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**Performance Management Practices and Productivity of Employees in the
Ministry of Interior and Coordination of National Government, Kenya**



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Performance Management Practices and Productivity of Employees in the Ministry of Interior and Coordination of National Government, Kenya

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ABSTRACT

Purpose: The purpose of the study was to examine the influence of performance management practices on productivity of employees in the Ministry of Interior and Coordination of National Government, Kenya.

Methodology: This study used descriptive research design to collect both qualitative and quantitative data. The target population of this study was 350 officers drawn from various departments. The study used simple random sampling techniques to select from the list of departments, directorates and divisions to be included in the study. This study adopted Yamane (1967) sampling formula to calculate the sample size which provided the number of responses that should to be obtained. Therefore, the sample size for this study was 187 employees. The respondents for this study constituted heads of departments in the Ministry.

Findings: The study found that performance management practices significantly affect employee productivity in the Ministry of Interior and Coordination of National Government in Kenya.

Unique Contribution to Theory, Policy and Practices: Based on the study findings, it was recommended that companies should encompass their training in all their activities in order to have competitive advantage. In addition, supervisors should oversee whether the work has been done appropriately in terms of procedures as it increases employee productivity. Furthermore, it was

recommended that managers should attempt to minimize stress in organizations. The goals set by companies must be able to be broken into manageable simple actions achievable in the short term with the main focus on measurable, tangible results for each quarter.

Keywords: *Staff Training, Productivity, Ministry of Interior and Coordination, National Government*

1.0 INTRODUCTION

1.1 Background of the Study

Performance management practices comprise all activities that guarantee that organizational objectives are being constantly attained in an efficient and effective manner. Normally, performance management focuses on the employees, organizational performance, departments, and to some extent, the processes that are usually employed to build a service or product, as well as other key areas in an organization that would lead to employee productivity (Daramola & Daramola, 2019).

Majority of public organizations are being pressed harder than ever to produce better results with fewer resources. The widespread criticisms that the government wastes money and does not prioritize outcomes are an indication of the public's demand for high-quality services at reasonable costs, or, to put it another way, higher worker productivity (Moynihan and Pandey, 2015). A participative, team-based management strategy known as staff training aims to improve planning, programming, management effectiveness, efficiency, accountability, and transparency in order to achieve certain goals (Goh, Elliott & Richards, 2015).

The Ministry of Interior and Coordination of National Government performs the duty for public administration, internal security, printing of official documents, immigration, and the registration of people, civil registration, and penal services. The Ministry also provides all Government Ministries with reception services and plans official events. Given these varied responsibilities, the Ministry of Interior and Coordination of National Government is divided into seven primary departments: National Police Service, Registration of Persons, Civil Registration, Immigration, Government Printing Services, and Kenya Prisons Service (GOK, 2015).

Employee productivity measures a worker or a group of workers effectiveness. The output of an employee during a given time period can be used to measure productivity (Oluka, 2020). A worker's productivity will typically be judged in comparison to the average of workers who perform similar tasks. Employee productivity is a crucial factor for organizations because it heavily depends on labor productivity for any firm to be successful. In other words, productivity

is what is produced. Every corporate organization's managers are responsible for inspiring their staff to meet organizational objectives (Saina, 2015).

Performance management therefore needs to be tested in any particular setting taking into consideration how individuals in any particular organization are motivated and the extent to which they are most effective for a particular organization. Employee's productivity in this study was measured with indicators of timely completion of the projects, value of money, well defined goals, and stakeholder's satisfaction on finished quality.

1.2 Statement of the problem

Performance management practices in the Ministry of Interior and Coordination of National Government are expected to have a positive influence on productivity of its employees. However, the common popular complaints about government ministries is that it does not focus on results and it wastes money are indicative of public demands for quality services at affordable prices-in short, better employee productivity (Moynihan and Pandey, 2015). Performance management practices studies show that a firm's productivity is simply a function of human resource practices it employs.

