AN ASSESSMENT OF THE IMPACT OF PERFORMANCE MANAGEMENT PRACTISES ON EMPLOYEE PRODUCTIVITY. A CASE STUDY OF MINISTRY OF PUBLIC WORKS AND NATIONAL HOUSING.

By

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE IN PURCHASING AND SUPPLY CHAIN MANAGEMENT OF BINDURA UNIVERSITY OF SCIENCE EDUCATION. FACULTY OF COMMERCE
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Declaration of Authorship

I declare that this research project is my original work and has not been copied or extracted from previous sources without giving due acknowledgements to the source.

.................................................. ......................................................
Signature Date
Dedication

I dedicate this project especially to my parents (Mr. & Mrs. Nyatsanga) who has seen me through these years and to family and friends. Your support and love is greatly appreciated.
ACKNOWLEDGEMENTS

All Glory be to God Almighty, for if it was not by his power or mighty who has brought me this far. My heartfelt gratitude goes to my university supervisor who was patient with me in the process of learning. Thank you very much for your tremendous support during compilation of this research. I would also like to extend my gratitude to my departmental manager during my attachment Mr. B. Mhuri at the Ministry of Public Works for his support and encouragements during collection of information which was required for the project. Last but not least, I wish to thank my parents and brothers for their financial support and love that saw me through the difficulties I sometimes faced. May the good Lord continue to bless you according to his riches in heaven.
ABSTRACT

The purpose of the study was to assess the impact of performance management on employee productivity on the Ministry of Public Works. The research was guided by three objectives: to assess the impact of performance appraisal on employee productivity, to determine the effectiveness of the reward system on employee productivity and to examine the effects of performance feedback on employee productivity. The researcher used a descriptive case study and a sample of 108 which is employees (30%) of the target population was selected from 360 employees using simple random sampling technique. Ouota sampling was used in order to classify the population into two strata’s. Questionnaires and face to face interviews were used as research instruments to collect data. More so, tables, graphs and figures were used for data presentation and SPSS was also used for data analysis. In regards to performance appraisal the findings suggested that appraisal led to enhanced productivity of the employee performance. In regards to the influence of the reward system the findings suggested that when good performance is acknowledged and rewarded the chances of it being repeated are high and employees can be rewarded in order for them to meet set targets. Lastly in relation to the influence of performance feedback the results showed that feedback is necessary for any organisation to meet set goals and targets. Feedbacks enables employees to be made aware of what exactly is expected from them. The study recommended organisations must optimize that performance management practices because it give employees an opportunity to express their ideas and expectations for meeting the strategic goals of an organization.
# Table of Contents

Release Form ......................................................................................................................... i
Approval Form ......................................................................................................................... ii
Declaration of Authorship ......................................................................................................... iii
Dedication ................................................................................................................................. iv

ACKNOWLEDGEMENTS ........................................................................................................ v

ABSTRACT ................................................................................................................................ vi

CHAPTER ONE ........................................................................................................................ 1

1.0 INTRODUCTION ............................................................................................................... 1

1.1 BACKGROUND OF THE STUDY .................................................................................... 1

1.2 Problem Statement ............................................................................................................ 3

1.3 Objectives ......................................................................................................................... 3

1.4 Research Questions ......................................................................................................... 3

1.5 Significance of the study ................................................................................................. 4

To the Government ................................................................................................................ 4

To the Public ........................................................................................................................... 4

To The Ministry of Public Works ............................................................................................ 4

To Bindura University of Science Education .......................................................................... 4

To the Researcher .................................................................................................................... 4

1.6 Assumptions ..................................................................................................................... 5

1.7 Delimitations ................................................................................................................... 5

1.8 Limitations ....................................................................................................................... 5

1.9 Definition of terms ......................................................................................................... 5

1.9.2 Employee productivity ............................................................................................... 5

1.9.3 Feedback ..................................................................................................................... 6

1.9.4 Performance Appraisal ............................................................................................... 6
CHAPTER FIVE ..................................................................................................................... 36
Summary, Conclusion and Recommendations ................................................................. 36
5.1 Introduction .................................................................................................................. 36
5.2 Summary ..................................................................................................................... 36
5.3 Conclusions ............................................................................................................... 37
5.4 Recommendations ................................................................................................. 38
5.4 Suggestions for Further Studies .............................................................................. 39
REFERENCES ................................................................................................................... 40
APPENDIX 1: REQUEST TO CARRY OUT RESEARCH ................................................. 45
APPENDIX 2. QUESTIONNAIRE COVER LETTER ..................................................... 46
APPENDIX 3 QUESTIONNAIRE FOR RESPONDENTS ................................................. 47
APPENDIX 4: Interview Schedule ................................................................................ 55
TABLE OF FIGURES

Table 1: Response rate .............................................................................................................23
Table 2: Education Qualifications of Respondents .................................................................26
Table 3: Performance Appraisals and Employee Productivity .............................................27
Table 4: Reward System and Employee Productivity .........................................................29
Table 5: performance feedbacks on employee productivity ..............................................31
CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

Performance management is a strategic tool and it refers to the management of performance of the manpower working in an organization. Performance management is a much broader and a complicated function of human resources, as it encompasses activities such as joint goal setting, continuous progress review, frequent communication, feedback and coaching for improved performance, implementation of employee development programs and rewarding achievements. It comprises of all activities that guarantees that the organizational objectives are constantly being attained in an efficient and effective manner.

Its main focus is on organizational performance, employees, departments and to some extent, the process that are usually employed to build a service or product as well as other key areas in an organization that would lead to employee productivity (Homayounizadpanah & Baqerrkord, 2012). It can be defined as an integrated and strategic approach towards enhancing the employee and organizational productivity by bettering the performance of the employees through developing the individuals and teams capabilities (Baron & Armstrong, 2007). Performance appraisal is a systematic evaluation of an employee on his present job and also in relation to future jobs that he may be required to take up (Hartzell, 2006). The success of an organization depends largely on a good performance management practices.

1.1 BACKGROUND OF THE STUDY

The researcher conducts this study in order to identify impact of performance management practices on organizational performance and employee productivity in organizations. The research is mainly aimed at assessing whether the implementation of performance management has either positive or negative impacts on employee productivity. This is so because most organizations do not conduct these exercises more frequently, effectively and efficiently. Hence the study has been conducted in order to help the organizations and even other scholars that this system must be conducted frequently and regularly.

There is an increasing body of work that argues that the use of performance management practices that take into account comprehensive employee recruitment and selection procedures, employee involvement and training, can improve the knowledge, skills and
abilities of an organizations employees while at the same time increase their motivation, reduce malingering and enhance the retention of quality employees as well as their productivity.

Productivity is a measure of a person, machine, factory system such as in converting inputs into useful products (Marsor, 2011). Productive growth is viewed as a key economic indicator of innovation (Jorgenson et al., 2014). The successful introduction of new products, new or altered processes, organizational structure, systems and business models generates growth of output per unit of input. Income growth can also take place without innovation through replication of established technologies.

Employee productivity is an assessment of the efficiency of a worker or a group of workers. Their productivity is measured or evaluated in terms of the output they produce at a specific period of time. In most cases employee productivity is assessed relative to an average for employees doing the similar work. The success of any organization mainly depends on the productivity of its workforce and employee productivity is one of the important considerations for businesses. Therefore managers of different entities are supposed to be responsible in motivating their workers in the achievement of organizational goals. This means what can be done to encourage the employees to give their best through various reward systems in whatever work they do in the organization (Armstrong, 2001). Therefore performance management needs to be tested in any particular setting taking into account how individuals in any organization are motivated and the extent to which they are most effective for any particular organization. The study aims to determine the effect of performance management practices on employee productivity focusing on the Ministry of Public Works and National housing.

The Ministry Public Works and National Housing is a government institution. The ministry was created in the 90s. The department of Public Works it was formed out of the realisation that government buildings were being given inadequate attention which lead to serious deterioration of government assets. Hence it adopted a culture of maintenance to preserve and prolong the existence of the buildings and infrastructure. It is also the department’s mandate to provide leadership in the construction industry in order to ensure an appropriate and well-built environment for the nation. Just like most organisations they take part in performance management exercises but they are not conducted in a more effective and efficient manner
therefore the study will show the impact of conducting the practice more efficiently and effectively.

1.2 Problem Statement

Performance management practices do have the same benefits to different companies that conduct performance reviews every year (Singh et al. 2010). After looking at a number of studies, this study aims to assess whether the continuous implementation of performance management exercises in a more efficient and effective manner helps improve the productivity of employees. The main reason behind conducting this research is because there is relatively little research that support the view that performance management activities have an impact let alone a positive impact on organisations with in the Zimbabwean economy hence the purpose of the study is to shed more light on the impact of implementing performance management practices.

