PERFORMANCE MANAGEMENT AND EMPLOYEE PRODUCTIVITY IN SELECTED BROADCAST MEDIA OUTLETS IN THE WESTERN REGION OF KENYA.

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DECLARATION

This research thesis is my original work and has not been presented for a degree or any award in any other university or academic institution.

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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a research Thesis titled **'Performance Management and Employee Productivity in Selected Broadcast Media Outlets in the Western Region of Kenya.'**

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DEDICATION

This is dedicated to my babies Jay and Elliana. That my hard work as well as sacrifices may be an inspiration in your life.

ACKNOWLEDGEMENT

First, I want to recognize the guidance, wisdom, and support provided by God that allowed me to successfully complete this project. Your Grace has been sufficient.

I extend my heartfelt thanks to my mentors, Dr. Ayub Shitseswa as well as Dr. Eglay Tsuma for giving me the required guidelines and wisdom. Your guidance, advice and effective response was always timely. I am indebted to you. This endeavor would not have come to fruition without your contributions. I am grateful to my family for their patience during my absence. To my biggest encouragers and supporters, Jason and Elliana, I want to express my gratitude for understanding the times when I had to be away as a mother. I extend my heartfelt thanks to the entire administration and team at Masinde Muliro University of Science and Technology for their collaboration in offering library resources, which were instrumental in gathering information for this research project.

To my very first teacher in the world, my dear grandfather, the Late Alfred Juma Mojo, I hope I made you proud.

Thank you and God bless you all.

ABSTRACT

Across the globe, many organizations face challenges in achieving their goals, with some even collapsing due to these struggles. A well-designed performance management system (PMS) offers significant benefits, particularly by enhancing employee productivity and aligning individual goals with the broader objectives of the organization. Within media organizations, PMS aims to boost effectiveness through structured processes, including performance planning, appraisals, ongoing feedback, improvement plans, and rewards. However, despite having PMS in place, many media houses continue to struggle with subpar performance. This research sought to examine the impact of performance management on employee productivity within select media houses in western Kenya. The study focused on four key objectives: (1) determining the influence of performance planning on employee productivity, (2) analyzing the relationship between performance appraisals and productivity, (3) assessing how ongoing feedback affects productivity, and (4) evaluating the role of rewards and performance improvement plans in boosting productivity. Guided by Reinforcement and Goal Theories, the study reviewed relevant literature aligned with these objectives. A descriptive research design was employed, targeting five media houses in western Kenya: Western Nyota, MagharibiTV, West TV, NyotaTV, and TandaoTV. From a total of 248 employees across these media outlets, a sample of 153 participants was selected using Slovin's formula, with stratified sampling classifying respondents into top, middle, and lower management tiers. Data was collected through questionnaires, and the reliability and validity of the instrument were carefully verified to ensure credible results. A trial run was conducted at WTV, although the findings from this phase were not incorporated into the study. The quantitative data underwent analysis using both descriptive and inferential statistical methods. Tables were used for data presentation. Cronbach (Alpha –å) was employed to assess the internal reliability. Multiple regression analysis was utilized to gauge the magnitude and direction of the connection between the independent and dependent variables. These correlations were further subjected to significance test to determine whether the observed correlations will be significant. A threshold of 0.05 was established as the significance level for testing the research hypotheses. The outcomes indicated that performance planning (β=0.127; p=0), performance appraisal (β=0.301; p=0), ongoing feedback (β=0.191; p=0), rewards plus performance improvement plans (β=0.244; p=0) had statistically positive and significant effects on employee productivity in the broadcast media outlets. Consequently, the research deduced that performance management notably influenced employee productivity within the selected media broadcasting establishments in in the western region of Kenya. The study recommended the full adoption and use of PPs, frequent, fair and objective, open, participatory and honest feedback be given and that effective rewards and adoption of good cultures in the selected broadcast media outlets in western region of Kenya. Scholars should use the study and its findings as a reference tool as it contributes new knowledge to existing literature that performance management enhances employee productivity; relevant government agencies should use the findings as a basis to formulate policy guidelines on PM especially in the broadcast media sector since the findings reveal there's a relationship between the two. The practical implication of the findings is that PM can be used as a business strategy for improving employee job productivity.

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ABBREVIATIONS AND ACRONYMS:

GOK	Government of Kenya
HRM	Human Resource Management
PA	Performance Appraisal
PIP	Performance Improvement Plans
PM	Performance Management
PMS	Performance Management Systems

PP	Performance Planning

Operational Definition of Terms

Performance management:	In the context of this research, performance management is defined as an ongoing procedure of evaluating and improving the performance of employees or teams. It involves jointly setting performance goals and how and when they will be reviewed.
Employee productivity:	It involves the evaluation of the effectiveness and efficiency of a worker as he works to achieve the set standards.

Performance management system: Used in this study to refer to the way performance management is administered / carried out. Measured through performance planning, performance appraisal, continuous feedback, rewards and performance improvement plans.

Performance planning: Used in this study to show the joint goal setting and how best to achieve them.

Performance appraisal: Used in this study to show the evaluation of an employee's performance at a certain evaluation period.

Continuous feedback: In this study, it refers to the passing of info between the parties involved in PM process.

Rewards: In this study, it shows the creation and enactment of policies as well as strategies geared towards fairness, equity and consistency.

Performance improvement plans: Used in this study to shoe performance problems together with the goals an employee needs to achieve in order to meet the expected performance standards**.**

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The impact of performance planning on employee productivity has long been a focus for researchers and scholars in Human Resource Management. Sajid and Habib (2020), in their study of performance management systems in private banks in Pakistan, underscore the importance of timely and effective performance management within the workplace. Their findings reveal that well-implemented performance management significantly boosts employee engagement, as employees who feel comfortable and supported at work are more inclined to perform at their best.

Similarly, Ambedkar (2022), in his research on performance management at Marathwada University in India, highlights the notable influence of PMS on both individual and organizational performance. His findings suggest that performance management systems not only improve productivity but also positively affect employee morale. In addition to PMS, Ambedkar identifies other key organizational factors—such as working conditions, compensation, and promotion opportunities—that play a crucial role in influencing employee performance.

Adding to this, a case study by Smolders and Vanderstraeten (2017) on performance management culture in London-based universities found that a well-aligned and communicative performance management system, coupled with tighter control, correlates with higher employee satisfaction among academic staff. Interestingly, their study also points out that satisfaction with performance management varies by tenure type, suggesting that universities should consider a more diversified approach to employee performance management to better accommodate different groups within their workforce. This suggests that in situations where consistent performance management lacked, employee performance was most likely to be low. Performance management therefore needs to be consistent with diversified performance management policies and guidelines on employee performance in English universities. Employees need consistent performance reviews, fair and honest feedback given. In general, employees in the universities were performing poorly as their performance was not well managed, with an integrated approach to employee management. This research showed, therefore, that performance management was only effective with tighter controls and more communication whereas this this study checks on performance appraisals, and rewards and performance improvement plans.

Mandara et al. (2019) undertook a research investigation into the impact of performance appraisals on employee productivity within the Federal Ministry of Education Headquarters located in Abuja, Nigeria. The primary aim of the study was to evaluate the extent to which performance appraisals affect the productivity levels of the ministry's workforce. Employing a survey research methodology, the study focused on a population of 1,797 employees, from which a sample of 400 participants was selected utilizing Taro Yamane’s formula. Data collection was carried out through the use of structured questionnaires, and the analysis was performed using descriptive statistics alongside ordinary least squares (OLS) regression techniques.

The study found that performance appraisals, along with feedback, had a positive and significant impact on employee productivity. Additionally, while employee training and compensation also showed a positive effect on productivity, these effects were not statistically significant. Based on these findings, the study recommended introducing multiple appraisal methods to promote greater objectivity and reduce bias in the performance evaluation process at the Ministry.Mandara et al. (2019) conducted a study on the effects of performance appraisal on employee productivity at the Federal Ministry of Education Headquarters in Abuja, Nigeria. The main objective was to assess how performance appraisals influence productivity among the ministry's employees. Using a survey research design, the study targeted a population of 1,797 employees, from which a sample of 400 respondents was drawn using Taro Yamane's formula. Data was collected through structured questionnaires and analyzed with descriptive statistics and ordinary least squares (OLS) analysis.

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A study carried out by Daisy, Stephen, & Robert, (2013) on the effects of performance appraisal on employee job performance in Vodafone Ghana Ltd. This study was performed by evaluating the effects performance appraisal, rewards and incentives on employee job performance. The researchers found that employee rewards which led to job satisfaction, which arose from effective performance management, significantly influenced employee performance in Vodafone Ghana Ltd. Moreover, the study found that when organizations carry and implement effective performance appraisal systems to improve employee job performance, a high level of organizational effectiveness is achieved. Finally, the study also revealed that when organizations implementation of both monetary and non-monetary incentives and rewards allows employees a high degree of motivation among employees and thus high levels of job performance are witnessed. It further indicated that understanding employees and their performance needs and productivity had major consequences. As organizations embraced objective performance appraisal methods to a large degree, a high level of organizational effectiveness was achieved. The adoption of rewards and monetary and non-monetary incentives allowed employees meet their personal needs out of their wages therefore enhancing employee commitment and engagement. The study recommended that Vodafone Ghana Ltd should offer appealing as well as fair rewards and incentive packages that not only draw in workforce but also ones that would retain the employees as well as improve their work performance. This would also serve as a retention strategy for the organization. Although most Kenyan organizations, including the broadcast media outlets undertake performance management, they mostly underscore the importance of the whole exercise and when done, it's done in parts, mostly focusing on appraisals, goal setting and excluding important aspects of performance management like rewards, performance improvements and constructive and objective feedback (Sanders *et al*., 2018).

Due to lack of importance placed on the performance management cycle, many employees in organizations have been made to work on schedules and needless rules and regulations where managers are making decisions regarding their performance and imposing on them. Moreover, for most organizations, performance management has always been non-existent. It's clear that most organizations still employ personnel management strategies and that there is little awareness as to how performance management can be utilized to maximize employee job performance and how as a result, organizations obtaining competitive advantage and above all, how efficiently performance management can be used to improve employee morale and satisfaction (Dzuaranin, 2018).

Chege et al. (2016) conducted a study examining the impact of performance management processes on employee productivity, focusing on a survey of commercial banks in Turkana County. Their research highlighted the importance of clear goals and expectations, as well as the alignment of these objectives with individual performance, development, and career advancement. The findings revealed a significant correlation between performance management and goal setting. Furthermore, the study demonstrated that effective performance management enhances employee engagement, leading to increased self-esteem, comfort, and a greater awareness among employees of how their contributions positively influence overall organizational performance. While the researchers acknowledged the role of perceived fairness as a mediating factor, they did not incorporate it as a component of an effective performance management system.

Chege et al., (2016) concluded that alignment of individual/team goals and standards is the most crucial factor in enhancing performance of employees in organizations. Organizations have to ensure valuable and relevant goals to achieve high levels of employee performance, including jointly identifying and setting the goals/targets, constantly offering assistance and directions when needs arise. For different employees, organizations should establish different goal setting strategies. The success of the organization depends heavily on the workforce which is an organization's most important asset. The study was based goal setting in general whereas this study is concerned with the whole performance management of employees in selected broadcast media outlets in the western region of Kenya.

There are inconsistencies in regard to the relationship between performance management and employee productivity. For instance, in Taita Taveta county, performance management showed to yield results as depicted by the improved service delivery in the Ministry of Lands, Environment and Natural Resources, where a target population of 262 employees drawn for five distinct directorates within the ministry. The study established that performance planning, performance supervision, performance feedback and professional/personal development plans had a positive connection with employee productivity (Mwasawa and Ndembo 2021). The study further revealed that all the independent variables individually had a positive relationship with the dependent variable. Therefore, the study recommends that, proper performance planning in an organization should be done at the beginning of a performance management period as this ensures that not only organizational goals are met, but these goals can be used for measuring the employee performance in an objective manner (Mwasawa and Ndembo 2021). There's also existence of conflicting results in Siaya county where despite embracing performance management, there is less to show off in terms of performance, (Ochoro, 2014). From the above stated studies, it is difficult to define the relationship between performance management and employee productivity. Ochoro, (2014) suggested that further studies should consider incorporating moderating and or intervening variables to find out whether they have influence over and above performance management which this study sought to fill that gap. Furthermore, the above stated studies do not bring on board the aspect of moderating variables in relation to performance management and employee productivity in selected broadcast media outlets in the western region of Kenya. Its in this regard that this study established the effectiveness of performance management on employee productivity in selected broadcast media outlets in the western region of Kenya

1.2 Statement of the Research Problem

Performance management, when carried out effectively and efficiently has positive implications to an organization among them decisions about employee promotions, efficient foundations for rewarding choices, enhanced employee retention and targeted training based on identified needs (Malcolm & Jackson, 2012). The primary objective of performance management is to advance and enhance employee efficiency.

Kenyan media outlets are confronted with many challenges in terms of performance management (Media Council of Kenya, 2020). While there have been significant fields of research on the effects of performance management on the management of human resources, researchers in the media industry have been largely ignored (Kithuke, 2012). The aspect of performance management has not been given the deserving attention yet it could be the factor hindering service delivery. Broadcast media houses have always been conducting performance management ineffectively as these processes have always been done just to fulfill mere formalities (Sanders *et al.*, 2018). As a result, performance management in broadcast media houses has only managed to achieve the opposite of what was originally intended. A study carried out in the Kenyan media houses revealed that performance management helped the employees achieve and meet the established goals; nevertheless, there was a deficiency in job contentment. This is because the performance management systems used did not ascertain salary increments, rewards/penalties, promotions, training needs, career growth opportunities among others.

(Daisy, Stephen, & Robert, 2013) in their study prove that there is relation between performance management as well as employee efficiency. Gaps however continue to exist in the implementation and achieving the efficacy of performance management to achieve optimum staff efficiency. The probable causes of ineffective performance management can be attributed to subjective evaluations, infrequent reviews, lack of evidence of past recorded performance and failure to communicate effectively about performance management among other reasons, **(Nermine, 2012).** Whereas there is adequate research done and literature available regarding the connection between performance management within various sectors across the globe and in Kenya, Despite limited research on the link between performance management and employee productivity within broadcast media outlets in Kenya's western region, this study set out to address this gap. It specifically aimed to assess the effectiveness of performance management practices on enhancing employee productivity in selected broadcast media outlets in this region.

1.3 Objectives of the Study

This study sought to examine the effectiveness of performance management on employee productivity in selected broadcast media outlets in Western region of Kenya.

1.3.1 Specific Research Objectives

This study was guided by the following specific objectives;

i. To determine the effect of performance planning on employee productivity in selected broadcast media outlets in Western region of Kenya
ii. To examine the relationship between performance appraisal and employee productivity in selected broadcast media outlets in Western region of Kenya
iii. To establish the effect of continuous feedback on employee productivity in selected broadcast media outlets in Western region of Kenya
iv. To evaluate the extent to which rewards and performance improvement plans affect employee productivity in broadcast media outlets in Western region
v. To determine the moderating effect of organizational culture on the relationship between performance management and employee in selected broadcast media outlets in Western region of Kenya

1.4 Research Hypothesis

The research aimed to investigate the following hypotheses:

H01 posits that performance planning does not significantly affect employee productivity in the chosen broadcast media outlets situated in the western region of Kenya.

H02 suggests that there is no significant correlation between performance appraisal and employee productivity within these selected media outlets.

H03 asserts that continuous feedback does not exert a meaningful influence on employee productivity in the same context.

H04 claims that the impact of rewards and performance improvement plans on employee productivity in these broadcast media outlets is not significant. Lastly,

H05 indicates that organizational culture does not serve as a moderating factor in the relationship between performance management and employee productivity in the selected broadcast media outlets in the western region of Kenya.

1.5 Justification of the Study

Performance management strives to cultivate a culture of heightened performance for both individuals and teams, enabling them to collaboratively work towards achieving the organizational objectives. Its focuses on Total Quality Management (TQM) where an employee's performance is primarily influenced by factors such as training, communication, and etc other than solely relying on their individual motivation (Dessler, 2011). It could be argued that the primary aim of a performance management system is to unlock the workers' complete potential, benefiting both the worker plus the organization. This is achieved by outlining expectations in terms of roles, responsibilities, and obligations, essential skills, and anticipated conduct (Lockett, 2014). Studies have been conducted and concluded that most of the organizations have strategic plans and strategic goals. However, only few of the organizations achieve their strategic goals because the process always ends at formulating. The strategies are not communicated to the employees, employees are not assigned clear goals and assignments and the actual process is never monitored (Dessler, 2011). Performance management seeks to prevent this. Workers receive objectives derived from the organization's strategy, and subsequently, performance management evaluations are utilized to synchronize the employee's performance with those strategic objectives.

Most media outlets have performance management systems in place but they do not use it effectively and efficiently (Mugutu, Obama, Nyaoga, Bitange, & Kibet, 2010). Feedback is not communicated to the appraised neither do they feel the impact. Proper performance feedback improves employee’s future performance. It is for this reason that an analysis of the effectiveness of performance management on worker job productivity.

1.6 Limitations of the Study

This research sought to find the effectiveness of performance management on employee productivity among selected broadcast media outlets in Western region. By focusing more on this region alone, it’s evident that the results were not conclusive as other broadcast media outlets across the country were not been studied. This is just a representative sample. The study also focused on the broadcast media leaving out the print media in the western region unattended, thus not a conclusive report about media organizations in the western region.

1.7 Scope of the Study

This study was done in Media outlets Western Kenya among two counties, Bungoma and Busia counties of Kenya. This region boasts of several media outlets both in print, broadcast and radio, mostly being presented in the native language (s). They include Western Nyota of Busia County, Magharibi Tv, West Tv, West Fm, Radio Nyota, Sulwe Fm, Mulembe FM, Khendo Radio, Nyota Tv, Tandao Tv and WTv both in Bungoma County. This study however was biased to broadcast media which are privately owned and will target both the managerial staff and the subordinates. The research also centered only on the four aspects of performance management, ie performance planning, appraisal, continuous feedback, rewards and performance improvement plans.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Review of literature on related studies that contributes to an understanding of the effectiveness of performance management on employee productivity in media outlets in Bungoma and Busia counties of Kenya is covered in this chapter. The literature reviewed relates to performance management as discussed under the following; overview of performance management, theoretical framework, and empirical literature reviews under each variable and the knowledge gaps. This chapter also shades some light in performance management area so as to give better understanding of the current research within this area.

2.1 Theoretical Framework

The study was anchored on the Reinforcement Theory. The choice is informed on the availability of theoretical evidence that effective Performance management exerts a substantial impact on employee efficiency. This study was also supported by the Goal Setting Theory.

2.1.1 Reinforcement Theory

This theory was formulated by BF Skinner and his colleagues. It posits that an individual's behavior is shaped by its outcomes; in other words, behaviors resulting in favorable consequences are likely to recur, while those leading to unfavorable outcomes are inclined to be evaded. (Amutan, 2014), states that reinforcement is a concept within operant conditioning and behavior analysis that involves boosting the frequency or likelihood of a response immediately or shortly after its execution. This theory underscores an individual's mindset and serves as a potent method for regulating the course of actions and behaviors.

Organizations use this to attract and retain the best employees for effective and optimum organizational excellence, as Armstrong, (2011) poses that an organization’s biggest asset is its human capital. Competitive, skilled and most qualified employees not only steer an organization towards achieving its goals but also helps an organization to achieve its strategic competitive advantage. There are four approaches to Reinforcement theory. Positive reinforcement entails providing a favorable response when an individual displays positive and desired conduct. For instance, promptly commending an employee for arriving to work early. Positive reinforcement arises when a valued outcome of a particular behavior enhances the likelihood of that behavior being repetitive Amutan, (2014) notes the more immediate and unanticipated the provision of a reward, the higher its reinforcement effectiveness becomes Kiptoo, (2016), asserts that when employed appropriately, positive reinforcement can prove highly efficient. It has the potential to significantly enhance employee motivation as well as the organization's reputation.

Negative reinforcement is the rewarding of employees by removing negative undesirable consequences. According to Mercy (2011) in her blog Driving Business Connections notes that both negative and positive Reinforcement can be utilized to amplify favorable behavior. A response or conduct is made more robust by ceasing, eliminating, or evading an unfavorable result or aversive stimuli. For example, constantly reminding employees to be more productive. As with positive reinforcement, negative reinforcement achieves maximum effectiveness when reinforcers are promptly provided after a behavior, (Kendra, 2018). Negative reinforcement is sometimes wrongly considered as punishment. Punishment is intended to discourage awkward, perilous, and undesirable behavior, aiming to prevent its recurrence by assuming that an individual who has experienced punishment is less inclined to engage in similar behavior again **(Mercy, 2011).** While punishment diminishes the likelihood of undesirable behavior, negative reinforcement augments the likelihood of desired behavior. Punishment entails introducing an unfavorable outcome when undesired behavior is exhibited, whereas negative reinforcement involves eliminating an un favorable outcome when desired behavior is demonstrated.

