

INVESTIGATING THE INFLUENCE OF THE PERFORMANCE MANAGEMENT
SYSTEM ON EMPLOYEES' PRODUCTIVITY AT NAMIBIA TRAINING AUTHORITY

A RESEARCH THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
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ABSTRACT

The purpose of the study was to determine the influence of the performance management system on employee productivity at Namibia Training Authority (NTA). The specific study objectives were, firstly to investigate the effects of performance planning on employees' productivity; secondly to examine the influence of performance appraisal on employees' productivity; thirdly, to investigate the relationship between performance feedback and employees' productivity; and fourthly, to examine the influence of performance improvement on employees' productivity. A descriptive research design, utilising a quantitative approach with regards to the impact of the performance management system on employee productivity was adopted for this study. The explanatory variables consisted of performance planning, performance appraisal, performance feedback and performance improvement and their effects on employee productivity. A sample size of 220 participants from a target population of 537 members through random sampling was selected and used. A google form questionnaire was utilised to gather data, and with the aid of SPSS, results obtained were processed and presented in the form of pie charts, bar graphs and tables. Under performance planning, the study revealed that the majority of participants (59%) strongly agreed that the inclusion of staff contributes positively to performance as well as that planning encourages the commitment and understanding of the set goals and objectives (51% of the participants agreed). A few participants (20%) were not sure of whether or not long and short-term planning was the best for NTA. With regards to performance appraisal, the study established that performance appraisal influences positively individual performance (40.5%), performance appraisal is valuable to the performance of the organisation (45.9%) and that performance appraisal makes employees to work harder than expected (38.2%). Results showed that performance feedback and performance improvement positively impacted hugely on employee productivity. The regression analysis conducted revealed that all the four independent variables had a statistically significant impact on employee productivity ($p < 0.05$) and that they caused a 93.6% variation on employee productivity. The study concluded that without proper performance planning, appraisal, feedback and improvement, chances of high employee productivity were low. Recommendations made were that performance planning should involve the staff in order to enhance their understanding of their duties. Performance reviews should also be centred on the commitments of the individual employees to meet the organisational objectives and that performance feedback should be fair, unbiased and adequate to all employees.

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Dedication

I dedicate this thesis to my beloved wife Penchafo Olivia Pohamba and our beautiful children Shishani, Etukwafa and Pomwene for all the years of unconditional love, understanding, words of encouragement and endless support throughout my academic career. God bless all of you with every good and perfect gift.

Date: 07 April 2021

Declaration

I, Sackeus Tuhafeni Pohamba, hereby declare that this study is a true reflection of my own research, and that this work in whole or part has not been submitted for a degree in any other institution of higher learning.

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CHAPTER 1

INTRODUCTION

Introduction

The study examined the influence of performance management system at Namibia Training Authority (NTA) employee productivity. Armstrong (2014) describes the performance management system (PMS) as an organised process that is intended at refining organisational performance by enhancing individual employees' and teams' performance by placing the right people in the right position at the right time with the right resources and clear expectations. The PMS enables an organisation to evaluate its human resource competencies, clarify expectations and provide performance feedback.

1. Orientation of the study

Namibia Training Authority was established by the Vocational Education and Training Act 1 of 2008 to regulate and fund the Vocational Education and Training (VET) sector in Namibia, for effective and sustainable system of skills formation that are responsive to the demands of the labour market as a way of accelerating economic development (Michael, 2014).

The Act requires the Chief Executive Officer to implement the performance management system, where all staff members enter into performance agreements. It involves goal setting, performance review and reward. The Namibia Training Authority's Performance Management Policy (2014), outlines that all managers and employees must take accountability for their own performances and results.

According to Onyije (2015) and Kyakulumbye (2013), employee productivity is a major issue as institutions face obstacles of recruiting the right staff, redundancies, retaining talent, staff development, and performance management process issues. NTA values both employees' productivity and behaviours through the performance management policy, which was initially implemented in 2015 to manage performance standards through the signing of performance agreements, which are reviewed bi-annually as a way of discussing the performance of individual employee against set standards, and agreeing on how to improve shortcomings if any. The PMS is regarded as a major tool for the transformation of efficiency in the public sector. Its

implementation would promote accountability and enhance professionalism through the professional development of individual employees ().

Bernolak (2016) posits that productivity is the effort of the employees towards the attainment of strategic objectives in an effective and efficient manner. This implies how well employees apply skills and competencies that are required to produce quality products and services within a specified timeframe, aligned to the corporate strategy. Since the implementation of the PMS at NTA, there has been no notable shift in a value based work culture of superior improvement of service delivery that exceeds expectations.

In line with NTA's balanced scorecard (BSC), this study focussed on investigating the influence of the performance management on employee productivity at NTA, which in-turn can lead to the fulfilment of the organisation's strategic objectives. This study intended to ascertain how the performance of individual employees assessed over the years has improved. It was also within the study' scope to ascertain how the whole performance management system enhanced organisational efficiency.

The findings of this study can be of ultimate importance to NTA for it to be cognisant of the gaps in the system and thereby inform the review process so as to ensure that the performance management policy contributes meaningfully to the company's execution of its mandate.

1.1. Problem statement

One of NTA's goals is to achieve an effective and sustainable system of skills formation that are aligned to the labour market demands (Namibia Training Authority, 2018). If managers and employees are not aware of these strategic goals, and key performance indicators are not clearly outlined, it will be challenging for the performance management system to accomplish the strategic goals. Singh, Kochar and Yuksel (2016) suggest that performance management applications have positive rewards to companies that conduct annual performance reviews. Similarly, Moulder (2011), and Gupta and Upadhyay (2012), postulate that performance appraisals can be more effective on employee productivity if carried out twice a year. However, Mone and London's (2010) study found out that the unfair evaluation of employee performance makes them feel discouraged which in turn affects their productivity. Although the PMS was introduced to improve efficiency in terms of service delivery still remains a challenge in most public enterprises including

NTA. Aguinus (2014), however, postulates that the dangers of a poorly implementing a PMS are that employees may physically quit or withdraw psychologically from work by decreasing their effort until they find work elsewhere. According to Shafudah (2015), various studies have been carried out on the performance management system in Namibia but these focused on other areas such as the employees' perceptions and implementation.

The main theme in performance management is to ensure that the organisation meets its overall objectives and continuously improves employees' performance. However, there is relatively little research to support the view that performance management activities have any influence on the employees' productivity at N T A, Therefore, this study sought to conduct an investigation into the influence of the performance management on employees' productivity at N T A.

1.2 Purpose of the study

The purpose of the study was to investigate the influence of the performance management system on employees' productivity at N T A.

1.3 Objectives of the study

The specific objectives of the study were namely:

- To investigate the effect of performance management system on employees' productivity at the N T A;
- To examine the influence of performance appraisals on employees' productivity at the NT A;
- To investigate the relationship between performance feedback and employees' productivity at the N T A; and
- To examine the influence of performance improvement on employees' productivity at the N T A.

1.3.1 Research questions

- What influence does performance planning have on organisational effectiveness at the N T A?
- How does performance appraisal enhance employees' productivity at the N T A?

- What is the relationship between performance feedback and employees' productivity at the Namibia T A?
- How does performance improvement influence employees' productivity at the N T A?

1.4 Hypotheses

The following null hypotheses was tested in the study:

- H_1 1. Performance planning has no significant impact on employee productivity at the Namibia Training Authority.
- H_1 2. Performance appraisal has no significant influence on employee productivity at the Namibia Training Authority
- H_1 3. There is no relationship between performance feedback and employees' productivity at the Namibia Training Authority.
- H_1 4. Performance improvement has no significant influence on employees' productivity at the Namibia Training Authority.

1.5 Significance of the study

Research studies have the potential to enhance the ability to describe and understand systems and their practical utility (Brynard, Bryward & Hanekom, 2015). The findings of this study are envisaged to serve as a useful guide to management and the executive management at N T A on the implementation of performance management system policies. It is hoped that the study will provide understandings on how performance management can enable an organisation in detecting any possible changes in the level of productivity, thereby identifying the appropriate means for encouraging, evaluating and improving employees' performance at work. This study is important because it adds to the body of knowledge and literature on the influence of performance management on employee productivity at NTA and to identify the challenges experienced on the implementation of the PMS as well as provide appropriate recommendations.

1.6 Scope of the study

The study focussed on the investigation of the performance management system on employees' productivity at the N T A. The study sought to determine specifically the influence of the outcome

of the performance appraisal ratings on employee productivity. The study focussed on the management and staff at N T A. A sample size of 220 from a population size of 537 was used and the study was conducted between March 2020 and July 2020.

1.7. Limitations of the study

The researcher faced a challenge in obtaining information from the respondents due to work time constraints. Some respondents felt that their identities in the data gathering process could be used against them and there was reluctance in their participation and providing some useful information. Findings of the study cannot be generalised to other parastatals and other countries because the contexts and settings differ.

1.8. Delimitation of the study

The study is narrowed and focused on the performance management system at NTA only, thus not covering the rest of other strategic functions such as finance and training. However, findings from this study only apply to the NTA and may not be assumed to be representative and generalizable to other organisations.

1.9. Definition of key terms

Performance management: Refers to the mechanism used by organisational leaders and their employees to achieve work objectives.

Employee productivity: Refers to the extent at which work done brings about an increase in the performance of the employee to achieve set objectives.

Strategic plan: Refers to an organisation's process of defining its strategy or direction, and making decisions on allocating resources to pursue the strategy.

Key Performance Area (KPA): Refers to the concept on which the individual performance is measured and these are the activities which have an influence on the bottom line of the business.

Key Performance Indicators: Refers to a quantifiable measure that is used to evaluate the success of an organisation and employee in meeting the objectives for performance.

1.9.1 Organisation of the study

The research paper is structured and divided into six main chapters as follows:

Chapter 1

This chapter provides a brief background of the study, the statement of the problem, research objectives, hypotheses of the study, significance of the study, limitations of the study and the delimitations of the study.

Chapter 2

The chapter covers the literature of various authors and the theoretical framework related to the performance management system.

Chapter 3

The chapter outlines the methodology the researcher used in carrying out the study as per research objectives to be achieved. This includes the research design, population, sample, data collection instruments and ethical considerations.

Chapter 4

This chapter presents and analyses the collected data from the questionnaires to make meaning of the findings.

Chapter 5

The chapter discusses the findings of the research against the literature review.

Chapter 6

This chapter contains the conclusion and the general recommendations on the study.

CHAPTER 2

LITERATURE REVIEW

2. Introduction

This chapter presents the theoretical framework and literature related to the performance management system on employees' productivity.

2.1 Performance management

Performance management is a concept in the field of Human Resource Management which deals with the evaluation of employees' performance and motivation of employees. According to Aguinis (2012), performance management is a continuous process of identifying, measuring and developing people's results and bringing them into line with the organisation's strategic goals.

Butler (2011) defines performance management as a journey that measures the implementation of an organisation's strategy. It is also an administrative tool for planning, monitoring, measuring, reviewing and reporting on performance indicators to ensure efficiency and effectiveness. Performance management is a part of daily activities, not a disappointing event for everyone. Bussin (2013) describes the goals of results management as follows:

- To align organisational and individual goals;
- To promote the organisation's culture of productivity;
- To develop and manage the human resources needed to achieve organisational results;
- To identify and eliminate performance inefficiencies;
- To create a culture of accountability and a focus on customer service; and
- To link rewards to performance.

Dessler (2013) identified performance management system as a particular objective and consistent approach to evaluating and managing employee performance. Performance management system is a sequential procedure for analysing, evaluating and creating an exhibition of individuals and groups' competence, bringing them into line with the goals of the organisation (Dressler, 2012). According to Bach (2013), performance management encompasses the entire organisation and

goes beyond setting individual goals to cover broad organisational priorities such as talent management.

From the above definitions, it is clear that performance management is an important process to ensure organisational orientation and equalisation of competence at the individual level. These are prerequisites for the implementation and improvement of simple discussions and responsibility for achieving organisational and group goals.

Gotore (2011) further argues that the successful implementation of the PMS should include an integrated systematic process that improves the performance of individual employees and the institution through planning, organising and supervising (managing, supporting, expanding, seeing, influencing and inspiring) monitoring and evaluation. The performance management system can influence decisions that are related to employee remuneration, promotion, development, and redundancy, and allows for adjustments as needed.

Pulakos and Mueller (2019) warn that a performance management system that aims to achieve too many goals can fail due to lack of focus. One of the most common measures used to increase the effectiveness of a performance management system is to facilitate the application of competencies. In addition, there is a need to integrate the performance management process into the organisational culture and adapt it to the different needs of different employees. Therefore, based on the various sources of literature discussed above, a performance management system can be summarised as follows: identification, measurement and analysis of employee performance in order to improve the performance of the entire organisation with several levels; it is related to the strategic management of human resources and forms an overview of the goals and objectives of the organisation.

2.1.1 Performance planning

The main purpose of performance planning is to serve as a roadmap for achieving the strategic goals of the organization. According to Ehlers and Lazenby (2014), in order to achieve long-term goals, strategic goals need to be clearly defined in terms of the responsibility and accountability of individual employees.

At this stage, the organisation's vision and mission are considered at a high level, where the organisation's long-term goals and objectives are integrated into the individual work plans of specific employees. This allows managers and employees to agree and set performance targets, as well as set product evaluation criteria. Guidelines for defining effective performance goals are:

- Goals should clearly define the end results to be achieved;
- Where possible, goals should be directly and clearly related to the organisation's success factors and goals;
- Tasks should be challenging but motivating; and
- Goals should be set in no more than three areas as attempting to achieve too many different goals at once will impede success.

2.1.2 Performance Appraisal (PA)

It is a formal system for reviewing and evaluating the performance of individual or group tasks. An important point in the definition is the official word, because in practice, managers must regularly check the results of the individual. Administrative activities pay special attention to the success of performance management. An appraisal system may not be effective for any purpose, so management should select specific goals that it considers most important and clearly achievable. For example, some companies may want to focus on employee development, while others may want to focus on wage adjustment (Frangopol, 2019).

Too many performance management systems fail because management expects too much from one method and does not specify what the system wants to do. The next step at this stage is to develop performance criteria (standards) and communicate these expected results to stakeholders. Then the work is done and the manager appraises its performance. At the end of the appraisal period, the supervisor and the employee jointly check the effectiveness of the work and evaluate it in accordance with the established work standards. This review helps to determine how well employees meet these standards, identifies the causes of deficiencies, and develops a problem-solving plan. At this meeting, goals are set for the next evaluation phase and the cycle is repeated (Frangopol, 2019).