1.3 Objectives

The study was guided by the following research objectives:

- To assess the impact of performance appraisals on employee productivity in the Ministry of Public Works.
- To determine the effectiveness of reward systems on employee productivity in Ministry of Public Works.
- To examine the effect of performance feedback on employee productivity in Ministry of Public Works.

1.4 Research Questions

- What impact does performance appraisals have on employee productivity in the Ministry of Public Works?
- How effective is the reward systems on employee productivity in Ministry of Public Works.
- What are the effect of performance feedback on employee productivity in Ministry of Public Works?
1.5 Significance of the study

To the Government

Policy and stakeholders in the human resources management function such as government and employer organizations can use the finding of this research to formulate policies and procedures and devise best in class methods of increasing employee productivity from the findings of this case study. The finding may also be used in formulating performance management systems. The study will provide the human resources departments with an assessment of the performance management tools and provide a basis of improvement and also provide constructive feedback on how best to attain organisational goals and objectives.

To the Public

The study will add to the knowledge on performance management and particularly as regards to the case in Zimbabwe. The information on the subject of performance management and productivity is scanty and many sources do not offer current information therefore this research will assist in providing current information.

To The Ministry of Public Works

The research findings will provide crucial information to human resources managers and line managers of the Ministry concerning the best ways of increasing employee productivity within the organisation.

To Bindura University of Science Education

The research project will add value to Bindura University library where other students can use it as reference and guidance in carrying out the similar projects.

To the Researcher

This study will also help the researcher to increase her knowledge on performance management practices and improve her management skills. Also it is a major requirement to the completion and attainment of the researchers in Honours Degree in Bachelors in Commerce in Purchasing and Supply.
1.6 Assumptions

- The human resources and administration department at Ministry of Public Works will provide adequate information to the research.
- The research methods used will be ethical.
- Some information will be regarded as confidential and the researcher will not be in a position to access the information for it was viewed as compromising.
- The research environment will remain constant.
- The information given by the respondent will be deemed to be true.

1.7 Delimitations

The research study will be mainly concentrated on Ministry of Local Government, Public Works and National Housing. The research project is being done from July 2018 to March 2019 and it is focused on human resources, administrative departments and management.

1.8 Limitations

- Financial resource was a major limitation to the research hence the researcher had to use emails and phone calls to counter the problem.
- Time constraint was the most frustrating as some of the respondents did not fill the questionnaire due to lack of time.
- Employees gave safeguarded answers to some crucial questions.
- Retrieval of answered questionnaires was a real challenge.
- Some of the information in government is confidential therefore they were some restrictive and limited information access.
- The researcher had to seek for permission to gain access from management.

1.9 Definition of terms

1.9.1 Employee performance: Employee performance refers to their output at a minimal cost from the use of their technical skills, raw materials in carrying out work responsibilities. In this case, employee performance is directly linked with appraisal, reward and feedback (Mwanje, 2010).

1.9.2 Employee productivity: Productivity can be defined as “quality or volume of the major product or services that an organisation provides” (Moorhead & Griffin, 2012).
1.9.3 Feedback: This refers to the information reflecting past performance and results and given by the manager to the employee (Solomon & Podgursky, 2010).

1.9.4 Performance Appraisal: Performance appraisal is where a superior evaluates and judges the work performance of subordinates (Harter et al., 2012).

1.9.5 Performance Management: Performance management practice is a systematic way of communicating to employees on what they are expected to do and what the performance and productivity parameters (Marsor, 2011)

1.9.6 Performance Management Practice: Performance management practice as a systematic way of communicating to employees on what they are expected to do and what the performance and productivity parameters are (Marsor, 2011)

Summary

This chapter provides the problem statement, general objectives and specific objectives, importance of the study and ends with the definition of terms. The next chapter will mainly focus on literature review both theoretical and empirical in regards to the raised objectives.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the effect of performance management practices on employee productivity. Literature review provides a foundation of knowledge of the topic and tries to identify inconsistencies, gaps in researches, conflicts in previous studies as well as open questions left from other researches. It is therefore divided into two parts namely theoretical framework and empirical evidence. The theoretical review shows theories that relate to performance management and shows how the theories work with the performance management and shows the limitations of the theories as well. The empirical evidence is a section that shows studies conducted by other researchers that relate to the study and a gap analysis on each and every study.

2.2 Theoretical Review.

2.2.1 The Expectancy motivational Theory

The theory was proposed by Victor Vroom (1964). The theory provides a process of cognitive variables that reflects individual differences in work motivation. In his theory he studied that it depends on three factors which are expectancy, instrumentality and valence. Vroom distinguishes between the effort people put in their performance and their final result. The theory primarily is to motivate within the work environment. In this theory Vroom suggest that if any of the three elements equals to a zero then the total motivation also becomes a zero. An example given by Goel and Chetty (2018) was if an employee receives rewards of no value even if they expected their effort to result in desired performance and rewards then their motivation equals to a zero. The reason being that motivation is equal to expectancy by instrumentality by valence.

According to Vroom (1964) the theory has four assumptions which are (1) People join organisations with expectations about their needs, motivations and past experiences, (2) an individual’s behaviour is a result of conscious choices, (3) people want different things from the organisation for instance, good salaries, job security, advancement and challenge, and (4) people will choose among alternatives so as to optimize outcomes for their personal needs.
Performance is the result of a cognizant choice from alternatives. Employees have an inclination for getting the most imaginable joy from their work with little effort. Individual factors play a large role in the goals that have to be achieved and the behavior of employees. An example given by (Mulder, 2013), think of an employee’s personality, his knowledge and skills, and the expectations he has of his own abilities. Together, these form a motivating force that makes the employee act in a certain way. The individual effort, performance and motivation are always interconnected. To properly motivate employees, Vroom argues that it’s essential that there is a positive correlation between effort and performance.

According to Goel and Chetty (2018) it is the comprehensive and realistic as compared to the other motivational theories. Expectancy is the belief of performing a job satisfactorily, instrumentality involves rewards for performance and valence focuses on the value of the positive reward. Parijat and Bagga (2014)

According to (Goel and Chetty, 2018) the measurement and management of performance should be motivating enough so that employees perform well and this is where the expectancy theory becomes applicable to performance management systems. The theory’s main purpose is to motivate employees to perform better. Hence making it important for the employees to know the assessment process in order to evaluate their capability in performing a task (Lunenburg, 2011). Performance appraisal is one of the most important elements that focuses on the evaluation of employees and their further development over a given period of time (Ghanbarpour and Najmolhoda, 2013).

The theory is primarily used in all aspects of employment relationships. Its main focus will be on monitoring employee performance (Eisenberger et. al.1990). It is used in analysing the outcome of organisation training and assessment of employee performance as per organisational goals (Hilman & Dalziel, 2003; Noe 1896; Rynes et al. 1980). The theory works towards analysing certain behaviour that is shown based on their individual expectancy calculations (Bhattacharya 2016).

When applied to the performance management system the theory works together with the methods of appraisal and their correct use in organisation and act as an effective tools for the betterment (Pulakos, 2004). According to (Goel and Chetty, 2018) employees tend to be motivated if acknowledged to achieve related recognition.
According to Bhattacharya 2016, the theory has criticism for being too idealistic because of the attributes used for the measurement which are motivation, employee effort and value of rewards which are difficult to measure. Therefore in most cases the management incorporates other performance measurement theories to compliment it in measuring and monitoring individual performances (Parijat & Bagga, 2014).

The theory also creates a hypothetical assumption that individuals are too rational and logical in calculating the variables while in reality the theory fails to provide specific solutions to specific motivational theories (Bhattacharya 2016), making it not only difficult to test the variables but also difficulty in implementing them in many situations (Parijat & Bagga, 2014). Also the application of the multiplier effects, of more than one motivator on employee performance cannot be accurately calculated (Shermerhorn et al. 2002).

However Robbins and Judge (2013) in Bhattacharya (2016) argues that the expectancy theory is more suitable than other theories like the goal-setting theory in organisations which have proper infrastructure. In this instance they viewed infrastructure as the proper mechanism to measure the efforts, outcomes and reward. However, the theory may not be applicable and effective in organisations that lack such infrastructure.

### 2.3 Goal-Setting Theory

The theory was presented by Edwin Locke (1968), the researcher Locke found that individuals who set specific, difficult goals performance better than those who set general and easy goals. The theory suggests that if an employee is given specific, difficult and flawless goals they will be more motivated and willing to work rather than when given general easy and vague goals. Lunenburg, (2011) in Chetty, (2019); states that the goals must be realistic and challenging. The reason being it is believed that the challenging the goal is, the bigger the reward will be. A research was conducted by Erez et al. (1985), that supports the goal-setting theory and it shows that one’s involvement in setting own goals, results in higher rate of acceptance due to their individual sense of control over the goal setting process.

