



**EFFECT OF PERFORMANCE MANAGEMENT PRACTICES ON EMPLOYEES
PERFORMANCE AT KENYA AIRPORTS AUTHORITY IN NAIROBI COUNTY,
KENYA**

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Abstract

The overall objective of this study was to investigate the effect of performance management practices on employee performance with a focus on Kenya Airports Authority. The specific objectives of the study were to examining the effect of performance planning on employees' performance, to examine the impact of the performance review on employees' performance. The study adopted descriptive research design and the target population consisted of 385 employees from all the departments in Kenya Airports Authority, Nairobi County Kenya. The study utilized stratified random sampling to obtain the sample of 196 respondents and employed the questionnaires to collect the data. The data collected was analysed using Statistical Package for Social Sciences (SPSS) version 20. Data was analysed in form of descriptive (frequencies, percentages, means and standard deviations) and inferential statistics (correlation analysis and regression analysis) and the findings from the analysis were presented in statistical tables. Correlation analysis to determine the relationships between the independent variables and dependent variable was used, while multiple regression was utilized to determine whether the coefficients of independent variables could predict the dependent variable. The study demonstrated that the independent variables (performance planning, performance review,) have a positively significant influence on dependent Variable (employees' performance) in Kenya Airports Authority, Nairobi County. The study concluded that the performance planning, performance review, have a significant role in determining employees' performance in Kenya Airports Authority in Nairobi County, Kenya. The study recommends that Kenya Airports Authority should come up with a performance-based reward and recognition strategies, which makes employees' feel that their work is being valued. To enhance effectiveness of performance management practices in Kenya Airports Authority, the study recommends that the employees' performance be aligned to their growth and motivation, both intrinsic and extrinsic rewards. The study suggests further studies to be conducted on the effect of performance management practices on employees' performance in other parastatals in Kenya, other county governments and in private sectors, to enable generalization of the study in the entire country.

Introduction

The world of business environment today is facing numerous productivity challenges, making organizations concerned on how best they can maintain a sustainable competitive advantage and improve on bottom-line. Sells *et al.*, (2006) suggested that a major component that affects organizational profitability is the employee's performance as it determines the level of production with its level of inputs. Further Sarvadi (2007), upheld that organizational growth relies on the performance of its employees. One of the ways to achieve value and overcome the posed challenges is through performance management practices where productive employees are able to transform limited inputs to high quality output hence, organization's responsibility to motivating the workforce to achieve desired goals (Stark *et al.*, 2008).

Therefore, if effectively utilized, performance management practices can improve employee's performance for individual employees, teams and the entire organization. This can be so by empowering manager's ability to handle employee's performance and exploring the best alternative solutions to engage, develop teamwork and encourage employees to give their best input in their work (Walter, 2006). Performance management practices refers to a systematic way of communicating to employees on what performance and productivity parameters expected of them (Marsor, 2011).

According to Armstrong and Taylor (2014), performance management is a continuous process of identifying, measuring and developing the performance of individuals, team and aligning the performance with strategic goals of the organization. Performance management requires managers to ensure that employee activities are congruent with organizational goals and help the organization gain a competitive business advantage (Aguinis, 2013). Performance management in its fullest sense is based on the belief that everything that people do at work at any level contributes to achieving the overall purpose of the organization. It is therefore concerned with what people do (their work), how they do it (their behaviour) and what they achieve, that is their results (Hanson & Pulakos, 2018).

In Singapore Public Service, performance management based on budgeting framework, made ministries actively utilise performance management as a self-evaluation tool in measuring performance against target for accountability across government (Yap, 2008). The government engaged various performance management tools such as, periodic consultants with ministries, ministry reporting mechanism in which the ministries report their performance, corporate and individual performance management to measure performance (Saxena, 2011). Performance reporting by ministries involved both quantitative and qualitative management tool where quantitative tool has been based on budget utilization trends, revenue and expenditure trends and key performance indicators trends whereas qualitative tool has been based on engaging ministries in strategic conversations on how well they are achieving their desired outcomes.