2.1.3 Performance feedback behaviour and outcome expectations should be identified when planning outcomes. The results in these two areas should be discussed and regular feedback should be provided during the evaluation period. In addition to providing feedback when there are significant or ineffective results, it is important to provide periodic feedback on daily achievements and contributions. Unfortunately, this is not the case in organisations as many managers are not able to provide feedback. In fact, managers often avoid giving feedback because they do not know how to provide the product and reduce employee protection (De Angelis & Evansen, 2017).

For the feedback process to work well, experienced professionals argue that it should be a two-way communication process and a shared responsibility of managers and employees. This requires training for both managers and employees about their role and responsibilities in the feedback process. The responsibilities of managers are to provide constructive, transparent and timely feedback. Employees' responsibilities include looking for feedback to see how they look and respond well to feedback received. Conducting effective and regular dialogue between managers and employees may be an important factor in ensuring that the management system achieves its maximum benefit in terms of training and development (Frangopol, 2019).

Studies show that for maximum benefit, feedback should be close to the event. It doesn't help employees to get feedback nine months after something happens. Their implementation is unlikely to improve on their own, and the leader is waiting for the session at the end of the year. Continuous feedback can be informal and should be part of daily work. In fact, studies show that organisations that report higher levels of regular, informal employee feedback have higher levels of results (DeAngelis & Evansen, 2017). Guidelines for providing feedback effectively are:

- Provide operational and feedback on personal development;
- Ask the employee for feedback on what can be done differently;
- Be specific about which behaviours are effective or ineffective;
- Focus on what the person did or did not do, not on the person's personality;
- Collaboratively plan steps to address development needs; and
- Assist in addressing developmental needs and providing resources.

2.1.4 Performance improvement

Performance management systems need to be improved over time. There are a number of indicators that need to be monitored to assess how well the system is working.

- Monitoring the completion of training - This includes checking that all users of the performance management system have been trained before deployment.
- Monitoring the completion of management activities - In many organisations, copies of completed performance management forms are provided to human resources after a formal performance evaluation. If the system is automated, the forms can be electronically signed and saved automatically, which makes it easier to make and save paper copies. Each of these strategies allows the organisation to provide performance management activities for each employee.
- Review the manual - The management review helps to ensure that the characteristics match the ratings, that the ratings are negative or not negative, especially that the high or low ratings are justified, that the evaluation criteria are applied consistently between managers and employees, and that there are correct differences. Often, departmental heads meet with managers to discuss the evaluation of all employees and to determine the final ranking or rank of employees in order to make a decision. The great advantage of this type of process is that it tends to allocate unique, completely successful and less efficient contractors, but also leads to systematic, consistent and fair decisions. Factors that make this process less viable are geographical variance and working conditions, and supervisors and managers may not be familiar with the work of most employees (Frangopol, 2019).

Alignment with other HR decisions - If the performance management system links evaluation to awards, the system should monitor the internal sequence of evaluations and awards. Those who get good grades should achieve a lower level of compensation, frequent incentives, and other necessary results than those who are less efficient at work. Monitoring of assessment information and decision alignment is simplified through the use of automated processes (Frangopol, 2019).

2.1.5 Types of performance management systems

General assessment is a constant interaction between manager and employee everywhere. At the end of the year, they determine whether the goals have been achieved, provide feedback and set new goals.

360 Degree Appraisal - Employee feedback to other employees. This allows other employees to provide feedback about their experience with a particular employee. This feedback from colleagues can be checked and taken into account by the supervisor during the evaluation (DeAngelis & Evansen, 2017).

Technological performance appraisal - Assessment of technical qualifications of the employee. It assesses the technical capabilities of the employee. It calculates the entire employee and determines its technical stability.

Employee self-assessment - Employee self-appraisal is an employee's self-assessment compared to the director's assessment. The employee evaluates himself and compares with the results of the manager's assessment. Discussions continue, and if there are disagreements, the manager discusses them with the employee (DeAngelis & Evansen, 2017).

Manager performance appraisal - Evaluation of the manager, including the opinions of the team and customers. This type of manager goes through an evaluation process. The role of the manager is very important for both employees and the client. The manager must satisfy customers without disturbing the mood of employees. Often, the manager evaluation process involves feedback from participating team members and sometimes the client (DeAngelis & Evansen, 2017).

Project evaluation review - Appraisal to ascertain the level of an employee's expertise on the job. This is one of the best ways to determine the quality of an employee's work. Instead of waiting until the end of the year to evaluate an employee, employees can be evaluated based on a completion of a certain project.

Sales performance appraisal - Sales performance evaluation is the evaluation of results based on the results achieved by the seller's goals. Depending on its results, the seller is evaluated in accordance with the achieved goals. Sellers are closely linked to the financial goals of each organisation. The manager and the salesperson must find ways to achieve the goals before setting specific goals (Kinyuira, 2018).

2.1.6 Performance management system adopted at NTA

The Namibia Training Authority has a vision and mission that drives its strategy and mandate. The company adopted the Kaplan and Norton's balanced scorecard model to help the company to evaluate its performance using financial and non-financial data. The balanced scorecard ensures that the vision, mission and value of the organisation is properly reflected at the operational level. The NTA's balanced scorecard covers the company's aspects of the financial front, the stakeholders' point of view, the internal processes, staff development as well as the general organisational growth.

The BSC model aligns the individual employees' responsibilities within the organisation to its vision and strategy, improves communication and monitors business performance with respect to strategic goals to be achieved.

2.2 Employee productivity

According to the Oxford Dictionary (n.d.), the productivity of workers is the speed at which a worker produces goods and the volume produced in comparison with how much time, labour and money it takes to produce them. Employee productivity consists of two main components: technological change and labour use. Because technological change requires large amounts of capital, organisations seek to use labour efficiently to achieve high profitability. Effectiveness can be extended when human relationships improve. There is no basic recipe for completing anything other than a great human relationship. Sometimes it can be said that good relationships can contribute to employee productivity, and if employees are rewarded in a timely and timely manner, they can build excellent human relationships that can last a long time in their growth and success of the organisation. Two things are common in business today, the first is rapid growth and expansion, and the second is increased competition and both require efficient and highly productive human resources. To expand a business, you need to have everything related to the person: vision; try to learn and do; results-oriented approach and the habit of continuous improvement. There is no line that says our yields are the best (Okeke & Onyekwelu, 2019).

Employee productivity is a key driver of organisational development and productivity. Employee productivity is the relationship between the production of goods and services by employees in an

organisation and the investment of human and inhuman resources used in the production process. In other words, productivity is the relationship between output and raw materials. The higher the quantitative value of this proportion, the greater the profitability. Employee productivity is defined as how much resources are accumulated in an organisation and how they are used to achieve a particular result. It achieves the highest level of productivity with the lowest resource costs (Okeke & Onyekwelu, 2019).

2.3 Performance planning and employee productivity

According to Weimei and Fenge (2012), performance planning is an important part of the performance management cycle and it consists of two parts based on defining a goal and a performance plan. According to Wilton (2013), the planning phase of a performance management cycle involves setting goals and expectations for the results of individuals and teams. According to Mathis, Jackson, and Valentin (2012), the process of managing results begins with defining the goals that an organisation must achieve in order to remain competitive. According to Dessler (2012), it is important that your goals are SMART. They are explicit, quantifiable, feasible, and significant and obviously get from what the manager and company need to accomplish and timeously reflect cut-off times and achievements. SMART goals are;

- Specific - The goal is clearly outlined, with detailed information such as what is to be achieved, how well it must be done, and why it is important.
- Measurable - The goal must have a definite and measurable indicator to tell if it has been achieved.
- Achievable - While the goal should stretch the employee, it should not be so lofty as to not be realistically achievable at all.
- Relevant/realistic - The goal is in line with both the employee's job and the overall goals of the organisation.
- Time phrased - There must be a real time for this goal to be achieved. Each of the goals set by employees should be consistent with the goals of the organisation and contributes to their implementation. If these goals are met, a comprehensive strategy will be ensured.

Aguinis (2012) contends that performance planning is the second component of the performance management process which includes the consideration of the results and behaviour as well as the development plan.

According to Stredwick (2014), it is important that the manager agrees with each employee on the level of work required. It is thus necessary to pay attention to the work of the employee. The indicators at the planning stage should be consistent with the organisational and distribution goals and objectives as described in the strategy and business plan. Employees need to understand what is expected of them and what the organisation is trying to do and the role they will play in the corporate plan (Bohlander & Snell, 2013). Olusanya (2012) agrees that basic planning in PMS has a significant impact on increasing employee productivity in an organisation.

In summary, after defining goals, standards, and measures, divide them into different departments or structural units, and then into individual staff and teams, and the next step is to plan outcomes, linking outcomes, behaviours, and development plans. It is not enough to define specific goals, as these goals must be related to the actual required revenues which become the main standards of implementation (Bussin, 2013).

2.4 Performance appraisal and employee productivity

The role of employee appraisal has outweighed the appraisal tool for employees, which is used to enhance employee integrity and performance. This can be regarded as one of the most powerful tool for managing employees in a complex and well-managed organisation to achieve strategic goals (Singh et al., 2010). A good appraisal system should create a successful feedback method and allow to create a fair system of remuneration. The implementation method is the basis for evaluating the results of employees and their contribution to the organisational goal. This includes the results expected by employees. The method of implementation should be clear and quantifiable, under the control of employees and in accordance with the objectives set by the participants.

Mallaiah (2015) conducted a study on the management of staff expectations, progress and satisfaction in the university library, and the majority of respondents believe that the system of performance appraisal in the library depends on work and perception to assume responsibility. Mallaiah (2011) also adds that the pragmatic proposals of respondents to improve the existing

assessment system include changing the criteria used. Kibichii and Kiptum (2016) proffer that the misjudgement of employees' performance in many cases overestimates the ability of employees to live with the manager rather than actual performance. Singh et al. (2010) conducted a study on the effectiveness of performance appraisals at the Oil and Gas Exploitation Commission (ONGC) and found that all organisations relied on the opinions of executives and management about reward and discipline.

Kibichii and Kiptum (2016) explain that performance appraisals are an additional benefit for organisations that help to evaluate performance or identify potential problems that limit a company's growth. Derven (2010) recognises that there is a positive link between a person's work and the organisation's core goals, and that it can legitimately expand the organisation's benefits. Other advantages of performance appraisal are the identification of the best and weakest performers, as well as the identification of strengths and areas of development (Jackson & Schuller, 2012). Resistance is another difficulty in performance appraisals effectiveness (Dzinkowski, 2010). The appraisal process may be subject to staff restrictions due to fear of negative evaluation. Therefore, it is necessary to explain to employees the process and reasons for the assessment. Performance appraisal takes into account previous employee performance and is aimed at improving future employee performance. This allows employees to communicate their thoughts and aspirations about the main goals of the organisation (Kibichii & Kiptum, 2016). Performance appraisals help to assess the effectiveness of employees and their commitment to hierarchical goals. This helps to align individual input with organisational goals, as well as to check the performance of employees. In addition, this helps to foster the image of the organisation, increased responsibility, encouragement, effective delivery and recognition of effort (Kibichii & Kiptum, 2016).

Performance appraisal motivates an employee who is currently doing well to continue in the future (Derven, 2010). A study by Prowse and Prowse (2011) showed that a number of methods can be used to evaluate results. This can be measured by assessing an individual's relationship with another person, the effectiveness of employees in relation to a set of behaviours in assessing the actions of the organisation in line with its goals (Mansor, 2011).

When employees engage in progressive performance appraisals, they support their organisations. In any case, to some extent, this responsibility forces them to behave appropriately in the

workplace and lower compensation costs to employees, higher quality and higher productivity. These operational results lead to lower operating costs and higher yields. Another important component of performance appraisal in terms of employee engagement is closely linked to business results. When the workplace is positive, employees try hard to perform and the organisation faces a significant level of efficiency and profitability (Jackson & Schuller, 2012). Satisfied employees are pleasant and friendly to customers and they usually bring even more benefits. Employee organisations are more likely to satisfy customers as employees further develop a variety of elements such as customer loyalty, responsibility, quality and innovation. Ultimately, evaluating performance as a commitment to engage employees leads to increased revenue and rapid growth (Erdogan, 2012).

2.5 Performance feedback

Effective performance feedback between employees and supervisors is the key to successful organisational productivity. Regular feedback helps to direct the work of employees to achieve the goals set by employees, the department and the organisation (Solmon & Podgursky, 2010). This creates responsibility because employees and managers are interested in setting goals, analysing opportunities, exploring career growth, and inspiring employees. However, there are several organisations that ignore feedback (Jackson & Schuller, 2012). Some managers may consciously retain employee feedback, but many avoid other time-consuming administrative tasks. In addition, many organisations do not have a formal evaluation system or managers do not use existing systems (Banker, 2011), unless there is a formal system and many other requirements, otherwise good managers will be able to send feedback.

Lack of feedback does not allow the opportunity to recognise great employees. Even poor performance may not receive enough feedback (Solmon & Podgursky, 2010). Many managers are often ashamed to give negative feedback to employees. This leads to significant problems where the organisation finds itself at a crisis point. Further exacerbating the feedback dilemma is the lack of an organised feedback system in many organisations (Salau & Oludayo, 2014).

2.5.1 Feedback and effectiveness It improves the effectiveness and helps in decision making in the organisation. Feedback directs a person to the goals and objectives of the organisation. In the ideal situation, the employee receives information about how he/she works and where he/she can improve. Schraeder, Bekton, and Portis (2010) suggest filling in feedback on results as a way to

identify employee quality and shortcomings. Feedback on results can also end up being a key component in improving the performance of individual employees in unallocated areas. In order to maintain the effectiveness of the organisation, it is important for senior management to increase the progress of their profession through objective feedback, usually by giving feedback to employees about their actions. In this regard, it is necessary to keep records for performance feedback for future reference (Macey et al., 2011).

Salau and Oludayo (2014) clarify that the utilisation of the 360-degree feedback can also be embraced in assessing the performance of an individual. The motivation behind 360-degree performance appraisal is commonly equivalent to normal performance appraisal, but it is assumed that the new process offers some advantages: From the perspective of the rate of the 360-degree appraisal that provides one of the rich, textured and multifaceted opportunity to see oneself as others do.

Rai (2016) suggests that managers' ability to build a team, which is one of the best ways to change employee mentality or satisfaction, is valued by others. Managers can get feedback from peers and subordinates and compare how the two voters on the team perceived their skills. According to Salau and Oludayo (2014), the 360-degree allows an administrator to evaluate an individual employee's performance through contact with various colleagues or departments, external clients, and the employee himself or herself. When an organisation establishes the performance management system for its employees, it should be systematically applied when the formal structure is gradually linked to salary increases or bonuses, using a combined structure of internal or external examinations. Whether the examination is oral or written, the organisation should provide regular feedback on goals that can be improved to improve employee performance.