In addition, appropriate feedback also contributes to excellent task performance. Appropriate feedback also motivates the employee, influences their behaviour and also stimulates their performance rather than when it is absent. According to (Chetty, 2019) feedback means gaining reputation, making clarifications and regulating difficult goals. All this makes the
employee to feel much more involved because their own view is being heard hence the presents of a good result and there is an increase or improved job satisfaction.

Locke (1968) recommended five basic principles of the theory namely clarity, challenge, communication, feedback and task complexity. (Chetty, 2019). Clarity in the sense that they must be understandable, measurable, and achievable, and they must have a time element such that an employee knows when the task is supposed to be completed hence assists in the effective achievement of goals by the organisations. Challenge, the goals must not be easy, they must have a level of difficulty that makes the employee wants to strive towards achieving it. It is an innovative tool, where the employee develops new ideas, and it also helps them reach their full potential that they may not even know they had. Commitment, it is when one is putting all the effort in order to meet a set goal. Klein et al. (2001) developed a five-item scale that assess goal commitment of an individual. Task complexity when a task is difficult to complete, strategies must be implemented that gives best results in the end.

According to a study by Locke et al. (2002) in Chetty, (2019), they found out that providing direction and standards against which progress can be monitored, challenging goals can be achieved. According to Chetty, (2019) it is well documented in the scholarly literature by Latham & Locke (2006) that specific goals can boost motivation and performance by leading employees to focus their attention on specific objectives. When the goal-setting theory is incorporated into the performance management system this has a positive impact on the productivity of the employees. Since the goals that are set a specific, clear, measurable, challenging and have a time element giving rise to the monitoring process that is accomplished by the performance management system that brings into place appropriate feedback process and also involves reward system. According to Chetty, (2019) the system will give guidance to the employees for them to refine their performances and increases their efforts to achieve the goals. The theory together with the system have a positive impact on the employee performance or productivity therefore their outcome may be an input to setting of the next level goals. (Chetty, 2019)

The goal-setting theory is usually not applicable in large organisations, for instance in organisations such as The Ministry of Local Government, National Housing and Public Works. The reason being, employee participation in goal setting is not feasible. (Chetty, 2019). They usually have more complex long-term goals owing to their resource base. (Chetty, 2019). The use of the goal-setting theory may be a problem because it results in
internal risk (Shaiza and Giri, 2016), where the employees compete against each other. This may even make them to lose the sense of achieving the companies’ goals rather they will be concentrating on their own personal goals achievement. Favouritism may be experienced from the leaders to other individuals who perform better than others (Mobley 1999; Julnes et al. 2007).

2.4 Justice Theory

The theory is also known as the organisational justice and is concerned with the fairness at work (Bryne & Cropanzano, 2001). The theory was developed by John Rawls (1971) and was based on the ideas of other scholars like John Locke (1632-1704) and Jean-Jacques Rousseau (1712-1778) who advocated the social contract theory. Rawls introduced a universal system of fairness and set of procedures for achieving it. It is the extent of assessing the perceptions of employees with reference to the performance management system. The performance is also influenced by their attitudes and behaviours. (Singh & Giri, 2016) states that studies show that there is a positive correlation between justice theory and job satisfaction. The more improved employee perception of the organisation the higher the satisfaction level of the employee (Ali, 2010). It is also positively correlated to motivation, implying that where justice is observed a general positive attitude emerges by itself (Celik & Sariturk, 2012).

They are three categories of the justice theory namely distributive, procedural and interactional justice (Greenberg, 1990). Distributive justice the fairness of the outcomes of a particular decision is the main consideration (Warokka, 2012). Procedural justice concerns fairness of the processed that lead to the outcome (Warokka, 2012). It is based on dispute resolution models (Thibaut & Walker, 1975). In terms of distributive justice norms, individualistic societies endorse equity norms in reward allocation and collectivist societies endorsed equality norms in reward allocations (Ahmad, 2004; Gomez-Mejia & Wellborne, 1991; Parkes et al., 2001).

This dimension of justice is concerned with the process used by organizations to allocate rewards and may consist of adequate notice about performance expectations, clear communications of these standards, involvement of supervisors and subordinates in the setting of the performance standards, period review of task accomplishment, accurate performance feedback, an opportunity to resolve grievances with the supervisors (Ramamoorthy et al., 2012).
An effective performance management system requires an effective performance appraisal system that measures individual performance accurately and rewards employees based on their performance (Ahmad, 2004; Fletcher, 2001). Therefore the performance appraisal must have an effective reward system which in turn results an effective performance management system. Taylor et al, (1995) made a study to test the metaphor of performance appraisal when incorporated with the justice principles and discovered that the principles resulted in more positive attitudes like fairness, determined to remain with the organisation, accuracy of performance appraisal and positive attitudes about the ratters. Holbrook (1999) also reported when the justice principles are implemented into the performance appraisal system a positive employee attitude for instance, satisfaction among employees is noticed. The organisations effectiveness is directly linked with the working of its employees. In today’s competitive workplaces, it is important for employers to provide employees with organizational justice in order to acquire the positive outcomes of well-performing employees (Choudhary et al., 2013).

According to Singh and Giri, (2016) the theory is viewed as time-consuming and provocative, especially when it comes to increment of pay structure of the employees which leads to dissatisfaction among them. This is because supervisors tend to become partial and pass their own decisions which can make the employers to depart from their goals. There is a chance that the theory involves emotions on the part of employer in assessing the performance level of employees (Gupta & Upadhyay, 2012). The errors made by the employer may result in their decisions being biased therefore the negative aspects may not be able to balance the positive aspects. Also the implementation of the justice theory into performance management in a large organisation means the documentation, feedback processes to collect performance related information various business transactions, then they can make well-informed decisions and retain the talents in their organization (Huong et al., 2016).

2.5 Empirical study

This section shows other studies conducted by other researchers that are similar to the current study and it also shows where they are different known as the gap analysis.
2.6 The impact of performance appraisals on employee productivity.

A study was conducted by Solomon Zayum (2017) to measure the performance appraisals and employee productivity in Plateu State Internal Revenue Service in Nigeria and his study was guided by two objectives and two null hypothesis of no significant relationship. The study adopted a survey research design. The population of the study was 1580 employees of the Plateu State Internal Revenue Service and its sample size was 319 and it was determined by the Taro Yamane Formula. The sample size was allocated by the population using Bourley’s Proportion formula. The instrument of data collected was a structured questionnaire. The instrument was subject to face content validity. Cronbach alpha method was used to establish the internal consistency of the questionnaire frequency, percentages and tables. Logit regression model was used to assess the nature and degree of relationship between dependent variable and independent variables. Logit likelihood ratio Chi-square and Log likelihood estimates were used to test model fit of the two hypothesis for the study, the z-statistical test was also used to test the independent variables influence on the dependent variable. The study revealed that management by objectives and 360 degree feedback appraisal techniques enhanced employee productivity in the organisation. It recommended that, the organisation should enforce management by objectives in order to enable staff participation in organizational goal settings and understand areas of responsibility so as to further improve productivity. The 360 degree feedback appraisal techniques should also be encouraged to serve as per-requisite for supervisors and employees to discuss organizational weakness, productivity standards and areas of improvement. This study is different from the current study because it was conducted in Nigeria and the current study was conducted in Zimbabwe. The current research is different from the study above because the one above has two and the current study has three objectives.

Otieno Kephas (2016) conducted a study on the effects of performance appraisal on employee productivity in the Ministry of Agriculture in Kenya and his study was targeted on a certain number of employees. An estimated number of 256 employees in the Ministry was used as a sample size and of that number, 156 respondents were determined using the Yamane (1967) formula for the sample size and were selected using the stratified random sampling technique. A calculated co-efficient of 0.70 indicated that the instrument was reliable. The researcher calculated a reliability co-efficient of 0.87. Findings of the study revealed that performance appraisal criteria, feedback and reward were all adopted to great
 extents by the Ministry of Agriculture, Homa Bay County as shown by their weighted mean of 3.65, 3.83 and 4.15 respectively. The regression results revealed that when independent variables (appraisal criteria, feedback and reward) are controlled for or held constant, there is a probability that employee performance would be affected positively by a coefficient of \( r = 1.217 \), this effect being significant at \( p = 0.0342 \). This study would help in building progress towards organizational goals. Human Resource Specialists and managers who would be interested in knowing how staff appraisal systems affect employee performance and increased employee’s performance in organizations as a result of effective evaluation tools in place, might rely on findings of this study. The study is different from the study being conducted because even their ways of calculating used when analyzing the data is different the current used both qualitative and quantitative.