Guiding principles for Key Performance Indicators (KPIs) in Singapore includes, review of KPIs annually, setting long-term targets to prompt ministries think ahead and analysing KPIs over a period of three to five years to determine broader trends (Yap, 2008). African public sectors seem to be constantly facing challenges on service delivery in the quest to be accountable, customer focused and responsive to the needs of the citizens. The involvement in the provision of goods and services has generally been characterized by inefficiency, poor performance and a lack of delivery of basic services hence, weak performance management (Perotti, 2003). A study

carried in South Africa by the University of Stellenbosch Business School, regarding performance management on comprehensive survey of leading South African organizations revealed a miserable picture of the way employee's performance is managed and rewarded in South Africa (Carrel *et al*, 2011).

Major problem identified during the survey included the existence of a rather negative working culture; transformation in corporate strategy did not result in corresponding behavioural change and insufficient support from line management to performance management. Regarding periodic and formal performance reviews, some shortcomings such as, lack of follow-up of performance review, inadequate performance information and inadequately maintained objectivity became apparent (Carrel *et al*, 2011).

Kenya introduced performance management in 1994 and established in the public sector in 2003. It was recognized as a tool for economic recovery strategy (ERS) to identify key infrastructural, institutional and sectorial policy measures to be pursued by the government in a five-year period (GoK, 2005). During the early years, implementation of performance management was rigorously and streamlined in the public sectors by weeding out non-performers, creating internal systems that were more customer friendly and enhanced service delivery. Consequently, Kenya won the United Nations Public service award for the most improved public sector in 2007 and in the same year, Kenya recorded one of its highest economic growth-rate by 7.1 per cent (GoK, 2005). The Government established Result Based Management system (RBM) in the Public Service in 2005 to deliver efficient, ethical and targeted results hence, marking the beginning the implementation to achieve better results.

The Key Principle of Kenya's RBM included Citizen-Centred service delivery, stakeholder's participation, performance monitoring, performance measurement and reporting. The implementation of PM in Kenya's Public Service evolved over time as explained by number of initiatives such as, performance contracting (PC) Rapid Results Initiatives (RRI) Performance Appraisal system (PAS) Service among others. The Kenyan government acknowledges that over the years there has been challenges facing implementation of PM in Kenya Public Service, leading to poor performance especially in the management of public resources, hindering the realization of sustainable economic growth. Such challenges included; excessive regulations and controls, frequent political interference, poor management, complete mismanagement and bloated staff establishment (GoK, 2005).

Kenya Airports Authority is a State Corporation, established by an Act of parliament in 1991 under the KAA Act of the Laws of Kenya Cap 395 with a responsibility of managing and operating all Airports in the country and specific Airstrips (KAA, 2017). The Authority's current vision is, 'Travel Stress Free'; its mission 'To provide consistent and delightful travel experience'; and its core values being customer experience, team spirit, integrity and innovation. To operationalize its strategic plan, the authority focuses on optimizing its revenue growth, improving customer experience, enhancing the operations and developing human capital for workforce productivity. In 2017, the Authority established a performance management framework for managing and measuring the employee's performance. This was in a view to improve the performance of employees and empower the achievement of the organizational goals, as articulated in the strategic plan (KAA, 2019).