2.5.2 Feedback and productivity Feedback plays an important role in evaluating results in employee productivity. This allows the provision of feedback on past work on previous goals, as well as to identify gaps in the results. For managers and supervisors, it is a process that determines the current level of work, discussing strengths and weaknesses and future opportunities (Jackson & Schuller, 2012). Performance feedback provides a discussion to help employees to understand how to work, coaching and feedback, as well as to specify career growth expectations (Brown & Benson, 2013). Performance reviews do a good job of informing people about the goals and outcomes of the results

evaluation process. Most employees believe that their assessment is fair and motivates their work. There is thus an opinion that managers and supervisors can manage the feedback process relatively well (Mone & London, 2010).

One of the most important conditions for increasing the productivity of employees is to provide a clear and negative basis for the work of employees (Carroll & Schneier, 2012). There should be a workflow for the next feedback sessions. Once the error is acknowledged, the company will take immediate corrective action at a minimal cost. This should be measured by how well it meets the exhibition criteria set by the administration to achieve the organisation's goals.

The success of the feedback depends on the confirmation of the procedure. Feedback answers are usually quite different. Satisfaction with the evaluation of results is the degree to which subordinates are satisfied with the process and the feedback received. It serves as a report on the accuracy and fairness of the results (Mone & London, 2010). The result is that satisfied people improve their working relationships with managers and colleagues after receiving feedback on results (Jackson & Schuller, 2012). Feedback can also lead to adverse reactions from employees. If considered unfair, feedback can lead to behavioural changes, such as absence, lack of cooperation, lack of focus on priorities, harmful competition, and even staff turnover.

According to Gully and Philips (2014), there are five principles for providing effective feedback:

- Focus on specific behaviour or performance rather than what you think feedback indicates about the individual (for example, his or her integrity, character, etc.).
- 2. Be supportive and provide feedback that surrounds the person's performance relative to his or her goals, past performance, or improvement rate and minimise comparisons to others.
- 3. Be specific in describing the desired work attitude or performance.
- 4. Jointly set specific, relevant goals.
- 5. Provide limited, focused information and data to avoid overwhelming the employee.

Gully and Phillips (2014) provide valuable communication between the manager and the employee in a concise and effective manner, ensuring that there are no barriers to the employee's work. Gully and Phillips (2014) suggest that further performance reviews can be obtained from one or more sources; this is called a multi-source assessment, or sometimes a 360-degree assessment, which

includes employee monitoring, as well as other sources familiar with the employee's work. The various sources of information that employees know about their work may include clients, peers, subordinates, and anyone reviewing the results of their work in the relevant area. For a performance management process to be successful, feedback must be fast and constructive, and it must be relevant to the objectives. Employee productivity improves when employees are given prompt and constructive feedback on their goals and employees should be notified immediately if they achieve their goals.

2.6 Global scenario of the influence of the PMS on employee productivity

In England, the National Health Services made up of over 8,300 separate organisations and a staffing of over 1.3 million uses Public Service Agreements which are incorporated into performance based agreements. It has been appraised as the most attractive and most patient focused wellbeing framework in the world with the most noteworthy consumer loyalty levels in the world (Department of Health UK, 2016). The Australian Institute of Workers' Productivity Management studied the attitudes of about 450 employees towards the PMS. The study found that more than half of them perform once a year, and the other half have not been tested. Employees no longer intervened in goal setting, so they were disappointed during the reviews (Owino, Oluoch, & Kimemia, 2019).

In USA and Uganda for example, has experienced some weaknesses relating to the PMS of the health worker. Lutwama, Janetta and Bethabile (2013) carried an investigation that uncovered a few gaps in the execution of the PMS in the Ugandan health sector. These included a lack of goal setting and planning, inaccurate performance, insufficient product evaluation, and a limited level of staff training and development. Another study showed that PMS in Mali is not necessarily updated because there are no responsibility groups, as well as a very low percentage (13%) that estimated that training needs are not analysed.

Performance Management in the Botswana Public Service is premised on Vision 2016, which perceives the significance of improving the performance of the public services in the usage of policies as well as transforming the public service. A holistic performance management system was introduced around 1999 as an instrument to enable the whole of Government Ministries and Departments to work towards the optimum delivery of services to the nation (Olufeni, 2010).

Performance management in Namibia was introduced soon after independence in 1990, with a Merit Assessment that was used to evaluate the performance of junior officers and Efficiency Rating being used to evaluate the performance of senior officers. This was replaced by a Performance Appraisal System in 1996, which was suspended in 1998 due to lack of a supporting organisational culture and insufficient training in the system. To ensure the successful implementation of the new performance management system between 2005 and 2007, the Government of Namibia trained senior managers, ministerial implementation teams and facilitators who were responsible for training the rest of public servants. The Government of South Africa sees performance management as an instrument for service delivery and for facilitating the achievement of national development priorities. The need for fundamental change in the South African Public Service was identified at independence in 1994. According to Olufeni (2010), the main conclusions from the experience of productivity management in South Africa are:

- In general, work efficiency depends on the behaviour and attitudes of employees, and the work of any management system should be aimed at changing the attitudes and behaviours that do not improve performance.
- The dominance of the monetary issue in performance management is viewed as one of the major contributing factors to the absence of a strong performance culture.
- Departments with strong leadership and management have stability in the culture of personnel retention and organisation, as well as good results in results management and implementation of efficiency management and development systems. Therefore, it is not a performance management system that improves efficiency, but good management practices and effective management that is aimed at improving the application of skills and competencies, as well as appropriate behaviour and attitudes towards work.

It is important to note that performance management has been introduced in the South African public service with the intentions of monitoring, reviewing, and assessing performance, developing underperformers, and recognising and rewarding good performance.

In Nigeria, a major component of the reform programme is the need to transform the Nigerian public service into a performance and results-oriented service. Some of the key features of Nigeria's performance management system include periodic briefings at ministerial press

conferences at stakeholder forums to enable stakeholders to evaluate the work of various ministries and monitor project implementation and annual reporting on institutional results. The individual evaluation of results is subjective and is more about moving forward than measuring results as it precludes evaluating the results of directors and permanent secretaries (Olufeni, 2010).

Performance management in the Malawian public service involves a structured but flexible approach to improving the performance of employees and the organisation as a whole. However, there were some limitations in the system as it did not serve any useful purpose of increasing individual, team and organisational efficiency. The Civil Service Review Commission of 1985, the Civil Service Reform Program (1994-2001), the Public Sector Management Reform Program (2002-2006) and the Poverty Reduction Strategy in Malawi are based on an objective and transparent management system (Olufeni, 2010).

Therefore, it is important to keep in mind that productivity management systems in Africa are more or less small or outdated. As a result, there is little or no accountability of staff, which makes it difficult to assess the overall outcome in relation to their strategic goals. The socio-economic and political challenges of the African region clearly demonstrate the need for sustained efforts in the field of efficiency management.

2.7 Empirical review

Performance management has been empirically examined by many scholars. For example, Maina (2015) studied the impact of a productivity management system on the performance of workers in food and agricultural organisations. The investigation included a mandatory investigation plan. The number of intrigues of the population consisted of 94 employees from the food and agricultural organisations. A census was conducted to survey the entire population. Data were collected using a structured questionnaire. An important result of this audit was that the Food and Agricultural Organization (FAO) felt that there was a special need for a results management system. The study concluded that employees' perceptions of research results management practices are critical to all organisations, as they motivate them to achieve the goals set by the organisation.

Oluwatosi (2015) contemplated the effects of performance management on the efficiency of the public sector organisations. The study employed a survey research design. The collected data were

analysed by simple percentages and Chi-Square (X²) level. The study found that performance management, if conducted properly, positively impacts the work of public sector organisations. Based on the results, the investigation concluded that performance management allows organisations to identify the quality and shortcomings of employees in accordance with the organisation's overall objectives, and therefore recommended that government agencies needed to conduct performance evaluations every three months to encourage staff involvement.

Long and Franklin (2014) conducted a study on the performance management system and its implications on employee effectiveness in 22 districts in the Brong Ahafo Region of Ghana. The study was a survey-type of research design. The study found that there is a positive link between a performance management system and employee productivity, so if performance appraisal is conducted properly in government agencies, it focus employees on their work, and therefore lead to results. It was assumed that employee performance, therefore, should often focus on evaluating the performance of organisations, particularly government agencies, in order to motivate their employees to work more clearly.

Mwema and Gachunga (2014) studied the impact of performance appraisals on employees in selected organisations in East Africa. Research showed that organisations often need to evaluate employees through performance, goals, organisational goals, time management, and efficiency to measure performance, as this increases employee productivity.

Farheen, Faiza and Syed (2014) examined the implementation and effectiveness of the performance management system in Alfalah Bank. The results of the study showed that Alfalah Bank employees faced the problem of dissatisfaction with the current results management. Also, the current management system of Alfalah Bank did not have a system of motivation and appropriate rewards.

Ayandele and Isischey (2013) studied the system of performance management and management using selected companies in Nigeria. The findings found that the results management system affected employee commitment to employee goals. According to the results of the study, there was a positive relationship between the employee's participation in the creation of a management system of the organisation and the employee's commitment to the purpose.

Rajesh and Nishant (2013) studied performance management systems in Maharatna. The study aimed at identifying key variables that have a strong impact on the performance management system, with particular reference to BHEL, Bhopal (M.P.). The study found that the performance management system helps employees to set personal goals with the employee's goals and achieve significant results. The study also found that BHEL's product management process allows employees to grow and thus be recognised in the organization.

In addition, Nadeem, Naveed Zeeshan and Yumna (2013) examined the moderating role of motivation on the impact of performance appraisal on employee performance. The study focused on the impact of performance appraisal on employee performance and found that motivation affects the relationship between employee appraisal and performance. The results showed a positive link between performance appraisal and employee performance. Motivation as a moderator had a positive effect on the relationship between performance appraisal and employee performance.

Furthermore, Okumu (2019) examined the effect of employee performance management practices on employee productivity at the Kenya Airways. From the research findings, 96% of Kenya Airways employees indicated that the organisation had implemented employee performance management and sensitised its employees on the importance of employee performance management before its implementation through seminars and workshops. The results of the hypotheses tested revealed that goal setting, rewards and recognition, training and development had positive effects on the productivity of Kenya Airways.

2.8 Theoretical framework underpinning this study

This research study employed the goal setting theory to analyse performance management and Employees' productivity at NTA.

Goal Setting Theory was proposed by Edwin Locke in the year 1968 (Obasan & Sotunde, 2011). The theory accentuates the significant connection among objectives and performance. The objective setting theory begins from the straightforward perception that defining the performance objective for employees motivates them to endeavour towards accomplishing these objectives.

Thus, the goal affects employees' confidence in their ability to perform the task, and employees are encouraged to increase their efforts or change their strategies if they are confident that the current performance will not achieve the goals. The personal goals set by the employee suggest taking on important work to motivate him/her to improve. This is based on the assumption that employees will continue to pursue their goals. If these goals are not achievable, they will either improve implementation or change the goals and make them more reasonable. If there is no opportunity to improve performance, it will lead to the achievement of the goals of the product management system. Motivation has a positive effect on the result of goal setting: the impact of a certain standard on decision, strength and perseverance, that is, specific goals or objectives direct the individual's attention to what needs to be cultivated, rather than shifting the focus to the next day. The pursuit of a higher goal leads to perseverance before reaching the goal (Olufeni, 2014).

In the goal setting theory, situational factors are moderators that influence the outcome of a goal. Goal-setting management levels can also be variable, limiting or enhancing the relationship between goal setting and employee performance. Regardless of the level of governance, goal setting plays an important role in public sector governance and administrative reform. The problem of setting vague goals for workers at the national level can be solved by setting clear high behavioural goals. Setting specific learning objectives can be used at any level of management where employees do not have the knowledge to achieve results. Two distinctive features of goal setting theory that make it more effective than any other motivational theory to date are its strong empirical basis and continuous development. It is therefore a useful tool in analysing performance management and employees' productivity in this study (Olufeni, 2014).

2.8.1 Shortcomings of the Goal Setting Theory

When two separate goals are set at the same time, focusing too much on one can make it difficult to achieve the other (Locke & Latham, 2019). This can be determined by prioritising individual goals or finding a balance between directly related goals. It is much more important to have well-thought-out goals than to have too many, and it is more important not to achieve one goal or another (Cuevas, Mullins & Hancock, 2018). Another limitation has to do with goals and risks. During a computer game study, Locke and Latham (2019) found that participants with challenging goals risk strategies to increase productivity. Also, a possible limitation is usually called tunnel

vision. At the same time, when employees pay so much attention to their goals, they do not take into account other aspects of the work. Goal-setting theory focuses on how goals are related to job performance, but does not take into account the "why", and does not account for why setting goals is linked to performance.

However, goal setting theory leads to better results by increasing motivation and effort, as well as by increasing and improving feedback. This is an experience that is used to increase the motivation of employees to complete work quickly and efficiently.

2.9 Chapter summary

The chapter reviewed literature on the effects of performance management practices on employee productivity. The first section determined the impact of performance planning on employee productivity. The second section dwelt on the impact of performance appraisal on employee productivity and the third section examined the influence of performance feedback on employee productivity. The chapter also highlighted the global scenarios on the impact of PMS on employee productivity. The study was guided by the goal setting theory. The next chapter focuses on the methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the research design, research methodology, population and sampling design used in this study. It also dwelt on the research technique adopted in this study and why it was chosen. It outlines the research procedures and data analysis methods used.

3.2. Research methodology

The study adopted a quantitative methodology following a descriptive research design. The quantitative methodology provides a framework that allows other researchers to repeat the same research at a different time and context but still getting similar results. The approach that is used in quantitative research to construct knowledge is more exact and formal, and the procedures and concepts are more rigidly defined.

The quantitative method was ideal for the study because it allowed the measurement of concepts and variables which facilitated the establishment of validity of the findings.

Quantitative research involves measurement in terms of quantities or numbers (Blumberg, Cooper & Schindler, 2014). This method was necessary in this study and questionnaires were used to solicit quantitative data. Therefore, this study adopted a quantitative approach to investigate the effects of performance management practices on employee productivity at the Namibia Training and Authority.

3.2.1 Research design

A research design is the framework of a research that clarifies the direction and the method to be used in the study to collect the data required (Creswell, 2013). Various data collection instruments such as interviews, observations, field notes, reports, and documents are used to collect data. This study will adopt a quantitative case study approach and used a questionnaire to gather data. According to Cohen et al., (2018), a case study is defined as a specific instance that is commonly designed to illustrate a more general principle. A case study is an empirical inquiry that investigates

a phenomenon within its real life context (Demetriou, 2003). It allows a researcher to examine a particular issue in substantial depth rather than looking at several instances superficially. A case study is thus believed to be suitable for this study because it might obtain in-depth information on the influence of the performance management system on employees' productivity at the N T A.