(Armstrong & Baron, Performance Management: The new realities, 2012) describes punishment as eliminating favorable outcomes in order to decrease the likelihood of undesirable behavior recurring in the future. Extinction denotes the lack of reinforcement. As an illustration, when an employee ceases to receive acknowledgment for their commendable performance, they might perceive that their actions are yielding no positive outcomes or consequences. This may unintentionally lessen necessary outcomes. To avoid this positive reinforcement has to be offered continually, (Kendra, 2018).

In relation to this study, effective management of employee performance is paramount to any organization, although managers have to be careful when reinforcing performance of employees (whether positively, negatively, punishing or extinction) so as to optimally maximize the potential of employees and above all to improve employee performance and organizational service delivery.

2.1.2 Goal Theory

This theory was formulated by Edwin Locke during the 1960s. The theory asserts that goal-setting is intrinsically connected to task execution. It posits that precise and ambitious objectives, coupled with suitable feedback, foster elevated and improved task performance. In essence, goals serve as indicators that provide employees with guidance about what needs to be accomplished and the extent of effort required (Armstrong 2011). The theory of goals is a comprehensive approach that underscores the necessity of setting goals for internal motivation. A correlation is present between the complexity of goals, the extent of performance, and the effort required, (Hafiz, 2012). This correlation remains favorable as long as the individual is dedicated to the goal, possesses the inherent capability to achieve it, and is devoid of contradictory objectives. The theory highlights those various conditions are pivotal for accomplishing success, such as embracing and committing to the goal, defining the goal with precision, establishing a challenging goal, and providing feedback, (Latham, 2013).

The readiness to strive for goal achievement serves as the primary wellspring of job motivation. Distinct, specific, and demanding goals hold more substantial motivational influence compared to simple, broad, and unclear goals (Armstrong, 2011). Precise and transparent objectives result in increased output and enhanced performance. When employees in media outlets are assigned clear and specific roles, they are more likely to achieve them because they will be motivated enough. For instance, the outcome of PM will motivate media outlet employees to work hard in anticipation of goal attainment and exemplary performance that will lead to reward and recognition. When the rewards are positive and appealing, employees will naturally be incentivized; however, if they become negative and uninviting, then high likelihood that the employees will be de-motivated. Objectives should strike a balance between being attainable and demanding. This instills a sense of accomplishment and victory upon achievement, propelling individuals towards the next target. The more formidable the goal, the more significant the sense of achievement and the stronger the drive to attain it. Moreover, comprehensive and suitable feedback on outcomes guides employee conduct and plays a role in enhancing performance.

The theory emphasizes the need for organizations to set clear, specific, achievable and realistic goals. In so doing, employees can ably attain the goals and therefore better performance which they expect to be rewarded deservedly, (Asamay & Shaorong, 2017)

In relation to this study, it is of importance that both organizational and individual goals are aligned so as to avoid conflicts of interest. Goal alignment is paramount as it establishes the connection between a firm's general strategic goals as well as personal and team goals so as to achieve excellence in performance. The goals should be simplified to enable effective and efficient execution. Effective performance management ensures that an organization achieves its set objectives and as a result gaining strategic competitive advantage over its competitors.

2.1.3 Edgar Schein's Model on Organization Culture

Organizations consist of individuals with diverse backgrounds and a range of interests, uniting to pursue both personal and organizational objectives. Therefore, the employees' behaviors as they interact amongst themselves and with outsiders largely rely on the work culture. Armstrong, (2011), notes that culture is not achieved in a day rather its developed gradually over time, workplace culture emerges as employees navigate through different transitions, acclimate to the external surroundings, and resolve challenges. Through this process, they draw insights from their past encounters and gradually integrate these practices into their daily routines, thus shaping the ethos of the workplace. New employees also make concerted efforts to align with this evolving culture. According to Hafiz (2012), In order to excel in their roles and derive satisfaction from their work, employees need to honor and adhere to their organization's culture. Difficulties arise when individuals struggle to adapt to a new work culture, leading to diminished motivation and a reluctance to engage in their tasks.

According to Edgar Schein there exists three different organization culture levels. These are, artifacts, values and assumed values. Artifacts is the initial tier of an organization's attributes that can be readily observed, heard, and sensed by the collective group of individuals. These contain items like workers dress code, office furniture, facilities, and behavior of the employees. These all play a significant role in shaping the workplace culture.

The subsequent layer in Schein's model that contributes to organizational culture is the employees' values. The values held by individuals within the organization have a pivotal role in determining its culture. The mindset and outlook of employees exert a profound influence on the culture of a specific organization. Armstrong (2011), is of the opinion that the thoughts held by individuals carry significant importance for the organization. The mentality of those affiliated with a specific organization shapes the culture of the workplace.

The third tier involves the inferred values of employees, which are intangible yet exert an impact on the organization's culture. These encompass certain hidden beliefs and realities that may remain concealed but do influence the organizational culture. Hafiz (2012), notes that the inner facets of human behavior constitute the third layer of organizational culture. For instance, in workplaces where female employees hold a majority, there might be a reluctance towards late working hours due to their discomfort with such a culture. In contrast, male employees might exhibit greater assertiveness and fewer concerns regarding late working hours. According to Armstrong (2011), Organizations adhere to specific practices that are tacitly acknowledged and comprehended without explicit discussion.

In relation to this study, it’s imperative for employees and organizations at large to foster good work place culture that will aid in effective service delivery. Employees with the same belief systems, values, are motivated and satisfied are more likely to a healthy culture at the workplace.

2.2 Conceptual Review

2.2.1 Performance Management

Performance management (PM) involves evaluating and continuously enhancing the performance of individuals or teams (Asamay & Shaorong, 2017). Unlike performance appraisals, which follow predetermined standards, performance management involves setting goals through open discussions between supervisors and employees, with mutually agreed-upon objectives and timelines. This collaborative approach also emphasizes continuous improvement. Harsley (2011) argues that, after appraisals highlight areas of strength and weakness, regular reviews can focus on development needs and motivate individuals and teams. New objectives and updated timelines are then set, clearly communicating areas for improvement.

As many organizations move from traditional appraisals to comprehensive performance management systems, they increasingly emphasize career development through continuous dialogue between employees and supervisors. Modern performance management has evolved to be more organized and personalized, integrating performance-related compensation and addressing challenges as they arise (Harsley, 2011). Armstrong (2011) adds that performance management entails an ongoing assessment of employee performance against agreed-upon goals, allowing for identification of growth areas and supporting career advancement. Kithuke (2012) emphasizes that PM, despite its organizational benefits, can sometimes demotivate employees who feel burdened by continuous monitoring, or discouraged by subjective evaluations. In cases where supervisors struggle to address underperformance, the process can stifle innovation and morale (Lillian & Sitati, 2011).

When executed effectively, PM plays a crucial role in distinguishing high performers and fostering employee excellence and loyalty (Kithuke, 2012). However, it presents a challenge to HR practitioners, who must build systems that employees trust. As Margrave (2011) suggests, balancing subjectivity and objectivity is key, as fair and consistent evaluation is essential for motivation. Using the same criteria for employees in similar roles and avoiding favoritism can help prevent demotivation, as a disengaged employee can become costly to the organization. The caliber of the performance management process can influence the efficiency of the organization (Asamay & Shaorong, 2017). According to this study, a key factor contributing to the variability in quality within performance management is the manner and mindset of supervisors towards the process. This arises from the overall perspective that supervisors hold regarding this procedure. Multiple authors have recognized supervisors' reluctance to conduct performance evaluations. Based on a survey, managers often avoid the process either due to perceiving insufficient worth in the anticipated outcomes from their assessment endeavors or due to apprehensions about the potential consequences (Latham, 2013).

2.2.2 Performance Planning

Kithuke (2012) describes performance planning as a systematic and organized approach to achieving individual or team objectives during an assessment period. This process involves defining the tasks and knowledge areas employees should focus on to enhance performance, improve skills, and advance competencies, while also identifying how managers can provide timely support and guidance (Armstrong, 2011). When implemented effectively, performance planning offers numerous benefits to both employees and the organization, including maximizing resource utilization, promoting accountability and objectivity within the performance management process, and aligning individual goals with those of the organization (Asamay & Shaorong, 2017).

According to Kithuke (2012), performance planning begins with setting clear goals and objectives at the individual, departmental, and organizational levels. This involves outlining essential duties and responsibilities that are critical for achieving the organization's broader objectives. Coates (2014) emphasizes the importance of aligning individual objectives with organizational goals. Additionally, providing regular feedback ensures that attention remains on critical areas, creating a more focused and constructive environment for formal reviews. Spontaneous feedback sessions also allow for the quick resolution of emerging issues (Armstrong, 2011).

Performance evaluation then provides an opportunity for employees and supervisors to compare actual results against set standards, facilitating discussions on whether those standards have been met. Boswell & Boudreau (2017) note that it's important to consider external factors that may have impacted performance during this review. Finally, the action planning phase addresses rewards for strong performance and establishes improvement plans, such as training or disciplinary actions, to support further growth and development.

2.2.3 Performance Appraisal

Wambugu (2014), defines Performance appraisal involves regularly evaluating a worker's job performance, gauged against the competencies anticipated by the organization. This evaluation typically encompasses both the essential competencies stipulated by the organization and those tailored to the worker's specific role. (Mallaiah 2017). The feedback provided should be constructive and based on the assessment.

Boswell & Bourdreau, (2017) is of the opinion that the objective of performance appraisal serves a dual purpose. It aids the organization in assessing the worth and effectiveness of workers, while also supporting workers in enhancing their capabilities within their respective positions. A firm benefit from performance appraisal by identifying areas to improve on the working conditions, addressing behavioral issues, recognizing and or rewarding employees' talents and skills and improving on strategic decision making. On the other hand, employees benefit from performance appraisal as follows; it offers an opportunity for promotions/bonus/additional trainings/motivation etc.

The P.A process, according to Malcolm & Jackson (2012), involves establishing assessment methods/required competencies and the job expectations and conducting individual appraisal. A one-on-one review meeting to provide feedback where strengths and weaknesses of an employee are discussed. Rewards and performance improvement plans are also incorporated in the review. The appraisal information is utilized for organizational purposes like succession planning, promotions, bonuses etc (Torrington, 2011).

2.2.4 Continuous Feedback

Although it is the primary catalyst for our personal and professional growth, providing actionable plus efficient feedback can be exceptionally challenging. This is according to (Wambugu, 2014). The study further suggests that when presented appropriately, feedback serves as a glimpse into what lies ahead. Effective feedback is SMART, goal oriented where the feedback needs to tie directly to the goals, focuses on the future since what happened cannot be changed, the focus should be solely on the future and how can an employee be helped to change the course to get closer to accomplishing the set goals.

2.2.5 Rewards and Performance Improvement Plans

According to Hafiz (2012), today’s Organizations are displaying significant dedication to reinforcing reward strategies that harmonize with other HR practices and the organization's objectives, aimed at enticing, retaining, and invigorating workers. Effective reward strategies aid in drawing in accomplished professionals who can excel and prosper within performance-driven settings (Coates 2014). Consequently, it holds a vital role as a motivator and has the potential to contribute to boosting workers’ productivity when appropriately executed.

Mallaiah (2017) opines that a well-functioning incentive structure must be connected to the performance development framework, emphasizing performance-related compensation and providing abundant chances for learning within a positive work setting. Variable compensation can be instrumental in enhancing the performance of workers, particularly those who excel, as opposed to fixed remuneration plans. This is according to (Armstrong 2011).

Hafiz, (2012) asserts that effective Administering reward systems could yield advantageous outcomes for performance in various manners - fostering a feeling of ownership among staff, potentially supporting sustained attention to ongoing enhancement, trimming operational expenditures, encouraging collaboration, mitigating employee discontent, and cultivating heightened employee engagement in the company's financial results. Certain companies, such as General Mills, go the extra mile by incentivizing employees for acquiring new skills that can enhance organizational performance, thus facilitating job rotation, cross-training, and self-directed work groups. (Armstrong 2011). Some organizations also acknowledge outstanding performance by presenting recognition accolades and lump-sum merit bonuses as a means of fostering employee dedication and achieving enduring advantageous outcomes (Armstrong 2011). For instance, TISCO offers immediate, monthly, and yearly rewards to its staff through its 'Shabashi scheme'.

A Performance Improvement Plan (PIP) is a documented record that details the areas where an employee is lacking in performance and what can be done to improve. It usually has timelines and specifies the potential outcomes if employees do not meet the expectations, Armstrong (2011). It's a tool to give employees an opportunity to succeed and a disciplinary action at the same time, (Coates, 2014).

Armstrong, 2011 asserts that effective PIPs have numerous benefits to both organizations and employees. PIPs promote a favorable organizational culture. Workers flourish when they comprehend their responsibilities and are responsible for their job performance. They also save time and resources where underperforming employees are offered an opportunity to enhance their performance instead of dismissing them and going through the recruitment and selection process all over again. Armstrong (2011) also notes the cons to having PIPs in a firm. They encompass, though not confined to: -Time consuming. Creating PIPs tailored to individual employee's performance needs can be time consuming. Also follow up discussions and evaluations take time. Also, conversations about poor performance are hard to be held. Even though a positive tone is used, delivering and receiving feedback can prove challenging.

2.2.6 Organizational Culture

This is an accumulation of beliefs, presumptions, values, norms, and modes of interaction that are collectively embraced by members of a firm.

2.3 presents a review of the empirical literature.

The study examines empirical evidence related to performance management and its impact on employee productivity, addressing each variable in detail.

2.3.1 Performance Planning on Employee Job Productivity

Torrington (2011) asserts that performance planning is essential to the overall framework of performance management. This process is initiated collaboratively between the supervisor and the employee at the beginning of a performance cycle, establishing a mutual understanding of the anticipated performance outcomes. Malcolm and Jackson (2012) emphasize that individual objectives, which are aligned with team goals, are designed to challenge employees and create opportunities for personal development while also meeting the needs of the organization. Prioritizing these objectives yields advantages for both the individual and the organization as a whole. It is important that these objectives adhere to the SMART criteria, as noted by Hafiz (2012). Once goals are achieved, supervisors and their staff should hold short meetings to review the status of the goals and determine any necessary adjustments or additions to the objectives or elimination. According to (Armstrong, Handbook on Human Resource Management Practice, 2011)objectives Articulate anticipations through a role outline that outlines the demands of the position in relation to key areas of outcomes and the necessary skills for proficient achievement.

(Hafiz, 2012), States that the planning stage is a cooperative endeavor that engages both managers and workers. They jointly assess the worker's job description to ascertain its alignment with the tasks the worker is presently undertaking. It also identifies as well as reviews the connections among the worker's job description, their task schedule, and the organization's goals, aims, and strategic blueprint. It’s at this phase that a task outline is formulated, detailing the assignments or outputs to accomplish, the anticipated outcomes, and the criteria or benchmarks employed for assessing performance, (Hafiz, 2012). Frequently, the most challenging aspect of the planning phase involves crafting precise and suitable wording to depict performance goals and gauges of achievement. Managers must guarantee that the performance goals accurately encompass the entire spectrum of responsibilities performed by the worker, particularly routine tasks that consume time but are frequently overlooked as noteworthy achievements. While goals inform workers about their responsibilities, performance criteria instruct them on the level of excellence required in their execution. When establishing performance standards, factors such as quality, quantity, cost-effectiveness, timeliness, and methods for carrying out daily tasks are considered (Torrington, 2011).

Coates (2014), in his article Performance planning, a roadmap towards effective PM explains that performance planning encompasses a mutual understanding between the supervisor and the employee regarding what the employee must undertake to attain goals, elevate benchmarks, and cultivate the necessary proficiencies. Performance planning establishes priorities. (Armstrong, Handbook on Human Resource Management Practice, 2011), notes that an at this juncture, a consensus is also achieved regarding how performance will be gauged and the substantiation that will be employed to ascertain levels of proficiencies. It is crucial that these measurement and evidence prerequisites are clearly outlined and mutually approved, as they will serve as the basis for evaluation to monitor and demonstrate achievements. According to Coates (2014), reaching a consensus regarding the individual's work obligations, eliminating any vagueness in the aims and goals to accomplish, pinpointing the necessary proficiencies for fulfilling the role, and formulating a fitting strategy for the individual's performance and career advancement.

This study indicates that performance planning will provide significant advantages to the chosen media outlets, as it will establish a foundation for an efficient performance management system. By implementing performance planning, an organization can align its objectives with those of performance management, ensuring that both are successfully achieved. Consequently, this alignment is likely to enhance employee motivation, as positive performance outcomes will lead to various reinforcements.

2.3.2 Performance Appraisal and Employee Productivity

The function of performance evaluation has evolved from being a tool solely for evaluating workers to one that serves as a means of encouraging the preferred conduct and capable performance of the staff. Performance appraisal stands as the most influential instrument for orchestrating workers within a sophisticated and adeptly operated organization, aiming to attain strategic objectives. (Singh & Dai, 2010). An effective performance evaluation system ought to establish approaches for accomplishing successful performance, provide feedback on performance, and facilitate a fairer system of rewards. Performance methodology establishes the foundation for assessing employees' performance and their input toward organizational objectives. It encompasses the sought-after outcomes anticipated from employees. Performance methodology should align with goals, pertain to specific roles, be precise and quantifiable, within employees' control, and comprehended and endorsed by those involved. Nermine, (2012) and Alhamadi, (2016) states that the improvement of performance relies not only on a functional system but also on successful human resource strategies that excel in recruitment and the performance evaluation, as defined by (Robbins & Robinson, 2015). The assessment of an individual's job performance with the aim of making an unbiased personnel choice Boswell & Bourdreau, (2017) verifies that numerous studies have also investigated the long-term consequences. Various techniques for evaluating employee performance exist; nevertheless, only a handful of these methods are relevant in most situations. (Robbins & Robinson, 2015). Listed are three methods for assessing employee performance: absolute standards, relative standards, and objectives. As per Dessler, (2011) absolute standards pertain to a situation where employees are appraised against a set standard, and their evaluation is independent of any other colleague within their job category.

Weiss, (2014) Indicated that for the performance evaluation process to yield positive results, it should involve three main stages: job evaluation and analysis, appraisal discussion, and follow-up review. In the first phase, both the evaluator and the employee should get ready for the discussion by examining job performance, work duties, and the employee's career aspirations, as well as performance improvement goals and job-related issues. In certain instances, questionnaires might be employed by both parties to address the mentioned subjects. Subsequently, supervisors and employees collaborate to set objectives for the timeframe leading up to the next performance evaluation. It is crucial that the appraisal procedure be a conversation, not a monologue.

Following the evaluation procedure, an organization should evaluate the system itself to determine whether the process contributes to accomplishing the specified organizational objectives (Armstrong & Baron, 2012). Performance evaluations are frequently associated with incentives like salary increases and advancement for employees with perceived high performance, as well as potential job reductions for those considered to have low performance **(Nermine, 2012).** In numerous organizations, appraisal outcomes are utilized, either directly or indirectly, to aid in identifying individuals with superior performance, deserving of larger merit-based salary hikes, bonuses, and promotions. Mallaiah (2017) conducted a survey concerning the management of employee expectations, performance, and contentment within a University Library. The majority of the participants expressed the viewpoint that the library's performance evaluation system is grounded in job performance and competence in assuming responsibilities. The researcher also discovered that practical suggestions from the respondents to enhance the current appraisal system encompassed modifications to the criteria employed. Gortner *et al* (2014) Suggested that a drawback of performance evaluation for employees is that, frequently, their ratings are influenced more by their rapport with the supervisor than by their genuine performance. Singh & Dai, (2010) who carried out an experimental investigation into the effectiveness of the performance appraisal system within the Oil and Natural Gas Commission (ONGC) revealed that all organizations rely on the viewpoints of supervisors and management to determine rewards and penalties for workers.

Odhiambo, (2015) carried out research on the effects of PM on worker productivity in Schindler Company where 48 employees were sampled. He observed that Performance appraisal contributes to improved employee performance within a company. A proficient appraisal framework can bolster employees' motivation and performance, resulting in the achievement of predefined objectives that contribute to organizational aims. It's safe to state that performance appraisal acknowledges commendable performance and recommends adjustments to enhance employee results, thus fostering opportunities to enhance productivity.