Adedotun Onashile (2017) in Nigeria also carried out a study on the impact of performance appraisal on employee productivity case of Unilever in Nigeria. This research study focused on a single case study organisation (Unilever Nigeria Plc) and it utilizes a quantitative survey (involving 33 employees) in order to critically evaluate the impacts of performance appraisal on employee productivity and organizational performance. The outcomes of the analysis encompassed in this study highlight the positive contribution of performance appraisal towards organizational goals. However, a number of practical recommendations for further enhancing the positive gains derived from performance appraisal are proposed for the management of Unilever Nigeria Plc. The current and the study above focus on a single organisation and the only difference is that they were conducted in different countries as well as organisations.

2.7 Effectiveness of the reward system on employee productivity

Salah (2016) in Jordan conducted a study on the influence of rewards on employee performance and as all researchers, he had his own set of results. His study aimed to examine the influence of reward types (extrinsic, intrinsic, social and reward mix) on employee’s performance. Subjects for the study consisted of approximately 308 workers which constituted 60% of a total target population of 513 people working for Unified Mining Companies located in the southern part of Jordan. Total of 308 self-designed questionnaire were distributed to employees on their job location. 268 questionnaires were returned and only 250 were suitable for statistical analysis. SPSS version 16 has been used for data analysis. Both descriptive and inferential statistics were used for data analysis. The statistical
tools were aligned with the objective of the research. For this purpose, frequency Tables, percentages, means and standard deviations were computed and substantively interpreted. Inferential statistics like Pearson product moment correlation coefficient \( r \) was used to determine if there is a significant relationship existing between independent variables (rewards types: Extrinsic, intrinsic, social and rewards mix) and dependent variable (employees performance). Analysis and interpretation were made at 0.05 level of significance. The findings indicated that there is a statistical significant relationship between rewards types and employees performance. The study has concluded that, management should have deep sense of commitment towards the issue of rewarding employees, if performance levels to be enhanced. Finally, future research can be conducted to cover all types of rewards and to determine their effect on performance. The current study is different from the study by Salah because the study above is based only on the impact of rewards on employee productivity while the current is based on performance management as a whole.

Linda Martin (1992) carried a study on the effectiveness of reward system on innovative output; and also produced her empirical analysis in America. The study investigated the relationship of patent output to the reward systems of individual R&D scientist in high technology firms. A survey of technical managers in 57 Connecticut firms collected information on firm size, R&D expenditure and the frequency of use of eighteen different reward systems. Using a regression model, patent output was found to the department on firm size, R&D expenditure and on monetary and non-monetary reward system, informal award programs and variable bonuses based on the issues of patents. When a subset of firms was investigated separately, non-monetary rewards were shown to be ineffective. However, variable bonuses remained important to patent output and large sum reward payments ($50,000) also demonstrated a significant effect. The study by Linda is different from the current study because it focuses on effectiveness of reward system on innovating output and the study is also an empirical analysis. The study was also conducted in America while the current is being conducted in Zimbabwe.

Brian Murphy (2015) did a research on the impact of the reward system on employee performance in America. The research focuses on the effects of reward systems on employee performance in the modern work environment and how satisfaction with rewards can lead to higher performance and better job satisfaction. Based on a critical review of published
literature, it is clear how important the right combination of rewards is to the performance of
an organisation. Employees should always be aware of the relationship between their level of
performance and how they are rewarded for that performance. This thesis will examine how
different types of reward systems affect that performance and attempt to establish which type
of reward systems are more beneficial to the company in question and in the current business
climate it operates in. The research is conducted in a period of particular financial turbulence
for the mining industry, and wider global economic environment. As such, reward structures
and the perceived value of those rewards, come more into focus as financial pressures restrict
the type of rewards available, while retaining and motivating staff becomes more challenging.
How can performance be enhanced and the required business outcomes accomplished? How
can reward systems contribute to this performance and outcomes? These issues will be
addressed in the context of best international practice regarding reward structures and from
primary data collection. This research was conducted at operational managerial level.
Considering how many employees report into this level, this is where I believe both
employee and employer interact the most regarding rewards, motivation and how that affects
performance. The main difference between the current study and the study conducted by
Murphy is that the current study focuses on performance management making the impact of
the reward system an objective and not the main focus of the study while Murphy focuses
mainly on the impact of the reward system as a whole.

2.8 Impact of feedback on employee productivity

Study conducted by Cynthia Pavett (1983) in San Diego based on the evaluation of the
impact of performance feedback and motivation was designed to use an expectancy-theory
framework to determine the role of performance feedback in the prediction of motivation and
job performance. The frequency of positive and negative feedback from supervisors, co-
workers, and clients was hypothesized to make a significant independent contribution to the
prediction of supervisory-rated performance. The relationships among feedback, the
components of motivation, and performance were examined in a sample of staff nurses.
Results of moderated regression analysis indicated that positive feedback served as an
independent predictor of performance. Positive feedback from coworkers, clients, and the
supervisor were differentially related to the instrumentality, motivation, role perceptions, and
performance. Implications for management are discussed. The study by Pavett is the same as
the current because in both studies the researchers used the expectancy- theory framework to
determine the role of performance feedback. However, the studies have been conducted in the 90s while the current is being conducted in the 21st century.

Duncan (2000) in America conducted a study and it was based on effects of performance feedback on patient pain outcome. The purpose of this study was to examine the effects of an individual feedback intervention provided to nurses on selected patient outcomes related to post-operative pain management individual performance feedback served as the intervention. Thirty orthopedic staff nurses received feedback information on their past performance of recommended pain management practices. Data was collected, pre-intervention and post-intervention on selected patient pain outcomes from the medical records of 240 patients who had undergone total knee arthroplasty. The patient outcome measures were, mean 4-hour pain intensity ratings, mean highest pain intensity ratings, mean number of times pain ratings exceeded patients' acceptable level of pain, mean administered morphine equivalents, and mean pain ratings on reassessment following analgesia administration. An improvement was noted in all pain outcomes following the feedback intervention. Results indicate that providing nurses with feedback on their past performance of pain management practices may contribute to decreased postoperative pain. The study is different from the study being conducted by the researcher because they are being conducted in different countries.

Knowledge gap

The researcher conducted this research because most of the researches done on performance management are for developed countries for instance United States of America and a few are made for developed countries especially Zimbabwe, hence the study is has been made in order to bridge the gap the researcher decided to conduct this study. The other reason being that most of the researches conducted on elements of the performance management like feedback, incentives and performance appraisals but this research takes into account all those elements and makes those elements to be their objectives.

Summary

The chapter dealt with literature review which is divided into two parts theoretical and the empirical reviews. The next chapter will deal with research methodology.
CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter contains the research design, population and sampling of the study. It also provides research information of data collection methods and the reasoning behind the use of a specific technique. It involves detailed research procedures, data analysis method and potential criticisms. Inclusive are also issues regarding to the effects of performance management practices on employee productivity.

3.2 Research Design

A descriptive research design has been adopted where the problem is well defined without looking at the relationships between the two variables. The design is used to determine the aspects of the problem which are of importance in order to achieve a thorough analysis. It assist the researcher to have a clear view of the problem from other sources and narrows the research around important items. Therefore the researcher adopts a technique that leads to almost detailed facts when carrying the study. Henceforth, the study adopts a quantitative approach on the effects of performance management practices on employee productivity. The independent variables involve performance appraisals, reward systems and performance feedback and the implications on employee productivity as the dependent variable.

3.3 Population

Population refers to the group to which the results of the research are intended to apply (Frankel and Wallen, 2000). They also stated that a population is usually the individuals who possess certain characteristics or a set of features a study seeks to examine and analyse. The target population was 360 employees. This population of interest had the potential of providing the relevant information regarding the effects of performance management practices on employee productivity.

3.4 Sampling

According to Hand (2008) a sample is a subset of a population selected for measurement, observing or questioning to provide statistical data. Shamoo and Resnik (2009) defines sample, as a small part of anything or one of a number intended to show the quality, style or
nature of the whole specimen. The target population of 150 permanent employees at Ministry Public Works & National Housing and the researcher is going to use a sample of 108 employees to conduct her research.

A sample size is a smaller set of the larger population (Cooper and Schindler, 2003), these two authors argue that the sample must be carefully selected to be a representative of the population and the need for the researcher to ensure that the subdivisions entailed in the analysis are accurately catered for. Therefore in the study the researcher chose a sample of 108 employees that were divided into two strata thus the management and non-management.

3.4.2 Sampling technique

Quota sampling was used by the researcher as a sampling procedure. The population was divided into two strata based on the grade of employees. Dividing population into series of relevant strata ensured that the sample was a representative as each strata was represented proportionally within the sample. It also ensured that the sample represented key subgroups of the population and reduced sampling error by gaining greater control over the composition of the sample, especially where the sample was a representative. Quota is much quicker and easier to carry out because it does not require a sampling frame and the strict use of random sampling techniques.