3.3 Target population and sample

According to Creswell (2013), a population is defined as the total number of conceivable items and objects of a particular phenomenon. A sample is defined as a representative part from a larger group (Morrison, 2012). The target population for this study consisted of 537 staff members at the N T A. According to Thatcher (2010), the Krejcie and Morgan (1970) table of determining sample size is reliable hence the study used a sample size of 220 participants.

Table 3.1 Sample size determination.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size
Source: Krejcie & Morgan, 1970

Source: Krejcie & Morgan, 1970

Table 3.1 shows the sample size determination from different population sizes. For the current study, the population size was 537 which is between 500 and 550 in the Krejcie and Morgan table, therefore the sample size used for the study was 220.

3.4 Sampling strategy

The study applied a simple random sampling strategy to select the participants of the study at the N T A. The sample process was carried out in a single step where the respondents to participate in the study were selected independently. Simple random sampling was an ideal sampling strategy for this study because it provided equal chance for every personnel at the NTA to be selected as a participant for the study. Simple random sampling also provides the representative of the entire population under study and eliminates bias.

3.5 Data collection instrument

A structured questionnaire with open and close-ended questions was utilised for collecting data from the participants simply because it is simple to administer and collect the much needed data to the larger population sample. The questionnaire was divided into the following sections: Section A - demographic characteristics of the respondents; Section B - questions focused on the effects of performance planning on employees' productivity; Section C - questions focused on the effects of performance appraisal on employees' productivity; Section D - questions focused on the effects of feedback and performance improvement on employees' productivity.

A google form was used to rate the responses from the participants to give an indication of the degree of the aspects being measured. The google form was used as it is simple to construct, easy to read and to complete as well. It enabled the respondents to freely indicate their opinions on the structured statements.

3.6 Validity and reliability

Validity is the extent to which any measuring instrument measures what it is intended to measure (Thatcher, 2010). To ensure validity, copies of the questionnaire are given to supervisors in the department for validation. This was done in order to obtain their general comments and for them to provide the necessary suggestions on the suitability and order of the questions. Moreover, validity was enhanced through a thorough assessment of existing literature to identify conceptual

dimensions and reviewing of the instrument. Questionnaires were tested with 10 staff members to determine its validity before the entire data gathering from the participants. This was of help especially in determining the effectiveness of the questionnaire in carrying out the study and also to give room for its modification and merging with the objectives of the research study.

Kothari (2010) suggest that reliability is the ability for a research to be replicated if it is carried out under similar conditions elsewhere. Data collected during the pilot study were analysed to validate the questionnaire so as to make sure that there was consistency and accuracy in the study. The researcher applied the use of Cronbach's test of reliability, using Statistical Package Social Science (SPSS) to ensure reliability.

3.7 Data collection procedure

The researcher secured a clearance certificate from the University of Namibia's Research Ethics Committee together with the consent forms from the participants. The questionnaire was self-administered. The researcher forwarded the questionnaires to participants through google forms and later picked them for analysis. The collected data was cleaned and entered into the Statistical Package for the Social Sciences software for processing.

3.8 Data analysis

The process of data analysis commenced with cleaning the data for any unanswered information (missing) and error checking. The coded questionnaire was then entered into the SPSS software. Frequency tables and pie charts were created for visual presentation of the results. The researcher conducted correlation analysis to examine any relationships among the variables as well as reporting the P-values and coefficients.

A Linear Regression model was applied to assess the aggregated contribution of the performance planning, performance appraisal and performance feedback on employee productivity (that is the outcome). The coefficients and their 95% confidence interval were reported as well as the P-values. The regression was as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Where Y = Employee productivity

A = Constant (Regression coefficient)

X1 = Performance planning

X2 = Performance appraisal

X3 = Performance feedback

X4 = Performance improvement

3.9 Ethical considerations

The researcher obtained ethical approval from the University of Namibia's Research Ethics Committee to conduct the study. The researcher made sure to comply with the rules of the University of Namibia on carrying out the study. Data collection was initiated only with informed consent of the subjects. This was secured through signing of the consent forms by the participants. The subjects had to fill in the questionnaires after filling in the consent form. All computer files from the researcher's computer were password protected to ensure confidentiality. The researcher also ensured that all respondents' identities were kept confidential and anonymous by using pseudonyms.

There are various ethical issues that a researcher should consider before beginning a study. These guidelines relate to voluntary participation of respondents, harm of respondents, anonymity and confidentiality of participants (Collis & Hussey, 2011). These guidelines are discussed and explained below as they helped the researcher address ethical issues.

The researcher had to obtain ethical approval from the University of Namibia's Research and Ethics Committee to conduct the study. The researcher made sure to comply with the rules of the University of Namibia on carrying out the study.

3.9.1 Ensuring the informed consent of the participants

Study participants were asked to sign a letter agreeing to participate in the study. This was to ensure that they were provided with relevant information before agreeing to participate in the study.

3.9.2 Ensuring no harm to participants

The researcher avoided potentially harmful questions. As a result of the study, the personal data of the participants were kept confidential to avoid future consequences as a result of the outcome of the study. The researcher promised confidentiality and did not request for the names of the

participants. In consistent with Gichuhi (2014), all respondents were assured that the information obtained from the survey would be confidential, so they could be confident in expressing their opinions without fear or anxiety. The researcher ensured the anonymity of the participants by removing any identification marks before the information was disseminated.

Before distributing the questionnaire, all participants were informed about the purpose, nature and methods of data collection. The researcher also explained the roles of respondents and the researcher. Accordingly, the researcher first obtained the written consent of the respondents. Despite all the above precautions, it was found that the study was conducted for academic purposes only and that their participation was completely voluntary. The researcher provided contact information and a personal email if there were any problems during the study.

3.9.3 Ensuring confidentiality and anonymity

The identities of the participants were kept secret during the study. It was emphasized that respondents do not need to write their names in the survey. All computer files from the researcher's computer were password protected to ensure confidentiality.

3.10 Chapter summary

The study applied a descriptive research design by adopting a quantitative approach on the study on the impact of performance management on employee productivity at NTA. The variables that were studied and tested included performance planning, performance appraisal and performance feedback and the associations on employee productivity as the response variable. The study sample size constituted of 220 staff members at NTA. Simple random sampling was used to select the participants. Data was analysed through a descriptive research design with frequency tables, pie charts and bar charts being used. Correlation and regression analysis were used to determine the relationship between explanatory variables and the response variable. The next chapter presents the analysis of the results.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4. Introduction

This chapter focuses on the presentation, analysis and discussion of the findings. The overall objective of the study was to investigate the influence of a performance management system on employees' productivity at NTA. The study aimed at finding out the influence of performance management system at NTA. The correlation and significant impact of performance planning, performance appraisal, performance feedback and performance improvement on employee productivity were very significant variables of this study. The study adopted a quantitative methodology with a sample size of 220 participants. A questionnaire was used to gather data from the participants who were selected using the simple random sampling method. All the 220 questionnaires were filled in, thereby bringing the response rate to 100%. Data gathered were analysed using the Statistical Package for Social Sciences (SPSS) and results obtained were presented in the form of bar charts, tables and pie charts.

4.1 Demographic information

The study sought to identify participants' gender, age group, educational level, years of experience and job grade level at the NTA.

4.1.1 Gender

Data gathered on the gender of the participants were analysed and presented in a pie chart as presented in Figure 1 below.

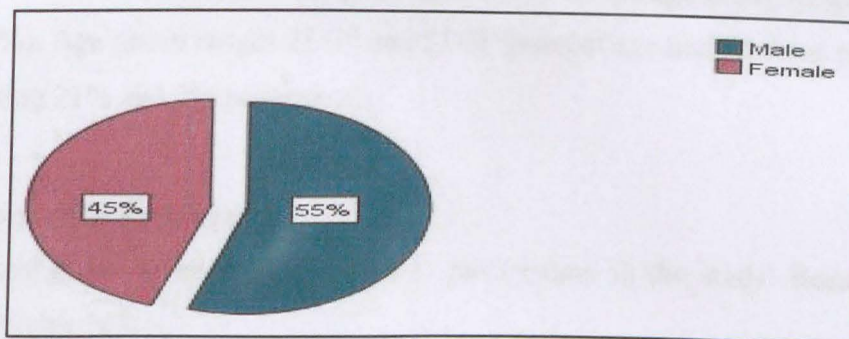


Figure 1: Gender of the participants

Figure 1 depicts information on the composition of gender which constituted the study. The study found that males constituted 55% of the study, while females constituted 45%. Results from the study revealed that the study was dominated by males.

4.1.2 Age of participants

Participants were requested to indicate their age group and results obtained were presented in the form of a bar chart.

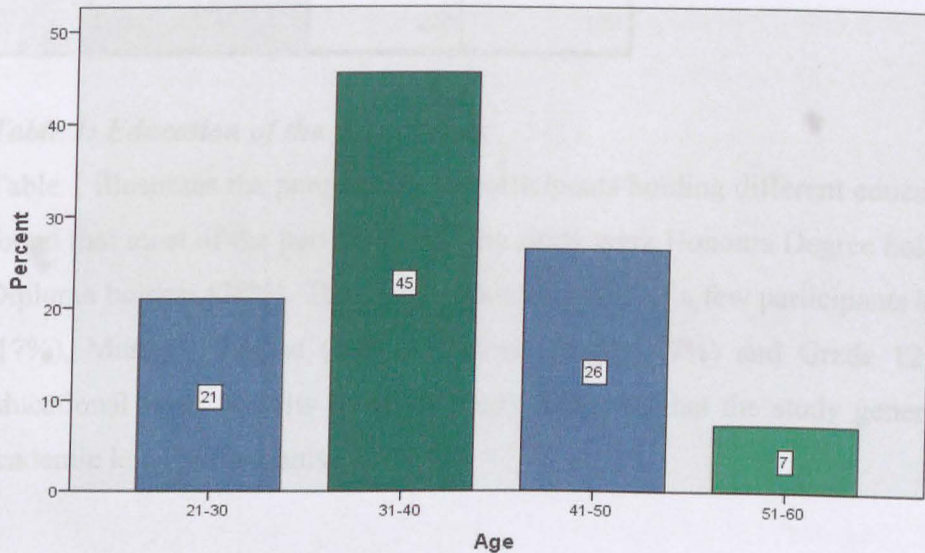


Figure 2: Age of the participants

Figure 2 shows the distribution of the age groups of the participants who participated in the study. The study found that the majority of the participants were in the age group range of 31-40 (45%) and 41-50 (26%). Age group ranges 21-30 and 51-30 years of age had the least participants in the study constituting 21% and 7% respectively.

4.1.3 Education of the participants

The study investigated the educational level of participants in the study. Results obtained are tabulated in the table below.

Qualification	Frequency	Percentage
Doctoral Degree	15	7
Master's Degree	23	10
Honours Degree	74	34
Diploma	61	28
Certificate	38	17
Grade 12	9	4
Total	220	100

Table 1: Education of the participants

Table 1 illustrates the percentages of participants holding different educational levels. The study found that most of the participants in the study were Honours Degree holders (34%) followed by Diploma holders (28%). The study was constituted of a few participants holding Certificate level (17%), Master's Degree (10%), Doctoral Degree (7%) and Grade 12 (4%) as their highest educational level. Results from the study indicated that the study generally comprised of high academic level participants.

4.1.4 Job grade of the participants

Participants were requested to indicate their job grades for analysis. Results obtained are presented in the table below:

	Frequency	Percentage
A	15	7
B	50	23
C	115	52
D	32	15
E	6	3
F	2	1
Total	220	100

Table 2: Job grades for participants

Table 2 illustrates the distribution of different job grades in which participants of the study operated in. The study found that the majority of the participants were in Grade C (52%) followed by Grade B (23%) and Grade D (15%). The other grades had few participants as indicated in table 2. Results from the study indicated that generally the study comprised of more participants with job Grades C and B, while the rest of other grades had less participants.

4.1.5 Years of experience of the participants

The study sought to identify the number of years of experience which participants of the study had at the NTA. Results gathered were analysed and presented in a pie chart as shown below.

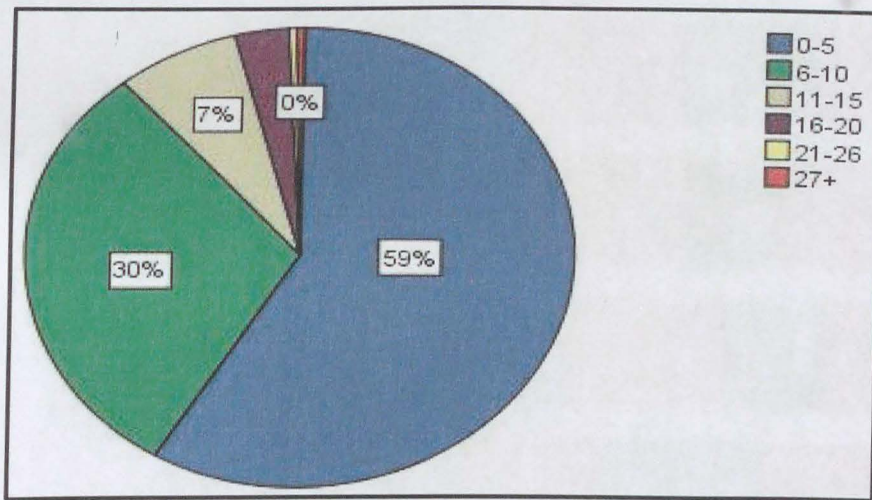


Figure 3: Years of experience

Figure 3 shows the distribution of different years of experience which participants of the study had at the NTA. The study found that most of the participants had between 0 to 5 years of experience of working at the NTA (59%), followed by those with 6 to 10 years of experience (30%). A few of the participants had work experience of between 11 and 15 years as well as 16 to 20 years and that was 7% and 3% respectively. Results from the study indicated that the study heavily comprised of participants holding work experience between 0 to 5 years and that very few of the participants had an extensive amount of experience at the NTA which above 16 years.

4.2 Influence of performance planning on employee productivity

The study sought to determine the effects of performance planning on employee productivity. Participants were requested to rank different factors under performance planning to identify which factors had an impact more than others. Results obtained are presented in a bar chart as indicated below:

Figure 4: Influence of planning on employee productivity.

