

## Effect of Performance Planning on Employee Productivity in Broadcast Media Outlets in Bungoma and Busia Counties, Kenya

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### ABSTRACT

Numerous worldwide institutions have encountered challenges in achieving their intended objectives. These difficulties have even caused some organizations to collapse, resulting in more significant and costly issues. Performance management systems in organizations have been considered the most significant. Therefore, effective performance management systems have numerous benefits for any organization, and performance management stands as a primary responsibility of HR. The performance management system within media organizations aims to boost employee effectiveness by aligning individual goals with the overall objectives of the company. It entails performance planning, performance appraisals and reviews, ongoing feedback, performance improvement plans, and rewards. Despite the media houses having PMS, performance remains relatively poor. The objective of the research, therefore, was to analyze the effectiveness of performance management on employee productivity in media houses in Busia and Bungoma counties found in the Kenyan western region. The study's specific objective was to determine the effect of performance planning on employee job productivity in media outlets in Bungoma and Busia counties. The descriptive research design was utilized. A total of 153 participants were selected based on the calculation from Slovin's formula, and stratified sampling was employed to classify management into top, middle, and low tiers. Questionnaires were utilized to gather data, and the credibility and consistency of the tool were verified. The outcomes indicated that performance planning ( $t = 2.858$ ;  $p < 0.05$ ) had a statistically positive and significant effect on employee productivity in broadcast media outlets.

**Keywords:** Broadcast Media Outlets, Employee Productivity, Performance Planning

### I. INTRODUCTION

Performance management has historical roots dating back to the 20th century, with General Motors and Chrysler pioneering its development in the United States. As the U.S. invested significant funds, questions arose about how to assess executives' performance effectively. The Balanced Scorecard, introduced by Kaplan and Norton in 1992, revolutionized performance management by measuring four critical aspects: financial, internal business, customer perspective, and learning and growth (Kumar et al., 2015). This comprehensive approach allowed companies to align operations and investments with long- and short-term strategic objectives (Asamay & Shaorong, 2017).

Performance management, as a practice, began to emerge globally in the 1940s, notably during World War II when merit rating systems were introduced to justify employee wages based on output. However, early researchers recognized that employees with similar abilities exhibited varying levels of motivation (Asamay & Shaorong, 2017). In Africa, where colonial structures influenced public service, many countries have struggled to adapt their public sectors to diverse cultural contexts. Often, public services in these nations face challenges in delivering efficient, accountable, and customer-focused services, leading to poor service delivery and weak performance management (Roth et al., 2006). Performance management aims to improve accountability, communication, efficiency, and productivity among civil servants across Africa (Boswell & Bourdreau, 2017).

In Ghana, effective performance management, including employee rewards and job satisfaction, significantly influenced employee performance at Vodafone Ghana Limited (Daisy et al., 2013). This emphasizes the importance of attractive and equitable reward packages to attract, retain, and enhance employee performance.

Kenya introduced a performance management system in its civil service in 2006 to enhance efficiency and effectiveness in public service delivery (Okeyo et al., 2014). This aligns with Kenya's Vision 2030 goals, which prioritize improved performance, quality service delivery, and transformative leadership (Government of Kenya, 2008).

Performance management is a continuous process involving goal alignment, monitoring, feedback, coaching, and rewards (Dessler, 2011). It strives to harmonize individual and organizational objectives to achieve excellence in performance. In Kenyan media houses, it plays a crucial role in determining organizational success. However, a study found that these systems are often perceived as fulfilling formalities and not effectively measuring employee performance (Nyaoga, 2010).

Effective performance management can boost employee morale, skill development, and productivity (Malcolm & Jackson, 2012). It helps organizations make informed decisions regarding promotions, rewards, retention, and training, ultimately contributing to improved organizational performance. This paper examines the effect of performance planning on employee productivity in broadcast media outlets in the Bungoma and Busia counties of Kenya.

## II. LITERATURE REVIEW

### 2.1 Conceptual Review

#### 2.1.2 Performance Planning

Performance management has been defined as the evaluation and continuous improvement of individual or team performance (Asamay & Shaorong, 2017). As a result, both the supervisor and the employee must discuss and agree upon the expected performance goals. Unlike performance appraisals, where there is some sort of set standard that has to be met, the timelines are also agreed upon. This definition also encompasses the aspect of continuous improvement. (Harsley, 2011) argues that after the appraisal has been done, the areas of weakness and strength of individuals and teams are noted. Regular reviews are done to concentrate on developmental issues and to motivate teams and individuals. A fresh set of goals is established, and new timelines are set for accomplishing those goals as areas of improvement are clearly communicated.