Various studies have been conducted on performance management practices and productivity of employees. For instance; Gichuki (2016) conducted a study on the influence of performance management on employee productivity in the civil service: a case of the Immigration Department in Kenya while Mayaka and Oluoch (2018) conducted a study on the influence of performance appraisals on employee productivity among county governments in Kenya. Nevertheless, none of these studies focused on performance management practices and productivity of employees in the Ministry of Interior and Coordination of national government. To fill the highlighted gaps, the current study seeks to examine the influence of performance management practices on productivity of employees in the Ministry of Interior and Coordination of national government.

1.3 Objectives of the Study

The general objective of the study was to examine the influence of performance management practices on productivity of employees in the Ministry of Interior and Coordination of National Government.

1.4 Significance of the Study

The findings of the study will highlight the relationships that exist between performance management practices and employee productivity. Consequently, they would develop policies related to performance management practices that would ensure that there is fair, efficient and effective employee productivity. This would lead to motivated staff and ultimately better performance. The study findings will also help the employees get advice from their seniors on the most appropriate management practices in the respective context. Academicians, researchers and scholars would find the study results relevant in identifying research gaps which would help them address the growing problem of employee productivity.

2.0 LITERATURE REVIEW

2.1 Maslow's Needs Hierarchy theory

The theory of motivation was proposed by Abraham Maslow (Maslow, 1971). Maslow's theory of motivation talks of human needs existing in a hierarchical form. Maslow developed a hierarchy of needs which is a classification of needs ranging from basic ones to higher order of needs. When lower needs are met, people move to higher needs. The first level of needs includes food, shelter, clothing, fresh air and water among others. The second level includes safety needs which include shelter, protection, security, education and a sense of belonging. Level three involves love and belonging needs. People desire to belong to a family or an institution that is loving and caring. The fourth level is concerned with esteem needs. After people have been accepted and belonged to a good, loving and caring people that they are able to develop a sense of self – worth. The fifth level is called self-actualization which is the ultimate goal or purpose of human behaviours. At this level, people want to realize their full potential and continue with self – development so as to direct their entity in creative ability.

In relation to the study, if employees' needs are not well met, they get frustrated, hence stressed. If the Ministry of Interior and Coordination of National Government, Kenya working environment is not conducive enough for them to execute their daily duties for example, uncooperative staff, corruption cases and poor performance of employee in their line of work can lead to occupational stress. They therefore lack self-drive, independence, freedom and general purpose in life hence

lack of commitment in their work thus unproductivity. Therefore, they need to be helped to value themselves and their work as well as learning to acquire stress management skills, social and personal skills that enhance social interactions and value for work. This theory is essential to this study as it helps employees need to be provided with a working environment that will stimulate their professional growth and development hence find sense in working hard and producing positive results in their work place and reduce on stress.

2.2 Empirical review

Gathogo (2021) conducted a study on effect of high-performance work practices on employee performance. The study employed descriptive survey design since the researcher was interested on the state of affairs already existing in the field and no variable was manipulated. The study findings indicated that high performance work practices had a positive and significant effect on employee performance. The study presented a geographical gap because it focused on effect of high-performance work practices on employee performance at Kenya Airways and our study will focus on influence of performance management practices on productivity of employees in the Ministry of Interior and Coordination of National Government, Kenya.

Mwasawa (2021), study sought to identify the effect of performance management on employees' productivity in the Ministry of Lands, Environment and Natural Resources in Taita Taveta County. Stratified random sampling was implemented in order to produce a typical sample for the study. Questionnaires were used to gather facts, and it comprised of open and closed-ended questions. The result revealed that there exists a significant relationship between performance management on employees' productivity in the Ministry of Lands, Environment and Natural Resources in Taita Taveta County. The study presented a contextual gap because it focused on the effect of performance management on employees' productivity in the Ministry of Lands, Environment and Natural Resources in Taita Taveta County and our study will focus on employee supervision on productivity of employees in the Ministry of Interior and Coordination of National Government, Kenya.