3.5 Research Instruments

These refer to the instruments which were used to collect data for the purpose of identifying the impact of performance management on employee productivity. In this research the research used questionnaires and interviews.

3.5.2 Questionnaires

According to Denzin and Lincoln (2000) a questionnaire is a systematically prepared from of document with a set of questions deliberately designed to elicit responses from the respondents or research informants for the purpose of collecting data or information. According to Denzin and Lincoln (2011) it is a form of enquiry, a document which contains a system actually complied and well organised series of questions from respondents or research information for the purpose of collecting data or information. The respondents will be the population sample of the study. A questionnaire has both structured and unstructured questions.
The structured questionnaire have control or guidance which is given for an answer. Structured questionnaire may be described as close form because the questions asked are short and they require the respondent to provide a Yes or No response. At times they may be multiple choice questions and the respondent selects an answer that is close to the opinion. The opinion is limited to a set of options provided.

It is more advantageous to use a structured questionnaire because the researcher is able to conduct large number of people quickly, easy and efficient to use a posted questionnaire. Also the questions are relatively quick and easy to create a code and interpret if the closed are used. Seale C (2006) is of the opinion that a structured questionnaire is easy to use and standardized. That is every respondent is asked the same questions in the same way. The researcher therefore is sure that everyone in the sample answers exactly the same questions, which makes this a very reliable method of research.

However they have been found to have limitation in data collection. Bryman (2004) asserts that the format of questionnaires make it difficult for the researcher to examine complex issues and opinions. It is believed that the absence of the researcher when the questionnaire is filled makes it difficult for the researcher to believe whether the respondent has understood the concepts.

### 3.5.3 Interviews

The researcher made use of face to face interviews in collecting data. These allowed the researcher to probe for further answers. Probing enabled the researcher to get clarification on certain issues that were not clear and hence collecting rich detailed data. In addition, the technique allowed the researcher to identify non-verbal cues from the interviewees such as facial expressions and hence make judgements on the actions. More so, face to face interviews enabled the researcher to get instant feedback and high responses rates. Validity and reliability were improved through the emphasis of the importance of the research on the cover letter.

### 3.6 Data Collection Procedure

The research obtained a letter from BUSE faculty of Commerce that she used to gain access to conduct the research at the Ministry of Public Works. The research arranged a date with the Human Resources manager at the Ministry in order for her to conduct interviews and
distribute the questionnaires at the organisation. They choose a date to make the pilot study then another date was set for the actual study.

3.6 Pilot Study

Sincere (2012) suggest that a pilot study is crucial because it determines whether conducting a large scale survey is worth the effort. It is very important for the researcher’s study since it helps them not to face financial challenges and time losses incurred in conducting the research. Bryman (2008) suggests that a pilot must be conducted in order to assess the credibility, trustworthy and transferability of the research instruments. Therefore the researcher distributed questionnaires to the employees of The Ministry of Local Government, Public Works & National Housing. This was done to evaluate the completeness, precision, accuracy and clarity of the questionnaires. They were distributed to the management staff while other questionnaires were given to the general employees as shown above.

After the amendment of the final questionnaire, the researcher sought out the permission from the company to carry out the actual study.

3.7 Validity and reliability

3.7.1 Validity

It is the ability of an instrument to measure what it is supposed to measure (Saunders, 1997). Validity evolves around arguments of the inferences researchers make from the data collected through the use of an instrument. The researcher used questionnaires to ensure that the conclusion drawn are valid.

3.7.2 Reliability

A reliable instrument is one that gives consistent results (Babbie, 1992) and it is the consistency that gave the researcher confidence that the results actually represent what the researcher intended to study and focus on. The questionnaire deemed to be the most reliable as obtained similar responses when administered to different respondents.

A pilot study was done to validate the questionnaire before actual research was conducted. The questionnaire was given to colleagues and actual respondents so as to reveal any ambiguities, poorly structured questions and unclear choices and to refine it. Although there were merits in using the pilot study.
3.9 Data Analysis

According to Chambers and Skinner (2003) data analysis is the process of systematically applying statistical and logical techniques to describe and to illustrate, summaries, recap and evaluate data. Korn and Graubard (2008) adds that data collection is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided.

Descriptive analysis begins with summaries of continuous variables in form of means for the continuous variables. Tables of frequencies (percentages) were created for the categorical variables and presentation using graphs or charts as appropriate. Correlation analysis was done to assess for any linear relationships among the factors, reporting the coefficients and respective P-values.

3.11 Ethical Considerations

Ethics are important in maintaining good relations between participates and the researcher. The research followed a number of ethics in carrying out the research at The Ministry of Local Government, Public Works and National Housing. The researcher was honest in all communications about the topic. In addition, the researcher did not fabricate information, falsify or misrepresent data concerning the Ministry. Respondents were allowed to pull out from the research at any time they wanted. The researcher did not use force in order to acquire information. However the researcher was objective and tried to avoid bias in data analysis, data presentation and personal decision among others reasons. After all this was done, the researcher recorded information without distorting it and made it ready for presentation.

3.12 Summary

The study considered descriptive research design. The study adopted a quantitative approach on the effects of performance management practices on employee productivity. The dependent variables includes performance appraisal, reward system and performance feedback and the implications on employee productivity as the independent variable. The target population comprised of a sample size of 108 out of the whole population. Descriptive statistics was utilized as a data analysis tool.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND DISCUSSION

4:1 Introduction.

This chapter serves to present, summarize, analyse the data gathered and discuss the findings. The data collected is presented in the form of pie charts, graphs and tables. The study was guided by the following research objective which is to investigate the influence of performance appraisals on employee productivity to determine the influence of reward system on employee productivity and to examine the influence of performance feedback on employee productivity.

Questionnaires were used to collect data and they consisted of four subsections and the first section contained general information then the other three sections had specific objectives such as influence on performance appraisals, reward systems and performance feedback on employee’s productivity. The questionnaires were one of the most important tool that was used in data collection. Out of the sample of 108 only 90 respondents returned their questionnaires. Meaning 83% response rate which is generally acceptable. Therefore making the response rate enough to answer the research objectives.

Table 1: Response rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Respondents</th>
<th>Response</th>
<th>Response Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents</td>
<td>108</td>
<td>90</td>
<td>83%</td>
</tr>
<tr>
<td>Total</td>
<td>108</td>
<td>90</td>
<td>83%</td>
</tr>
</tbody>
</table>

Source Primary Data 2019

4:2 General information

It comprised of aspects that have to deal with gender of the respondents, their age, work experience and educational level.
Figure 1: Gender of Respondents

The findings presented that 56% of the respondents were males while 44% were females as illustrated in fig 1 above.
4.2.2 Age Distribution

Figure 2: Age Distribution of Respondents

The researcher found the age groups of the respondents were as follows: 19% of the respondents were between 20 to 30 years, 55% were between 31 to 45 years, 23% was between the 46 to 60 years and those that were 61 years and above. Therefore the findings indicated that most of the respondents were between the ages of 31 to 45.
4.2.3 Work Experience

Figure 3: Work Experience of Respondents

Source Survey Data

Fig: 3 shows that those respondents that had work experience that was less than a year equalled to 18%, those that had worked for more than a year but less than five totalled to 48%, those that had more than five years work experience but less than ten were 21%, those that had worked for more than ten but less than fifteen had a 9% and those that had worked over fifteen years to twenty reached to a maximum of 4%. Therefore the findings indicated that most of the respondents had less than ten years work experience at the organisation.

4.2.4 Educational Qualifications of respondents

Table 2: Education Qualifications of Respondents

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary school</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>College level</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>University level</td>
<td>63</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source Primary Data 2019
The researcher found out that 6% of the respondents had secondary level education, 24% had diplomas and 70% had attained degrees (or had university education). Hence from the findings it shows that most of the respondents were significantly educated.

4.3 Influence of performance Appraisal on Employee Productivity

The purpose of the study is to measure the influence of performance appraisals on employee productivity. This was done by investigating the following variables which are the influence of performance appraisals in making the employees work harder than expected, making employees work at a normal pace, making employees work below their expected pace, employees agree with performance appraisal score, making employees understand what they are doing and how it assists in decision making.