Since many organizations are turning away from performance appraisal and focusing on performance management, a lot of focus is being put on important issues like career development that stems from the dialogues and discussions between the employees and supervisors, continuous performance measuring and review systems that have become more detailed, structured, and person-specific than ever before, performance-related pay is being incorporated, and efforts are being made to address problems encountered in the whole process to overcome them (Harsley, 2011).

Armstrong (2011) argues that performance management is a continuous review and discussion of an employee's performance against agreed-upon objectives and goals. The review is based on the achieved results and the required sets of skills and experience of the employee. This provides a way of helping identify areas for improvement and promote and support employee career growth (Kithuke, 2012). Therefore, as much as PM has overwhelming benefits for the organization, it may also have detrimental effects on employees. Some employees may feel demotivated, leaving a bad impression on the good employees, as some employees do not favor continuous performance monitoring and may consider it a burdensome activity. The discrepancies and the subjectivity of some managers in performance reviews can demotivate an employee even if there has been a salary increase. The supervisors also have a hard time dealing with the underperforming employees. Such issues can kill the innovating and risk-taking enthusiasm and spirit in employees (Okeyo et al., 2014).

Respectably, PM is a very important process in any organization as it is used to determine the performers and the non-performers, and if well done, employee excellence and loyalty can be increased (Kithuke, 2012). It's also a real challenge for human resource practitioners, as they ought to make appraisal systems that employees trust, but with the fact that as long as human beings evaluate others, there will be some subjectivity. Thus, a balance is needed between subjectivity and objectivity so as to make the whole process workable (Margrave, 2011). This calls for the evaluation of employees fairly and equitably, and to do this, the same criteria should be used to compare people doing the same job. There should not be any favoritism, as this would be a recipe for demoralization, and an unhappy employee is potentially an expensive employee for the organization (Margrave, 2011). Organizational efficiency can be affected by the quality of the performance management process (Asamay & Shaorong, 2017). According to this research, one source of quality variation in performance management is the approach and attitudes of the supervisors towards performance management. It is based on the general attitudes that supervisors have towards this process.

Many writers have identified the unwillingness of supervisors to carry out performance reviews. According to a survey, managers frequently stay away from the process because they either feel the potential returns from their appraisal efforts are not valuable for the essential investments or they fear the consequences (Latham, 2013).

### 2.1.2 Performance Planning

Kithuke (2012) defines performance planning as a systematic and structured approach to successfully achieving the desired goals of an individual or team throughout the assessment period. It's all about the exploration of what individuals need to do and know in order to improve their performance and develop their skills and competences, and knowing how their managers can provide support and guidance as and when they need it. Armstrong, (2011). Performance planning, when done accordingly, has numerous benefits to both an employee and the organization at large (Asamay & Shaorong, 2017). These are, but are not limited to, ensuring maximum utilization of resources; performance planning makes the PM process more accountable and objective; it helps align individual goals with those of the organization, among other benefits.

According to Kithuke (2012), performance planning involves setting individual, departmental, and organizational goals and objectives. This is where the specific duties, key duties, and responsibilities are to achieve the final goals of the organization. Cascio (2014) opines that individual goals should be in line with organizational goals. Providing regular feedback ensures that the important areas are given the attention that's required, and this will help the formal review proceed in a more focused and positive way. Spontaneous feedback sessions allow the resolution of problems, if any, in a timely manner (Armstrong, 2011). Performance reviews give both employees and supervisors the chance to compare the achieved results against the set performance standards. Discussions need to be held on whether the set performance standards have been met.

Boswell and Bourdreau (2017) are of the view that external factors that may have affected performance need to be considered. Action planning is where rewards for good performance and performance improvement plans (training, discipline, etc.) are discussed.

## 2.2 Empirical Literature Review

Empirical evidence on performance management and employee productivity is discussed for each variable of the study. Torrington (2011) opines that performance planning forms the basis of performance management. It's jointly done by both the employee and the supervisor at the beginning of a performance session. It's a shared view of the expected performance session. (Malcolm & Jackson, 2012) assert that individual objectives that are derived from team objectives are designed to stretch the individual and offer potential development as well as meeting organizational needs. It's helpful to both the employee and the organization at large if these objectives are prioritized. They should be smart (Hafiz, 2012). As objectives are met, supervisors and their employees need to have brief meetings to look at the progress of all the objectives and decide what other objectives need to be added, changed, or eliminated. According to Armstrong M. (2011), objectives define expectations in the form of a role profile, which sets out role requirements in terms of key result areas and the competencies required for effective performance.