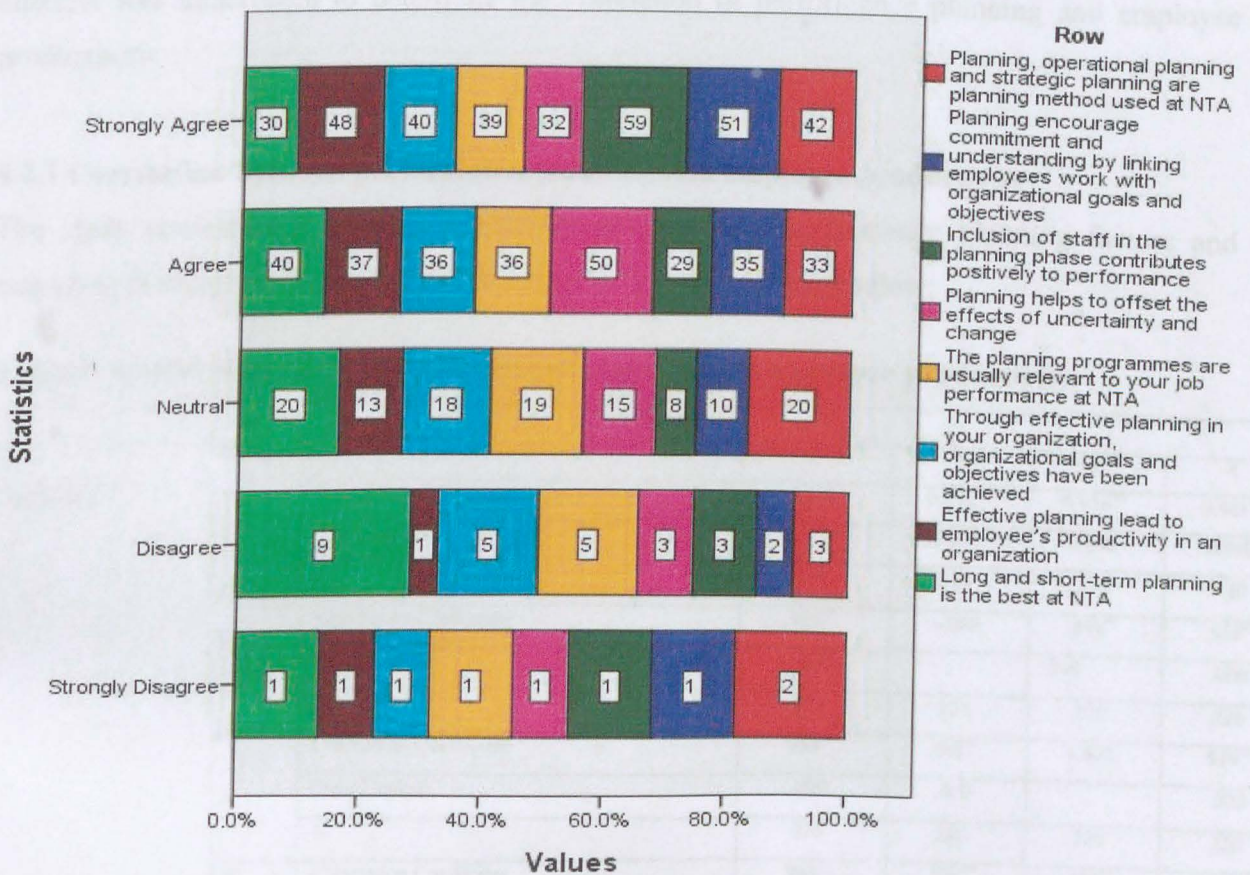


Figure 4 shows the distribution of various factors under performance planning which participants ranked in terms of their magnitude of impact towards employee productivity. The study found that the majority of the participants (59%) strongly agreed that the inclusion of staff contributes positively to performance as well as that planning encourages commitment and understanding of the set goals and objectives (51% of the participants agreed). Figure 4 results also depict that participants ranked the following factors as the most influential on employee productivity: inclusion of staff in planning, long and short planning is the best, planning encourages commitment

and understanding as well as that planning helps to offset uncertainties and change. A few participants were neutral about the effects of the factors with the highest being 20% on whether or not long and short-term planning was the best for the NTA. However, results from the study unveiled that generally all the factors under planning as shown in figure 4 had more influence on employee productivity and this was indicated by very few participants either disagreeing or strongly disagreeing to the nature of the influence of those factors in figure 4. Further statistical analysis was undertaken to determine the correlation of performance planning and employee productivity.

4.2.1 Correlation between performance planning and employee productivity

The study conducted a correlation analysis between key performance planning factors and employee productivity. Results were presented in a table as shown below:

Table 3: Correlation between performance planning and employee productivity

		Correlations				
		1	2	3	4	
Spearman's r	1	Correlation Coefficient	1.000	0.904**	0.954**	0.941**
		Sig. (2-tailed)	.	0.000	0.000	0.000
		N	220	220	220	220
	2	Correlation Coefficient	.904**	1.000	.868**	.859**
		Sig. (2-tailed)	.000	.	.000	.000
		N	220	220	220	220
	3	Correlation Coefficient	.954**	.868**	1.000	.919**
		Sig. (2-tailed)	.000	.000	.	.000
		N	220	220	220	220
	4	Correlation Coefficient	.941**	.859**	.919**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	220	220	220	220

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

Key:

1 = Planning encourages commitment and understanding

2 = Inclusion of staff in the planning phase contributes to employee productivity

3 = Effective planning leads to employee productivity

4 = Employee productivity

Table 3 shows the correlation between performance planning factors and employee productivity. The study found that there was a strong positive correlation between performance planning in leading to commitment, understanding and employee productivity ($r= 0.941$). The study also revealed that there was strong positive correlation between the inclusion of staff in the planning phase and employee productivity ($r= 0.859$). The relationship was also statistically significant between effective planning and employee productivity ($r= 0.919$). The strong correlation implied that as performance planning factors improve or are enhanced, then employee productivity also improved positively. Results from the study showed that there was a strong significant relationship between performance planning and employee productivity.

4.2.2 Regression between performance planning and employee productivity

A regression model was conducted between performance planning and employee productivity to determine the proportion of variance caused by performance planning. Table 4 below depicts the results. The study established that the regression equation was strong. Adjusted R Square was 0.856 implying that performance planning led to 85.6% change in employee productivity.

Table 4: Regression between performance planning and employee productivity

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.928 ^a	0.861	0.856	0.367

Predictors: (Constant), Long and short-term planning is the best at NTA; inclusion of staff in the planning phase contributes positively to performance; effective planning leads to employee's productivity in an organisation; planning helps to offset the effects of uncertainty and change; planning, operational planning and strategic planning are the planning methods used at the NTA; through effective planning in your organisation, organisational goals and objectives have been achieved; planning encourages commitment and understanding by linking employees' work with organisational goals and objectives; and the planning programmes are usually relevant to your job performance at the NTA.

4.2.3 ANOVA of performance planning and employee productivity

The Analysis of Variance results are presented in table 5 below. A p-value of 0.00 (less than 0.05) was found, indicating that performance planning had a statistically significant impact on employee productivity.

Table 5: ANOVA of performance planning and employee productivity

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	175.988	8	21.998	163.081	.000 ^b
Residual	28.462	211	.135		
Total	204.450	219			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant) Long and short-term planning is the best at the NTA; inclusion of staff in the planning phase contributes positively to performance; effective planning leads to the employee's productivity in an organisation; planning helps to offset the effects of uncertainty and change; planning, operational planning and strategic planning are planning methods that are used at the NTA; through effective planning in your organisation, organisational goals and objectives have been achieved; planning encourages commitment and understanding by linking employees' work with organisational goals and objectives; and the planning programmes are usually relevant to your job performance at the NTA.

4.2.4 Coefficient of performance planning and employee productivity

Results from the regression between performance planning and employee productivity also produces the coefficient table between the two variables. The coefficient table shows the degree of relationship between each and every variable that represents performance planning. More so, the coefficient table allows us to identify which variables under performance planning are statistically significant for the overall regression equation of the study. The main interest from the coefficient table below lies in identifying which statistically significant variables under performance planning can the researcher use when compiling the overall equation of the study with performance planning, performance appraisal, performance feedback and improvement as independent variables. The researcher determined the significance of variables using the sig.

values from the table, that is, a variable was considered statistically insignificant when its sig. value was greater than 0.05. Table 6 shows the coefficients.

Table 6: Coefficient of performance planning and employee productivity

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-0.806	0.154		-5.240	0.000
Planning, operational planning and strategic planning are planning method used at NTA	-0.155	0.124	-0.151	-1.249	0.213
Planning encourage commitment and understanding by linking employees work with organizational goals and objectives	.617	.130	.537	4.735	.000
Inclusion of staff in the planning phase contributes positively to performance	-.310	.087	-.280	-3.551	.000
Planning helps to offset the effects of uncertainty and change	.050	.087	.042	.579	.563
The planning programmes are usually relevant to your job performance at NTA	-.090	.147	-.088	-.613	.540
Through effective planning in your organization, organizational goals and objectives have been achieved	.210	.145	.202	1.456	.147
Effective planning lead to employee's productivity in an organization	.318	.120	.267	2.648	.009
Long and short-term planning is the best at NTA	.415	.077	.421	5.364	.000

a. Dependent Variable: Employee productivity

Table 6 shows the coefficient of performance planning variables and their degree of relationship. The study found that the constant was -0.806 and the statistically significant variables for the

equation were: Planning encourages commitment and understanding by linking employees' work with organisational goals and objectives ($p = 0.000$), the inclusion of staff in the planning phase contributes positively to performance ($p = 0.000$), effective planning leads to the employee's productivity in an organisation ($p = 0.009$) as well as that long and short-term planning is the best at the NTA ($p = 0.000$). The analysis above was conducted to identify which performance variables were statistically significant so that those variables would be computed for the overall regression equation of the study. Results from the study indicated that 4 variables representing performance planning were statistically significant for the overall equation of the study.

Overall, results from performance planning and employee productivity ascertained that performance planning exerted an impact on employee productivity as suggested by majority of the participants (59%) who strongly agreed that the inclusion of staff contributes positively to performance as well as that planning encourages commitment and understanding of the set goals and objectives (51% of the participants agreed). The first objective was also achieved through the ANOVA analysis which gave a result of a p-value less than 0.05, implying that performance planning had a statistically significant impact on employee productivity.

4.3 Influence of performance appraisals on employee productivity

Participants were requested to indicate their extent of disagreeing and agreeing to the impact of performance appraisals factors towards employee productivity. Results are tabulated below.

Table 7: The influence of performance appraisals on employee productivity

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Performance appraisal influences positively individual performance	2.7%	6.4%	10.9%	40.5%	39.5%
Performance appraisal is valuable to my performance in my organization	1.8%	3.2%	15.0%	45.9%	34.1%
Performance appraisal makes me better understand what should be done	1.8%	4.5%	13.6%	35.5%	44.5%
Performance appraisal makes me work harder than expected	2.7%	8.2%	19.5%	38.2%	31.4%
Performance appraisal makes me work below expectation due to how it is conducted	13.2%	17.7%	20.5%	24.5%	24.1%
I am satisfied with the current performance appraisal system in the organization	11.4%	14.1%	27.3%	29.1%	18.2%
Performance appraisal is fair to all employees supervised	11.4%	15.0%	32.7%	27.7%	13.2%
Performance appraisal gives recognition for good performance	9.1%	13.2%	22.3%	28.6%	26.8%

Table 7 depicts the results obtained from participants, indicating which factors were the most influential to employee productivity. The study unveiled that most of the participants agreed that the following factors: performance appraisal influences positively individual performance (40.5%), performance appraisal is valuable to the performance of the organisation (45.9%), and performance appraisal makes employees work harder than expected (38.2%), thus affects employee productivity at large (). A slightly higher percentage of the participants among others, indicated that they generally disagreed that performance appraisal makes employees work below expectations due to how it is conducted (17.7%) as well as that employees were satisfied with the current performance appraisal system in the organisation (14.1%) and that performance appraisal was fair to all employees supervised (15.0%). However, results from the study established that performance appraisal was essential in improving employee productivity. Further statistical analysis was conducted to determine the relationship between performance appraisal and employee productivity.

4.3.1 Correlation between performance appraisal and employee productivity

A correlation analysis was conducted to determine the relationship between performance appraisal and employee productivity. Results are presented in table 8 below.

Table 8: Correlation between performance appraisal and employee productivity

			Correlation				
			1	2	3	4	5
Spearman's r	1	Correlation Coefficient	1.000	0.947**	0.897*	0.943*	0.874*
		Sig. (2-tailed)	.	0.000	0.000	0.000	0.000
		N	220	220	220	220	220
	2	Correlation Coefficient	.947**	1.000	.871**	.921**	.890**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	220	220	220	220	220
	3	Correlation Coefficient	.897**	.871**	1.000	.921**	.875**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	220	220	220	220	220
	4	Correlation Coefficient	.943**	.921**	.921**	1.000	.911**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	220	220	220	220	220
	5	Correlation Coefficient	.874**	.890**	.875**	.911**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	220	220	220	220	220

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

Key:

1 = Performance appraisal influences positively individual performance

2 = Performance appraisal makes employees better understand what should be done

3 = Performance appraisal makes employees work harder than expected

4 = Fairness of performance appraisal to all employees

5 = Employee productivity

Table 8 shows the relationship between performance appraisal variables and employee productivity. The study revealed that there was a strong positive correlation between performance

appraisal in influencing positive individual performance and employee productivity ($r=0.874$). There was also a significant relationship between performance appraisal leading to the employee's better understanding of what should be done and employee productivity ($r= 0.890$). The study also found that there was a strong positive correlation between performance appraisal causing employees to work harder, thereby leading to employee productivity ($r= 0.875$). Further exposures from the study stipulated that there was a significant relationship between the fairness of performance appraisal to all employees and employee productivity ($r= 0.911$). Results from the study implied that as performance appraisal increases, employee productivity would also increase.

4.3.2 Regression between performance appraisal and employee productivity

The study carried out a regression model between performance appraisal and employee productivity to ascertain the proportion of change which performance appraisal caused on employee productivity. The study revealed that the model was strong and that the Adjusted R Square was 0.915 which implied that performance appraisal caused 91.5 % variation on employee productivity. Results are presented in table 9 below.

Table 9: Regression between performance appraisal and employee productivity

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.958 ^a	0.918	0.915	0.282

a. Predictors: (Constant), performance appraisal gives recognition for good performance; performance appraisal is valuable to my performance in my organisation; performance appraisal is fair to all employees supervised; performance appraisal makes me better understand what should be done; performance appraisal makes me work harder than expected; performance appraisal makes me work below expectations due to how it is conducted; performance appraisal influences positively individual performance; and, I am satisfied with the current performance appraisal system in the organisation.

4.3.4 ANOVA of performance appraisal and employee productivity

The Analysis of Variance was conducted to determine whether performance appraisal had a statistical significant impact on employee productivity. The study found that performance appraisal had a significant impact on employee productivity ($p= 0.000$). Table 10 below stipulates the results.