However, for the appraisal to work effectively, the appraisal meeting should provide a chance to examine, condense, and emphasize the employee's performance throughout the evaluation duration. Self-evaluation is a regular component of many performance appraisals. With the performance plan and assessment document as a reference, employees can assess their performance in readiness for the appraisal discussion. This procedure aids in pinpointing disparities between the employee's self-assessment and the manager's perspectives, promoting a thorough conversation about performance matters. **(Nermine, 2012).** Supervisors need to go over their performance records and any other records created during the year to better evaluate an employee's performance. Only matters that have already been talked about with the employee should be included in the assessment records and meeting. This approach ensures that managers deal with performance problems as they come up and gives employees confidence that the performance evaluation meeting will hold no unexpected revelations. Moreover, it's important to summarize the work done in relation to the goals established at the start of the performance period. This involves documenting significant outcomes, achievements, and areas where objectives were not fully met for each goal, (Qureshi & Hassan, 2013). Difficulties faced throughout the year should be recorded, and areas where training or growth is needed must be pinpointed. Any unexpected obstacles to reaching the goals should also be addressed in conversation **(Nermine, 2012)**

Armstrong, (2011) points out that there should be no surprises. This means that performance issues should be handled in the appropriate manner as they come up. Conventional evaluations frequently merely analyze the present status and past progression of those involved. This approach is stagnant and retrospective, and it doesn't capture the essence of what PM truly entails., **(Mercy, 2011).** PM focuses on eagerly anticipating the necessary tasks individuals must undertake to fulfill their job's objectives, tackle fresh obstacles, enhance the utilization of their expertise, talents, and proficiencies, and enhance their capabilities through a self-directed learning plan. Moreover, reaching a consensus on any aspects that require performance enhancement and outlining the methods for achieving that improvement. This procedure also aids managers in enhancing their competence in leading, directing, and nurturing the teams and individuals under their supervision **(Nermine, 2012).** According to Mercy, (2011) PMSs are employed Directing and harmonizing all the resources within the organization to attain the utmost performance level should be a primary focus. Consequently, enhancing PMSs should be accorded significant importance to an organization.

PM finds utility in various areas like salary determination, performance enhancement, and advancement opportunities, terminations etc (Armstrong, 2011). Although PM offers numerous potential advantages, it also presents certain possible problems that include but not limited to; subjective evaluations, negative perceptions, legal issues, errors etc. Although PM can be easily biased, certain steps like training, providing feedback to raters, subordinate participation etc can be engaged to minimize and or eliminate errors that occur during PM.

In relation to this study, performance appraisals in the selected media outlets will benefit both the organization and individual employees as a whole as performance will be continuously monitored.

This will ensure that performance problems are dealt with as they occur and therefore thus achieving the highest possible performance in the organization.

2.3.3 Continuous Feedback and Employee Productivity

Christopher, Hassan, Hashim, & Ismail, (2016), assert that Feedback refers to precise details given to the employee, conveying the impact of their actions on the work environment. This feedback can be either factual, derived from observing the consequences of the employee's conduct, or emotional, reflecting others' responses to their behavior. Ideally, both aspects of feedback should be communicated to the employee. Constructive feedback encompasses informing the employee about commendable performance. Lin & Lee, (2011), in their article performance management and organizational performance, Feedback should be prompt, detailed, and regular, as acknowledging successful performance serves as a potent incentive. Insightful feedback informs an employee about areas that require enhancement. According to Armstrong & Baron, (2012), feedback involves sharing information about the condition and caliber of work. This guarantees alignment between managers and employees, ensuring a shared understanding of work standards and expectations. It serves various purposes, including motivation, assistance, guidance, correction, and oversight of work endeavors and results, (Christopher, Hassan, Hashim, & Ismail, 2016).

Kibichii, Kiptum, & Chege, (2016), observe that prompt and factual feedback during the PM process helps an employee be aware of how his/her behavior is affecting the workplace and it notifies an employee about aspects that require enhancement. In their study on the impacts of PM processes on worker efficiency in commercial banks in Turkana County where 133 respondents were sampled, it was noted constructive feedback can motivate employees, Rectify and control the exertion and results of work. However, on the other hand, Harsley, (2011) indicates that the feedback provided should be characterized by openness and transparency, along with training and developmental requirements of the employees as this is the stage in which an employee acquires awareness regarding whether s/he is meeting the anticipated performance standards or not.

Feedback is sometimes confused with Performance appraisal but the two are fundamentally different. While PA provides judgment and or evaluation, feedback provides information about employee’s performance. PA is typically retrospective and based on specific occurrences at specified time intervals as feedback is ongoing. PA is written while feedback is mostly or usually verbal. PA may cause fear and other negative emotional reactions while feedback is perceived neutral. When employees receive consistent feedback regarding the caliber and volume of their work, they are more inclined to comprehensively grasp the requirements for sustaining commendable performance, rectifying subpar performance, and enhancing middling performance, (Lin & Lee, 2011). It also provides clues about how supervisors are aiding or hindering employees' performance, Armstrong & Baron, (2012), Harsley, (2011) state that feedback should be explanatory, elaborate, and centered on actions rather than individuals. The primary objective is to assist individuals in comprehending their position concerning anticipated performance and conduct. If an employee falls short of performance anticipations, managers should offer beneficial and candid feedback. It's crucial to address this before a concern grows into a substantial complication.

Employees should also be provided ample opportunity to elucidate the reasons behind occurrences or non-occurrences. Lin & Lee, (2011) are of the opinion that the supervisor should take every feasible measure to guarantee that the employee achieves the desired organizational results by providing efficient individual counseling, guidance, and mentorship providing training opportunities for the employees which will develop his or her competencies and improve overall productivity. Armstrong & Baron, (2012) asserts that employees should also be allowed and or encouraged to give upward reaction. The feedback provided must stem from factual proof. It should pertain to outcomes, occurrences, crucial moments, and notable behaviors that distinctly influence performance (Harsley, 2011). It should be conveyed in a way that allows individuals to acknowledge and embrace its factual accuracy. The feedback should constitute a depiction of the transpired events and not a judgment. If an employee fails to meet the expected performance standards, feedback should be provided immediately but in a friendlier manner. This is best done in a feedback meeting. Reflect on the matter(s) you intend to discuss during the meeting and verify the accuracy of the performance or behavioral issue's details. It's imperative for the supervisor to be sure that he knows and can provide a detailed account of the incident(s) which could have led to the performance problem. The venue of the meeting should be one that provides privacy and minimal interruptions. According to Harsley, (2011), the subject of discussion should be approached in a composed manner, with impartiality and clearness. The supervisor should communicate using a tone that is not intimidating, and elucidate performance or behavioral matters using an objective, factual, and impartial approach. Offer precise instances and elucidate the influence of the employee's actions/behavior on colleagues or the organization as a whole.

Alongside areas that require enhancement, affirmative feedback should be provided for the aspects in which the individual excelled. Harsley,(2011) suggests employees are inclined to enhance their performance and cultivate their skills when they sense empowerment from the overall procedure. If possible, supervisors should begin with praise for some specific achievements and invite self-assessment as many people underestimate themselves. Armstrong & Baron, (2012) suggest that feedback on performance should be evaluated collaboratively and impartially, discussing the reasons for positive or negative outcomes and identifying measures to sustain excellence or prevent issues in upcoming situations. Feedback on performance should be immediate so as to contemplate the occurrences throughout the assessment duration and, based on this, to peer into the future. (Christopher, Hassan, Hashim, & Ismail, 2016).

Relating to the study, organizations have to invest in a proper and sound feedback system that will enable employees be aware of their performance in the organization. This will translate to effective performance as all areas of weaknesses will be identified and as a result corrected to ensure that optimal performance is achieved in the organization. Also, the fact that performance problems will be identified and corrected ensures that those problems will be avoided in the future.

2.3.4 Rewards and Performance Improvement Plans on Employee Job Productivity

Enhancing performance constitutes an essential element of the ongoing process of PM. The intention is maximizing high performance, (Hardy, 2016). This holds great significance since it will shape a worker's level of motivation. It’s used for motivation and continuous improvement. Raphael, (2015) in his report on PMS, the conventional method of acknowledging employees relied solely on their job descriptions and not on their actual performance. Even the perks and bonuses favored those in higher-ranking positions. Despite an employee's good performance, they had to wait in line for seniority-based pay increases. This approach lacked any mechanisms for inspiring motivation and fostering ongoing enhancement in the employees' perspectives. (Hardy, 2016). Establishing a connection between performance and compensation/rewards is crucial to retaining employees and fostering their dedication to their tasks, i.e. pay for performance. Harsley, (2011) argue numerous employees experience diminished dedication to their tasks not due to their salary, but rather due to a dearth of acknowledgment. A proficient approach to rewards based on performance can yield numerous advantages for both the firm and its workforce. Including but not limited to; decreased attrition rate that translates to low recruitment rates that contributes to the fiscal robustness of a company serves to inspire workers to enhance their performance, employee involvement where employees volunteer to work in more challenging roles and therefore enforcing healthy competition amongst themselves, employees get to learn new skills and or enhance thus developing their careers, (Hardy, 2016).

In their article on PM, a roadmap towards developing, implementing and evaluating PMS, Qureshi, *et al* (2010) state that when an employee's performance falls below the established standards due to inadequate ability, skills, or knowledge, a Performance Improvement Plan (PIP) is designed to establish a transparent process that fosters and supports improvement efforts. In instances where performance doesn't meet standards for other reasons, it might lead to disciplinary actions. A PIP guarantees equitable and uniform treatment of all employees within the organization. Managing underperforming employees is thus a constructive approach rooted in continuous feedback throughout the year. It focuses on finding solutions to address performance challenges and, crucially, outlines ways in which managers can offer assistance and support, (Harsley, 2011). The performance improvement plans are crafted to enable a productive dialogue between an employee and their supervisor, with the aim of clarifying the specific areas of performance that necessitate enhancement. It's put into action at the manager's discretion, when there's a need to support an employee in boosting their performance. The manager, in collaboration with the concerned employee, devises an enhancement strategy with the primary objective of assisting the employee in reaching the targeted performance level, (Pulakos, 2014).

Gichuki, (2014) observes that following the assessment and review of feedback, organizations should offer compensation based on performance. In a study conducted at the Immigration Department where 300 employees were sampled out of the possible 1200 employees showed that a significant majority, 79.6% of participants, strongly concurred that pay for performance increased levels of motivation and commitment amongst the employees. This concurs with (Qureshi *et al*, (2010) in their article which opines that, rewarding employees for their performance motivated them to perform better thus enhancing healthy competition amongst themselves. When managers provide the chance to acknowledge commendable performance, it results in heightened motivation levels, (Odhiambo, 2015). When positive performance is noticed and acknowledged, the likelihood of its recurrence is enhanced, while subpar performance is discouraged or penalized to minimize the likelihood of its recurrence.

When devising an evaluation system for organizations, management should thoroughly consider matters related to salary raises and advancements (Moulder, 2011). Employees who receive a substantial bonus might aim to secure a similar reward in the following year. Conversely, those who receive a modest bonus that mirrors the company's evaluation of their performance could be motivated to enhance their performance in the upcoming year (Harsley, 2011). A cash bonus serves as an alternative method of acknowledging employees for outstanding performance, particularly when they have achieved or surpassed their established objectives. This renders them qualified for such rewards (Harsley, 2011). Employees can fulfill the aspirations of employers only by embracing and contributing to those aspirations themselves (Kotelnikov,2010). In the event that employees do not meet the established goal, a career development strategy can be put into action by offering training and establishing a suitable rewards system, all aimed at elevating their performance. (Mone& London, 2010). The recognition should mirror the business goals and the equitable input of individual employee endeavors toward achieving elevated performance levels. Bannister and Balkin (2010) in their study indicated that individuals who undergo appraisals display a more positive reception of the evaluation procedure and exhibit higher contentment with it, particularly when the process is directly linked to incentives. Kanfer (2010) proposes that employees are continually engaged in a social exchange dynamic where they provide their services in return for rewards. They link their effort and input directed at completing tasks with the acquisition of rewards in exchange for their productivity. These rewards play a critical role in strategically retaining top human resources. (Harsley, 2011) Acknowledgment and gratitude form additional significant components of an effective strategic rewards framework. Acknowledgment pertains to recognizing an individual in front of their colleagues for exhibiting favorable conduct or attaining achievements, taking specific actions, or maintaining a positive demeanor. Conversely, appreciation involves expressing gratitude to an employee for their actions. These types of rewards aid employees in evaluating their performance and determining whether they are performing well or inadequately (Sarvadi, 2010). Macey, Schneider, Barbera and Young (2016) emphasize that the rewards system should possess the ability to pinpoint employees' strengths and areas of improvement to boost their performance. Managers should prioritize recognition as the central factor in fostering employee morale.

According to Harsley, (2011) underperforming employees can be managed with the following. First, identify and agree on the problem. This can be found from the analysis of the feedback as it can be integrated into a role. This happens when employees are informed about their objectives and benchmarks and are familiar with the performance metrics that will be employed. They can therefore have the capability to gauge and evaluate their personal performance, and if adequately motivated and trained, can independently implement corrective measures. i.e., self-regulating feedback. Managers should therefore strive to capitalize on it Based on the principle that avoiding a problem is preferable to dealing with it later. Secondly, identify the causes for the deficiency. Jain & Gautam, (2014) in their report on PMS, Strategic Tool for HRM, note this should be done wisely to avoid blames. The aim is for both the supervisor and the employee to collaboratively recognize the factors that have contributed to the issue. This is done to initially pinpoint any external reasons beyond the job and outside the influence of either or both of them. Hardy, (2016) poses that any factor within the control can be considered. The reason for the problem needs to be identified, for instance little or no Assistance or direction from the manager, unclear expectations, ability (inability to perform), skill (lack of knowledge on how to perform), attitude (unwillingness to perform). Thirdly, determine and reach a consensus on the necessary steps to be taken. Pulakos, (2014) argues that the initiative can be assumed by the employee, the manager, or by both parties. (More support from the manager, change of behaviors and attitudes), necessary steps taken to improve skills, manager plus worker collaboratively establishing clear expectations, develop skills plus abilities jointly etc. whatever agreed action; both sides should comprehend the criteria that indicate the achievement of success. Harsley, (2011) asserts that arrangements can be established for feedback, yet employees are motivated to oversee their own performance and make necessary adjustments. Fourth, allocate resources for the action. This includes offering coaching, training, direction, facilities, and experiences essential to facilitate the agreed-upon action. Lastly, supervise and offer feedback. Both parties should oversee performance, guarantee that feedback is given or received, evaluated, and decide on any additional measures that might be required. (Hardy, 2016).

(Qureshi *et al* (2010) note that Performance management involves guiding employees to tackle performance-related concerns and problems in a manner that positively impacts the organization.

Monitoring daily performance does not imply scrutinizing every detail of how employees execute their assigned duties and tasks. (Pulakos, 2014). Managers should avoid excessively controlling employees and instead concentrate on attained outcomes, as well as individual conduct and team interactions that impact the working atmosphere. Throughout this stage, regular meetings between the employee and supervisor should be held to evaluate advancements towards achieving performance goals, recognize obstacles hindering the attainment of these objectives, and develop strategies to overcome such challenges (Jain & Gautam, 2014). Hardy, (2016) poses that feedback on progress relative to the goals should be shared and adjustments to the work plan that might be necessary due to a change in organizational priorities should be identified Alternatively, when a worker is tasked with assuming additional duties. Evaluate whether any supplementary assistance is needed from managers or others to aid the worker in attaining their goals **(Nzuve S. , 2007)**

Jain & Gautam, (2014) notes that formal performance improvement plans may not help every employee meet performance expectations every time they are used. PIP ought not to be thought as the initial phase in a worker leaving employment. If a supervisor is convinced that an employee will fail even after the PIP, termination of employment may be considered as this will save a lot of misery and anxiety all around and along the way. PIP should only be used when an employee is sincerely believed to be capable of improving (Hardy, 2016)

Relating to this study, rewards and performance improvement plans will help organizations to supervise the performance of individual staff members, teams, divisions, and the whole organization. Through this, the selected media outlets will be able to make decisions regarding compensations, par rises for those employees that are performing exemplary in their duties or training as well as disciplinary actions for those employees regarded as not performing as they should.

2.3.5 Organizational Culture as a Moderating Variable and Employee Productivity

Webster's dictionary describes culture as the notions, traditions, talents, arts, and more of a particular group during a specific era. Perceptive managers have come to recognize that an organization possesses its own distinct corporate culture. This underscores the significance of corporate culture. Numerous studies have revealed a favorable connection between employee performance and the corporate culture. Stewart (2017) highlighted that achieving profitability stands as a primary objective for any organization. Initiating enhancements can often begin by scrutinizing the organizational work culture. The author asserts that the most influential aspect of the corporate work culture lies in the convictions and perspectives of the employees. "The culture is shaped by the individuals within it,"

Bertrand (2018) investigated the correlation between four contextual elements tied to empowerment (interactions with supervisors, overall interactions with the company, teamwork, and performance concern) and the four facets of psychological empowerment (influence, self-determination, and proficiency). In the research, 203 employees at a manufacturing company participated in a survey using both newly developed and established gauges for contextual aspects and psychological empowerment components. The findings indicated that contextual factors were variably linked to the elements of psychological empowerment, (Bertrand 2018). Communications with supervisors and overall interactions with the company exhibited a significant connection with the aspect of competence in empowerment. The research demonstrated that teamwork and performance concern had an impact on organizational performance, and the variation of these two factors depended on the nature of employees' job roles, (Bertrand 2018).

Jolise (2017) carried out a survey within South Africa to assess the service provision to the community by local municipalities. The study aimed to tackle the issue of inadequate service quality for the community. Jolise (2017) suggested that when there is a strong dedication within the organization, employees will align themselves with the organization and its objectives, leading to more efficient service delivery.

Nkole (2018) investigated the impact of compensation packages on employee performance in Uganda. The research aimed to evaluate the available satisfaction packages at Uganda Commercial Bank and their influence on employee performance in relation to the bank's overall goals. The discoveries indicated that management can employ diverse strategies and policies to ensure employee satisfaction within the banking sector. The study also unveiled that the primary responsibilities of the bank are typically executed by clerical staff, who outnumber supervisors. Consequently, satisfaction packages should be primarily tailored towards these clerical workers to ensure customer satisfaction. The research findings highlighted that eliminating satisfaction components like commissions, bonuses, and fringe benefits from the package would lead to significant negative impacts on employee performance. There was a clear positive correlation between employee performance and corporate performance, as employees were successful in meeting the bank's performance metrics, including aspects like deposits, loan recovery, and profitability.

In a separate investigation, Gerishan (2016) empirically examined the connection between elements of organizational culture and PM practices. The study employed an exploratory research method. The results demonstrated a significant correlation between employee involvement and performance. The discoveries align with the principles of participatory management as advocated by Mohan (2017), the study's reach could be expanded to assess how organizational culture impacts the connection between PM and employee productivity within broadcast media organizations in Bungoma and Busia counties.

2.4 Summary and Knowledge Gap

Table 2.1: Summary and knowledge gap

S/N	Author (s)	Year	Study	Key Findings
1	Gerish (2016)	2016	The Impact of PM on Performance in Public Organizations-A Meta Analysis	PMS tend To exert a minor yet favorable influence on performance within the public organizations but when combined with PM best practices performance is improved
2	Hafiz (2012)	2012	An Empirical Research on PMS and Job Performance of Employees	Organizations should consider implementing PM and focus on the elements of PA, job dimensions, rewards and recognition to achieve high performance from their employees.
3	Odhiambo (2015)	2015	Effect of PM Practices on Employee Productivity. A Case Study if Schindler Ltd	Effective PM practices give employees an opportunity to express their concepts and anticipations regarding fulfilling an organization's strategic objectives. PM practices serve as a potent wellspring of managerial insights and rejuvenation thus they should be maximized to enhance worker performance.

4	Gichuki (2014)	2014	Influence of PM on Employee Productivity in the Civil Service. A Case of the Immigration Department in Kenya	PA gives recognition for good performance and suggests changes to Enhance the quality of departmental services and results, thereby opening up opportunities for productivity enhancement. That to increase productivity, organization should maximize the use of PA plus worker's performance examination on an continuous manner.
5.	Prof Chege et al	2016	Effects of PM Processes on Employee Productivity. A Survey of Commercial Banks in Turkana County	For enhanced productivity organizations and policy makers need to ensure that performance of employees is appraised, T&D conducted and effective reward systems adopted for these elements of PM affect employee productivity.
6.	Kumar et al	2015	Relationship between PM and Organization Performance. A Case of Manufacturing and Service Firms in India	There's a relationship between PM practices and perceived organizational performance, therefore the PM practices help an organization achieve sustained growth. Organizations have to relook the total PM so as to improve organizational performance

7	Asamay et al	2017	The Ripple Effects of PM on Employee Perceptions and Affective Commitment among SMEs Ghana	Both variables positively mediate the relationship between PMS and Organizational Performance of SMEs indicating that SMEs have seen the need for implementing proper PMS based on their own capabilities to enhance effectiveness in meeting organizational goals.
8.	Kiptoo (2016)	2016	The Influence of Positive Reinforcement on Employee Motivation at Nakuru County Government	Positive reinforcement significantly promote employee motivation thus positive reinforcement need to be Promoted within organizations, particularly in the public sector, where the call for enhanced service provision is escalating due to heightened awareness among citizens about their entitlements.
9.	Jain et al	2014	Performance Management Systems-A Strategic Tool for Human Resource Management.	PM acts as a strategic tool and a powerful foundation for the employees to achieve their ambitions and organizations to achieve their key objectives
10.	Qureshi et al	2010	Performance Management Systems-AComparative Analysis	Organizations should intensify their attention on enhancing the clarity of role definitions as a critical domain of outcomes and skill prerequisites. This lays the foundation for a robust PM system to prevent conflicts in employee roles and the overlap of responsibilities.

