable goal setting, career planning, competence-based evaluation or continuous feedback can be used to explain the changes in employee productivity at 95% confidence interval. The regression coefficient results presents the directional change in the employee productivity as a results of changes in one on the independent variables; goal setting, career planning, competence-based evaluation and continuous feedback. Table 4.13 presents the results.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				Beta
1	(Constant)	4.229	.318		13.287	.000
	Goal Setting	.636	1.102	1.136	2.304	.001
	Career Planning	.755	1.168	1.001	1.015	.000
	Competence-based Evaluation	.825	1.044	1.000	1.006	.022
	Continuous Feedback	.628	1.148	0.137	1.629	.000

a. Dependent Variable: Employee Productivity

Source: Researcher (2020)

The study used the model $Y = 4.229 + 0.636X_1 + 0.755X_2 + 0.825X_3 + 0.628X_4 + \varepsilon$. The model constant value of 4.229 indicates that holding other factors constant the value of employee productivity would be 4.229 units. The findings in table 4.13 indicated that a positive unit change in goal setting resulted to a positive unit changes employee productivity ($\beta_1=0.636$, $\text{sig}=0.001$). One unit changes in goal setting resulted to 0.636 unit changes in employee productivity. The results indicated that the relationship between goal setting and employee productivity was positive and significant. The study supported Njeru (2015) on the role of goal setting on employee productivity in Kenya. The study found a significant positive relationship between goal setting and employee productivity. The findings indicated that a positive unit change in career planning resulted to a positive unit changes employee productivity ($\beta_2=0.755$, $\text{sig}=0.000$). One unit changes in career planning resulted to 0.755 units changes in employee productivity. The results indicated that the relationship between career planning and employee productivity was positive and significant. The study supports Blackman (2013) findings on the effect of career planning on employee performance. The study targeted the agricultural sector and found that found that the relationship between career planning and employee performance was positive and significant.

The findings indicated that a positive unit change in competence-based evaluation resulted to a positive unit changes employee productivity ($\beta_3=0.825$, $\text{sig}=0.022$). One unit changes in competence-based evaluation resulted to 0.825 units changes in employee productivity. The results indicated that the relationship between competence-based evaluation and employee productivity was positive and significant. The study supports Ranjan (2017) findings on the assessment employee evaluation on employee's productivity working in Indian Oil Corporation in Patna area, India. The study found that competence based evaluation relationship with employee productivity was positive and significant. The findings indicated that a positive unit change in continuous feedback resulted to a positive units changes employee productivity ($\beta_4=0.628$, $\text{sig}=0.000$). One unit changes in continuous feedback resulted to 0.628 unit changes in employee productivity. The results indicated that the relationship between continuous feedback and employee productivity was positive and significant. The study by Marthouret (2011) supported the findings on continuous feedback on employee's productivity found that continuous feedback significantly affects employee productivity.

8. Conclusions

The study concluded that a positive unit change in goal setting resulted to a positive unit changes employee productivity. The study concluded goals in the organizations are motivators and enables employees to improve on service provision. The study concluded that change in goal setting significant affects employee productivity in the County government. The study concluded that a positive unit change in career planning results to a positive unit changes in employee productivity. The study concluded that career orientation are vital in ensuring that employees grow their talent in an attempt in supporting organizational overall goals. The study concluded that the relationship between career planning and employee productivity is positive and significant. The study concluded that a positive unit change in competence-based evaluation resulted to a positive unit changes employee productivity. The study concluded that competence of employees is vital in explaining the productivity of employees in the county. The study concluded that the relationship between competence-based evaluation and employee productivity was significant and positive. The study concluded that a positive unit change in continuous

feedback resulted to a positive units change employee productivity. The continuous feedback in the county is significant in ensuring that every department contributes towards the common objectives. Continuous feedback and employee productivity relationship was positive and significant.

9. Recommendations

The study suggested that the county government should focus on developing goals which are realistic and achievable and that the employees should be equipped with necessary skills. The study recommended that competence based evaluation should be improved by the county managers through training, workshops and seminars. The study recommends that employees working in the county should ensure that they enhance their career planning by ensuring that they work in departments that relate to their qualifications and skills. The County government should ensure that the employees are posted in departments based on their qualifications and capabilities. The study recommended that the directors of communication and other relevant directors in the Garissa government should ensure that there is continuous feedback on matters related to employee competence and areas that need improvement in the county.

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