Table 10: ANOVA of performance appraisal and employee productivity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	187.675	8	23.459	295.075	0.000 ^b
	Residual	16.775	211	0.080		
	Total	204.450	219			

- a. Dependent Variable: Employee productivity
- b. Predictors: (Constant), performance appraisal gives recognition for good performance; performance appraisal is valuable to my performance in the organisation; performance appraisal is fair to all employees supervised; performance appraisal makes employees to better understand what should be done; performance appraisal makes them work harder than expected; performance appraisal makes them work below expectations due to how it is conducted; performance appraisal influences positively individual performance; and, employees are satisfied with the current performance appraisal system in the organisation.

4.3.5 Coefficients of performance appraisal and employee productivity

The co-efficient of the performance appraisal and employee productivity determines if there is a positive relationship between performance appraisal and employee productivity. This implies that a percentage increase in performance appraisal leads to an increase in employee performance at the NTA.

Table 11: Coefficient of performance appraisal and employee productivity

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.219	0.121		10.108	0.000
Performance appraisal influences positively individual performance	-0.012	0.089	-0.012	-0.131	0.896
Performance appraisal is valuable to my performance in my organization	.227	.080	.207	2.847	.005
Performance appraisal makes me better understand what should be done	-.103	.083	-.101	-1.236	.218
Performance appraisal makes me work harder than expected	-.241	.071	-.258	-3.421	.001
Performance appraisal makes me work below expectation due to how it is conducted	.280	.064	.393	4.397	.000
I am satisfied with the current performance appraisal system in the organization	.510	.078	.654	6.509	.000
Performance appraisal is fair to all employees supervised	-.034	.068	-.042	-.503	.615
Performance appraisal gives recognition for good performance	.094	.060	.124	1.569	.118

a. Dependent Variable: Employee productivity

Table 11 illustrates the coefficient of performance appraisal and employee productivity which indicates the degree of relationship of each variable representing performance appraisal. The study found that the constant was 1.219 and the statistically significant variables for the equation were: performance appraisal is valuable to employee performance in the organisation ($p = 0.005$); performance appraisal makes employees work harder than expected ($p = 0.001$) and employee satisfaction ($p = 0.000$); while other variables were statistically insignificant. This analysis was conducted to identify which performance appraisal variables were significant for the final computation in the overall regression equation of the study.

Overall, the second objective of the study where the influenced of performance appraisal on employee productivity had to be examined, was achieved. Results from the participants suggested

that, performance appraisal influenced positively individual performance and that performance appraisal makes employees work harder than expected, thus affects employee productivity at large. These results were again cemented by the ANOVA analysis which established that performance appraisal had a significant impact on employee productivity (p-value < 0.05), implying that an increase in performance appraisal led to an increase in employee productivity.

4.4 Influence of performance feedback on employee productivity

The study sought to determine the influence of performance feedback on employee productivity. Participants had to indicate the extent to which they agreed or disagreed as well as being neutral to the factors under performance feedback towards their effect on employee productivity. Results were tabulated as presented below.

Table 12: Influence of performance feedback on employee productivity

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Current performance feedback in my organisation is fair and unbiased	9.1%	17.7%	27.7%	21.8%	23.6%
I am satisfied with the way my organisation provides me with feedback	8.6%	18.2%	21.8%	29.1%	22.3%
I always get enough feedback on my performance	7.7%	14.5%	28.6%	29.5%	19.5%
My manager communicates with me frequently about my performance	7.3%	16.8%	27.3%	35.0%	13.6%
The feedback I receive concurs with what I have actually achieved	9.1%	15.0%	31.8%	31.4%	12.7%
My organisation is more engaged in providing positive feedback for good performers than criticising the poor ones	8.6%	17.7%	31.8%	29.5%	12.3%

Table 12 illustrates the extent as to what degree did participants agreed or disagreed with the influence of performance feedback factors on employee productivity. The study found that the majority of the participants agreed and strongly agreed that employees were satisfied with the way the organisation provides them with feedback (29.1%), employees always get enough feedback on their performance (29.5%), managers communicate with employees frequently about their performance (35%) and that the feedback from superiors concurred with the employee's achievements (31.4%). However, results also unveiled that, generally participants were neutral or indecisive on whether the current feedback within the organisation as unfair and biased (27.7%)

and that the organisation was more engaged in providing positive feedback for good performers than actually criticising the poor ones. Generally, results from the study indicated that, there was a slightly higher feedback mechanism in the organisation. Further investigations were made and a correlation analysis was conducted to determine the relationship between performance feedback and employee productivity.

4.4.1 Correlation between performance feedback and employee feedback

The study conducted a correlation analysis and results obtained were tabulated in table 13 below.

Table 13: Correlation between performance feedback and employee productivity

			Correlations				
			1	2	3	4	5
Spearman's r	1	Correlation Coefficient	1.000	.973**	.958**	.959**	.925**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	220	220	220	220	220
	2	Correlation Coefficient	.973**	1.000	.967**	.935**	.957**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	220	220	220	220	220
	3	Correlation Coefficient	.958**	.967**	1.000	.949**	.958**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	220	220	220	220	220
	4	Correlation Coefficient	.959**	.935**	.949**	1.000	.918**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	220	220	220	220	220
	5	Correlation Coefficient	.925**	.957**	.958**	.918**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	220	220	220	220	220

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

Same comments as above. Key;

1 = Fairness and unbiasedness of performance feedback.

2 = Employee satisfaction with the way feedback was provided.

3 = Getting enough feedback on performance.

4 = Relevance of feedback achievements

5 = Employee productivity

Table 13 shows the relationship between performance feedback variables and employee productivity. The study found that there was a strong positive correlation between fairness of performance feedback and employee productivity ($r = 0.925$). This implied that the fairer and unbiased performance feedback could be, the more employee productivity could be achieved. There was also a strong positive relationship between employee satisfaction with the feedback and employee productivity ($r = 0.957$). The study established that there was a significant relationship between receiving enough feedback and employee productivity ($r = 0.958$) and that the relevance of feedback to achievements was positively correlated with employee productivity ($r = 0.918$). Generally, results from the study indicated that performance feedback was positively correlated with employee productivity.

4.4.2 Regression model between performance feedback and employee productivity

A regression model was conducted and results are presented in table 14 below. The study revealed that the regression model between performance feedback and employee productivity was strong and that the Adjusted R Square was 0.907 which implied that performance feedback resulted in 90.7% change in employee productivity.

Table 14: Regression model between performance feedback and employee productivity

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.907	.294

a. Predictors: (Constant), my organisation is more engaged in providing positive feedback for good performers than criticising the poor ones; always get enough feedback on performance; current performance feedback in NTA is fair and unbiased; Manager communicates with employees frequently about their performance; Employees are satisfied with the way the organisation provides them feedback; and the feedback they receive concurs with what they have actually achieved.

4.4.3 ANOVA of performance feedback and employee productivity

The Analysis of Variance was carried out to determine whether performance feedback had a significant influence on employee productivity. The study found that performance feedback had a statistically significant impact on employee productivity (p value of 0.000 which is < 0.005). Results were presented in table 15 below.

Table 15: ANOVA of performance feedback and employee productivity.

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	186.045	6	31.007	358.847	0.000 ^b
Residual	18.405	213	0.086		
Total	204.450	219			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), my organisation is more engaged in providing positive feedback for good performers than criticising the poor ones; employees are always get enough feedback on their performance; current performance feedback in the organisation is fair and unbiased; managers communicates with them frequently about their performance; employees are satisfied with the way the organisation provides them with feedback; and the feedback they receive concurs with what they have actually achieved.

4.4.4 Coefficient of performance feedback and employee productivity

The coefficient of performance feedback and employee productivity was conducted to show the degree of relationship of the variables representing performance feedback imperatively to reveal which variables were statistically significant to include in the overall equation of the study. Results are tabulated in table 16 below.

Table 16: Coefficient of performance feedback and employee productivity

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.933	.063		14.754	.000
Current performance feedback in my organization is fair and unbiased	-0.165	0.090	-0.216	-1.833	0.068
I am satisfied with the way my organization provides me with feedback	0.429	0.091	0.557	4.716	0.000
I always get enough feedback on my performance	0.458	0.088	0.559	5.231	0.000
My manager communicates with me frequently about my performance	-.062	.104	-.072	-.594	.553
The feedback I receive concurs with what I have actually achieved	.167	.117	.196	1.423	.156
My organization is more engaged in providing positive feedback for good performers than criticizing the poor ones	-.054	.096	-.063	-.563	.574

a. Dependent Variable: Employee productivity

Table 16 illustrates the coefficient of performance feedback variables and employee productivity. The study found that the constant was 0.933 and the statistically significant variables for the equation were: employee satisfaction ($p=0.000$), I always get enough feedback on my performance ($p=0.000$) while the rest of the variables were insignificant.

Overall, the third objective of the study where the relationship between performance feedback and employee productivity had to be investigated, was achieved. This was shown by the results from

the participants as well as the model summary which showed a strong correlation ($r = 0.954$) between performance feedback and employee productivity.

4.5 Performance improvement and employee productivity

The study conducted a correlation analysis performance improvement and employee productivity. Results obtained are tabulated in table 17 below.

Table 17: Correlation of performance improvement and employee productivity

			Correlations				
			1	2	3	4	5
Spearman's r	1	Correlation Coefficient	1.000	0.932**	0.915**	0.949**	0.888**
		Sig. (2-tailed)	.	0.000	0.000	0.000	0.000
		N	220	220	220	220	220
	2	Correlation Coefficient	.932**	1.000	.911**	.927**	.855**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	220	220	220	220	220
	3	Correlation Coefficient	.915**	.911**	1.000	.948**	.868**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	220	220	220	220	220
	4	Correlation Coefficient	.949**	.927**	.948**	1.000	.908**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	220	220	220	220	220
	5	Correlation Coefficient	.888**	.855**	.868**	.908**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	220	220	220	220	220

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

Table 17 shows the relationship between performance improvement variables and employee productivity. The study revealed that a strong positive correlation existed between the encouragement of performance development and employee productivity ($r= 0.888$). This meant that as more emphasis is put on performance development, positive employee productivity results

could be attained. A strong positive relationship was established between improving employee motivation and employee productivity ($r= 0.855$). Results from the correlation analysis unveiled that generally performance improvement was positively correlated with employee productivity ()

4.5.1 Regression model between performance improvement and employee productivity

A regression model was conducted and results are presented in table 18 below. The study established that the regression model between performance improvement and employee productivity was strong and that the Adjusted R Square was 0.824 which implied that performance feedback resulted in 82.4% change in employee productivity.

Table 18: Model summary of performance improvement and employee productivity

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.910 ^a	0.828	0.824	0.405

a. Predictors: (Constant), training as a performance improvement tool has no impact on employee productivity; employee productivity can be enhanced by performance improvement through employee motivation and engagement; improving individual performance is crucial to employee productivity; encouraging performance development does not contribute to high employee productivity; aligning employee behaviour with organisational goals leads to the betterment of employee productivity.

4.5.2 ANOVA of performance improvement and employee productivity

The Analysis of Variance was conducted to determine whether performance improvement had a significant influence on employee productivity. The study found that performance feedback had a statistically significant impact on employee productivity ($p= 0.000$). Results are presented in table 19 below.

Table 19: Analysis of Variance of performance improvement and employee productivity

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	169.356	5	33.871	206.546	0.000 ^b
Residual	35.094	214	0.164		
Total	204.450	219			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), training as a performance improvement tool has no impact on employee productivity; employee productivity can be enhanced by performance improvement through employee motivation and engagement; improving individual performance is crucial to employee productivity; encouraging performance development does not contribute to high employee productivity; and aligning employee behaviour with organisational goals leads to the betterment of employee productivity.

4.5.3 Coefficient of performance improvement and employee productivity

The coefficient of performance improvement and employee productivity was conducted to show the degree of relationship of the variables representing performance improvement imperatively to reveal which variables were statistically significant to include in the overall equation of the study.

Results are tabulated in table 20 below.

Table 20: Coefficients of performance improvement and employee productivity

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.862	.158		5.457	.000
Improving individual performance is crucial to employee productivity	.231	.084	.249	2.738	.007
Encouraging performance development does not contribute to high employee productivity	.213	.090	.261	2.367	.019
Employee productivity can be enhanced by performance improvement through employee motivation and engagement	.160	.099	.156	1.628	.105
Aligning employee behavior with organizational goals leads to the betterment of employee productivity	-.251	.111	-.266	-2.267	.024
Training as a performance improvement tool has no impact on employee productivity	.369	.067	.532	5.510	.000

a. Dependent Variable: Employee productivity

Table 20 shows the coefficient of performance feedback variables and employee productivity. The study found that the constant was 0.862 and all the variables were statistically significant apart from the third one (Employee productivity can be enhanced by performance improvement through employee motivation and engagement, $p = 0.105$). Significant variables were therefore computed under performance improvement for use in the overall regression model of the study.

All in all, the fourth objective of the study in which it aimed at examining the influence of performance improvement on employees' productivity, was achieved. A positive influence was established and this was shown by a strong correlation coefficient ($r = 0.91$), as well as the significant value in the ANOVA ($p < 0.05$) and the Adjusted R Square of 0.824 which implied that performance improvement accounted for 82.4% change in employee productivity.

4.6 Employee productivity

The study was interested in investigating the employment productivity under different variables. Participants were therefore asked to indicate the extent of their agreements to the employee productivity variables. Results are presented in a bar chart below.