2.4.1 Research Gap

Organizations using PM to review and assess how their employees grapple with challenges related to executing, embracing, and integrating PM with other HR systems, (Christopher, Hassan, Hashim, & Ismail, 2016). Therefore, Exploration in this field will contribute to the creation of PMS and processes that are better received and more effective. Nzuve & Njeru, (2013) in their research on effects of performance management systems in the public sector observed that for PM to be successful here should be ongoing observation, feedback, interaction, and drawing lessons from outcomes, and the regularity of the reviews should be enhanced.

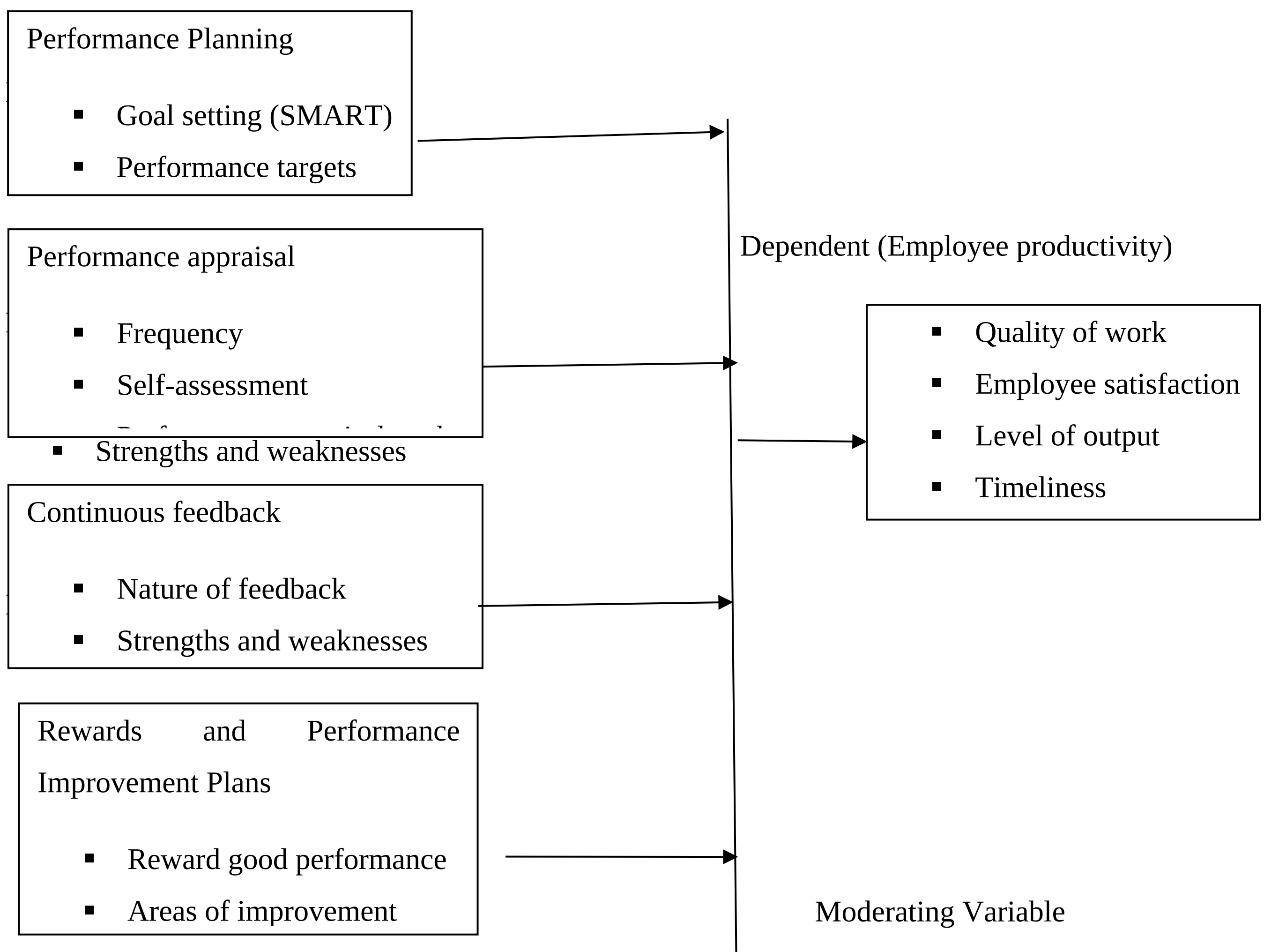
Though extensive research has been conducted concerning the topic of PM, Mugenda & Mugenda, (2007), Akinyele *et al* (2010), (Nzuve S. , (2007) most have been done outside Kenya and not in media outlets. This study sought to address existing deficiencies by investigating the relationship between performance management (PM) and employee productivity within media organizations. To overcome the methodological shortcomings identified in earlier research, descriptive statistics were utilized to analyze the interplay between the pertinent variables, marking a departure from the approaches taken in some prior studies. Additionally, the results were framed within the context of the Kenyan media environment, with a specific emphasis on selected broadcast media outlets in the western region of the country.

The primary aim of this research was to assess the influence of performance management on employee productivity in particular broadcast media outlets situated in western Kenya, an area that had not been previously explored in this context. This targeted investigation not only advanced the topic but also contributed to the broader academic discourse. In evaluating the effectiveness of PM on employee productivity, significant focus was placed on essential elements such as performance planning, performance appraisal, ongoing feedback, rewards, and performance improvement plans, all of which play a crucial role in enhancing employee productivity.

2.4.2 Conceptual Framework

This framework represents the researcher’s original concept and interpretation. It illustrates the connection between the independent variables—namely performance planning, performance appraisal, continuous feedback, rewards, and improvement plans—and the dependent variable, which is employee productivity within media organizations in Bungoma and Busia counties. The conceptual framework is based on the premise that performance management plays a significant role in enhancing employee productivity. It is posited that the components of performance management, alongside the moderating influence of organizational culture, serve as independent variables that affect employee productivity, the dependent variable. This relationship will be assessed through various outcomes, including the quality of work, adherence to deadlines, and employee satisfaction. Consequently, it is anticipated that the independent variables will have a direct impact on the dependent variable, forming the core focus of this research.

Independent variable (Performance Management)



Organizational culture

- Attitudes
- Values
- beliefs

Figure 2.1 Interaction between performance management and employee productivity

Source: Researcher, 2020

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the methodology employed in this research. This encompasses; the design of the research, the study area, the intended population, the size and procedure of sampling, and the instruments for data collection.

3.1 Research Design

A research design serves as a systematic framework aimed at addressing research questions, as noted by John W. (2014). In this study, a descriptive research design was utilized, characterized by a quantitative approach where participants responded to identical closed-ended questions. This method facilitated the collection of numerical data, which was subsequently analyzed using statistical techniques to evaluate the hypothesis. The selection of this survey design aligns with Creswell's (2012) assertion that a quantitative approach is appropriate when a researcher seeks to identify a problem based on prevailing trends or to elucidate the reasons behind certain phenomena. Descriptive statistics were employed to collect data on trends, as highlighted by Arikunto (2007), and to distill this information into a more accessible summary, as emphasized by Yellapu (2018), forming a crucial component of the preliminary data analysis essential for comparing variables through inferential statistical tests.

Additionally, a correlational research design was implemented to explore the relationships between variables without any manipulation or control. This design employed the Pearson Moment correlation statistical test to quantify and describe the degree of association among two or more variables, as indicated by Creswell (2012). Furthermore, an explanatory design was applied to determine the extent to which two or more variables co-vary, illustrating how changes in one variable correspond to changes in another.

3.2 Study Area

The research was carried out within five (5) chosen broadcast media outlets in Western region of Kenya in Bungoma and Busia counties. The western part of Kenya, adjacent to Uganda, was formerly one of Kenya's seven administrative provinces apart from Nairobi. However, with the implementation of the new Constitution in 2010, each county now possesses its own government, eliminating the concept of a central regional capital. The chose news sources incorporate, Western Nyota, Magharibi television, West television, NyotaTv and TandaoTv. Bungoma and Busia provinces were chosen on account of their thick populace and the accessibility of assortment number of news sources.

3.3 Target Population

This study targeted two hundred and forty-eight (248) employees drawn from all the five media outlets i.e. Western Nyota, MagharibiTv, West Tv, NyotaTv and TandaoTv.

3.4 Sample Size and Sampling Procedure

3.4.1 Sampling Procedure

Stratified sampling was adopted since the population is not uniform. For sampling processes, the five broadcast media outlets were regarded as distinct and separate segments. This allowed the researcher to select sample participants from each of these segments within the population's population. Respondents were drawn from top level management, middle level management plus lower level as shown in Table 3.1

Table 3.1: Distribution of Respondents

County	Media Outlet	Top level	Middle level	Lower level	Total
Busia	Western Nyota TV	5	17	26	48

	Magharibi TV	3	15	27	45
Bungoma	Nyota TV	4	15	26	45
	Tandao TV	7	20	24	51
	West TV	5	18	26	49
Total		24	105	129	248

Source: Researcher, 2020

3.4.2 Sample Size

Slovin's formula was employed to ascertain the sample size for this research. This was calculated as follows:

$n=N/ (1+Ne^2)$

Whereas n = sample size

N = population size

e = margin of error.

This study assumed 95% confidence level.

Table 3.2: Sample Frame

Strata	Target population	Sample size ($n=N/ (1+Ne^2)$
Top level	24	14
Middle level	105	66
Lower level	129	73
Total	248	153

Source: Researcher, 2020

3.5 Data Collection Instruments

This research utilized the questionnaires provided in the appendices for data gathering. Questionnaires are a practical instrument, particularly when dealing with a substantial number of respondents, as they enable the efficient and swift extraction of information in a brief period (Kerlinger, 2004). The polls were regulated to representatives in all degrees of the executives of the chose five transmission news sources in the western locale of Kenya and zeroed in on gathering both verifiable and assessment data. The questionnaire was segmented into distinct sections aligned with the established objectives. The initial section concentrated on collecting the respondents' personal information and sections 2-7 addressed the various constructs of the study. They contained structured questions encompassing both open-ended as well as closed-ended formats. They were self-administered and hand delivered to respondents by research assistants to avoid misinterpretation of questions that is always occasioned by the ‘drop and pick’ technique.

3.6 Piloting the Instruments

The researcher piloted the research instruments at WTV which is not incorporated in the research. The pilot study was executed in pre-testing the efficacy and proficiency which was vital in the study. Pre-testing is necessary as it helps in finding out whether questions assess what they are meant to gauge and whether all respondents will respond to questions in a similar manner.

3.7 Validity and Reliability

3.7.1 Validity

This refers to the degree to which a tool assesses what it is intended to evaluate (Wiesrma,2013). The data collection tools were constructed in close consultation with the media outlet managers and were piloted to ensure validity. This implies the precision and significance of conclusions drawn from research outcomes. It pertains to how precisely the data gathered in the study quantifies the variables. (Kearns, 2009). The data validity based on Content validity and face validity. This involved presenting the tool to the supervisor for an assessment of its relevance, appropriateness of content, clarity, and adequacy of its design. Based on the feedback received, the instrument was refined and adjusted accordingly.

3.7.2 Reliability

This pertains to the extent to which a specific measurement method yields consistent outcomes over multiple repeated attempts (Orodho & Juma, 2015). It gauges the extent to which outcomes remain consistent across multiple repetitions (Mugenda & Mugenda, 2007). The researcher employed the test-retest method to assess the reliability of the research tools. The research tools were reevaluated on a sample of a minimum of 20 participants from WTV.

3.7.3 Variable Reduction and Reliability test

A pilot concentrate on involves a restricted scale preliminary of techniques and cycles that will be executed for a bigger scope (Porta, 2006). This was done in WTV where 20 unique respondents were chosen from leader the executives, mid-level administration, and lower-level positions. This was finished to ensure that the examination devices were substantial and dependable enough for the fundamental review (Perry, 2004). The scale utilized in the polls was tried to discover their dependability and this was finished utilizing Chronbachs Coefficient alpha of 0.7 (Perry, 2004). The discoveries of this test were as introduced in the accompanying subsections.

3.7.4 Content Validity

Content validity assumes a central role in the creation of any novel tool, offering proof regarding the validity of a tool by evaluating how effectively the instrument measures the intended concept (Anastasia, 1988). For our study, the questionnaire was subjected to four expert judges including a pair of supervisors and an additional two experts from the field of broadcast media outlets, who examined the questionnaire to ascertain if the research items effectively encompassed the entire extent of the measurement constructs. Each of the four expert assessors independently evaluated the items, and those items that were unanimously deemed to possess pertinent content were retained.

3.7.5 Construct Validity

Construct validity refers to how well the instruments employed for data collection in the field gauge the actual hypotheses of the study (Bruce, 2008). In this research, the utilization of the Kaiser-Meyer-Olkin (KMO) test was employed to assess the adequacy of the sampling, ensuring that the quantity of items utilized to measure a specific construct (variable) was sufficient. Additionally, the Bartlett's Test of Sphericity was employed to determine if the items originated from a population with uniform variance. The outcomes of construct validity are displayed in Table 3.7.

Table 3.7: Sampling Adequacy and Sphericity Test Results

Variable	Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	Degrees of freedom	p-value
i. Employee Productivity	0.624	55.808	6	0.000

ii.	Performance Planning	0.568	23.113	6	0.001
iii.	Performance Appraisal	0.509	57.283	10	0.000
iv.	Ongoing Feedback	0.535	73.502	10	0.000
v.	Reward and Performance Improvement	0.606	85.921	10	0.000

(**Source: research study)**

The results displayed in Table 3.7 indicate that the KMO values for sampling adequacy across all five variables surpassed the established minimum threshold of 0.5, as outlined by Engellant et al. (2016). Specifically, the KMO values were 0.624 for Employee Productivity, 0.568 for Performance Planning, 0.509 for Performance Appraisal, 0.535 for Ongoing Feedback, and 0.606 for Reward and Performance Improvement, as detailed in Table 3.7. These results confirm an adequate level of sampling adequacy for each of the factors examined. Furthermore, the significant results from Bartlett's Test of Sphericity suggest that the sampled items for each variable originated from a population exhibiting uniform variance, with values of ($\chi2$ (6) = 55.808, $p = 0.000 < 0.05$) for Employee Productivity, ($\chi2$ (6) = 23.113, $p = 0.001 < 0.05$) for Performance Planning, ($\chi2$ (10) = 57.283, $p = 0.000 < 0.05$) for Performance Appraisal, ($\chi2$ (10) = 73.502, $p = 0.000 < 0.05$) for Ongoing Feedback, and ($\chi2$ (10) = 85.921, $p = 0.000 < 0.05$) for Reward and Performance Improvement, as shown in Table 3.7.

To further explore the underlying factors within the scales used in the questionnaire, the researcher performed Principal Component Analysis, which included the calculation of composite scores. A Varimax rotation was applied to achieve a clearer factor structure for all variables. Additionally, a communality analysis was conducted to determine whether all items shared a commonality, utilizing a threshold of 0.3, as suggested by Costello (2005). The results of these analyses are presented in Table 3.7.1.

Table 3.7.1: Factor Analysis for Employee Productivity

Statement		Factor Loading	Communalities	Decision
i.	The quality of work of employees has been improved after performance management	.654	.906	Retained

ii.	Employees level of output has increased after performance management	.884	.866	Retained
iii.	Satisfaction rate of employees improved after performance management	.484	.826	Retained
iv.	Timeliness among employees has been enhanced after performance management	.734	.751	Retained

(Source: research study)

Table 3.7.2 demonstrates that the communalities for Employee Productivity all exceeded the 0.3 criterion Costell, (2005); hence, suggesting that the items within the Employee Productivity category shared similar variance on the utilized 5-point Likert scale. All the four items (i, ii, iii, iv) within Employee Productivity exhibited factor loadings surpassing the stipulated minimum threshold of 0.4 Creswell, (2010), consequently, they were all preserved as they were deemed valid.

Table 3.7.2: Factor Analysis for Performance Planning

Statement		Factor Loadings	Communalities	Decision
i.	Performance management is carried out in our media annually.	.166	.816	Excluded
ii.	Heads of sections set performance goals/targets.	.443	.654	Retained
iii.	I am always involved in setting the performance goals/targets.	.483	.409	Retained
iv.	It's important to set performance goals.	.725	.775	Retained
v.	Performance targets are understood.	.196	.846	Excluded
vi.	Performance planning enhance my performance.	.832	.844	Retained

(**Source: research study)**

Table 3.7.2 exhibited that the communalities for performance planning all exceeded the 0.3 thresholds Costell, (2005); therefore, suggesting that the items related to performance planning had a shared some similar variance on the utilized 5-point Likert scale. Four items (ii, iii, iv, vi) within Performance Planning with factor loadings surpassing the stipulated minimum threshold of 0.4 Creswell, (2010) were all maintained as they were deemed valid. However, two items (i and v) that attracted coefficients below 0.4 were removed from the questionnaire.

Table 3.7.3: Factor Analysis for Performance Appraisal

Statement		Factor Loadings	Communalities	Decision
i.	I achieve set objectives.	.524	.724	Retained
ii.	I always receive communication on when the performance reviews are to be done.	.751	.566	Retained
iii.	Performance appraisals and reviews are done by heads of sections/supervisors.	.736	.577	Retained
iv.	Performance appraisals and review tools are always available for use.	.768	.698	Retained
v.	Performance appraisals and reviews are objectives.	.619	.391	Retained
vi.	Does carrying out performance appraisals and reviews enhance productivity?	.316	.592	Excluded

(**Source: research study)**

Table 3.7.3 exhibits that the communalities for Performance Appraisal all exceeded the 0.3 thresholds Costell, (2005), thereby suggesting that the items related to Performance Appraisal shared similar variance on the 5-point Likert scale employed. Five items (i, ii, iii, iv, v) within Performance Appraisal with factor loadings surpassing the established minimum criterion of 0.4 Creswell, (2010) were all preserved due to their validation. However, one item (vi) had a coefficient below 0.4 and was therefore left out.

Table 3.7.4: Factor Analysis for Ongoing Feedback

	Statement	Factor Loadings	Communalities	Decision
i.	I receive feedback on my performance.	.488	.713	Retained
ii.	Direct communication exists between me and my supervisor.	.620	.447	Retained
iii.	My supervisor sees m opinion.	.741	.900	Retained
iv.	My supervisor corrects and guides me in my performance.	.767	.595	Retained
v.	Decision making procedures are implemented and communicated to me.	.776	.797	Retained
vi.	Feedback from my supervisor enhances my performance.	.359	.536	Excluded

(**Source: research study)**

Table 3.7.4 exhibits that the communalities for Ongoing Feedback all exceeded the 0.3 thresholds. Costell, (2005); therefore, suggesting that items within Ongoing Feedback shared a similar variance on the utilized 5-point Likert scale. Five items (i, ii, iii, iv, v) pertaining to Ongoing Feedback with factor loadings surpassing the established minimum threshold of 0.4 (Creswell, 2010) were all maintained as they were deemed valid. However, one item (vi) had a coefficient below 0.4 and was therefore left out.

Table 3.7.5: Factor Analysis for Rewards and Performance Improvement plans

	Statement	Factor Loadings	Communalities	Decision
i.	Rewards can be used for motivation.	.705	.497	Retained
ii.	Rewards leads to continuous performance improvement.	.842	.710	Retained
iii.	Future performance problems can be overcome by use of performance	.844	.713	Retained

	improvement plans.			
iv.	Future performance problems can be identified by performance improvement plans.	.737	.543	Retained
v.	Rewards and performance improvement plans can maximize my performance.	.602	.362	Retained

(**Source: research study)**

Table 3.7.5 shows that the communalities for Reward and Performance Improvement Plans all exceeded the 0.3 thresholds Costell, (2005), suggesting that the items related to Reward and Performance Improvement Plans shared similar variance on the utilized 5-point Likert scale. All five items (i, ii, iii, iv, v) under Reward and Performance Improvement Plans exhibited factor loadings surpassing the stipulated minimum threshold of 0.4 Creswell, (2010), hence they were all preserved as they were confirmed to be valid.

Table 3.7.6: Factor Analysis for organizational culture

Statement		Factor Loadings	Communalities	Decision
i.	Employees understand their roles and responsibilities.	.890	.855	Retained
ii.	Supervisors believe in the capability of employees to deliver as expected.	.907	.823	Retained
iii.	Performance management has enhanced employee performance.	.880	.775	Retained
iv.	Employees believe in the organizational objectives.	.794	.726	Retained
v.	Attitudes and beliefs affect employee productivity.	-.019	.953	Excluded

(**Source: research study)**

Table 3.75 reveals that the communalities for Organizational Structure all exceeded the 0.3 thresholds Costell, (2005), suggesting that the items associated with Organizational Structure shared similar variance on the employed 5-point Likert scale. Four items (i, ii, iii, iv) within Organizational Structure exhibited factor loadings surpassing the stipulated minimum threshold of 0.4 Creswell, (2010), and were therefore retained due to their validation. However, one item (v) had a coefficient below 0.4 and was consequently omitted.