Hafiz (2012) asserts that the planning phase is a collaborative effort involving both managers and employees, during which they review the employee's job description to determine if it reflects the work that the employee is currently doing. It also identifies and reviews the links between the employee's job description, his or her work plan, and the organization's goals, objectives, and strategic plan. It's at this phase that a work plan that outlines the tasks or deliverables to be completed, the expected results, and the measures or standards that will be used to evaluate performance is developed (Hafiz, 2012). Often, the most difficult part of the planning phase is developing clear and appropriate language to describe performance objectives and measures or indicators of success. Supervisors need to ensure that the performance objectives are a good representation of the full range of duties carried out by the employee, especially everyday tasks that take time but are often not identified as significant accomplishments. While goals tell employees what they have to do, performance standards tell them how well they have to do it. Concerns like quality, quantity, cost effectiveness, timeliness, and the manner of carrying out the daily duties are taken into consideration while establishing the performance standards (Torrington, 2011).

Cascio (2014) explains that performance planning involves an agreement between the supervisor and the employee on what the latter needs to do to achieve objectives, raise standards, and develop the required competencies. Performance planning establishes priorities. (Armstrong, 2011) notes that an agreement is also reached at this point on how performance will be measured and the evidence that will be used to establish levels of competencies. It's important that these measures and evidence requirements be identified and fully agreed upon because they will be used to monitor and demonstrate achievements. According to Cascio (2014), performance planning serves the



purposes of coming to an agreement on the individual’s job responsibilities, removing any ambiguity about the goals and objectives to be achieved, identifying competencies required for doing the job, and creating an appropriate performance and career development plan for the individual.

In relation to this study, performance planning will benefit the selected media outlets, for it will form the basis of an effective PMS. An organization can make use of performance planning to ensure that the objectives of both the organization and those of performance management are attained. As a result, this will increase the motivation levels among employees due to the reinforcements that will result from good performance.

### III. METHODOLOGY

This study adopted a descriptive research design. The study was conducted in the Western Region of Kenya, where the following selected media outlets were used: Western Nyota, Magharibi TV, West TV, Nyota TV, and Tandao TV. Bungoma and Busia counties were selected because of their dense population and the availability of a variety of media outlets, where 248 employees were targeted. Questionnaires were administered to employees at all levels of management of the selected five broadcast media outlets in the western region of Kenya and focused on collecting both factual and opinion information. The data was descriptively and inferentially analyzed.

### IV. RESULTS

#### 4.1 Response Rate

The study distributed questionnaires to 153 sampled study participants for data collection. However, 131 participants successfully filled out and returned questionnaires, leading to a response rate of 86%, which is above the minimum threshold of 52.7% proposed by Baruch and Rousseau (2019).

#### 4.2 Descriptive Analysis for Performance Planning.

To investigate how performance planning was affecting employee productivity in broadcast media outlets in Bungoma and Busia counties, the researcher enquired from respondents on their perspectives towards general performance planning in their industry. This was a 5-point Likert scale where: 5-strongly agree, 4-agree, 3-undecided, 2-disagree, and 1-strongly disagree. The findings were as shown in Table 1.

**Table 1**

*Descriptive Analysis for Performance Planning*

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Heads of sections set performance goals/targets.	17	68	21	10	15
	13%	52%	16%	8%	11%
I am always involved in setting the performance goals/targets.	32	24	46	16	13
	24%	18%	35%	12%	10%
It's important to set performance goals.	73	14	15	9	20
	56%	11%	11%	7%	15%
Performance planning enhances my performance.	39	22	31	14	25
	30%	17%	24%	11%	19%
<b>Overall Performance Planning Satisfaction Level</b>					
Mean (%Mean)	Std. Dev.	Std. Error of mean	Minimum	Maximum	
2.5134 (51.2%)	.73662	.06436	1.00	4.50	

Findings of table 1 shows that majority of the respondents, 52% agreed that heads of sections set performance goals/targets, 35% were uncertain of their involvement in setting performance goals/targets, 56% strongly agreed that it was important to set performance goals, and 30% strongly agreed that performance planning enhances their performance at work. On average the general performance planning was at 51.7% (mean=2.5134, Std. Dev. =0.73662) rated moderate; an indication that performance planning could possibly trigger a moderate increment in the effectiveness and efficiency of employees in the broadcast media houses in Bungoma and Busia Counties.