4.3.1 Correlation between Performance Appraisals and Employees Productivity.

Table 3: Performance Appraisals and Employee Productivity

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Pearson correlation</td>
<td>.619**</td>
<td>.699**</td>
<td>-241</td>
<td>.416**</td>
<td>.316**</td>
<td>.661**</td>
<td>-.241</td>
<td>-.241</td>
</tr>
<tr>
<td>5</td>
<td>Pearson correlation</td>
<td>.787**</td>
<td>.897**</td>
<td>-320**</td>
<td>-125</td>
<td>.567**</td>
<td>.787**</td>
<td>-241</td>
<td>.416**</td>
</tr>
<tr>
<td>6</td>
<td>Pearson correlation</td>
<td>.787**</td>
<td>.897**</td>
<td>-320**</td>
<td>-125</td>
<td>.567**</td>
<td>.787**</td>
<td>-241</td>
<td>.416**</td>
</tr>
<tr>
<td>7</td>
<td>Pearson correlation</td>
<td>.787**</td>
<td>.897**</td>
<td>-320**</td>
<td>-125</td>
<td>.567**</td>
<td>.787**</td>
<td>-241</td>
<td>.416**</td>
</tr>
<tr>
<td>8</td>
<td>Pearson correlation</td>
<td>.787**</td>
<td>.897**</td>
<td>-320**</td>
<td>-125</td>
<td>.567**</td>
<td>.787**</td>
<td>-241</td>
<td>.416**</td>
</tr>
<tr>
<td>9</td>
<td>Pearson correlation</td>
<td>.787**</td>
<td>.897**</td>
<td>-320**</td>
<td>-125</td>
<td>.567**</td>
<td>.787**</td>
<td>-241</td>
<td>.416**</td>
</tr>
</tbody>
</table>
Correlation

Source PRIMARY Data

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

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

Key:

1=Employees working below expectation
2= Lack of agreement on appraisal score
3= Better understanding of employee work
4= Positive individual performance
5= Valuable Performance appraisal
6= Formal decision making process
7= High quality products
8= High quality services
9= Innovative profile of employees

The researcher intends to measure the correlation between performance appraisals and employee productivity in this section. The findings in table 3 above show that there is a strong correlation between the performances appraisals in making employees work below their expected performance. This is mainly because of the way the appraisal is conducted and due to the reason that the decision making process is highly formal as illustrated at (r =0.320, p>0.05). The relationship was prolonged to the ability of the employees to be highly updated at (r =0.492, p >0.05). The relationship was also significant between the performance appraisal score and the quality of the products at (r =0.416, p>0.05), quality services at the company at (r =0.437, p>0.05), evaluability of the appraisals at (r =0.478, p>0.05) and better understanding of the employees work at (r =0.593, p>0.05).

The study also shows that there is a significant relationship between performance appraisal in bettering employees understanding in what they will be doing and the decision making process being highly formal at (r =0.567, p>0.05). The relationship prolonged to high quality products at the company at (r=0.316, p>0.05), the ability of employees to be highly innovative at (r =0.351, p>0.05) and a positive individual performance at (r =0.404, p>0.05).

There is a significant relationship between performance appraisal influencing individual performance and appraisal being valuable at (r =0.787, p>0.05), quality products at (r =0.661, p>0.05), quality services (r =0.694, p>0.05) and highly innovative staff at (r =0.524, p>0.05).

It also shows that they is a significant relationship in the evaluability of appraisals influencing employees performance and the decision making process at (r =0.397, p>0.05). The relationship was extended to the quality services (r =0.568, p>0.05), and quality products at (r =0.619, p>0.05) and the ability of employees to be highly innovative at (r =0.340, p>0.05).
4.4 Influence of the Reward System on Employee Productivity.

The following variables were used to measure the influence of the reward system on employee productivity: rewards motivating employees to give their best, rewards improving employees productivity, employee productivity and job promotion, rewards motivating the attainment of targets, varied and satisfactory rewards, fair and satisfactory of the organisation wage level, reward encouraging creative staff, bonuses increasing employee performance, appreciation by managers in increasing employees success at work and reward seeking to improve the overall performance of the organisation.

4.4.1 Correlation between Reward System and Employee Productivity

Table 4: Reward System and Employee Productivity

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Pearson correlation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Pearson Correlation</td>
<td>.654**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Pearson Correlation</td>
<td>.542**</td>
<td>.697**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
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<td>.620**</td>
<td>.621**</td>
<td>.411**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
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<td>.274*</td>
<td>.592**</td>
<td>.431**</td>
<td>.590**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
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<td>.402**</td>
<td>.454**</td>
<td>.228*</td>
<td>.472**</td>
<td>.366**</td>
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<td></td>
<td></td>
</tr>
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<td>Pearson Correlation</td>
<td>.430**</td>
<td>.591**</td>
<td>.467**</td>
<td>.479**</td>
<td>.391**</td>
<td>.699**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Pearson Correlation</td>
<td>.585**</td>
<td>.654**</td>
<td>.563**</td>
<td>.576**</td>
<td>.676**</td>
<td>.628**</td>
<td>.748**</td>
<td>1</td>
</tr>
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<td>9</td>
<td>Pearson Correlation</td>
<td>.248*</td>
<td>.502**</td>
<td>.346*</td>
<td>.384**</td>
<td>.354**</td>
<td>.760**</td>
<td>.703**</td>
<td>.477**</td>
</tr>
</tbody>
</table>

Source Primary Data

**Correlation is significant at the level 0.01 (2-tailed)
*Correlation is significant at the 0.05 level (2-tailed)
Key:
1= frequent organisation rewards 6= Formal decision making process
2= occasional organisation rewards 7= High quality of products
3= Job promotion 8= High quality of services
4=Manager Appreciation 9= Innovative employees
5= High employee productivity

The findings in the table 4 above show that there is a strong correlation between the rewards provided by the organisation and the decision making process being highly formal in the company at \((r=0.402, p>0.05)\). The relationship was extended to the quality of products \((r=0.430, p>0.05)\) and highly quality services at \((r=0.585, p>0.05)\). There is also a significant relationship between the rewards provided by the organisation and the decision making process being highly formal at \((r=0.454, p>0.05)\), high quality of the products at \((r=0.591, p>0.05)\), high quality services at \((r=0.654, p>0.05)\) and the ability of the employees to be innovative at \((r=0.502, p>0.05)\).

There is also a significant relationship between job promotion and the quality of the products at \((r=0.467, p>0.05)\), high quality services at \((r=0.563, p>0.05)\) and innovates employees at \((r=0.346, p>0.05)\). It also shows a significant relationship between appreciation of employee’s work by managers and high employee productivity at \((r=0.590, p>0.05)\), decision making being highly formal at \((r=0.0472, p>0.05)\), high quality products at \((r=0.479, p>0.05)\), high quality services \((r=0.567, p>0.05)\) and the ability of the employees to be innovative was at \((r=0.384, p>0.05)\).

4.5 Influence of Performance Feedback on Employee Productivity

In this section we will be looking at variables that influence performance feedback on employee productivity which are; manager giving fair feedback, manager discussing about employees performance, organisation engaging in providing positive feedback, feedback agreeing with the performance achieved, manager frequently communicating about employee performance, relevance of employee feedback, satisfaction with the organisation feedback and fairness of the current performance feedback.
### 4.5.1 Correlation between performance feedback and employee productivity

#### Table 5: performance feedbacks on employee productivity

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
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<td>1</td>
<td>Pearson correlation</td>
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<td></td>
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<td>2</td>
<td>Pearson Correlation</td>
<td>.695**</td>
<td>1</td>
<td></td>
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<tr>
<td>3</td>
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<td>.711**</td>
<td>1</td>
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<td></td>
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</tr>
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<td>4</td>
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<td>.742**</td>
<td>.729**</td>
<td>.876**</td>
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</tr>
<tr>
<td>5</td>
<td>Pearson Correlation</td>
<td>.855**</td>
<td>.843**</td>
<td>.705*</td>
<td>.668**</td>
<td>1</td>
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<td>.801**</td>
<td>.793**</td>
<td>.881**</td>
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<td>8</td>
<td>Pearson correlation</td>
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<td>.834**</td>
<td>.759*</td>
<td>.843**</td>
<td>.779**</td>
<td>.864**</td>
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<td>9</td>
<td>Pearson Correlation</td>
<td>.151</td>
<td>.344**</td>
<td>.347**</td>
<td>.229*</td>
<td>.201</td>
<td>.367**</td>
<td>.327**</td>
<td>.437**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Pearson Correlation</td>
<td>.426**</td>
<td>.414**</td>
<td>.517**</td>
<td>.343**</td>
<td>.457**</td>
<td>.675**</td>
<td>.506**</td>
<td>.462**</td>
<td>.366**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Pearson Correlation</td>
<td>.621**</td>
<td>.491**</td>
<td>.662**</td>
<td>.702**</td>
<td>.484**</td>
<td>.696**</td>
<td>.598**</td>
<td>.594**</td>
<td>.391**</td>
<td>699**</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>Pearson Correlation</td>
<td>.285**</td>
<td>.505**</td>
<td>.651**</td>
<td>.491**</td>
<td>.386**</td>
<td>.656**</td>
<td>.438**</td>
<td>.468**</td>
<td>.676**</td>
<td>628**</td>
<td>748**</td>
</tr>
</tbody>
</table>

**SOURCE** Primary data  
**Correlation is significant at the level 0.01 (2-tailed)**  
*Correlation is significant at the 0.05 level (2-tailed)

**Key:**  
1=Manager gives me fair feedback  
2=Manager discusses my job performance
The table 5 shows that there is a significant relationship between the manager giving fair feedback and the current level of decision making process in the company being highly formal at \( r=0.426, p>0.05 \). The relationship protracted to the quality of the products in the company being high \( r=0.621, p>0.05 \) and the high quality of the services at \( r=0.285, p>0.05 \). There is also a significant relationship between the manager discussing employee performance regular and high employee productivity at \( r=0.505, p>0.05 \), performance feedback formalizing decision making at \( r=0.414, p>0.05 \), having high quality of products at \( r=0.491, p>0.05 \) and the company services being high at \( r=0.505, p>0.05 \).