Mungai (2012), conducted a study that sought to identify sources of stress among secondary school teachers in Central Division of Kajiado District in Olkejuado high school and A.I.C Girls. Qualitative data was organized into themes and categories pertinent to the study and from which

the researcher closely evaluated the usefulness of the information in answering research questions. On the basis of information gathered, the researcher concluded that teachers were faced with various job stressors, which affected their performance at work. The study presented a contextual gap because it focused on putting in place mechanisms that teachers can use to be able to manage stress better thus enriching in this way the existing literature with new knowledge while our study will focus on stress management on productivity of employees in the Ministry of Interior and Coordination of National Government, Kenya.

Shuriye (2021) conducted a study on the effect of organizational performance management practices on the productivity of employees in the Garissa County government. Descriptive and exploratory research design was used. The study findings indicated that employees were oriented on their desired field of work to enable them to plan for their careers and that the employees were able to attend to duties allocated to them comfortably and thus career planning was vital in ensuring that employees grow their talent in an attempt in supporting organizational overall goals. The findings reported that continuous feedback reports enabled the county to work on improving the employee's skills and knowledge. The study presented a conceptual gap because it focused on the effect of organizational performance management practices on the productivity of employees in the Garissa County government and our study will focus on goal management on productivity of employees in the Ministry of Interior and Coordination of National Government, Kenya.

3.0 METHODOLOGY

This study used descriptive research design to collect both qualitative and quantitative data. The target population of this study was 350 officers drawn from various departments, that is, Administration Services, National Registration Bureau, Immigration Services, Government Press and Civil Registration Services. The study used simple random sampling techniques to select from the list of departments, directorates and divisions to be included in the study. This study adopted Yamane (1967) sampling formula to calculate the sample size which provided the number of responses that should be obtained. Therefore, the sample size for this study was 187 employees. The respondents for this study constituted heads of departments in the Ministry.

A semi- structured questionnaire was used to collect primary data. The study used structured questionnaire to capture the primary data while secondary data was collected using a secondary

data collection sheet. Quantitative data collected was analysed using descriptive statistics techniques. To facilitate data analysis, the collected data was coded and entered into SPSS (version 25) software. Pearson correlation was used to measure the strength and direction of linear relationship between variables. Multiple regression model was fitted to the data in order to determine how the independent variables influence the dependent variable.

4.0 RESULTS

4.1 Correlation Analysis

Correlation analysis was conducted to find out the relationship between the independent variables (Staff Training, Employee Supervision, Stress Management and Goal Management) and the dependent variable (Employee Productivity).

Table 1: Correlation Analysis

		Staff Training Average	Employee Supervision Average	Stress Management Average	Goal Management Average	Employee Productivity Composite
Staff Training Average	Pearson Correlation	1	.793**	.841**	.767**	.581**
	Sig. (2- tailed)		.000	.000	.000	.000
	N	131	131	131	131	131
Employee Supervision Average	Pearson Correlation	.793**	1	.783**	.783**	.622**
	Sig. (2- tailed)	.000		.000	.000	.000
	Pearson Correlation	.841**	.783**	1	.818**	.575**

Stress Management Average	Sig. (2-tailed)	.000	.000	.000	.000	.000
Goal Management Average	Pearson Correlation	.767**	.783**	.818**	1	.577**
	Sig. (2-tailed)	.000	.000	.000		.000
Employee Productivity Composite	Pearson Correlation	.581**	.622**	.575**	.577**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

From the results in Table 1, the correlation between performance management practices (Staff Training, Employee Supervision, Stress Management and Goal Management) and Employee Productivity was $\{(r=0.581, p\text{-value}=0.000), (r=0.622, p\text{-value}=0.000), (r=0.575, p\text{-value}=0.000), (r=0.577, p\text{-value}=0.000)\}$ respectively. This implies that the variables have a strong positive relationship that is significant at 0.05% levels of significance. This finding is in line with that of Gathogo (2021) who conducted a study on effect of high-performance work practices on employee performance and his study findings indicated that high performance work practices had a positive and significant effect on employee performance.