3.8 Data Collection Procedures

An introduction letter from Masinde Muliro University of Science and Technology was secured by the researcher after approval by the defense panel. This enabled the researcher to do research in the chosen media outlets. The researcher and research assistants provided the respondents with an overview of the study's objectives and assured them of the confidentiality of their responses. The respondents were provided with questionnaires using the drop and pick technique.

3.8.1 Data Processing and Cleaning

The data collected from the field was input into the SPSS software, and subsequently, impossible and missing values were identified and addressed. Impossible values refer to data points that deviate from the anticipated range within a specific scale of measurement (Perry, 2004). The researcher adopted use of frequency distribution tables which shows the uppermost and lowermost values for every variable were determined. Any impossible values detected were linked back to the respective questionnaires and substituted with accurate data. In SPSS, system missing values and user missing values were distinctly encoded as 99, denoting instances of missing data to prevent them from impacting the study's results adversely. The ultimate dataset was devoid of impossible or missing values.

3.8.2 Data Analysis and Presentation

The gathered data underwent coding and analysis through descriptive techniques. Descriptive statistics were applied to analyze objective number one to four and presented through cross tabulation and frequency tables. Regression analysis was employed to investigate how performance management variables interact with employee productivity. Linear regression was applied to identify the most significant variable of PM that affected employee productivity.

Correlation coefficient (r) was used to assess the strength and direction of the relationship. The findings' information was organized, sorted, and grouped based on the identified themes. The frequency of occurrence of ideas, words, or descriptions was taken as an indicator of their significance, attention, or emphasis.

The Multiple regression model was utilized to analyze the partial relationship between employee productivity and the subconstructs of the independent variable. The model allowed the researcher to determine the partial influence of each of the independent variable on employee productivity when controlling for others (Murphy III 2010).

Regression equation without the moderator

$Y=\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+£$

Regression equation with the moderator

$Y= \beta_1X_1+\beta_2X_2 M+\beta_3X_3 M+\beta_4X_4+£$

Where $\beta_1,\beta_2,\beta_3,\beta_4$ are constants, X_1-performance planning, X_2-performance appraisal, X_3-ongoing feedback, X_4-rewards and performance improvement plans, M-Organizational culture and £=error term that denotes unexplained factors affecting employee productivity.

Analyzed data was visually presented using bar graphs, tables pie-charts and narrations. The derived conclusions and subsequent recommendations were guided by the insights gained from the discoveries. Secondary source research was appropriate for assessing productivity. All statistical tests were performed using Microsoft Excel 2010 and SPSS version 20.

3.9 Ethical Considerations

Collecting data is a delicate matter since it relates to encroaching upon individuals' personal lives, thus ethical considerations play a crucial role in research (Mugenda & Mugenda, 2007). Information gathered from respondents was handled with the highest level of confidentiality and utilized solely for the study's intended purpose, as clearly indicated. The researcher used research assistants who were trained in matters concerning ethics in data collection. When collecting data, the researcher asked for consent from the various media outlets' management to allow respondents to fill in the questionnaires. Confidentiality and anonymity were strictly adhered to for those who provided information.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This study sought to explore several key aspects: first, the influence of performance planning on the productivity of employees within broadcast media organizations located in the Western region; second, the correlation between performance evaluations and employee productivity in these organizations; third, the effect of ongoing feedback on employee productivity; fourth, the role of rewards and performance enhancement strategies in boosting employee productivity; and finally, the moderating role of organizational culture in the dynamics between performance management and employee productivity within the broadcast media sector of the Western region. This chapter, therefore, centers on analyzing the field data collected and testing the hypotheses related to each of these objectives.

4.2 Response Rate

Data collection involved the distribution of questionnaires to a total of 153 chosen participants. Out of these, 131 questionnaires were successfully completed and returned, resulting in a response rate of 86%. This rate surpasses the minimum threshold of 52.7% as suggested by Baruch (2008). A summary of the response rate is presented in the table below.

Table 4.1: Response rate

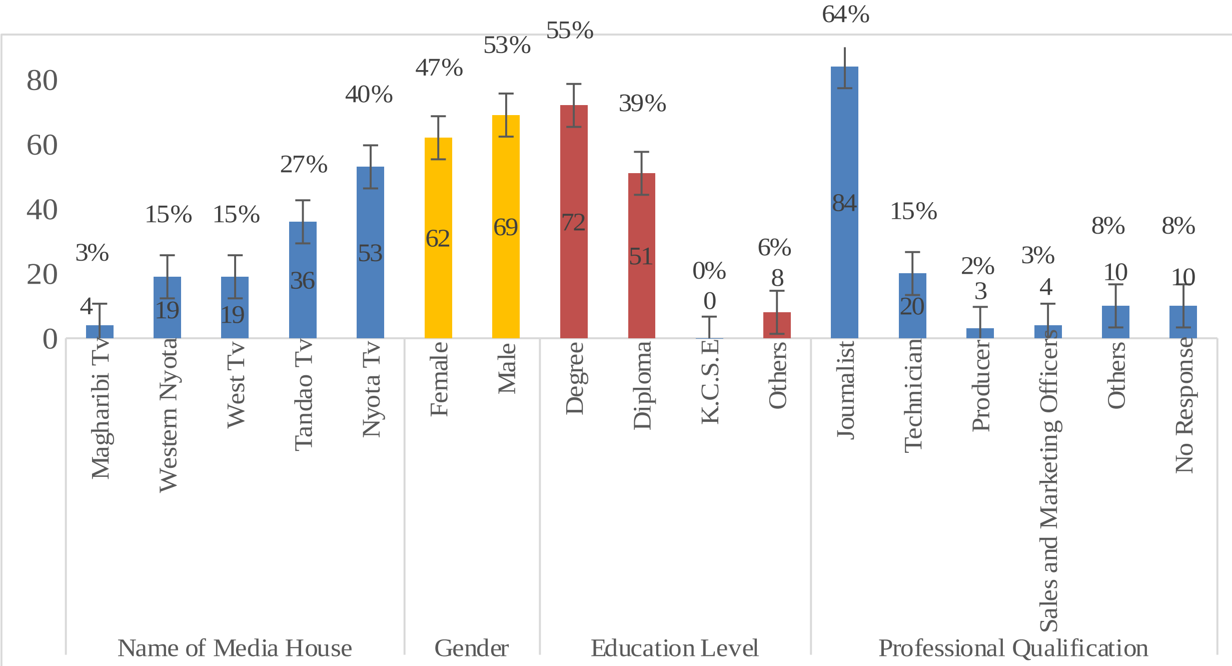
Level of management (Strata)	Sample Size	Participants	Return Rate
Top level	14	13	93%
Middle level	66	60	91%
Lower level	73	58	79%
Total	153	131	86%

Source: Research Data, 2020

4.3 Demographic Characteristics

The respondents' demographic details encompassed; Name of the media houses, educational level, gender, professional qualification and terms of employment of the respondents. The findings were as detailed below.

Figure 4.1: Demographic Characteristics of the respondents**.**

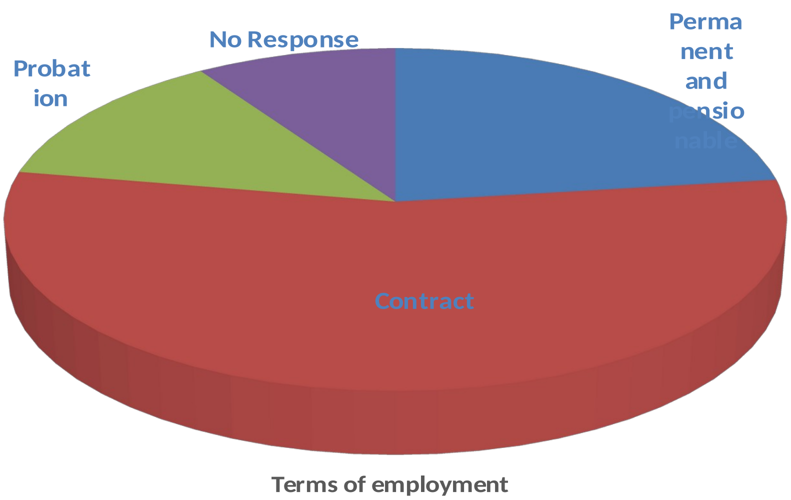


Source: Research Data, 2020

From figure 4.1, most of the respondents (40%) were from Nyota Tv, 27% from Tandao Tv, 15% from West Tv and Western Nyota and lastly 3% from Magharibi Tv; an indication that all the media houses sampled participated in this study. The study also ensured gender balance in the coverage of participants as indicated by 47% and 53% of the female and male responses respectively. Most of the respondents were degree holders as shown by 55% as their highest level of educational, while 39% had diploma (see figure 4.1). None of the participants, 0% had secondary education (KCSE) as their highest level of education; a clear indication that majority of the participants were knowledgeable and had good education to give reliable information.

The findings shows that 64% of the respondents were journalists, 15% were technicians in these media houses from different departments like editing department and others. 3% were sales and marketing officers, 2% were producers; an indication that majority of employees from different departments in these companies participated in this study.

Figure 4.2: Respondents terms of employment



Most of the participants were on contract basis with their employers as shown by 55% in figure 4.2 while 23% were on permanent and pensionable agreement and 13% were on probation; an indication that this study encompassed all kind of employees in giving out responses to the questions enquired through the questionnaires.

4.4 Discussions of Individual Objective Results

4.4.1 Descriptive Statistics

4.4.1.1 Employee productivity

To evaluate the impact of performance planning on employee productivity in broadcast media outlets in Bungoma and Busia Counties, the researcher gathered insights on productivity levels from employees across different departments within the selected outlets. Participants provided feedback on their overall workplace experiences, and the results are summarized in Table 4.2.

Table 4.2: Descriptive analysis for employee productivity

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
The quality of work of employees has improved.	50 38%	59 45%	9 7%	6 5%	7 5%
Employee’s level of output has increased.	40 6%	65 50%	13 10%	5 4%	8 31%
Satisfaction rate of employees has improved.	25 20%	87 68%	3 2%	6 5%	7 5%
Timeliness among employees has been enhanced.	36 28%	72 56%	5 4%	7 5%	9 7%

Overall Employee Productivity	Mean (%Mean)	Std. Dev.	Std. Error of mean	Minimum	Maximum
Satisfaction level	1.8580 (37.2%)	0.39816	0.06169	1.00	5.00

Source: Research Study (2020)

Table 4.1 reveals that most participants noted improvements in various aspects of employee productivity: 45% agreed and 38% strongly agreed that work quality had improved, 50% agreed that overall output had increased, 68% observed higher employee satisfaction, and 56% agreed that timeliness had improved. However, the average productivity level across broadcast media outlets in Bungoma and Busia Counties was still relatively low at 37.2% (mean = 1.8580, Std. Dev. = 0.39816), indicating that productivity enhancements were advancing gradually.

4.5 The Impact of Performance Planning on Employee Productivity in Broadcast Media Outlets within Bungoma and Busia Counties

4.5.1 Descriptive Analysis of Performance Planning.

The researcher gathered respondents' opinions on the general status of performance planning in their sector in order to evaluate the impact of this practice on worker productivity in broadcast media outlets in Bungoma and Busia Counties. Table 4.1.1 presents the results in detail.

Table 4.3: Descriptive Analysis for Performance Planning

Response scale: 5 - Strongly Agree, 4 - Agree, 3 - Undecided, 2 - Disagree, 1 - Strongly Disagree

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Heads of sections set performance goals/targets.	17 13%	68 52%	21 16%	10 8%	15 11%
I am always involved in setting the performance goals/targets.	32 24%	24 18%	46 35%	16 12%	13 10%
It's important to set performance goals.	73 56%	14 11%	15 11%	9 7%	20 15%
Performance planning enhance my performance.	39 30%	22 17%	31 24%	14 11%	25 19%

Overall Performance Planning Satisfaction Level	Mean (%Mean)	Std. Dev.	Std. Error of mean	Minimum	Maximum
	2.5134 (51.2%)	.73662	.06436	1.00	4.50

Source: Research Study (2020)

Table 4.3 indicates that a notable percentage of participants, around 52%, concurred that section heads are responsible for establishing performance goals or targets, while 35% expressed uncertainty regarding their role in this process. Additionally, 30% of respondents strongly felt that performance planning improves their work performance, and 56% strongly agreed that performance goals are important. In conclusion, performance planning received a moderate grade of 51.7% (mean = 2.5134, Std. Dev. = 0.73662), suggesting that it might have a moderate impact on improving worker productivity and effectiveness in broadcast media companies in the counties of Bungoma and Busia.

The researcher gathered participant comments about the general performance appraisal techniques used in the sector in order to examine the relationship between employee productivity and performance appraisal in broadcast media outlets situated in Bungoma and Busia Counties. A five-point Likert scale was used to record the results, as shown in Table 4.16.

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I achieve set objectives.	68 53%	51 40%	4 3%	2 2%	4 3%
I always receive communication on when the performance reviews are to be done.	14 11%	88 67%	15 11%	6 5%	8 6%
Performance appraisals and reviews are done by heads of sections/supervisors.	40 31%	73 56%	7 5%	5 4%	6 5%
Performance appraisals and review tools are always available for use.	3 2%	82 63%	28 21%	7 5%	11 8%
Performance appraisals and reviews are objectives.	10 8%	68 52%	40 31%	6 5%	6 5%

General Performance Appraisal	Mean	%Mean	Std. Dev.	Std. Error of mean	Min.	Max.
	2.3294	46.6%	.59878	.05232	1.00	4.00

Source: Research Study (2020)

According to the data in table 4.4, the most of participants (53%) expressed that they strongly agreed on achieving set objectives while 67% agreed that they always receive communication on when the performance reviews are to be done. Similarly, 56%, 63% and 52% of the respondents agreed that performance appraisals and reviews are done by heads of sections/supervisors, performance appraisals and review tools are always available for use and performance appraisals and reviews are objective respectively.

The average rating for performance appraisal was recorded at 46.6% (mean = 2.3294, Std. Dev. = 0.59878), which reflects a rating that falls below the average threshold. This finding implies that the performance appraisal methods employed within broadcast media organizations in Bungoma and Busia Counties may require enhancements to effectively elevate employee productivity.

The researcher asked respondents about the continual feedback they receive about their job performance in order to investigate the impact of this feedback on employee productivity at broadcast media outlets in Bungoma and Busia Counties. A five-point Likert scale was used to organise the results, as shown in Table 4.5. With responses ranging from 5 for "Strongly Agree" to 1 for "Strongly Disagree," this table offers a thorough summary of how people feel about continual feedback.

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I receive feedback on my performance.	35 27%	70 53%	10 8%	5 4%	11 8%
Direct communication exists between me and my supervisor.	15 11%	81 62%	18 14%	5 4%	12 9%
My supervisor sees my opinion.	37 28%	5 4%	45 35%	31 24%	12 9%

My supervisor corrects and guides me in my performance.	13 10%	87 66%	24 18%	4 3%	3 2%
Decision making procedures are implemented and communicated to me.	38 29%	50 38%	37 28%	2 2%	4 3%

General Ongoing Feedback	Mean	(%Mean)	Std. Dev.	Std. Error of mean	Minimum	Maximum
	2.6240	52.5%	.60566	.05292	1.00	4.00

Source: Research Study (2020)

From table 4.21, shows that most of the participants 53% and 62% concurred that they receive feedback on their performance and agreed on the existence of direct communication with their supervisor repsectively.35% were uncertain about their supervisors seeing their opinion. Also, 66% and 38% of the respondents agreed that their supervisor corrects and guides them in their performance and that decision making procedures are implemented and communicated to them.

A moderate employer-employee work connection was found in the broadcast media houses in Bungoma and Busia Counties, as shown by the average general continuous (ongoing) feedback rating of 52.5% (mean=2.6240, Std. Dev. =0.60566).

4.8 Evaluation of the extent to which rewards and performance improvement plans affect employee productivity in broadcast media outlets in Bungoma and Busia Counties.

4.8.1 Descriptive Analysis for Rewards and Performance Improvement

To assess the association among remunerations and execution improvement as well as representative efficiency in broadcast news sources in Bungoma and Busia Provinces, the scientist enquired the respondents about the prizes gave to them and their overall exhibition improvement. The discoveries were as introduced in a five-point Likert scale as in table 4.1.4.

Table 4.6: Distinct Investigation for remunerations and execution improvement plans: 5-Firmly Concur, 4-Concur, 3-Uncertain, 2-Deviate, 1-Emphatically Conflict.

Table 4.6: Descriptive Analysis for rewards and performance improvement plans

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Rewards can be used for motivation.	55 43%	27 21%	36 28%	5 4%	4 3%
Rewards leads to continuous performance improvement.	34 27%	34 27%	48 38%	4 3%	7 6%
Future performance problems can be overcome by use of performance improvement plans.	28 22%	73 57%	15 12%	4 3%	7 6%
Future performance problems can be identified by performance improvement plans.	14 11%	90 71%	11 9%	6 5%	6 5%
Rewards and performance improvement plans can maximize my performance.	19 15%	82 65%	8 6%	11 9%	6 5%

General Reward and Performance Improvement	Mean	%Mean	Std. Dev.	Std. Error of mean	Minimum	Maximum
	1.9744	39.5%	.43462	.03797	1.00	3.25

From table 4.6, most of the participants 43% strongly concurred that rewards can be used for motivation, 38% were uncertain on whether the rewards leads to continuous performance improvement, 57% of the participants concurred that the future performance problems can be overcome by use of performance improvement plans, 71% and 65% agreed that the future performance problems can be identified by performance improvement plans and that rewards and performance improvement plans can maximize my performance.

The average rating for general rewards and performance improvement was 39.5% (mean=1.9744, standard deviation =0.43462), which is considered low. This suggests that in order to maximise employee productivity in the broadcast media houses in Bungoma and Busia Counties, plans for rewards and performance improvement need to be improved.

4.9 Performance management and employee productivity

To ascertain the relationship between variables, the study used correlation analysis. The study's main goal was to ascertain how well performance management affected worker productivity in broadcast media companies located in the counties of Bungoma and Busia.

Table 4.7 displayed the pairwise outcomes of the correlated variables, including both independent and dependent variables. The research revealed that the overall correlations among the independent variables were minimal, indicating a low presence of multicollinearity concerns when assessing their association. The result also showed a positive correlation between independent variables with the dependent variable, this a good indicator that both of our study variables contributed positively to employee’s productivity level.

Table 4.7: Correlations matrix of variables under this study

		Performance Planning	Ongoing feedback	Performance Appraisal	Employee Productivity
Performance Planning	Pearson Correlation	1	.077	.226**	.244**
	Sig. (2-tailed)		.384	.010	.005
	N	131	131	131	131
Ongoing feedback	Pearson	.077	1	.440**	.301**

	Correlation				
	Sig. (2-tailed)	.384		.000	.000
	N	131	131	131	131
Performance Appraisal	Pearson Correlation	.226**	.440**	1	.336**
	Sig. (2-tailed)	.010	.000		.000
	N	131	131	131	131
Employee Productivity	Pearson Correlation	.244**	.301**	.336**	1
	Sig. (2-tailed)	.005	.000	.000	
	N	131	131	131	131

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

Source: Research Study (2020)

With a p value of.005<.05 and a positive correlation of r.244**, performance planning and employee productivity appear to be strongly connected at the 5% significant level. Similarly, at r.301** with a p value <0.01, continuous feedback showed a positive significant connection with worker productivity. Finally, with a p value <0.01, performance appraisal also showed a positive significant connection at r.336**.

4.10 Inferential Statistics

4.10.1 Test for Simple Linear Regression Assumptions

Determining the impact of performance planning on worker productivity in broadcast media outlets in Bungoma and Busia Counties was the study's primary goal. The effect of performance planning on worker productivity was assessed using simple linear regression. In order to adopt the model, the researcher first made sure the dataset satisfied the requirements of simple linear regression, which include normality, the presence of outliers, homoscedasticity, and linearity. The results are described in detail below.

4.10.2 Test for Normality

In order to make sure that the means are distributed regularly among the samples, the normality assumption looks at whether the dataset has a normal distribution. Therefore, the Shapiro-Wilk test was used in this study to evaluate the normality of the scores related to the independent variable (performance planning) and dependent variable (employee productivity). According to the null hypothesis, there were no appreciable departures from a normal distribution in any of the variable scores. The results are shown in table 4.8.