The study also reviews a significant relationship between the organisation engaging in the provision of positive feedback for good performers and employee productivity in the organisation at \( r=0.347, p>0.05 \). The relationship also protracted to having decision making process being highly formal at \( r=0.662, p>0.05 \) and high service quality at \( r=0.651, p>0.05 \). In addition a significant relationship between the feedback that employees receive on their performance and the formal decision making process being formal at \( r=0.343, p>0.05 \), high quality products at \( r=0.702, p>0.05 \), services of high quality at \( r=0.491, p>0.05 \) and decision making being highly formal \( r=0.457, p>0.05 \).

A significant relationship between the manager communicating regularly about their performance and decision making being highly formal at \( r=0.457, p>0.05 \). The relationship was extended to high quality products \( r=0.484, p>0.05 \) and high quality services \( r=0.386, p>0.05 \). There was also a significant relationship with the organisation providing feedback and enhanced employee productivity at \( r=0.367, p>0.05 \), decision making being highly formal at \( r=0.675, p>0.05 \) and the quality of services at \( r=0.656, p>0.05 \).
It is also indicated that there was a significant relationship between satisfactory feedback on employee performance and employee productivity at \( r=0.327, p>0.01 \). The relationship was protracted to the current employee productivity at \( r=0.532, p>0.05 \), decision making being highly formal at \( r=0.506, p>0.05 \), high quality products \( r=0.598, p>0.05 \) and high services quality at \( r=0.438, p>0.05 \). Above all there was a significant relationship between the current performance feedback being fair and unbiased and decision making being highly formal at \( r=0.462, p>0.05 \), high quality products \( r=0.594, p>0.050 \) and high quality service at \( r=0.468, p>0.05 \).

4.6 Discussion

4.6.1 Influence of Performance Appraisals on Employee Productivity

The results generally reflected that performance appraisal have a positive influence on employee productivity. A significant proportion of the respondents agreed that the performance appraisal makes them understand what they should be doing. With performance appraisal, the employees’ can find what is expected from them and the consequences of their performance. Ideally they receive a fair and analytical feedback for their performance. A large number of the respondents agreed that with performance appraisal they perform better than what can be expected without appraisal.

Majority of the respondents agreed that performance appraisal was used as a decision making tool for increasing employee performance. Decision making is separate but linked to the appraisal system. A large number of the respondents agreed that they were satisfied with the current performance appraisal system in the organization. This suggests that effective appraisal can positively impact on employee productivity in the organization.

However, a proportion of the respondents agreed that they don’t agree with performance appraisal score as there is an appeal process. This may mean that performance appraisal underscores the importance of employee involvement and participation in the ratings of the performance. An effective appraisal system can enhance the interest and performance of the employees leading to the completion of specified targets and attainment of specified performance goals. This means that the lack of a fair appraisal score may make the employees work at a normal pace or work below expectation due to how it is conducted.
4.6.2 Influence of Reward Systems on Employee Productivity

Majority of the respondents agreed that the reward system have a significant influence on employee productivity. The reward system positively caused major variation in employee productivity. This means that there is an appropriate reward system. A significant proportion of the respondents agreed that the appreciation by managers increases their success at work. A number of the respondents agreed that varied rewards encourage employees to be creative. Majority of the respondents agreed that bonuses increases employee performance. Most of the respondents also agreed that the rewards provided by the organization sometimes serve to improve their productivity. Important issues that help ensure a successful reward process are used effectively to enhance interest and performance without undermining the performance and interest of the employees. However, small proportion of the respondents agreed that the rewards were varied and satisfactory.

A significant number of the respondents agreed that the organization influenced their productivity by linking the reward on job promotion. This also means increased employee motivation. A small proportion of the respondents agreed that the rewards motivate them to timely complete their duties. This may mean that performance feedbacks is delayed and not timely delivered. Few respondents agreed that their wage level was equitable and satisfactory to the degree of their performance. This means that the employees may not be motivated to give their best.

4.6.3 Influence of Performance Feedback on Employee Productivity

There was a significant relationship between performance appraisal and employee productivity. The findings indicated that the performance feedback positively caused major variation in employee productivity. Effective feedback is essential for any organization that has the intention of meeting its target. Effective feedback on performance measurement may translate to improved employee productivity. A large proportion of the respondents agreed that they enjoy discussing about their performance with people outside. It is essential to communicate and clearly explain the purpose of the appraisal process for enhanced productivity. Also, the rater may affect the productivity of the employees. A large number of the respondents agreed that their manager give them fair feedback to enhance their productivity. On the other hand, many errors based on personal bias like stereotyping, halo effect may affect the feedback process. A significant number of the respondents agreed that
the feedback they receive agrees with what they have actually achieved. This means that the organization has formal evaluation systems and the managers to apply the systems in place. An effective performance feedback reflects the contribution of the individual employee performance. A number of the respondents agreed that the current performance feedback in the organization was fair and unbiased.

 Majority of the respondents agreed that they always get adequate feedback on their performance. Effective performance feedback between employees and supervisors is the key to successful organization productivity. A large proportion of the respondents agreed that they were satisfied with the way their organization provides them with feedback. However, very few respondents agreed that their organization seems more engaged in providing positive feedback for good performers than criticizing the poor ones.

Summary

This chapter dealt with data presentation and analysis of the research. The next chapter will deal with findings, recommendations and conclusions.
CHAPTER FIVE

Summary, Conclusion and Recommendations

5.1 Introduction

This chapter covers on summary of the findings and conclusion using data analysed in the previous chapter. The suggested recommendations for performance management which can enhance employee productivity for further measures to be taken that can improve performance management.

5.2 Summary

The general objective of the study was to determine the effect of performance management practices on employee productivity focusing on the Ministry of Public Works. The following objectives guided the research: To assess the impact of performance appraisals on employee productivity, to determine the effectiveness of reward systems on employee productivity and to examine the effect of performance feedback on employee productivity.

This study considered the descriptive research design. The study adopted a quantitative approach on the effects of performance management practices on employee productivity. The dependent variables included performance appraisals, reward systems and performance feedback, and the implications on employee productivity as the independent variable. The target population comprised of 108 Ministry of Public Works. Stratified sampling was used to divide the population into two strata. Descriptive statistics was utilized as a data analysis tool. The demographic profiles of the respondents were analyzed using percentages and frequencies.

In regards to the influence of performance appraisals on employee productivity, the findings suggested that employee appraisal leads to improved productivity. Performance reviews are focused on employee contributions to the organizational goals. Performance appraisal gives the staff the opportunity to express their ideas and expectations for meeting the strategic goals of the company. Performance appraisal could be an effective source of management information in decision making. An effective appraisal system can enhance the interest and
performance of the employees leading to the completion of specified work or for attaining or exceeding specified performance goals.

In regards to the influence of reward systems on employee productivity, the findings suggested that employees can be rewarded to meet target productivity levels. The opportunity by the manager to formally recognize good employee performance leads to work motivation. Reward opportunities encourage staff to be creative and innovative. The use of reward system has been an essential factor in any company's ability to meet its goals. When good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged to decrease the chance of it happening again. Rewards in the form of bonuses leads to greater task interest and performance. Job promotion can improve the employee performance in the organization.

In regards to the influence of performance feedback on employee productivity, the findings indicated that effective feedback is essential for any organization to meet its target. Effective feedback on performance measurement may translate to improved employee productivity. Feedback enables the employees to be aware of what exactly is expected from them. It is essential to communicate and clearly explain the purpose of the appraisal process for enhanced productivity. An effective performance feedback reflects the contribution of the individual employee performance and their level of efficacy in the attainment of the organization goals. Effective performance feedback between employees and supervisors is the key to successful organization productivity and ventilation. Adequate feedback builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation.