Figure 5: Employee productivity

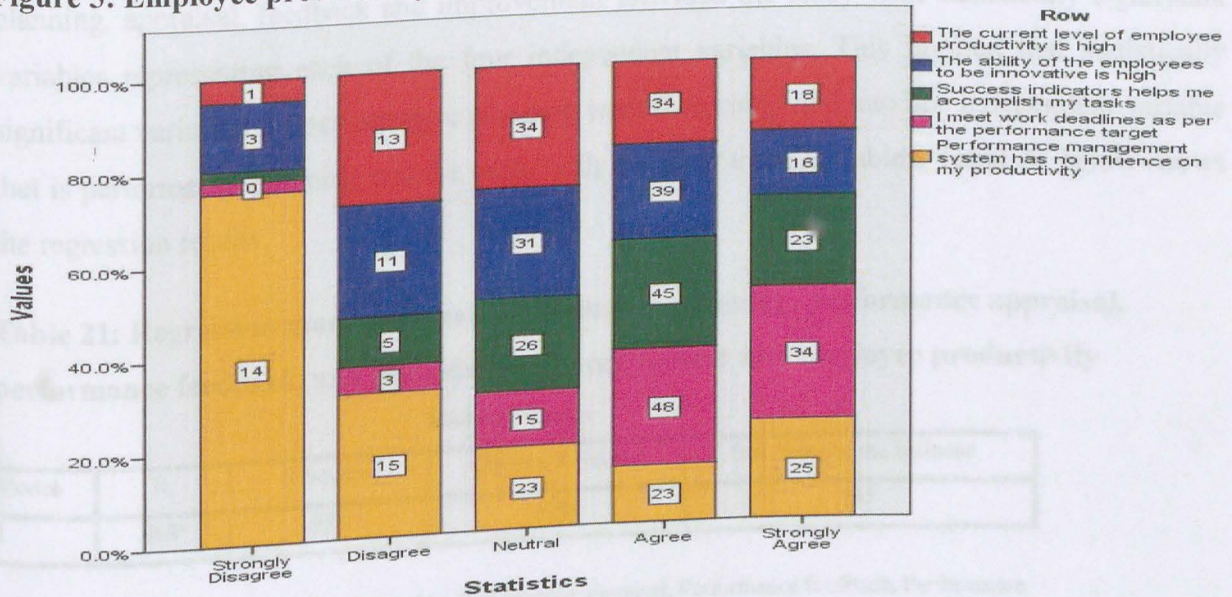


Figure 5 shows the distribution of different employee productivity measurement variables along with participants' extent to which they agreed upon those factors. The study revealed that generally a few percentage of participants strongly disagreed and disagreed that the performance management system has no influence on employee productivity (14% and 15% respectively). The study also found that the majority of the participants met their work deadlines (48%) and that success indicators helped them to accomplish their tasks (45%). Further insights from the study were that a moderate number of the participants were neutral on whether employee productivity was high and also on whether the ability of the employees to be innovative was high or not (31%). Results from the study showed that participants understood that the performance management system contributes to employee productivity and the majority of them met their work deadlines to meet performance targets.

4.7 Regression model between performance planning, performance appraisal, performance feedback and employee productivity

After conducting each regression model of performance planning, performance appraisal, performance feedback and performance improvement, the study finally carried out a complete model of all the four variables inclusive. The analysis of each regression model on performance planning, appraisal, feedback and improvement provided the study with statistically significant variables representing each of the four independent variables. This implied that statistically significant variables for performance planning were then computed into one independent variable that is performance planning and the same with the other three variables. Table 21 below shows the regression results.

Table 21: Regression model between performance planning, performance appraisal, performance feedback, and performance improvement and employee productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.937	.936	.245

a. Predictors: (Constant), Performance planning, Performance appraisal, Performance feedback, Performance improvement.

Table 21 shows the regression results obtained between the three independent variables. The study unveiled that the model was strong and the Adjusted R Square was 0.936 which implied that 93.6% variation in employee productivity was accounted for by performance planning, performance appraisal and performance feedback.

4.7.1 ANOVA of performance planning, performance appraisal, performance feedback and employee productivity

The Analysis of Variance was conducted to determine if performance planning, performance appraisal and performance feedback had a statistical significant impact on employee productivity. The study found that all the three independent variables had a statistical significant impact on employee productivity ($p= 0.00, <0.005$). Table below 18 shows the results.

Table 22: ANOVA of performance planning, performance appraisal, performance feedback, and performance improvement and employee productivity

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	191.589	4	47.897	800.677	0.000 ^b
Residual	12.861	215	0.060		
Total	204.450	219			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), Performance planning, Performance appraisal, Performance feedback, Performance improvement.

4.7.2 Coefficients of performance planning, performance appraisal, performance feedback, performance improvement and employee productivity

After running the overall regression equation between performance planning, performance appraisal, performance feedback, performance improvement and employee productivity, a coefficient table showing the degree of relationship between the independent variables and the dependent variable was produced. The coefficient table indicates which independent variables are statistically significant for the model and from table 23, the study established that all the independent variables were statistically significant. More so, the coefficient table gives us the units in which the dependent variable (employee productivity) changes or improves as a result of a 1 unit increase in the independent variables. Table 23 also shows the coefficients ().

Table 23: Regression equation coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.096	.130		.737	.462
Performance planning	.144	.020	.500	7.366	.000
Performance appraisal	.146	.027	.659	5.441	.000
Performance feedback	.308	.031	.768	10.001	.000
Performance improvement	.207	.023	.965	9.150	.000

a. Dependent Variable: Employee productivity

Table 23 shows the beta coefficients of the regression equation. The study found that performance planning was statistically significant in predicting employee productivity with a p-value < 0.05 . Results implied a rejection of the H1 hypotheses which claimed that performance planning had no statistically significant impact on employee productivity, therefore establishing that indeed performance planning was a major predictor to the productivity of employees. Results shown in table 23 indicate that for every 1 unit increase in performance planning, employee productivity would increase by 14.4% with other independent variables held constant.

Performance appraisal had also a p-value < 0.05 which therefore deduced that, the H1 hypotheses claiming no significant impact of performance appraisal on employee productivity had to be rejected. The implication of this result was that, performance appraisal was essential in driving employee productivity positively. Results showed that for every 1 unit increase in performance appraisal, then employee productivity would increase by 14.6% with other independent variables constant.

Both the H1 hypotheses' of performance feedback and improvement were therefore rejected due the observed p-values of less than 0.05. This meant that performance feedback as well as performance improvement were important aspects to focus on if employee productivity was to be improved. Results from the study indicated that a 1 unit increase in performance feedback contributed to an increase in employee productivity by 30.8%. Also, by adding a unit increase in performance improvement, the regression model established that employee productivity would rise by 20.7%.

Further revelations from the study found that the intercept of the regression model was positive (0.096). This implied that when performance planning, performance appraisal, performance feedback and improvement were all at zero level, then the expected average change or improvement in employee productivity was very low (0.096). Results from the study indicated that without performance planning, performance appraisal, performance feedback and performance improvement in place, then the organisation would expect a very low increase in employee productivity.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5. Introduction

The chapter focuses on the discussion of findings obtained from the study. The discussion of findings is done in line with the objectives of the study. The study objectives were: to investigate the effect of performance planning on employees' productivity; to examine the influence of performance appraisal on employees' productivity; to investigate the relationship between performance feedback and employees' productivity; and to examine the influence of performance improvement on employees' productivity at the Namibia Training Authority.

5.1 Effect of performance planning on employees' productivity

Findings from the study revealed that performance planning had an impact on employee productivity. A total of 59% of the participants strongly agreed that the involvement of staff in performance planning contributes to a positive performance and that planning encourages commitment and understanding of the set goals. Participants also reiterated that planning helps to offset uncertainties and changes in the organisation. Results from the study corroborates the findings by Stredwick (2014) who postulate that it is significant that the manager agrees with every worker on the necessary degree of performance. It is important to note that an employee's performance scorecards during the planning phase must be aligned to organisational and divisional objectives and targets as outlined in the strategy and business plan.

Bohlander and Snell (2013) argue that the employees need to comprehend what is anticipated from them and what the organisation is attempting to accomplish and the part they need to play in the entire corporate plan. However, from the current study, fewer participants gave an indication of indecision on whether or not long and short-term planning provided the best for the NTA. Overall findings from the study suggest that performance planning leads to employee productivity. In the same vein, Olusanya et al. (2012) concur that great planning in the performance management system emphatically adds to improved employee profitability in an institution. The correlation analysis conducted in the study confirmed that there was a strong positive relationship between performance planning and employee productivity.

The overall regression model established that performance planning was statistically significant ($p\text{-value} < 0.05$) in predicting employee productivity. Results obtained were consistent with Olusanya (2012) who agreed that basic planning in PMS has a significant impact on increasing employee productivity in an organisation.

Looking at the current study results, other researchers such as Olusanya (2012), Stredwick (2014), as well as Ayandele and Isischey (2013) study on the system of performance management and employee productivity in Nigeria which found that, there was a positive relationship between the employee's participation in the creation/planning of a management system of the organisation and the employee's commitment to the purpose, it can be deduced that results from the present study were consistent and maintained with other researchers highlighted in the literature.

5.2 The influence of performance appraisal on employees' productivity

The study investigated the influence of performance appraisal and the results obtained showed that most of the participants reiterated that performance appraisal is valuable to the performance of an organisation and that it actually makes employees to work harder. For instance, 40.5% of the participants strongly agreed that through performance appraisal, positive individual performance can be enhanced. The findings are consistent with those by Singh et al. (2010) who conducted an exploratory examination on the effectiveness of the execution performance appraisal at the Oil and Flammable Gas Commission (ONGC) and arrived at the conclusion that all organisations rely on the impression of supervisors and the board for giving prizes and disciplines for employees.

Furthermore, Kibichii and Kiptum (2016) clarify that the performance appraisal is an additional benefit to organisations that can help to identify inefficient work practices or uncover potential issues which are limiting the growth of the company. The majority of the participants in the current study also agreed that the performance appraisal influences individual performance in a positive way and these results were coherent with Mwema and Gachunga (2014) who studied the impact of performance appraisal on employees in organisations in selected offices in East Africa. Their research showed that organisations often need to evaluate employees through performance, goals, organisational goals, time management, and efficiency to measure performance, as this increases employee productivity.

A few of the participants (14.1%) in the current study disagreed that employees were satisfied with the current performance appraisal system in the organisation and also that performance appraisal was fair to all the employees being supervised. Correlation and regression analysis on performance appraisal unveiled that there was a strong positive linear relationship between performance appraisal and employee productivity. Inferential statistics established that performance appraisal had a statistically significant impact ($p\text{-value} < 0.05$) on employee productivity. Results from the present study were consistent with Zulfqar (2011) and Gichuhi, Abaja and Ochieng (2014) have found a positive effect between employee productivity and performance appraisal. However, the present study results did not corroborate with the research conducted by Mohammed, Shahid, Mohammed, and Ehtesham (2011) who concluded that performance appraisal has a negative effect on employee productivity.

All in all, findings from the current study indicated that performance appraisal was key towards employee productivity.

5.3 The relationship between performance feedback and employees' productivity

Results from the study suggest that there was a moderate to high feedback mechanism in place at the NTA. Though the majority of the participants agreed that performance feedback was influential on employees, the study also unveiled that the percentages were below 50 and that neutral responses were slightly on par with those who agreed and strongly agreed. For instance, 28.6% of the participants were neutral on whether they received enough feedback on their performance while 29.5% agreed that they did received enough feedback on their performances. Participants emphasised that with poor performance feedback, employee productivity is affected negatively. Findings from the study were maintained by Solmon and Podgursky, (2010) who postulated that the absence of feedback additionally leaves great employees unrecognised. Even poor performance may not be given adequate feedback thereby leading to significant problems where the organisation finds itself at a crisis point.

Regression analysis established that performance feedback had a statistically significant impact ($p\text{-value} < 0.05$) on employee productivity. Results from the present study corroborated with a longitudinal study conducted by Brown and Edmund (2011) who found that feedback from performance leads to more productive work and employee engagement. In the same vein conformity of the current study results, Brown and Edmund's; Hafiza, Shah and Jamshid (2011)

was found. Hafiza, Shah and Jamshid (2011) surveyed more than 664,000 employees in more than 80 companies around the world and found that productivity increased by 40% for those with high higher levels of performance appraisals and feedback, whereas productivity decreased by 28% for companies with lower levels of performance appraisals and feedback.

5.4 The influence of performance improvement on employees' productivity

The study confirmed through correlation analysis that performance improvement was positively related with employee productivity. Findings revealed that as performance improvement increases, employee productivity also increased in that direction.

Results from the present study were consistent with previous research conducted by Abraham (2012); Anitha (2014) who found that work engagement under performance improvement have a significant positive effect on employee productivity. In the same vein Zahargier and Balasundaram (2011), established that a successful and productive business can be achieved by engaging its employees to improve their performance.

Chapter Summary

Overall, the present study established that performance planning, performance appraisal, performance feedback and performance improvement all had a significant impact on determining the outcomes of employee productivity. Similarly, Oluwatosi (2015) commented on the effects of performance management on the efficiency of public sector organisations. The study employed a survey research design. The collected data were analysed by simple percentages and Chi-Square (X²) level. The study found that performance management, if conducted properly, affects the work of public sector organisations. Based on the results, the investigation concluded that performance management allows organisations to identify the quality and shortcomings of employees in accordance with the organisation's overall objectives, and therefore recommended that government agencies conduct performance evaluations every three months to encourage staff involvement.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter focuses on the summary of findings and compares them to the literature provided in the study. The chapter also provides the conclusions and recommendations based on the findings obtained in the study. Suggestions for future research are highlighted as well.

6.2 Summary of the findings

The overall objective of the study was to investigate the influence of the performance management system on employees' productivity at the Namibia Training Authority. The study was also interested in determining the correlation and significant impact of performance planning, performance appraisal, performance feedback and performance improvement on employee productivity. A quantitative methodology with a sample size of 220 participants was utilised in the study. A regression model with the following independent variables: performance planning, performance appraisal, performance feedback and performance improvement was adopted in the study. The response variable was employee productivity. The hypothesis tested in the study was that performance management had no statistically significant impact on employee productivity and no relationship existed in between.

The study found that the majority of the participants agreed that performance planning led to employee productivity. Only 20% of the participants in the study were indecisive on whether or not long and short term planning provided the best for the NTA. Nevertheless, the correlation analysis established that there was a strong positive correlation ($r = 0.941$) between performance planning and employee productivity. The ANOVA results further confirmed that performance planning had a statistically significant impact on employee productivity and the significant factors under performance planning to be computed in the overall regression model were: planning encourages commitment and understanding by linking employees' work with organisational goals and objectives ($p = 0.000$), inclusion of staff in the planning phase contributes positively to performance ($p = 0.000$), effective planning leads to employees' productivity in an organisation ($p = 0.009$) as well that long and short-term planning is the best at the NTA ($p = 0.000$).

Results on the effects of performance appraisals towards employee productivity indicated that the majority of the participants in the study agreed that performance appraisal was key to employee productivity and that it ought to be fair and unbiased so that employees are kept motivated with their work. Inferential statistics findings showed that there was a strong positive correlation between performance appraisal leading to employees' better understanding of what should be done and employee productivity ($r= 0.890$). ANOVA findings ascertained that the performance appraisal had a statistically significant ($p < 0.05$) impact on employee productivity. Furthermore, the study established that the statistically significant factors under performance appraisal were that: performance appraisal is valuable to employee performance in the organisation ($p = 0.005$), performance appraisal makes employees work harder than expected ($p= 0.001$), and employee satisfaction ($p= 0.000$).

With regards to performance feedback, findings from the study indicated that there was a slightly higher performance feedback mechanism in play at the NTA as below 50% of the participants agreed with the different factors under performance feedback. However, these findings were further strengthened by the inferential statistics conducted. The correlation analysis outcome established that there was a good significant relationship between performance feedback and employee productivity and from the ANOVA analysis, performance feedback had a statistically significant impact on employee productivity ($p < 0.05$). The statistically significant variables under performance feedback were: employee satisfaction ($p= 0.000$), and, always get enough feedback on my performance ($p=0.000$).