Table 4.8: Test for Normality

Variables		Shapiro-Wilk test		
		Statistic (W)	df	p-value
Dependent variable	Employee Productivity	.975	131	.991
Independent Variable	Performance Planning	.971	131	.096

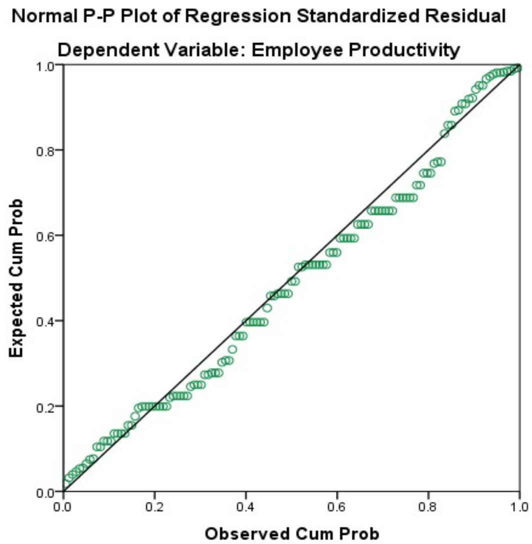
Source: Research Study (2020)

The Shapiro-Wilk test results (table 4.8) show that both employee productivity (W=0.975, p-value=0.991>0.05) and performance planning (W=0.971, p-value=0.096>0.05) had p-values that were greater than the significance level of 0.05. Therefore, we reject the null hypothesis and conclude that all variable scores showed a significant conformance to a normal distribution.

4.10.3 Test for Linearity

To evaluate the linearity between staff productivity and performance planning in broadcast media outlets in Bungoma and Busia Counties, the study used normal probability plots. The findings were displayed in Figure 4.3.

Normal P-P Plot of Regression (Figure 4.3) Standardised Residual for Performance Planning and Employee Productivity.



In view of Figure 4.3, the information focuses are situated decently reliably along a slanting line extending from the lower left to the upper right, proposing a direct connection between execution arranging and representative efficiency in broadcast news sources in Bungoma and Busia Regions Consequently, the necessity for linearity was met.

4.10.4 Test for Homoscedasticity

Homoscedasticity happens when the mistake term is reliable across all upsides of the autonomous factors, in any case, heteroscedasticity. To analyze homoscedasticity, the exploration utilized the Breusch-Agnostic test, which is used to recognize possible straight heteroscedasticity. The invalid speculation sets that mistake changes are uniform, while the elective theory proposes that blunder fluctuations either rise or fall with expanding anticipated upsides of the reliant variable. Table 4.9 present the results.

Table 4.9. Breusch-Pagan test for heteroscedasticity with Performance Planning as the independent variable

Chi-square	df	Prob-value
2.48	1	0.1153 > 0.05

Source: Research Study (2020)

The Chi-square test outcomes [] (see table 4.13) are insignificant as the p-value > 0.05. Consequently, we fail to reject the null hypothesis, leading to the conclusion that there is no presence of heteroscedasticity in the dataset thus satisfying the assumption of simple linear regression of homoscedasticity.

4.10.5 Test for Outliers

Schwabacher (2003) Characterizes an outlier as an observation that significantly differs from other observations, prompting suspicion that it originated from a distinct mechanism. To examine this assumption, the research employed boxplots to evaluate whether outliers were present in both the predictor (Performance Planning) and the independent variable (Employee Productivity). The outcomes of the outlier assessment are depicted in figure 4.4.

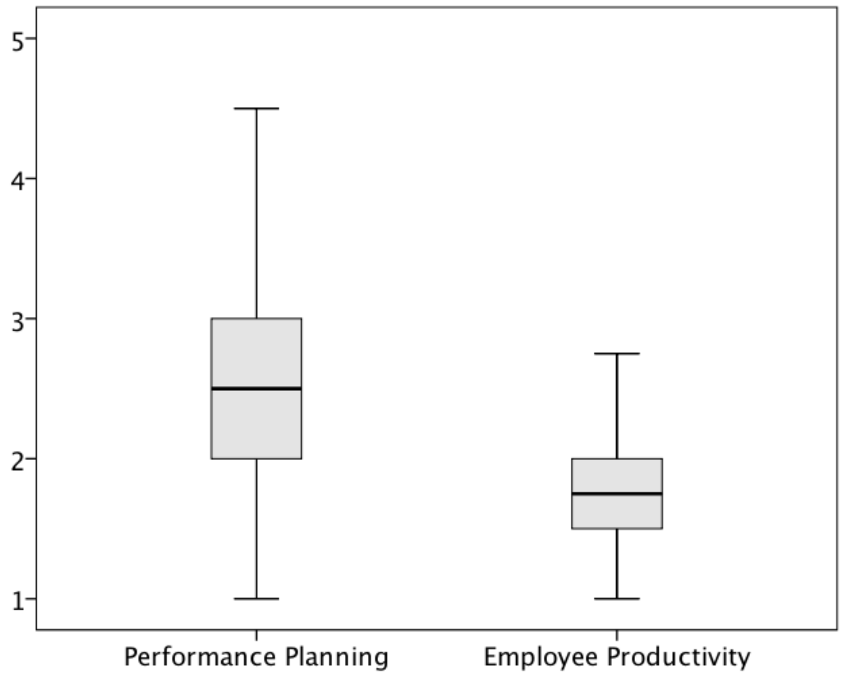


Figure 4.4: Test of presence of outliers

Figures 4.4 shows that the variables, performance planning (predictor) and employee productivity (dependent variable) didn't have any outliers therefore satisfying the assumption of absence of outliers.

Generally, the study's dataset satisfied all the prerequisites of simple linear regression, thus making it suitable for modeling employing basic linear regression to examine the relationship between employee productivity and performance planning in broadcast media organisations in Bungoma and Busia Counties.

4.2.1 Correlation Analysis between performance planning and employee productivity

Finding the direction and intensity of the association between employee productivity and performance planning in broadcast media outlets in Bungoma and Busia Counties was the main goal of the study. Pearson Correlation analysis was used to do this, and table 4.10 shows the outcomes.

Table 4. 10: Correlation between Performance Planning and Employee Productivity

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

Source: Research Study (2020)

According to the Pearson Correlation analysis, staff productivity and performance planning are positively correlated in broadcast media outlets in Bungoma and Busia Counties ($r = 0.244$, p-value $= 0.005 < 0.05$).

4.10.7 Simple Linear Regression Analysis of Performance Planning and Employee Productivity

The study looked at the following hypothesis to determine how performance planning affected worker productivity in certain broadcast media outlets:

H01: Employee productivity in broadcast media organisations in Bungoma and Busia Counties is not significantly impacted by performance planning.

Table 4.11: Analysis of Linear Regression between Employee Productivity and Performance Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.244[a]	.060	.052	0.37437

a. Predictors: (Constant), Performance Planning

b. Dependent Variable: Employee Productivity

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.145	1	1.145	8.170	.005[b]
Residual	18.080	129	.140		
Total	19.225	130			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Performance Planning

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	β	Std. Error	Beta	t	Sig.
1 (Constant)	1.530	.117		13.108	.000
Performance Planning	.127	.045	.244	2.858	.005

Source: Research Study (2020)

With a p-worth of 0.005 and F(1, 129) = 8.170, which are beneath the 0.05 importance level, the outcomes displayed in Table 4.11 show a genuinely critical result. This proposes that the dataset under examination is ideal for the Basic Straight Relapse model. A Changed R Square worth of 0.052 in Table 4.15 shows that the model, which puts areas of strength for an on presentation arranging, explicitly represents 5.2% of the variety in worker efficiency among broadcast news sources in Bungoma and Busia Districts.

Relapse investigation likewise uncovered a coefficient of 0.127 and a p-worth of 0.005, supporting the end that it is likewise beneath the 0.05 end. Execution arranging advantageously affects representative efficiency in these news sources, as exhibited by the dismissal of the invalid speculation. Worker efficiency could ascend by 24.4% for each unit improvement in execution arranging, as per the normalized beta coefficient for execution arranging, still up in the air to be

0.244. To foresee representative efficiency in the chose broadcast news sources in western Kenya, the review recommends a model that considers execution arranging.

$$Y = 1.530 + 0.127X_1$$

where:

- Y represents Employee Productivity

- X_1 represents Performance Planning

These findings align with the study by Nwanolue, Obiora, and Ezeabasili (2018) at Chukwemeka Ojukwu University in Nigeria, which also found a positive link between performance planning and employee productivity. Their research, based on a sample size of 224, highlighted that when employees and management jointly set effective goals, employees are more likely to achieve their targets. This alignment between individual and organizational goals ultimately contributes to higher productivity and the overall success of the organization.

While Sitati et al (2012) showed comparable results when they discovered that a defined performance planning improves employee performance and fosters an active workforce, Ochoro (2014) states otherwise. His study indicated that goal setting alone doesn’t lead to improved employee performance but rather the set goals should be accompanied by support from managers offering direction and consultations when needed. He also emphasized on the need to align individual goals to the organizational goals. Ochoro, (2014) warned that great care should be taken on employees that often lack direction and motivation at the workplace and that organizations should consider motivation strategies for such employees.

Therefore, the first null hypothesis is discarded due to the significance level being below 0.05, affirming that performance planning has a meaningful and positive impact on employee productivity.

4.10.8 Test for Simple Linear Regression Assumptions

The main purpose of a simple linear regression model is to illustrate or forecast the relationship between two variables. In our scenario, the dataset must meet the following requirements for simple linear regression: normality, presence of outliers, homoscedasticity, and linearity in order to predict the relationship between employee productivity and performance reviews in broadcast media outlets in Bungoma and Busia Counties.

4.10.8.1 Test for Normality

The study employed the Shapiro-Wilk test to determine whether the dataset had a normal distribution, which indicates that the sample means are normally distributed. This test looked at the normality of scores for the independent variable (performance appraisal) and the dependent variable (employee productivity). According to the null hypothesis, there was no discernible deviation from a normal distribution in the scores for any of the variables. This test's outcomes are shown in Table 4.12.

Table 4.12: Test for Normality

Variables		Shapiro-Wilk test		
		Statistic (W)	df	p-value
Dependent variable	Employee Productivity	.975	131	.991
Independent Variable	Performance Appraisal	.932	131	.712

Source: Research Study (2020)

The outcomes of the Shapiro-Wilk test (table 4.17) point out that the p-values for both variables were higher than the significance value of 0.05; Employee Productivity (W=0.975, p-value=0.991>0.05) and Performance Appraisal (W=0.932, p-value=0.712>0.05). Hence, we accept the null hypothesis, leading us to conclude that the scores for all the variables exhibited a significant normal distribution.

4.10.8.2 Test for Linearity

The research employed normal probability plots to examine the linearity relationship between performance appraisal and employee productivity in broadcast media outlets in Bungoma and Busia Counties.Figure 4.5 illustrated the outcomes.

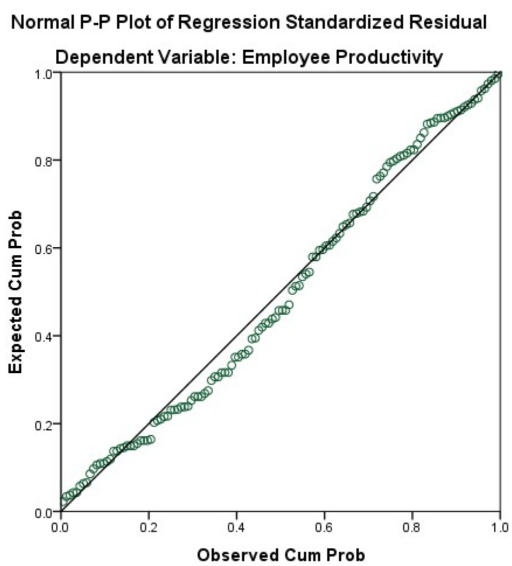


Figure 4.5. Normal P-P Plot of Regression Standardized Residual for Employee Productivity and Performance Appraisal.

The figure 4.5 presentations an example where the focuses structure a sensibly straight corner to corner line from the base left to the upper squarely in the Ordinary Likelihood Plot, recommending the presence of a direct connection between execution evaluation and representative efficiency broadcast news sources in Bungoma and Busia Districts subsequently suspicion for linearity was accomplished.

4.10.8.3 Test for Homoscedasticity

Homoscedasticity happens when there is consistency of the blunder term across all upsides of the autonomous factors, in any case, heteroscedasticity. To look at homoscedasticity, the examination utilized the Breusch-Agnostic test, a strategy formulated to distinguish straight examples of heteroscedasticity. The invalid speculation hypothesizes that mistake differences are uniform, while the elective theory recommends that blunder fluctuations either rise or fall with the anticipated upsides of the reliant variable. The results of this examination are introduced in table 4.18.

Table 4.13 Breusch-Pagan test for heteroscedasticity with Performance Appraisal as the independent variable.

Chi-square	df	Prob-value
31.12	1	0.071>0.05

Source: Research Study (2020)

The Chi-square test outcomes [] (see table 4.18) are insignificant as the p-value>0.05. So, we accept the null hypothesis and infer that there exists absence of heteroscedasticity in the dataset thus satisfying the assumption of simple linear regression of homoscedasticity.

4.10.8.4 Test for Outliers

Schwabacher (2003) Characterizes an outlier as an observation that significantly deviates from the rest of the data, leading to the suspicion of a distinct origin, the research employed boxplots to investigate the presence of outliers in both the predictor (Performance Appraisal) and the independent variable (Employee Productivity). The results of this assessment are presented in Figure 4.6.

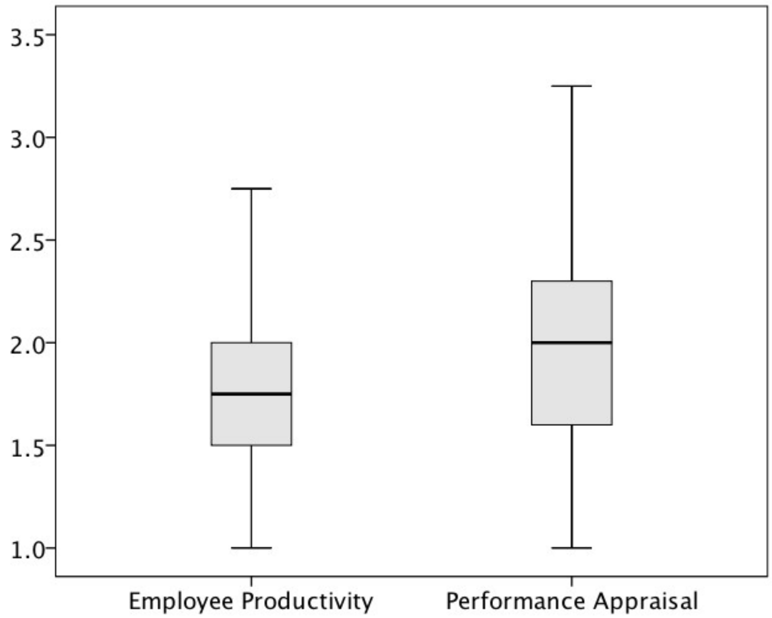


Figure 4.6: Test for presence of outliers

From figures 4.6 exhibits that the two constructs of performance appraisal (predictor) and employee productivity (dependent variable) didn’t have any outliers therefore satisfying the assumption of absence of outliers.

Generally, the study's dataset fulfilled all the prerequisites of simple linear regression, making it suitable for modeling the connection between execution evaluation and representative efficiency in broadcast news sources in Bungoma and Busia Districts utilizing basic direct relapse.

4.10.9. Correlation Analysis

The review planned to find out the strength and bearing of the connection between Execution Evaluation and Worker Efficiency in broadcast news sources in Bungoma and Busia Regions. This was accomplished through the methodology of Connection examination utilizing Pearson Relationship. Table 4.14 beneath displays the results.

Table 4.14: Correlation between Performance Appraisal and Employee Productivity

		Employee Productivity
Performance Appraisal	Pearson Correlation coefficient (r)	.336**

	Sig. (2-tailed)	.000
	N	131

Source: Research Study (2020)

The Pearson Connection examination results (r = 0.336, p-esteem = 0.00 < 0.05) uncovered a moderate positive relationship between's Exhibition Evaluation and Worker Efficiency in chose broadcast news sources in the western district of Kenya.

4.6.4 Simple Linear Regression between Performance Appraisal and Employee Productivity in Broadcast Media Outlets in Western Kenya

The concentrate's subsequent goal was to investigate the connection between execution examination and representative efficiency in broadcast news sources in Bungoma and Busia Districts. To evaluate this, the scientist planned and tried the accompanying speculation:

H02: Execution examination has no critical relationship with work execution in chose broadcast news sources in the western area of Kenya.

The aftereffects of the direct relapse examination looking at the connection between Execution Evaluation and Representative Efficiency are introduced in Table 4.15.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.336[a]	.113	.106	0.36358

a. Predictors: (Constant), Performance Appraisal
b. Dependent Variable: Employee Productivity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.172	1	2.172	16.433	.000[b]
	Residual	17.053	129	.132		
	Total	19.225	130			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Performance Appraisal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	1.253	.151		8.318	.000
	Performance Appraisal	.301	.074	.336	4.054	.000

a. Dependent Variable: Employee Productivity

Source: Research Study (2020)

The ANOVA brings about Table 4.15 showed that the Basic Straight Relapse model was ideal for our dataset, with F(1, 129) = 16.433 and p = 0.000, which is under 0.05. This proposes that Exhibition Evaluation represented 10.6% of the variety in Worker Efficiency in broadcast news sources across Bungoma and Busia Areas, as shown by a Changed R Square of 0.106 in the Model Synopsis (Table 4.20).

The relapse coefficient discoveries further showed a coefficient of 0.301 with a p-worth of 0.000, driving the review to dismiss the invalid speculation. This outcome affirms that Presentation Examination altogether affects Representative Efficiency in these news sources. The normalized beta coefficient for Execution Examination was 0.336, demonstrating that a one-unit expansion in execution evaluation could probably prompt a 33.6% increment in Representative Efficiency.

To assess Representative Efficiency in broadcast news sources in Bungoma and Busia Districts in view of the degree of Execution Examination, the review proposes the accompanying prescient model:

$Y= 1.253 + 0.301 X_2$

Where,

Y=Employee productivity

X_2=Performance appraisal

Research done by Kipsegerwo, Kimutai and Kimani (2016) having a sample comprising 133 participants from Commercial banks in Turkana County, Kenya, uncovered a noteworthy impact of performance appraisal on employee productivity. Frequent plus objective performance appraisals motivated workers. Evaluative appraisal will lead to employees experiencing positive appraisal reactions that arise from individual goal setting and feedback. According to Kibichii (2016), employee productivity increased with evaluative performance appraisal.

Hence, the rejection of the second null hypothesis is warranted due to the presence of a positive correlation between performance appraisal and employee productivity.

4.10.10. Test for Simple Linear Regression Assumptions

Simple linear regression model is majorly utilized to show or predict the relationship between two variables. For our case, to model the relationship between continuous feedback and employee productivity in selected broadcast media outlets in western region of Kenya, the dataset has to fulfill the following simple linear regression assumptions; Normality, presence of outliers, Homoscedasticity and Linearity.

4.10.10.1 Test for Normality

The ordinariness supposition checks whether the dataset follows an ordinary dispersion, which guarantees that the method's conveyance among the examples is likewise typical. Accordingly, this examination picked to utilize the Shapiro-Wilk test for evaluating the ordinariness of the scores of ward variable (Representative Efficiency) and free factor (Ceaseless (Continuous) Criticism). That's what the invalid speculation was; The scores of all factors showed no huge deviation from an ordinary circulation. The results are introduced in table 4.16.

Table 4.16: Test for Normality

Variables		Shapiro-Wilk test		
		Statistic (W)	df	p-value
Dependent variable	Employee Productivity	.932	131	.991
Independent Variable	Continuous (Ongoing) Feedback	.975	131	.712

Source: Research Study (2020)

The results of the Shapiro-Wilk test (gave in table 4.22) reveal that the p-values for the two factors were higher than the importance worth of 0.05; Worker Efficiency (W=0.932, p-value=0.991>0.05) and Constant (Continuous) Criticism (W=0.975, p-value=0.712>0.05). Thus, we don't have adequate grounds to dismiss the invalid speculation, prompting the end that the scores for all factors showed genuinely huge adjustment to a typical dispersion.

4.10.10.2 Test for Linearity

The research employed normal probability plots to examine the linearity amongst Continuous (Ongoing) feedback and employee productivity in selected broadcast media outlets in western region of Kenya. The discoveries were exhibited in figure 4.7.

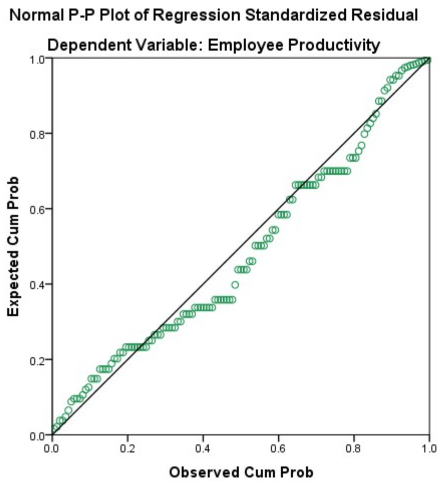


Figure 4.7. Normal P-P Plot of Regression Standardized Residual for Employee Productivity and Ongoing Feedback.

From figure 4.7, the points align quite closely with a relatively straight diagonal orientation, visible in the Normal Probability Plot. This implies the presence of a linear relationship between Ongoing Feedback and Employee productivity in selected broadcast media outlets in western region of Kenya thus assumption for linearity was achieved.