### 4.3 Employee Productivity

In order to determine the effect of performance planning on employee productivity in broadcast media outlets in Bungoma and Busia counties, the researcher sought to find out the level of employee productivity by asking the respondents in different departments within the selected broadcast media outlets about their general experience at work. The findings were as shown in Table 2.

**Table 2**  
*Descriptive Analysis for Employee Productivity*

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
The quality of work of employees has improved.	50	59	9	6	7
	38%	45%	7%	5%	5%
Employee’s level of output has increased.	40	65	13	5	8
	6%	50%	10%	4%	31%
Satisfaction rate of employees has improved.	25	87	3	6	7
	20%	68%	2%	5%	5%
Timeliness among employees has been enhanced.	36	72	5	7	9
	28%	56%	4%	5%	7%
Overall Employee Productivity Satisfaction level					
Mean (%Mean)	Std. Dev.	Std. Error of mean	Minimum	Maximum	
1.8580 (37.2%)	0.39816	0.06169	1.00	5.00	

Findings from Table 2 show that the majority of the respondents, 45% and 38%, agreed and strongly agreed, respectively, that the quality of work among employees had improved, 50% agreed that the level of output among employees had increased, 68% agreed that the satisfaction of employees had improved, and 56% agreed that the timeliness of employees had been enhanced. On average, the general employee productivity in broadcast media houses in Bungoma and Busia counties was 37.2% (mean = 1.8580, standard deviation = 0.39816) and rated low, an indication that employee productivity in broadcast media houses in Bungoma and Busia counties seemed to be improving at a very slow rate.

### 4.4 Correlation Analysis between Performance Planning and Employee Productivity

The study sought to determine the strength and direction of the relationship between performance planning and employee productivity in broadcast media outlets in Bungoma and Busia counties. This was achieved through Pearson correlation analysis, and the findings are as shown in Table 3.

**Table 3**  
*Correlation between Performance Planning and Employee Productivity*

		Employee Productivity
Performance Planning	Pearson Correlation coefficient (r)	.244**
	Sig. (2-tailed)	.005
	N	131

The findings of the Pearson correlation analysis ( $r = 0.244$ ,  $p\text{-value} = 0.005 < 0.05$ ) indicate that there was a positive correlation between performance planning and employee productivity in broadcast media outlets in Bungoma and Busia counties.

To investigate the effects of performance planning on employee productivity in broadcast media outlets in Bungoma and Busia counties, the researcher sought to test the following hypothesis:  $H_{01}$ : Performance planning has no significant effect on employee job productivity in broadcast media outlets in Bungoma and Busia counties. The findings were as shown in Table 1.4.



**Table 4**

*Linear Regression Analysis between Performance Planning and Employee Productivity in Broadcast Media Outlets in Bungoma and Busia Counties*

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.244 <sup>a</sup>	.060	.052	0.37437			
a. Predictors: (Constant), Performance Planning							
b. Dependent Variable: Employee Productivity							
ANOVA <sup>a</sup>							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1.145	1	1.145	8.170	.005 <sup>b</sup>	
	Residual	18.080	129	.140			
	Total	19.225	130				
a. Dependent Variable: Employee Productivity							
b. Predictors: (Constant), Performance Planning							
Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		β	Std. Error	Beta			
1	(Constant)	1.530	.117			13.108	.000
	Performance Planning	.127	.045	.244		2.858	.005
a. Dependent Variable: Employee Productivity							

The ANOVA test results from table 1.3 were  $F(1, 129) = 8.170$ ,  $P = 0.005 < 0.05$ , an indication the simple linear regression model was a good fit to our dataset. The model (Performance Planning) was able to explain 5.2% of the variation in employee productivity in broadcast media outlets in Bungoma and Busia counties, as indicated by the adjusted R square of 0.052 as shown in the model summary of Table 1.3. The regression coefficient results showed that  $b = 0.127$ ,  $p = 0.005 < 0.05$ ; therefore, the study rejected the null hypothesis and concluded that performance planning had a statistically significant positive influence on employee productivity in broadcast media outlets in Bungoma and Busia counties. Performance planning had a positive standardized beta coefficient of 0.244, as shown in the coefficient results of Table 4.15; this indicates that a unit improvement in performance planning was likely to result in an improvement in employee productivity in broadcast media outlets in Bungoma and Busia counties by 24.4%. To predict employee productivity in broadcast media outlets in Bungoma and Busia counties, when given the level of performance planning, the study suggests the following model be used:

$$\text{Employee productivity} = 1.530 + 0.127 \text{ Performance Planning}$$

These findings agree with Nwanolue et al. (2018) in their study on performance management and employee productivity at Chukwemeka Ojukwu University in Nigeria. The study revealed that performance planning had a positive relationship with employee productivity at the university. With a sample size of 224, the study revealed that effective goal-setting that's done jointly will lead to employees attaining their set targets. This will therefore stimulate the attainment of organizational goals, as these are set in line with individual employee goals, leading to high employee productivity. We therefore reject the first null hypothesis since the significance level is less than 0.05 and confirm that performance planning has a positive and significant effect on employee productivity.

### 4.3 Summary of Findings

The study sought to determine the effectiveness of performance management on employee productivity in broadcast media outlets in Bungoma and Busia counties. The study was done at five (5) broadcast media outlets in both Bungoma and Busia counties, Kenya, using a sample size of 153 employees. Performance management was measured using performance planning, performance appraisal, ongoing feedback, rewards, and improvement plans, while employee productivity was measured using quality of work, employee satisfaction, level of output, and

timeliness. Data was collected using questionnaires and analyzed using descriptive statistics (percentages and frequencies) and inferential statistics (correlation and regression analysis) with a significant level of 5%. The findings revealed that all PM practices had a significant effect on employee performance in broadcast media outlets in Bungoma and Busia counties, Kenya.

The first objective of the study was to determine the effect of performance planning on employee productivity in broadcast media outlets in Bungoma and Busia counties. To achieve this objective, it was hypothesized that performance planning has no significant effect on employee productivity in broadcast media outlets in Bungoma and Busia counties. The finding revealed that there was a significant correlation between performance planning and employee productivity ( $r = .244$ ) and a coefficient of determination ( $R^2$ ) of .060. This means that 6% of employee productivity was accounted for by performance planning. This reveals that there is a fair and positive linear relationship between performance planning and employee productivity in broadcast media outlets in Bungoma and Busia counties, Kenya. The ANOVA results revealed that the percentage variation that has been accounted for by employee productivity is statistically significant with  $F(1, 129) = 8.170$ ,  $p = 0.005 < 0.05$ , an indication that there is a significant relationship between the predictor variable (PP) and employee productivity. The intercept value for productivity was 1.530. This implies that if the effect of PP is fixed to zero, then performance will be significant at 1.530,  $p = 0.005$ . This means that there are other factors that influence employee productivity other than performance planning that have not been discussed in this study. The unstandardized regression coefficient ( $\beta$ ) value for PP was 0.127, with a t-test of 2.858 and a significant level of  $p < 0.05$ . This indicated that a unit change was significant with  $F(1, 129) = 8.170$ ,  $p = 0.005 < 0.05$ , an indication that there is a significant relationship between the predictor variable (PP) and employee productivity. This meant that a unit change in PP would result in a 0.127 percent change in employee productivity. This implies that PP increases employee productivity, while a lack of performance planning reduces employee productivity. The study rejected the null hypothesis that performance planning has no significant effect on employee productivity in broadcast media outlets in Bungoma and Busia counties, Kenya.

## V. CONCLUSIONS & RECOMMENDATION

### 5.1 Conclusions

Based on the research objective, the study established a robust and statistically significant relationship between performance planning and employee productivity within the chosen broadcast media outlets in Bungoma and Busia counties. The findings underscore the crucial role of effective performance planning in driving substantial enhancements in employee productivity. This highlights the importance of structured performance planning processes for organizations aiming to optimize their workforce's output and overall performance.

### 5.2 Recommendations

The study's findings and the conclusions drawn from the research objective strongly affirm that performance planning plays a highly constructive role in enhancing the effectiveness of employees working within the broadcast media outlets situated in Bungoma and Busia counties. To ensure that employees in these broadcast media outlets operate with optimal efficiency and effectiveness, it is recommended that they fully embrace and implement performance planning as an integral part of their organizational processes. This strategic adoption of performance planning methodologies can significantly contribute to elevating the overall effectiveness of these media outlets' operations, resulting in more streamlined and productive outcomes.

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