4.2 Regression Analysis

Regression analysis was conducted to explain the relationship between performance management practices (Staff Training, Employee Supervision, Stress Management and Goal Management) on Employee Productivity.

Table 2: Model Summary for influence of performance management practices on employee productivity

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.647 ^a	.418	.400	.7340

a. Predictors: (Constant), Goal Management Average, Staff Training Average, Employee Supervision Average, Stress Management Average

Performance management practices were found to be satisfactory in explaining Employee Productivity. This was supported by coefficient of determination also known as the R square of 41.8%. This meant that performance management practices explain 41.8% of the variations in employee productivity. The results further meant that the model applied to link the relationship of the variables was satisfactory. These results concurs with those of Gathogo (2021) who conducted a study on effect of high-performance work practices on employee performance and his study findings indicated that high performance work practices had a positive and significant effect on employee performance.

Table 3: ANOVA for influence of performance management practices on employee productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.779	4	12.195	22.637	.000 ^b
	Residual	67.878	126	.539		
	Total	116.656	130			

a. Dependent Variable: Employee Productivity Composite

The outcomes of ANOVA showed that the final model was statistically significant. Further, the results inferred that performance management practices were a good predictor of employee productivity. This was confirmed by the F statistic of 22.637 and the recorded p value (0.000) that

was smaller than 0.05 significance level. These results were in agreement with those of Mwasawa (2021) who sought to identify the effect of performance management on employees’ productivity in the Ministry of Lands, Environment and Natural Resources in Taita Taveta County and his study revealed that there exists a significant relationship between performance management and employees’ productivity.

Table 4: Regression Coefficients for performance management practices

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-.428	.200			-2.14	.034
Staff Training Average	.196	.096	.138		2.042	.019
Employee Supervision Average	.551	.203	.344		2.718	.008
Stress Management Average	.106	.040	.074		2.650	.000
Goal Management Average	.208	.100	.142		2.080	.007

a. Dependent Variable: Employee Productivity Composite

Regression of coefficients results in Table 4 revealed that performance management practices (Staff Training, Employee Supervision, Stress Management and Goal Management) and employee productivity are positively and significantly related ($\beta_1 = 0.196, p=0.019$; $\beta_2 = 0.551, p=0.008$; $\beta_3 = 0.106, p=0.000$; $\beta_4 = 0.208, p=0.007$) respectively.

The regression model for this coefficient would be;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots \text{Equation 1}$$

Where Y = Employee Productivity, $\beta_0 = -0.42$, $\beta_1 = 0.196$, $\beta_2 = 0.551$, $\beta_3 = 0.106$, $\beta_4 = 0.208$

X_1 , X_2 , X_3 and X_4 = Staff Training, Employee Supervision, Stress Management and Goal Management respectively

Employee Productivity = -0.428 + 0.196 Staff Training + 0.551 Employee Supervision + 0.106 Stress Management + 0.208 Goal Management + ϵ Equation 2

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the findings above, the study concluded that performance management practices significantly affect employee productivity in the Ministry of Interior and Coordination of National Government.

5.2 Recommendations

Based on the study findings, it was recommended that companies should encompass training in all their activities in order to have competitive advantage. In addition, supervisors should oversee whether the work has been done appropriately in terms of procedures as it increases employee productivity. Moreover, supervisors should monitor employees directly so as to reprimand the employees when they make major mistakes as it enhances employee productivity.

Also, it was recommended that managers should attempt to minimize stress in organizations. They should also understand that the effectiveness of any specific action will depend on the situational factors and the nature of the individuals involved. Goals set by companies must be able to be broken into manageable simple actions achievable in a short term with the main focus on measurable, tangible results for each quarter.

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