4.10.10.3 Test for Homoscedasticity

Homoscedasticity occurs when the error term remains consistent across all independent variable values, otherwise, heteroscedasticity. To look at homoscedasticity, the exploration used the Breusch-Agnostic test, planned to distinguish any type of straight heteroscedasticity. The invalid speculation sets that the fluctuations of mistakes are uniform, while the elective theory proposes that blunder changes heighten (or decline) with the development of anticipated values in the reliant variable. The results are introduced in table 4.23.

Table 4.23. Breusch-Pagan test for heteroscedasticity with Ongoing Feedback as the independent variable.

Chi-square	df	Prob-value
0.07	1	0.7880>0.05

The Chi-square test outcomes [] (see table 4.23) are insignificant as the p-value>0.05. So, we accept the null hypothesis and settle that there exists heteroscedasticity absence in the dataset thus satisfying the assumption of simple linear regression of homoscedasticity.

4.10.10.4 Test for Outliers

Schwabacher (2003) Characterizes an outlier as an instance that significantly diverges from other observations, leading to suspicion that it might have originated from a distinct process. To examine this premise, the research employed boxplots to evaluate the potential existence of outliers within the predictor (ongoing feedback) and the independent variable (Employee Productivity). The study's observations regarding outlier detection are exhibited in figure 4.8.

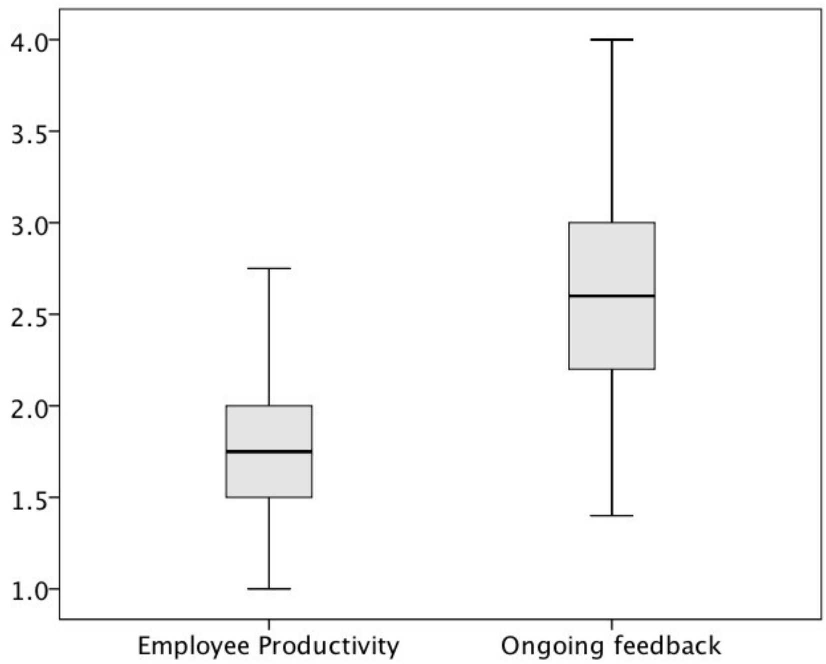


Figure 4.8: Test for presence of outliers

From figures 4.8 shows that the two constructs of Ongoing (predictor) and employee productivity (dependent variable) didn’t have any outliers therefore satisfying the assumption of absence of outliers.

Generally, the dataset utilized in the study fulfilled all the prerequisites of a simple linear regression and therefore, qualifying to model the relationship between Ongoing Feedback and employee productivity in selected broadcast media outlets in western region of Kenya using simple linear regression.

4.10.11 Correlation Analysis

The research aimed to ascertain the magnitude and direction of the connection between ongoing feedback and Employee Productivity in selected broadcast media outlets in western region of Kenya. This was achieved through the approach of Correlation analysis using Pearson Correlation. Table 4.24 below exhibits the discoveries.

Table 4.4: Correlation between Ongoing Feedback and Employee Productivity

		Employee Productivity
Ongoing Feedback	Pearson Correlation coefficient (r)	.301**
	Sig. (2-tailed)	.000
	N	131

Source: Research Study (2020)

The Pearson Connection examination results showed in Figure 4.24 (r = 0.301, p-esteem = 0.00 < 0.05) demonstrate a moderate positive relationship between's Continuous Criticism and Worker Efficiency in broadcast news sources in Bungoma and Busia Districts.

4.10.12 Simple Linear Regression between Continuous Feedback and Employee Productivity in Broadcast Media Outlets in Bungoma and Busia Counties

The third level headed of this study was to evaluate the effect of nonstop criticism on representative efficiency in chose broadcast news sources inside the western area of Kenya. To investigate the connection between progressing criticism and representative efficiency in these outlets, the analyst formed the accompanying speculation:

H03: Consistent criticism meaningfully affects representative efficiency in chose broadcast news sources in the western area of Kenya.

The discoveries of the straight relapse examination analyzing the connection between progressing criticism and Representative Efficiency are introduced in Table 4.25.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.301[a]	.091	.083	0.36816

a. Predictors: (Constant), Ongoing Feedback
b. Dependent Variable: Employee Productivity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.740	1	1.740	12.840	.000[b]
	Residual	17.485	129	.136		
	Total	19.225	130			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Ongoing Feedback

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	β	Std. Error	Beta		
1 (Constant)	1.349	.144		9.396	.000
Ongoing Feedback	.191	.053	.301	3.583	.000

a. Dependent Variable: Employee Productivity

Source: Research Study (2020)

The ANOVA test results displayed in Table 4.19 showed that the Basic Direct Relapse model was serious areas of strength for a for the dataset, with F(1, 129) = 12.840 and a p-worth of 0.000, which is under 0.05. This proposes that the model, zeroing in on Continuous Criticism, made sense of 8.3% of the variety in Worker Efficiency in broadcast news sources across Bungoma and Busia Provinces, as reflected by a Changed R Square of 0.083 in the Model Outline (Table 4.25).

The relapse coefficient results uncovered a β worth of 0.191 with a p-worth of 0.000, supporting the choice to dismiss the invalid speculation. This finding shows that continuous criticism significantly affects Worker Efficiency in these news sources. The normalized beta coefficient for Progressing Criticism was 0.301, recommending that a one-unit improvement in continuous input could bring about a 30.1% increment in Representative Efficiency.

To foresee Representative Efficiency in chose broadcast news sources in the western locale of Kenya in view of the degree of progressing criticism, the review proposes the accompanying prescient model:

$Y= 1.349 + 0.191X_3$

Where,

$Y =$ Employee productivity

X_3=Ongoing feedback

The discoveries above are in agreement with a study done by Heller. M (2017) on how simple ongoing feedback retains employees. That effective feedback must not be vague, should help employees set goals that are clear and realistic. This in turn helps employees achieve the set goals, giving a sense of fulfilment thus improving employee productivity. According to Rosen et al (2016) and Sparr (2018), supportive feedback environments build trust and eliminate ambiguity around performance standards thus improving role clarity. This not only report high employee perception of leaders, better morale and job satisfaction but also report higher standards of employee productivity. The third hypothesis that posited; continuous feedback does not have a significant effect on the productivity of employees' jobs. in broadcast media outlets Bungoma and Busia Counties is therefore rejected.

4.10.13 Test for Simple Linear Regression Assumptions

Simple linear regression model is majorly utilized to show or predict the relationship between two variables. For our case, to model the relationship between reward and performance improvement plans, what's more, representative efficiency in broadcast news sources in Bungoma and Busia Regions, the dataset needs to satisfy the accompanying simple linear regression assumptions; Normality, presence of outliers, Homoscedasticity and Linearity.

4.10.13.1 Test for Normality

The ordinariness supposition decides if the dataset follows an ordinary dissemination, as this guarantees that the conveyance of means among the examples stays typical. Consequently, this review utilized the Shapiro-Wilk test to evaluate the ordinariness of the scores related with the reliant variable (Representative Efficiency) and autonomous variable (Award and Improvement Plans). That's what the invalid speculation was; the scores of all factors showed no critical deviation from an ordinary conveyance.

Table 4.20 exhibited the outcomes.

Table 4.20: Test for Normality

Variables		Shapiro-Wilk test		
		Statistic (W)	df	p-value
Dependent variable	Employee Productivity	.932	131	.991
Independent Variable	Reward and Performance Improvement Plans	.915	131	.567

Source: Research Study (2020)

The Shapiro-Wilk test results (table 4.20) shows that the p-values for the two factors were more than the importance worth of 0.05; Worker Efficiency (W=0.932, p-value=0.991>0.05) and Compensation as well as execution improvement plans (W=0.915, p-value=0.567>0.05). In this way, we acknowledge the invalid speculation and dole out that the retributions for every one of the factors were altogether ordinarily dispersed.

4.10.13.2 Test for Linearity

The examination utilized typical likelihood plots to analyze the linearity connection among Remunerations and Execution improvement plans, and worker efficiency in broadcast news sources in Bungoma and Busia Areas. Figure 4.9 showed the revelations.

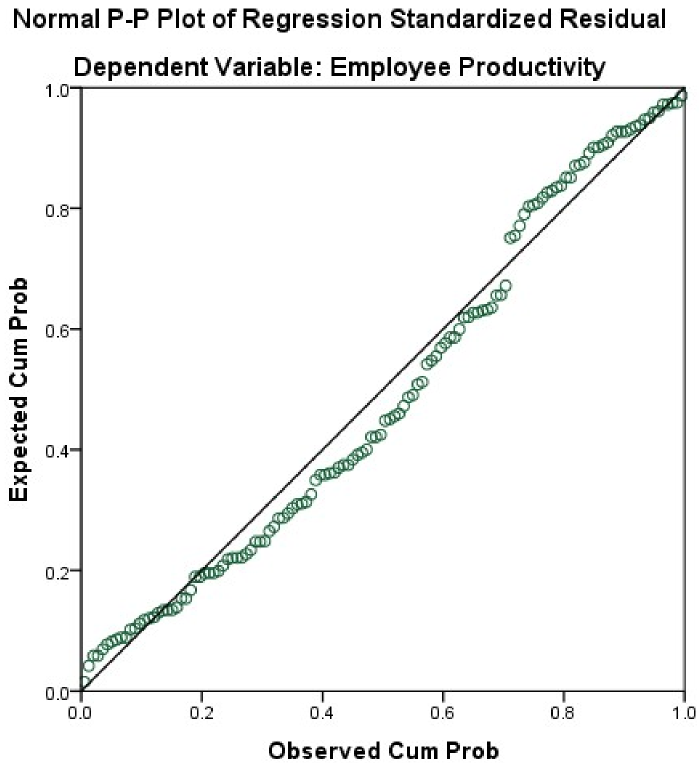


Figure 4.9.Normal P-P Plot of Regression Standardized Residual for Employee Productivity and Performance Improvement Plans.

As portrayed in figure 4.9, the information focuses adjust decently equally along a slanting line extending from the lower left to the upper right, as seen in the Typical Likelihood Plot. This proposes the presence of a straight connection among remunerations and execution improvement plans, and eemployee efficiency in broadcast news sources in Bungoma and Busia Districts hence suspicion for linearity was accomplished.

4.10.13.3 Test for Homoscedasticity

Homoscedasticity happens when the mistake term stays predictable across all autonomous variable qualities, in any case, heteroscedasticity. To survey homoscedasticity, the exploration utilized the Breusch-Agnostic test, explicitly intended to distinguish any straight example of heteroscedasticity. The invalid speculation sets that mistake fluctuations are uniform, while the elective speculation recommends that blunder changes rise (or fall) with the expansion in anticipated upsides of the reliant variable. The results of this assessment are introduced in table 4.21.

Table 4.21. Breusch-Pagan test for heteroscedasticity with rewards and performance improvement plans as the independent variable.

Chi-square	df	Prob-value
0.39	1	0.5344>0.05

The Chi-square test outcomes [] (see table 4.28) are insignificant as the p-value>0.05. So we accept the null hypothesis and settle that there exists heteroscedasticity absence in the dataset thus satisfying the assumption of homoscedasticity.

4.10.13.4 Test for Outliers

Schwabacher (2003) Characterizes an outlier as an observation that diverges significantly from other observations, raising suspicion that it might have originated from a distinct mechanism. To examine this premise, the research employed boxplots to evaluate the potential existence of outliers within the predictor variables (rewards and performance improvement plans) and the independent variable (Employee Productivity). The study's observations regarding outlier detection are depicted in figure 4.10.

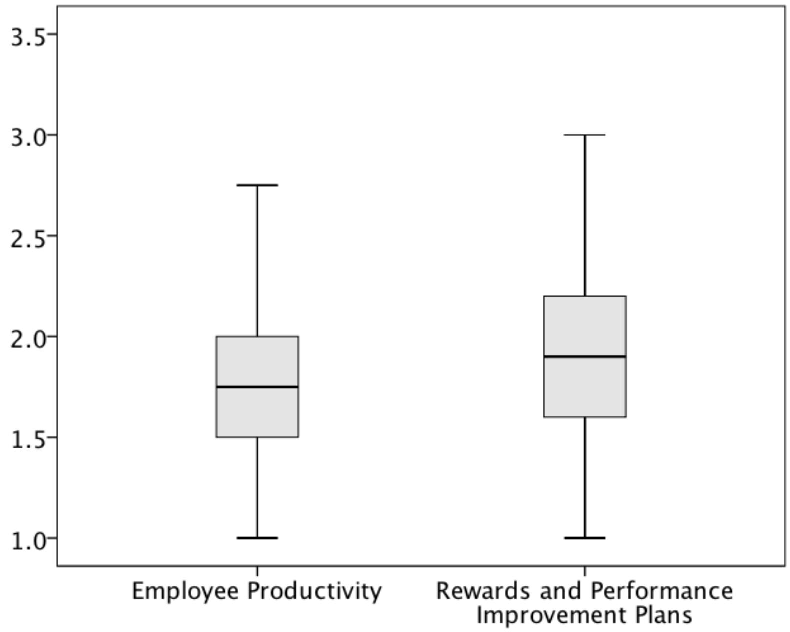


Figure 4.10: Test for presence of outliers

From figures 4.10 shows that the two constructs of rewards and performance improvement plans (predictor) and employee productivity (dependent variable) didn't have any outliers therefore satisfying the assumption of absence of outliers.

Generally, the dataset utilized in the study satisfied all the prerequisites for conducting a simple linear regression, thus making it suitable for modeling the association between Rewards and performance improvement plans and employee productivity in broadcast media outlets in Bungoma and Busia Counties using simple linear regression.

4.5. Correlation Analysis

The study aimed to ascertain the direction as well as strength of the relationship between Rewards and performance improvement plans and Employee Productivity in selected broadcast media outlets in western region of Kenya. This was achieved through the approach of Correlation analysis using Pearson Correlation .Table 4.22 exhibited the discoveries.

Table 4.22: Correlation between Rewards and performance improvement plans, and Employee Productivity

		Employee Productivity
Rewards and performance improvement plans	Pearson Correlation coefficient (r)	.276**
	Sig. (2-tailed)	.001
	N	131

Source: Research Study (2020)

The findings of Pearson Correlation analysis as shown in figure 4.22 above (r= 0.276, p-value= 0.001 < 0.05) indicate that there exists a positive correlation between Rewards and Performance improvement plans, and Employee Productivity in selected broadcast media outlets in western region of Kenya .

4.10.15 Simple Linear Regression of evaluation of the extent to which rewards and performance improvement plans on employee productivity in selected broadcast media outlets in western region of Kenya.

The third objective of this study was to evaluate the extent to which rewards and performance improvement plans affect employee productivity in selected broadcast media outlets in western region of Kenya. To investigate the relationship between rewards and performance improvement plans, and employee productivity in selected broadcast media outlets in western region of Kenya, the researcher aimed to examine the subsequent hypothesis:

H_{04}: Rewards and Performance improvement plans have no significant effect on employee job productivity in selected broadcast media outlets in western region of Kenya.

The discoveries were as exhibited in table 4.23;

Table 4.23: Linear Regression Analysis between rewards and PIP, and Employee Productivity in selected broadcast media outlets in western region of kenya

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.276[a]	.076	.069	0.37106

a. Predictors: (Constant), Rewards and Performance Improvement Plans
b. Dependent Variable: Employee Productivity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.464	1	1.464	10.630	.001[b]
	Residual	17.761	129	.138		
	Total	19.225	130			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Rewards and Performance Improvement Plans

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		β	Std. Error	Beta	T	Sig.
1	(Constant)	1.368	.151		9.038	.000
	Rewards and Performance Improvement Plans	.244	.075	.276	3.260	.001

a. Dependent Variable: Employee Productivity

Source: Research Study (2020)

The ANOVA results displayed in Table 4.23 showed that F(1, 129) = 10.630 with an importance level of P = 0.001, which is underneath 0.05. This result proposes that the Straightforward Direct Relapse model was a reasonable fit for the information. In particular, the model consolidating Prizes and Execution Improvement Plans represented 6.9% of the variety in Worker Efficiency among the chose broadcast news sources in Kenya's western area, as reflected by the Changed R-Squared worth of 0.069 in Table 4.30.

Moreover, the relapse coefficient examination created a β worth of 0.244, with a t-worth of 3.260 and an importance level of p = 0.000, which is likewise underneath the 0.05 edge. In view of these discoveries, the review dismissed the invalid speculation, reasoning that prizes and execution improvement plans meaningfully affected Representative Efficiency in the chose news sources in Western Kenya. The positive normalized beta coefficient of 0.276 in Table 4.30 shows that a one-unit expansion in remunerations and execution improvement plans could prompt a 27.6% improvement in Worker Efficiency inside broadcast news sources in Bungoma and Busia Regions. To anticipate Representative Efficiency in these news sources, the review suggests applying the accompanying model, which consolidates the impact of remunerations and execution improvement plans.

$Y= 1.368 + 0.244 X_4$

Where,

Y=Employee productivity

$X_{4} =$ Rewards and performance improvement plans

These findings agree with Sarwar, Abugre (2013) survey of 110 respondents in two large Ghanaian private organizations. The discoveries reveal that rewards Caused favourable job contentment. Furthermore, the discoveries also indicated that rewards and performance improvement plans stimulated employee loyalty to the organization. Dissatisfaction of employees was however also registered for the quantity of job employees do. This study underscored the importance of employee job satisfaction, particularly as it relates to rewards and performance improvement plans. Findings showed a positive relationship between rewards, performance improvement plans, and employee productivity, driven by employee satisfaction. As the significance level was below 0.05, the fourth null hypothesis was rejected, confirming a significant positive relationship between rewards, performance improvement plans, and employee productivity.

4.10.16 Regression Analysis of Performance Management and Employee Productivity

A different relapse investigation was led to assess the particular effect of different execution the executives parts — specifically, execution arranging, execution evaluation, progressing criticism, and prizes and execution improvement plans — on representative efficiency. This examination used a Various Straight Relapse model to distinguish the unmistakable commitments of every free factor to the reliant variable, worker efficiency, inside chose broadcast media associations in Kenya's western district. Before playing out the relapse examination, a multicollinearity test was completed to guarantee the factual legitimacy of remembering all free factors for the model.

4.10.17 Collinearity Test

Multicollinearity, likewise alluded to as collinearity, emerges when there exists a huge straight relationship among indicator factors inside a various relapse system, possibly bringing about whimsical coefficient gauges because of minor varieties in the dataset (Echambadi, 2007). In this exploration, the Change Expansion Component (VIF) was utilized to assess the presence of multicollinearity. As indicated by Morwitz (2001), a VIF esteem more prominent than 5 or a resistance level lower than 0.2 connotes multicollinearity, justifying the rejection of such factors from the model. The discoveries from the collinearity evaluation are definite in Table 4.24.

Table 4.24: Collinearity Test Using Variance Inflation Factor (VIF)

Variable	Tolerance (1/VIF)	VIF
Performance Planning	.928	1.077
Performance Appraisal	.181	5.510
Ongoing Feedback	.806	1.241
Rewards and Performance Improvement Plans	.185	5.396

Source: Research Data, 2020

The discoveries of multicollinearity test of table 4.24 shows that two variables had VIF less than 5 (Performance Planning had VIF=1.077 and Ongoing Feedback had VIF=1.241) while two independent variables violated this multicollinearity condition (Performance Appraisal had VIF= 5.510 and, rewards and Performance Improvement Plans had VIF=5.396).Similarly, two independent variables obtained tolerance values above 0.2 (Performance Planning = .928 and Ongoing feedback=.806) while two violated this condition (Performance Appraisal=0.181 and, Rewards and Performance Improvement Plans=.185). Therefore, the findings indicate the presence of a multicollinearity between two of the explanatory variables therefore one was of the collated variables was expelled for the data to qualify for a multiple linear regression analysis. For that matter, Rewards and Performance Improvement Plans was expelled from the model since it was contributing similarly to the Performance Appraisal.