5.3 Conclusions

The findings suggested that employee appraisal leads to improved productivity. Performance reviews are focused on employee contributions to the organizational goals. Performance appraisal gives the staff the opportunity to express their ideas and expectations for meeting the strategic goals of the company. An effective appraisal system can enhance the motivation and performance of the employees leading to the completion of specified work or for attaining or exceeding specified performance targets.
The findings suggested that employees can be rewarded to meet target productivity levels. The opportunity by the manager to formally recognize good employee performance leads to work motivation. Reward opportunities encourage staff to be creative and innovative. The use of reward system has been an essential component in any company's ability to meet its goals. When good performance is observed and then rewarded, the chances of it being repeated are increased, while poor performance is discouraged to decrease the chance of it happening again. Rewards in the form of bonuses leads to greater task interest and performance. Job promotion can improve the employee performance in the organization.

The findings indicated that effective feedback is essential for any organization to meet its target. Effective feedback on performance measurement may translate to improved employee productivity. Feedback enables the employees to be aware of what exactly is expected from them. It is essential to communicate and clearly explain the purpose of the appraisal process for enhanced productivity. An effective performance feedback reflects the contribution of the individual employee performance and their level of effectiveness in the attainment of the organization goals. Effective performance feedback between employees and supervisors is the key to successful organization productivity. Adequate feedback builds accountability, since employees and supervisors participate in developing goals, identifying competencies, discussing career development and employee motivation.

5.4 Recommendations

The study recommends that the performance appraisal should be optimized to improve the performance of the employees. Performance reviews should be focused on the contributions of the individual employees to meet the organizational goals. Performance appraisal should be encouraged among the employees to express their ideas and expectations for meeting the strategic goals of the company. Performance appraisal can make the employees’ to be aware of what is expected from them and the consequences of their performance. Performance appraisal should lead to improved employee performance. Performance appraisal should be optimized for effective decision making. This can lead the employees to complete their specified work and exceeding their normal work performance.

The study recommends that the organization should reward the employees for enhanced productivity levels. For every opportunity possible, the manager should formally recognize good employee efforts for enhanced work performance. The reward system should be varied
to encourage the staff to be creative to meet the organization goals. This will increase the chances of the performance to be repeated and increased, while pointing out that poor performance will be discouraged. Bonuses should be used to enhance greater task interest and performance. Job promotion can be used to improve the employee performance in the organization. There should be a fair evaluation process to make the employee feel secure for enhanced productivity.

The study recommends that effective feedback should be used by an organization to meet the organization target. There should be an effective performance feedback that would translate into improved employee productivity. Feedback enables the employees be aware of what exactly is expected from them. It is important to communicate and discuss employee performance for enhanced productivity. Performance feedback must be free from errors based on the personal bias like stereotyping to have a positive effect on employee productivity. An effective performance feedback should reflect the contribution of the individual employee performance. There should be a formal evaluation system and the managers to apply the systems in place to accept the performance scores. Adequate performance feedback should build accountability for enhance employee productivity.

5.4 Suggestions for Further Studies

The study suggests that future research can conduct a research on the effect of performance management practices on organizational culture. Also, it is suggested that future researchers can conduct a research in performance management practices in private institutions for comparison with the findings.
REFERENCES


and task motivation. American Psychologist, 57(9), 705-717.


Salah, M., R. (2016) The Influence of Rewards on Employees Performance
https://www.researchgate.net/publication/303529037

https://www.projectguru.in/publications/


APPENDIX 1: REQUEST TO CARRY OUT RESEARCH

Bindura University of Science Education
Private Bag 1020
Bindura
10 September 2018
The Human Resources Director
Office PPWD
Mashonaland Central Province
Private bag 929
Harare

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT THIS ORGANISATION

I am fourth year student at the above mentioned institution and studying towards a Bachelor of Commerce (Honors) in Purchasing and Supply. It is a requirement of the university that all students on attachment carry out research projects in partial fulfilment of the degree requirements. I am therefore kindly seeking permission to carry out a research at this organisation on ‘an assessment on the impact of performance management on employee productivity.’

Your reply and assistance will be greatly appreciated.

Yours Faithfully

XXXXXXXXXXXXXXXXX
APPENDIX 2. QUESTIONNAIRE COVER LETTER

Bindura University of Science Education
Private Bag 1020
Bindura
15 September 2018

Dear Sir/Madam

I am a fourth year student at the above mentioned institution and studying towards a Bachelor Of Commerce in Purchasing and Supply and am a former attaché at your organisation. As required by the institution, I am carrying out a research project in partial fulfilment of my studies. My research topic is entitled ‘An assessment of the impact of performance management on employee productivity.’

Consequently, I kindly ask you to assist me by completing the questionnaire attached to this letter as honestly as possible. The information that you provide will be treated with utmost confidentiality and will be used only for academic purposes. Please do not write your name on the questionnaire.

Your contribution to this research is greatly appreciated.

Yours Faithfully

XXXXXXXXXXXXXXXX
APPENDIX.3 QUESTIONNAIRE FOR RESPONDENTS

Section A: General information

INSTRUÇÕES

Kindly tick (√) where applicable and do not indicate your names or personnel number.

1. What is your gender?

   Male [ ]
   Female [ ]

2. What is your age bracket?

   20 – 30 [ ]
   31 – 45 [ ]
   46 – 60 [ ]
   Above 61 [ ]

3. What is your department and designation? ___________________

4. How many years have you worked at the Ministry of Public Works?

   Less than 1 year [ ]
   2 – 5 years [ ]
   6 – 10 years [ ]
   11 – 15 years [ ]
   16 – 20 years [ ]
   Above 21 years [ ]

5. What is your educational level?

   Secondary school [ ]
   College level [ ]
Section B

Influence of Performance Appraisals on Employee Productivity

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 6 where 1 = strongly agree and 6 = strongly disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Do not know</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Performance appraisal makes me work harder than expected.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7 Performance appraisal makes me work at my normal pace.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>8 Performance appraisal makes me work below expectation due to how it is conducted.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>9 if I don’t agree with the performance appraisal score there is an appeal process.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Question</td>
<td>1</td>
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<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
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<td>-------------------------------------------------------------------------</td>
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<td>---</td>
<td>---</td>
</tr>
<tr>
<td>10 Performance appraisal makes me understand better what I should be doing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Performance appraisal influences positively individual performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 I often perform better than what can be expected without appraisal.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Performance appraisal is valuable to my performance in the organisation</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Am satisfied with the current performance appraisal system in the organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 How else does performance appraisal affect employee productivity?</td>
<td></td>
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</tbody>
</table>

Influence of Reward System on Employee Productivity

Please indicate the extent to which you agree with the following statements by using a scale of 1-6 where 1= strongly agree, 6= strongly disagree
<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Do not know</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Strongly Agree provided by my organisation very frequently motivate us to give our best</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>17</td>
<td>The rewards provided by my organisation sometimes serve to improve on my productivity.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>18</td>
<td>My organisation influences my productivity by linking reward on job promotion.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>19</td>
<td>The reward system motivate me to complete my duties and achieve my goals in time.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>20</td>
<td>The wage that I receive is fair and satisfactory to the degree of my performance.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Question</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
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<td>---</td>
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</tr>
<tr>
<td>21 Reward opportunities encourage staff to be creative.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22 Bonuses increase my performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23 Appreciation by managers improves my willingness to work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24 When given a reward I look for means to improve my performance to the organisation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 How does the reward system affect employee productivity?</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Influence of Performance feedback on employee Productivity**

Please indicated the extent to which you agree with the following statements by using a scale of 1-6 where 1 is strongly agree and 6 is strongly disagree.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Do not know</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 My manager gives me fair feedback</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>27</td>
<td>My manager discusses regularly my job performance with me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>28</td>
<td>I love discussing about my performance with people outside</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>29</td>
<td>The feedback I receive actually matches with what I have achieved.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>30</td>
<td>My manager communicates with me frequently about my performance.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>31</td>
<td>The feedback I receive on how I do my work is relevant.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>32</td>
<td>I am satisfied with the way my organisation provides me with feedback.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>33</td>
<td>I always get adequate feedback on my performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>34</td>
<td>Current</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
performance feedback in my organisation is fair and unbiased.

35 How does performance feedback affect employee productivity?

Employee Productivity

Please indicated the extent to which you agree with the following statements by using a scale of 1-6 where 1 is strongly agree and 6 is strongly disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Do not know</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>36 The level of employee productivity in the company is high as compared to the beginning</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>37 The current level of employee productivity is high</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>38 The current level of the decision making process in the company is highly formal.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>39 The quality of the</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>
40 The quality of the services in the company is high.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
</table>

41 The ability of the employees to be innovative is high.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
</table>

42 How has employee productivity improved?

........................................................................................................................................
........................................................................................................................................
APPENDIX 4: Interview Schedule

1. Are you aware of performance management systems in the organisation?
2. Are the performance management systems in organisation effective and efficient?
3. What are the effects of performance management on productivity?
4. What do you think are the outcomes of poor performance management systems?
5. What are your suggestions for improving performance management systems in the organisation?