Results from the study further confirmed that performance improvement had a strong positive relationship with employee productivity and the ANOVA findings established that performance improvement had a statistically significant ($p < 0.05$) impact on employee productivity. All in all, inferential statistics established that all the independent variables were significant therefore all of them were included in the final regression model of the study.

The regression model therefore comprised of performance planning, performance appraisal, performance feedback and performance improvement as predictor variables to employee productivity. The model summary indicated a quite strong model which had a capacity of 93.6% of explaining the variation in employee productivity accounted for by performance planning, performance appraisal, performance feedback and performance improvement. The ANOVA

findings of the overall model confirmed that the independent variables were statistically significant in explaining employee productivity ($p < 0.05$). Findings from the overall regression of the study showed that performance planning, performance appraisal and performance feedback were statistically significant in predicting employee productivity ($p = 0.000$ from ANOVA analysis).

6.3 CONCLUSION

Based on the impact of performance planning on employee productivity, the study concludes that the involvement of staff in performance planning leads to their understanding of what actually needs to be done and by virtue of that, this results in positive individual performance which culminates into employee productivity. Findings from the study confirmed that performance planning was positively correlated with employees' performance and therefore the study concluded that performance planning had a statistically significant impact towards employee productivity. This means that when performance planning is raised then employee productivity also increases.

Findings from the study indicate that performance appraisal contributes to employee productivity. The study concludes that performance appraisal is valuable to the organisation and that it helps in enhancing employee productivity. Performance appraisal keeps employees motivated and encourages them to work harder than expected. Performance appraisal ought to be fair and unbiased as a way to maintain the same level of satisfaction across all employees which eventually leads to employee productivity. Inferential statistical findings led to the conclusion that when performance appraisal methods are enhanced then employee productivity increases in a positive way.

Furthermore, outcomes of performance appraisal can lead to improvements in work performance and therefore overall business performance via, for example, increased productivity or customer service. They increase rapport between management and employees, increase job satisfaction and improve employees' sense of loyalty towards the company. Performance appraisals assist the employee in seeing how his/her role in the organisation contributes to the company's overall success, thus increasing employee morale. The motivational role entails creating a learning experience that motivates workers to improve their performance.

Based on performance feedback were that performance feedback ought to be enough to all employees in order to increase employee productivity; performance feedback has to be fair and unbiased so that employees are satisfied with their work, which in turn leads to employee productivity; performance feedback allows employees to understand what is expected from them by either receiving positive or negative feedback; and employees build on the negative feedback to correct their errors and thereby improve, while positive feedback motivates them to keep on with the good work. The study also concluded that, when positive feedback increases, so does employee productivity. An organisation without the presence of effective performance planning, performance appraisal and performance feedback can expect a negative outcome in terms of employee productivity.

Performance feedback is critical to helping employees to understand expectations, make adjustments and get the coaching that is necessary to improve and succeed. Helping colleagues to understand how to work with each other and to support each other is critical to preventing miscommunication or production slow-downs. Performance feedback may affect employee productivity positively or negatively depending on how the feedback is given. Ideally, performance feedback can serve as a motivating factor for the employee if the feedback focuses on ensuring that the employee is motivated to work even harder in the next performance cycle so that they can achieve the set targets. On the other hand, if feedback is based on criticism and does not focus on encouraging the employee to focus on achieving targets, it may not yield the required results because the employee is likely to be demoralised which will eventually affect their productivity negatively.

6.4 Recommendations

The study recommends that performance planning should involve the staff so as to enhance their understanding in as far as what their duties are concerned. Effective performance planning should be put in place so as to encourage commitment and mitigate uncertainties in the organisation. There should also be a follow up after planning has been completed to ensure that the duties are followed according to the plans. Creating a comprehensive plan for employee development and giving some employee achievements to strive for will inspire a higher level of efficiency.

The study recommends that performance appraisals should not be conducted just for the purpose of ticking boxes without practical measures or interventions taken especially when an employee is below the acceptable standards of performance, otherwise the performance appraisal could be demotivating and thereby derail employee productivity. The study suggests that the performance appraisal ought to be streamlined to improve the exhibition of the employees. With no reward attached to performance appraisal, employees may see it as a waste of time and as something that does not have a positive impact on productivity therefore incentivising the performance appraisal for all employees in the organisation can enhance performance at large.

The study recommends that performance reviews ought to be centred on the commitments of the individual employees to meet the organisational objectives. The performance appraisal ought to be urged among the workers for them to communicate their thoughts and desires for meeting the vital objectives of the organisation. The absence of consequence management leads to employees losing morale hence the working environment should be positive so that employees can have a drive to do their best and the organisation experiencing higher levels of productivity and profitability, therefore, performance appraisal should be improved for the attainment of successful dynamics. This can lead the employees to finish their predetermined work and surpassing their ordinary work execution.

The study recommends that compelling feedback ought to be utilised by an organisation so as to meet the organisation's targets. There should also be a viable performance feedback that would convert into improved employee profitability. It is critical to impart and talk about employee performance for upgraded efficiency. Moreover, it is important to prepare standard forms to simplify the recording process and let employees know what to expect. These are evaluations that determine the employment status and also a method for everyone to improve. Feedback performance does nothing if there is no integration of changes based on feedback and evaluation.

Performance feedback should be fair, unbiased and adequate to all employees and there should be a proper assessment framework and the administrators need to apply the frameworks set up to acknowledge the exhibition scores. Performance feedback is critical to helping employees to understand expectations, make adjustments and get the coaching that is necessary to improve and succeed. Therefore, feedback should be provided on time.

The study also recommends that it is important to first define the purpose of the meeting and provide an agenda. A factual discussion with a focus on job-related behaviours will keep the discussion objective and at the end of the meeting, key points should be summarised. It is also important to note that the employee will be asked to sign the appraisal, whether or not there is agreement. Making departmental goals accessible to all managers ensures that there is no overlap, reduces conflict, and allows members of different departments to see where they can support each other and ensures that they are not working at cross purposes.

Furthermore, it is important to ensure that all employees understand their roles towards the organisation's objectives. Thus it is critical to provide more training with regards to PMS and its implementation, as well as ensuring that the organisation has a QMS that support. An its strategic plan. Effective QMS will allow a smooth implementation of PMS.

The study recommends that information should be gathered from multiple sources and thereby ensure that all factors impacting performance are considered. This information should include objective data for instance sales reports, call records or deadline reports. Other valuable information includes: feedback from others, results of personal observation, documentation of ongoing dialogue, and records of any external or environmental factors influencing performance. Many reviews also include an employee self-evaluation. Other documents that help define performance objectives include: past performance appraisals, current departmental and organisational objectives and documented standards related to career goals.

In addition, it is important to provide clear direction to supervisors and employees to help clarify expectations. This will help to increase their productivity as they will have a clear focus and clear goals. Furthermore, it is important to give responsibilities to qualified employees that have a proven track record with success in a certain field, and trust that they will perform the tasks well. Provide each member of staff with a plan and encourage each to make a list to ensure that he or she completes prioritised jobs on time and stays on tasks all day, thereby resulting in efficient working.

6.5 Suggestions for further studies

For further studies, the researcher suggests that a survey of different institutions in the country should be conducted rather than only at the NTA. This will enable other researchers to collect different data as well as for comparison of the findings.

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Research approval letter



12 May 2020

TO WHOM IT MAY CONCERN

Re: MBA Public Sector Management, Student Sackens Tuhafeni Pohamba, Student No: 2814469

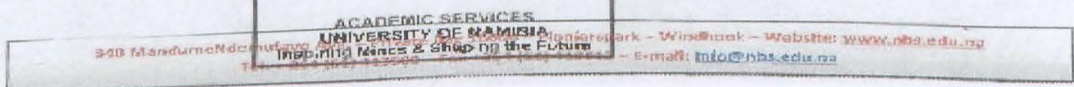
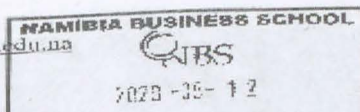
As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Mr Pohamba has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Mr Pohamba with the information he requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. His research synopsis indicates that his topic touches on "Investigating the influence of Performance Management System on employees' productivity at Namibia Training Authority".

Your kind assistance is highly appreciated.

Yours sincerely

Greenfield Mwakipeaite, Dr
 Research Co-Ordinator
 Namibia Business School
 University of Namibia
 Tel: +246 61 413 500
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Appendix 2

Consent letter



NAMIBIA TRAINING AUTHORITY

Deputy: Julia Muesadhana
Phone: Tel: 061 2519577
Email: jmuesadhana@nta.com.na

14 May 2020

Mr Saxeus Lubatani Pohamba
Private Bag 2112
Olakhandu

Dear Mr. Pohamba,

RE: PERMISSION TO CONDUCT RESEARCH STUDY

Pursuant to the letter addressed to my office, requesting permission to conduct research for your MBA Public Sector Management studies, I hereby grant approval on condition that the measuring instruments such as interview questionnaires, should be submitted to the HR Department for review/approval prior to the distribution to staff.

Kind regards,


Ms. Julia Muesadhana
GM: Human Resources



Established in terms of Section 6 of the Vocational Education and Training Act, Act No. 1 of 2018

Board Members: Anzo Ngawene (Chairperson), Dr. Raizo Naxho (Deputy Chair), Cornelis Bense, Eno Lisa Naitinga, Michelle Etink, Mervie Kester, Barbara van der Westhuizen, Peta van Riebeeck, Mollie Harkins and Jerry Boshuis (Ex Officio) (CEO)

PO Box 70427, Klondike, Windhoek, Namibia. NTA Village, Road Street, Klondike, SWA-Boulevard -264 001, SI 207 850, Fax: +264 00 61 207 851
Website: www.nta.com.na, Email: info@nta.com.na

All Official Correspondence must be addressed to the Office of the CEO

Appendix 3

QUESTIONNAIRE

SECTION A

Please place a cross (X) in the column which reflects your option.

- Please answer each option

1. BIOGRAPHICAL DATA

1.1. GENDER

Male		Female	
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1.2 AGE GROUP

21-30		31-40		41-50		51-60	
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1.3 EDUCATIONAL STATUS

Grade 12		Diploma		Degree		Master's Degree		Doctoral Degree	
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1.4 WHAT JOB GRADE ARE YOU IN?

A	B	C	D	E	F	G	H	I	J

1.5 NUMBER OF YEARS IN KERC SERVICE

0-5		6-10		11-15		16-20		21-26		27+	
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SECTION B:

Influence of planning on employee productivity

Kindly indicate the extent to which you agree with the following statements by using a scale of 1 to 5.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree and 5= Strongly Agree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)
Planning, operational planning and strategic planning are planning method used at NTA					
Planning encourage commitment and understanding by linking employees work with organizational goals and objectives					
Inclusion of staff in the planning phase contributes positively to performance.					
Planning helps to offset the effects of uncertainty and change.					
The planning programs are usually relevant to your job performance at NTA.					
Through effective planning in your organization, organizational goals and objectives have been achieved.					
Effective planning lead to employee's productivity in an organization.					
Long and short-term planning is the best at NTA.					

Briefly, explain how else does Performance appraisal affect employee productivity?

.....

.....

.....

SECTION D:

SECTION C:

Influence of Performance Appraisals on Employee Productivity.

Kindly indicate the extent to which you agree with the following statements by using a scale of 1 to 5.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree and 5= Strongly Agree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)
Performance appraisal influences positively individual performance					
Performance appraisal is valuable to my performance in my organization					
Performance appraisal makes me better understand what should be done.					
Performance appraisal makes me work harder than expected					
Performance appraisal makes me work below expectation due to how it is conducted					
Am satisfied with the current performance appraisal system in the organization					
Performance appraisal is fair to all employees supervised					
Performance appraisal gives recognition for good performance					

Briefly explain how else does Performance appraisal affect employee productivity?

.....

 Kindly indicate the extent to which you agree with the following statements by using a scale of 1

SECTION D:

Influence of Performance Feedback on Employee Productivity.

Kindly indicate the extent to which you agree with the following statements by using a scale of 1 to 5.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree and 5= Strongly Agree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)
Current performance feedback in my organization is fair and unbiased					
I am satisfied with the way my organization provides me with feedback					
I always get enough feedback on my performance					
My manager communicates with me frequently about my performance					
The feedback I receive concurs with what I have achieved					
My organization is more engaged in providing positive feedback for good performers than criticizing the poor ones.					

Briefly explain how else does performance feedback affects employee productivity?

.....

SECTION E

Performance improvement.

Kindly indicate the extent to which you agree with the following statements by using a scale of 1 to 5.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree and 5= Strongly Agree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)
Improving individual performance is crucial to employee productivity.					
Encouraging performance development does not contribute to high employee productivity.					
Employee productivity can be enhanced by performance improvement through employee motivation and engagement.					
Aligning employee behavior with organizational goals leads to the betterment of employee productivity.					
Training as a performance improvement tool has no impact on employee productivity.					
Performance improvement through regular reviews on the progress of targets, deadlines, and objectives boost employee productivity.					

How does performance improvement influence individual employees' productivity?

.....

.....

.....

SECTION F:

Employee Productivity

Kindly indicate the extent to which you agree with the following statements by using a scale of 1 to 5.

= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree and 5= Strongly Agree.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree(5)
The current level of employee productivity is high.					
The ability of the employees to be innovative is high.					
The quality of services in the organization is high.					
I arrive for meetings on time.					
I arrive for work on time.					
I meet work deadlines.					

What do you think should be done to improve the current PMS implementation at NTA?

.....

.....

.....

Appendix 4

Proof of language Editing

ACET Consultancy
Anenyasha Communication, Editing and Training
Box 50453 Bachbrecht, Windhoek, Namibia
Cell: +264814218613
Email: mlambons@yahoo.co.uk / nelsonmlambo@icloud.com

30 August 2020

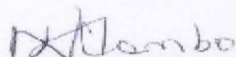
To whom it may concern

LANGUAGE EDITING – SACKEUS TUHAFENI POHAMBA

This letter serves to confirm that a Master of Business Administration entitled INVESTIGATING THE INFLUENCE OF THE PERFORMANCE MANAGEMENT SYSTEM ON EMPLOYEES' PRODUCTIVITY AT THE NAMIBIA TRAINING AUTHORITY by SACKEUS TUHAFENI POHAMBA was submitted to me for language editing.

The thesis was professionally edited and track changes and suggestions were made in the document. The research content or the author's intentions were not altered during the editing process and the author has the authority to accept or reject my suggestions.

Yours faithfully



DR NELSON MLAMBO
PhD in English
M.A. in Intercultural Communication
M.A. in English
B. A. Special Honours in English – First class
B. A. English & Linguistics