Regression model summary was presented in table 4.13 which showed that the Regression analysis focuses on the distribution of values within a model summary, with one variable being random and multivariate, while all other variables are kept constant. The multivariate regression model is commonly employed to determine the presence of a connection between variables. This regression involves the specification of x and y values for the variables being studied. The equation takes the form of mathematical values that establish links between these variables. This mathematical equation serves to elucidate the relationship, considering adjustments to other variables through a random variable, enabling predictions of fluctuations in dependent variables. Table 4.13 displays the summary of the regression model, indicating a correlation coefficient of ***R*** .416 and ***R square*** of .173, implying that 17.3% of performance managements can predict the variation in employee's productivity.

Table 4.25 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416[a]	.173	.154	.35374

a. Predictors: (Constant), Performance Planning, Ongoing feedback, Performance Appraisal

b. Dependent Variable: Employee Productivity

The examination of the model summary revealed the proportionate alteration in the dependent variable (employment productivity) and how alterations in independent variables can account for it, with an R-square value of 17.3%. The remaining 82.7%, however, is attributable to variables not encompassed in this study.

ANOVA test was performed to assess the suitability of the model's fit. Table 4.26 indicated that the p-value for the F-value of 8.880 was .000, which is less than 5%. This suggests that the model performance management was statistically significant at 5%. The independent variables (Performance Planning, Ongoing feedback, Performance Appraisal were significant to improve employee productivity level). The model summary was designed to anticipate the fluctuations among variables.

Table 4.26 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.333	3	1.111	8.880	.000[b]
	Residual	15.892	127	.125		
	Total	19.225	130			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Performance Planning, Ongoing feedback, Performance Appraisal

The critical value of F 8.880 depicts the calculated. 000.So the regression model exhibited overall statistical significance, indicating its suitability for predicting employee productivity. It indicates that performance managements significantly contribute to employee's production level even if 82.7% stood unaccounted for within the scope of this investigation.

Table 4.27 **shows regression coefficients which established regression equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.915	.184		4.976	.000
	Ongoing feedback	.124	.057	.195	2.167	.032
	Performance Appraisal	.187	.082	.209	2.277	.024
	Performance Planning	.095	.043	.182	2.196	.030

a. Dependent Variable: Employee Productivity

Source: Research Study (2020)

Applying a significance level of 5% to any value within the regression revealed variations that were less or not more than its critical value, B_0 =.915, exhibited that there was still an increase in employee's productivity given the other factors unchanged, it holds statistical significance.

The outcomes exhibited that B_1= .195, directed that an alteration of one unit in Ongoing feedback leads to a rise in employee's productivity by 19.5 %. The computed p-value of .032 was below the critical 5%, leading to the rejection of the hypothesis suggesting the absence of a significant relationship between ongoing feedback and employee's productivity level.

B_2=.209 Suggested that modifying a single unit of Performance Appraisal leads to a rise of employee's productivity level by 20.9% Furthermore, it holds statistical significance at .024, which is below the critical value of 5%. Consequently, the hypothesis asserting the absence of a significant relationship between performance appraisal and employee's productivity level can be rejected.

B_3 = .182 suggested that a modification in a single unit of performance planning would result in an increase of employee's productivity by 18.2%. The critical value was calculated as .030, which is less than 5%, indicating statistical significance. As a result, the hypothesis that there is no significant relationship between performance and employee productivity level was rejected.

4.11 Moderation Analysis to determine the moderating effect of organizational culture on the relationship between performance management and employee in broadcast media outlets in Bungoma and Busia counties.

The fifth target of this study was to evaluate whether hierarchical culture directs the connection between execution the board works on (counting Execution Arranging, Execution Examination, Continuous Criticism, and Prizes and Execution Improvement Plans) and representative efficiency in chose broadcast news sources in Western Kenya. To accomplish this goal, the specialist tried the accompanying invalid speculation:

H05: Hierarchical culture affects the connection between execution the executives and worker efficiency in chose broadcast news sources in western district of Kenya.

The disclosures were shown in table 4.28.

Table 4.28 presents the results of the Hierarchical Culture's directing impact. Model 1 shows the discoveries of the essential direct relapse, while Model 2 presents the aftereffects of the balance investigation through progressive straight relapse.

	Performance Management							
	Performance Planning		Performance Appraisal		Ongoing Feedback		Rewards and Performance Improvement Plan	
Model summary	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
R	0.244	0.247	0.336	0.362	0.301	0.311	0.276	0.329
R Square	0.060	0.061	0.113	0.131	0.091	0.097	0.076	0.108
Adjusted R Square	0.052	0.046	0.106	0.118	0.083	0.82	0.069	0.094
R Square Change	0.060	0.002	0.113	0.018	0.091	0.006	0.076	0.032
ANOVA								
Degrees of freedom (*a*,*b*)	(1, 129)	(2, 128)	(1, 129)	(2, 128)	(1, 129)	(2, 128)	(1, 129)	(2, 128)
F- statistic, F(*a*,*b*)	8.170	4.166	16.433	9.678	12.840	6.837	10.630	7.754
p-value for F-statistic	0.005[b]	0.018[b]	0.000[b]	0.000[b]	0.000[b]	0.002[b]	0.001[b]	0.001[b]
F-Change statistic		0.212		2.705		0.849	4.583	
p-value for F-Change		0.646		0.103		0.359	0.034	
Regression Coefficients								
Intercept	1.530	1.530	1.253	1.274	1.349	1.325	1.368	1.404
β (Unstandardized coefficient)	.127	.126	.301	.285	.191	.197	.244	.219
Standardized Beta								

Coefficient	0.244	0.242	0.336	0.318	0.301	0.311	0.276 0.248	
t (β)	2.858	2.818	4.054	3.826	3.583	3.670	3.260 2.930	
p-value (β)	0.005	0.006	0.000	0.000	0.000	0.000	0.001	0.004
t (Intercept)	13.108	13.068	8.318	8.481	9.396	9.085	9.038	9.345
p-value (Intercept)	0.000	0.000	0.000	0.000	0.000	0.000	0.000 0.000	
Interaction Effect								
β (Unstandardized coefficient)		0.012		0.032		0.040	0.043	
Standardized Beta Coefficient		0.039		0.137		0.078	0.181	
t (β)		0.460		1.645		0.921	2.141	
p-value (β)		0.646		0.103		0.359	0.034	

From the discoveries introduced in Model 2 (Table 4.28), the connection impacts for Execution Arranging, Execution Evaluation, and Continuous Criticism didn't essentially affect Representative Efficiency in the chose broadcast news sources in Western Kenya. This absence of importance is demonstrated by the accompanying measurements: for Execution Arranging, [F-change = 0.212, p-esteem = 0.646 > 0.05; ß = - 0.012, p-esteem = 0.646 > 0.05]; for Execution Evaluation, [F-change = 2.705, p-esteem = 0.103 > 0.05; ß = 0.032, p-esteem = 0.103 > 0.05]; and for Continuous Criticism, [F-change = 0.849, p-esteem = 0.359 > 0.05; ß = 0.040, p-esteem = 0.359 > 0.05] as displayed in Table 4.38. These outcomes propose that hierarchical culture didn't affect the connections between Execution Arranging, Execution Examination, and Progressing Criticism with Representative Efficiency in the chose news sources.

Nonetheless, as displayed in Model 2 (Table 4.32), the connection impact for Remunerations and Execution Improvement Plans affected Worker Efficiency in the transmission news sources. This relationship is confirmed by [F-change = 4.583, p-esteem = 0.034 < 0.05; ß = 0.043, p-esteem =

0.034 < 0.05], demonstrating that hierarchical culture significantly affected the connection between Remunerations, Execution Improvement Plans, and Representative Efficiency in the chose outlets.

In view of the beta coefficient results, the progressive numerous straight relapse model is communicated as follows:

$$
Y = 1.530 + 0.247X_1 + 0.362X_2 + 0.311X_3 + 0.311X_4 + 0.329X_1M + 0.002X_2M + 0.248X_3M
$$

Where:

- Y = Employee Productivity
- X_1 = Performance Planning
- X_2 = Performance Appraisal
- X_3 = Ongoing Feedback
- X_4 = Rewards and Performance Improvement Plans
- M = Organizational Culture

To determine how organisational culture moderates this relationship, as proposed by Brien (2007), the research employed Interaction Plots. The visual representation is presented in Figure 4.11.

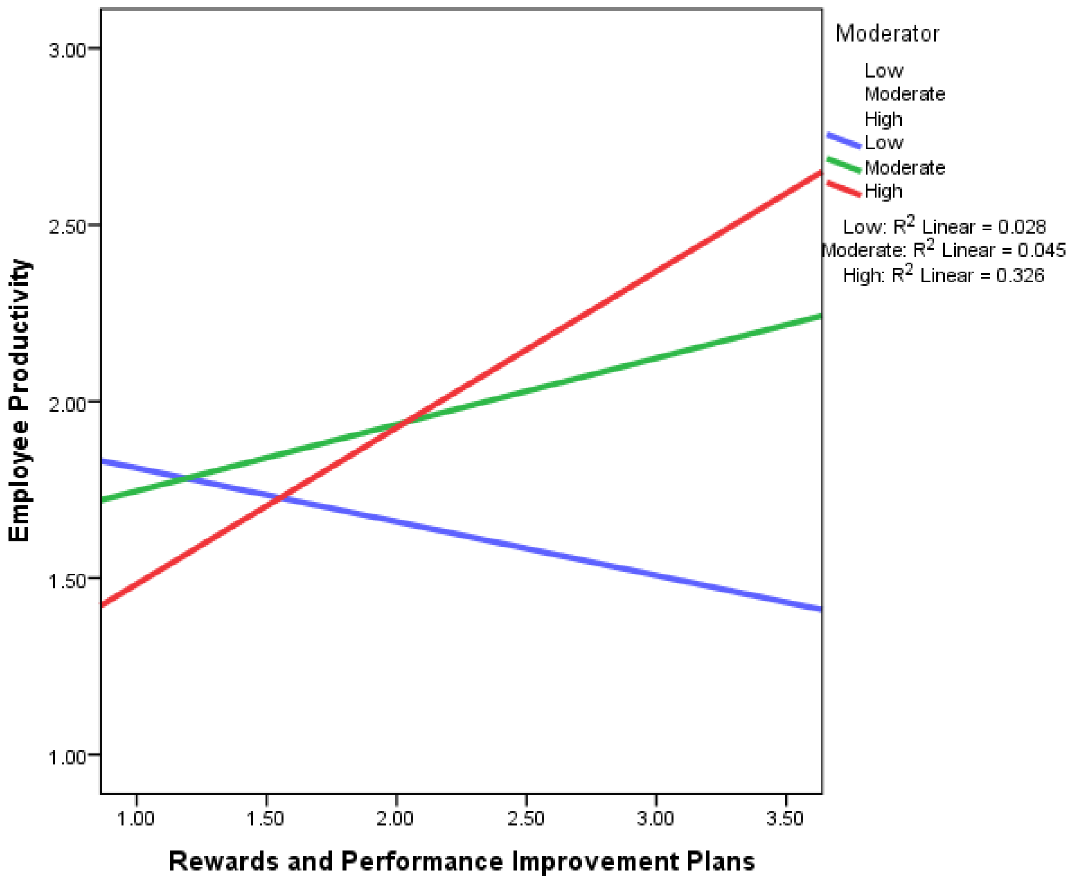


Figure 4.11: Interaction Plot for Effect of Organizational Cultures on the Relationship between Rewards and Performance Improvement Plans, and Employee Productivity.

Examination of the communication plot showed in Figure 12 uncovers that hierarchical societies displayed a reinforcing directing effect on the connection among Remunerations and Execution Improvement Plans, and the Worker Efficiency in chose broadcast news sources in western district of Kenya. In circumstances where the level of execution of Hierarchical societies is negligible, Prizes and Execution Improvement plans appear to affect the Representative Efficiency in chose broadcast news sources in western locale of Kenya. As opposed to occurrences where execution levels are moderate or high, and in situations where the level of execution of Hierarchical societies is moderate, Prizes and Execution improvement plans appear to impact the Worker Efficiency in chose broadcast news sources in western district of Kenya. In contrast with significant degrees of hierarchical element execution. Regardless, this directing effect debilitates as the level of Remunerations and Execution Improvement Plans increment as displayed in Figure 4.11.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This section offers an overview of the study, important discoveries, conclusions, and recommendations, encompassing potential directions for future research.

5.2 Summary of Findings

This research explored how performance management influences employee productivity in broadcast media organizations in Bungoma and Busia counties, Western Kenya. Conducted across five media outlets with a sample of 153 employees, the study assessed performance management through key practices like performance planning, appraisals, continuous feedback, reward systems, and improvement strategies. Employee productivity was measured based on work quality, job satisfaction, output, and meeting deadlines. Data collection involved questionnaires, and both descriptive (percentages and frequencies) and inferential statistics (correlation and regression analysis) were used at a 5% significance level. The findings showed that each performance management practice had a significant positive effect on productivity in the selected outlets.

5.2.1 Impact of Performance Planning on Employee Productivity

The study's first goal was to examine the influence of performance planning on productivity in the selected media organizations. The hypothesis suggested that performance planning does not significantly impact productivity, yet results showed a positive correlation ($r = .244$) and an R^2 value of .060, indicating that performance planning accounts for 6% of productivity variability—a moderate, favorable relationship. ANOVA results confirmed the relationship's statistical significance ($F(1, 129) = 8.170$, $p = 0.005$). The baseline productivity level, even without performance planning, was 1.530, indicating that other unexamined factors also affect productivity. The regression coefficient ($ß = .127$, $p < 0.05$) revealed that each unit increase in performance planning would result in a 0.127 rise in productivity, leading to the rejection of the null hypothesis and affirming performance planning's positive impact on productivity.

5.2.2 Effect of Performance Appraisal on Employee Productivity

The second objective was to explore the relationship between performance appraisal and productivity. The hypothesis posited no significant relationship, but results revealed a positive correlation ($r = .335$) and an R^2 of 0.113, showing that 11.3% of productivity variance is linked to performance appraisal. ANOVA findings supported this, with $F(1, 129) = 16.433$ and $p = 0.000$, indicating significance. The baseline productivity level was 1.253, implying additional factors at play. With a regression coefficient (ß = .301, $p < 0.05$), the data showed that an increase in performance appraisal by one unit would increase productivity by 0.301. Thus, the null hypothesis was rejected, confirming that performance appraisal positively impacts productivity.

5.2.3 Influence of Continuous Feedback on Employee Productivity

The third objective assessed how continuous feedback impacts productivity. The hypothesis proposed that continuous feedback does not significantly affect productivity, yet results indicated a strong positive correlation ($r = .301$) and a high R^2 value of 0.901, showing that feedback accounts for 90.1% of productivity variability. ANOVA results supported this, with $F(1, 129) = 12.840$, $p = 0.000$, confirming the relationship's significance. The baseline productivity level, absent continuous feedback, was 1.349. The regression coefficient (ß = .191, $p < 0.05$) suggested that a one-unit increase in feedback corresponds to a 0.191 increase in productivity, leading to the rejection of the null hypothesis and underscoring feedback's positive role.

5.2.4 Impact of Rewards and Performance Improvement Plans on Employee Productivity

The fourth objective explored the effect of rewards and improvement plans on productivity. Contrary to the hypothesis, findings indicated a significant positive correlation ($r = .276$) and an R^2 of 0.076, showing that these factors explain 7.6% of productivity variance. ANOVA findings ($F(1, 129) = 10.630$, $p = 0.001$) confirmed this relationship. With a baseline productivity level of 1.368, results showed that one-unit increases in rewards and improvement plans boost productivity by 0.244 (ß = .244, $p < 0.05$). This led to the rejection of the null hypothesis, affirming that rewards and improvement plans enhance productivity.

5.2.5 Moderating Role of Organizational Culture on Performance Management and Productivity

The findings indicated that organizational culture did not significantly moderate the effects of performance planning, appraisal, or feedback on productivity, though it did significantly impact the relationship between rewards, improvement plans, and productivity, as shown by F-change = 4.583, $p = 0.034$, $ß = 0.043$, $p = 0.034$. Multiple regression results showed that 17.3% of productivity variability was explained by performance management factors, with an ANOVA p-value of $F = 8.880$ ($p < 0.05$), confirming the performance management model's significance at the 5% level.

5.3 Conclusion

This study confirms the positive relationship between performance management practices and productivity in Western Kenya's broadcast media outlets. Each practice—performance planning, appraisals, continuous feedback, and rewards/improvement plans—demonstrated a significant, positive effect. While organizational culture did not moderate all relationships, it notably enhanced the effect of rewards and improvement initiatives on productivity.

5.4 Recommendations

1. **Performance Planning**: Fully implement performance planning to boost productivity.

2. **Performance Appraisal**: Adopt fair and frequent appraisals to improve employee performance.

3. **Continuous Feedback**: Foster a culture of honest, participatory feedback to enhance productivity.

4. **Rewards and Improvement Plans**: Employ effective reward systems and tailored improvement plans to support employee performance.

5. **Organizational Culture**: Cultivate a supportive culture that enhances the impact of rewards and improvement plans on productivity.

These findings highlight the importance of integrating performance management practices to maximize productivity.

5.5 Suggestions for Further Research

Future studies could broaden the scope to include additional media outlets across Kenya to validate these findings. Alternatively, research could examine other performance management factors, such as employee self-assessment and fairness, to gain deeper insights into productivity drivers.

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APPENDICES

Appendix 1: LETTER OF INTRODUCTION TO RESPONDENTS

12th August, 2020

Dear Respondent,

RE: PERMISSION FOR DATA COLLECTION

I am a student of Masinde Muliro University of Science and Technology studying MSc. HRM. I'm expected to conduct research on "Performance Management and Employee Productivity in Selected Broadcast Media Outlets in the Western Region of Kenya". I'm kindly asking you to respond to my tool. I commit to treat the information gathered herein with utmost confidentiality and use it only for academic purposes.

Please do not write your name anywhere on this questionnaire.

Thank you.

Yours Sincerely,

Lillian Sifuna

BHR/G/-01/57635/2016

APPENDIX 2: Questionnaire Schedule

Answer all questions in the spaces provided. Tick where necessary. **DO NOT** write **your name, personal number or ID number** anywhere on the questionnaire.

PART 1 – PERSONAL INFORMATION

i. Name of Media House ………………………………………………………

ii. Please indicate your gender male female

iii. Educational level degree diploma K.C.S.E Other

iv. Professional qualification ………………………………………………………….

v. Terms of Employment Permanent and Pensionable contract probation

PART 2 – PERFORMANCE PLANNING

In this section, please tick the most appropriate response for each of the questions in the Table below with the following scores in mind. **Strongly Agree (SA=5), Agree (A=4), Undecided (U=3), Disagree (D=2), Strongly Disagree (SD=1)**

	QUESTIONS	SA 5	A 4	U 3	D 2	SD 1
i.	Performance management is carried out in our media house annually					
ii.	Heads of Sections set performance goals/targets					
iii.	I am always involved in setting the performance goals/targets					
iv.	It's important to set performance goals					
v.	Performance targets are understood					
vi.	Performance planning enhance my performance					

PART 3 – PERFROMANCE APPRAISAL

	QUESTIONS	SA 5	A 4	U 3	D 2	SD 1
i.	I achieve set objectives					
ii.	I always receive communication on when the performance reviews are to be done					
iii.	Performance appraisals and reviews are done by heads of sections/supervisors					
iv.	Performance appraisal and review tools are always available for use					
v.	Performance appraisals and reviews are objective					
vi.	Does carrying out performance appraisals and reviews					

	enhance productivity					

PART 4 – ONGOING FEEDBACK

	QUESTIONS	SA 5	A 4	U 3	D 2	SD 1
i.	I receive feedback on my performance					
ii.	Direct communication exists between me and my supervisor					
iii.	My supervisor seeks my opinion					
iv.	My supervisor corrects and guides me in my performance					
v.	Decision making procedures are implemented and communicated to me					
vi.	Feedback from my supervisor enhances my performance					

PART 5 – REWARDS AND PERFORMANCE IMPROVEMENT PLANS

	QUESTIONS	SA 5	A 4	U 3	D 2	SD 1
i.	Rewards can be used for motivation					
ii.	Rewards lead to continuous performance improvement					
iii.	Future performance problems can be overcome by use of performance improvement plans					
iv.	Future performance problems can be identified by performance improvement plans					
v.	Rewards and performance improvement plans can maximize my performance					

PART 6 – ORGANIZATIONAL CULTURE

	QUESTIONS	SA 5	A 4	U 3	D 2	SD 1
i.	Employees are rewarded according to their performance					
ii.	Supervisors believe in the capability of employees to deliver as expected					
iii.	Employees can count on each other on accomplishing difficult tasks					
iv.	Employees work together in team spirit to accomplish tasks					
v.	Organizational objectives, policies and structure have been cleared defined					
vi.	Attitudes and beliefs affect employee productivity					

PART 7 – EMPLOYEE PRODUCTIVITY

	QUESTIONS	SA 5	A 4	U 3	D 2	SD 1
i.	The quality of work of employees has been improved after performance management					
ii.	Employees' level of output has increased after performance management					
iii.	Satisfaction rate of employees improved after performance management					
iv.	Timeliness among employees has been enhanced after performance management					