Statement Of The Problem

In the current business environment, organizations have no choice but to adapt the ever-changing dynamic workplace, to maintain sustainable competitive edge. Performance management practices is one of the ways used by many organizations in improving poor employee's performance to sustaining overall organizational performance. Lankeu (2012) noted that performance management practices establish expectations for employee productivity and motivates them to work hard in attaining the expected productivity, as well as improve and sustain their job satisfaction and the quality of service delivery. Achoyo (2016) also established that poor performance in the public sector contributed to a decline in Gross Domestic Product (GDP) as well as low wealth creation. Moreover, Gichuki (2014) found out that despite the reduced turn-around time in the processing of passport applications, which led to a reduced number of customer complaints, there was no adherence to the set four-day's timelines. Similarly, after the Kenya Airports Authority (KAA) introduced the Enterprise Resource Planning (ERP) in 2012 to automate work processes in expectation to offer satisfactory services to customers, there has been however, limited evidence on improved employee performance since majority of the workers still use paperwork despite the existence of automated processes (KAA, 2019). Despite continual efforts to improve employees' performance, there has been increased employee turnover, customer complaints and low-quality service delivery against the set performance targets. This affirms the crucial need to evaluate the effectiveness of the performance management practices in KAA. This is the knowledge gap, which the proposed study aims to fill by assessing the effects of performance management practices on employees' performance at the Kenya Airports Authority in Nairobi County.

Research Objectives

- i. To determine the effect of performance planning on employees' performance at Kenya Airports Authority in Nairobi County, Kenya.
- ii. To examine the effect of performance review on employees' performance at Kenya Airports Authority in Nairobi County, Kenya.

Literature Review

Theoretical Review

Goal Theory

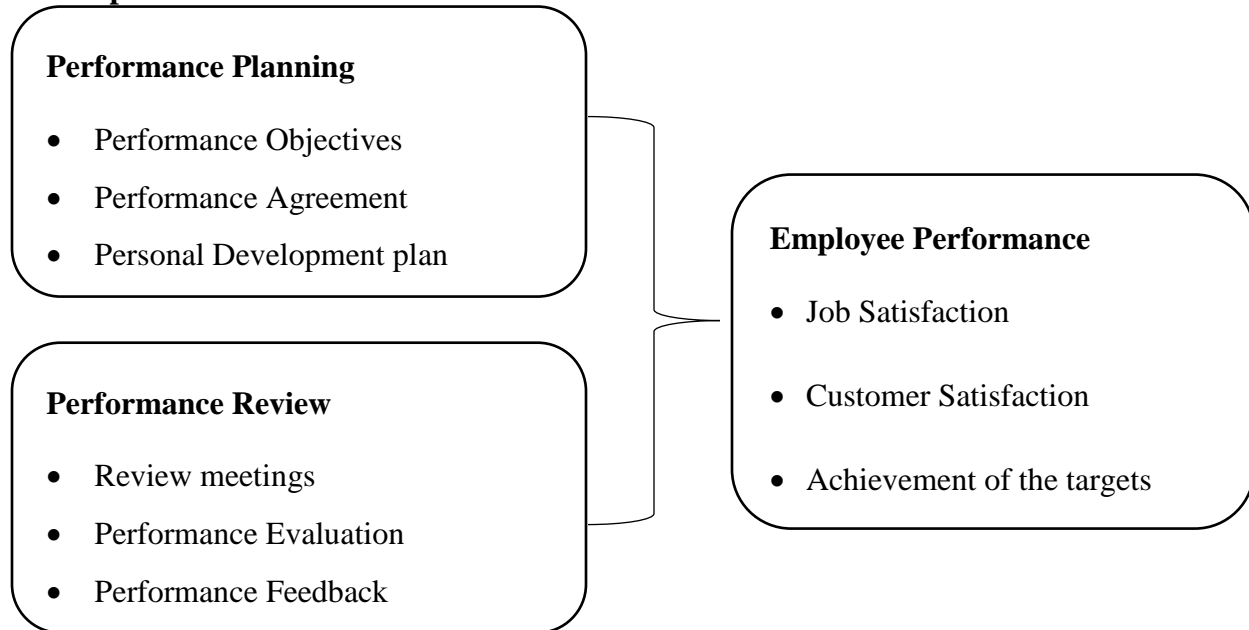
This theory was established by Edwin Locke in the year 1968. It states that motivation is higher when individuals aim to achieve specific goals, when these goals are accepted, although difficult, are achievable and when there is feedback on performance (Armstrong, 2015). Locke argues that when there is high goal commitment, there is strong association between goals and performance hence employees are more likely to do what they say they will do and when commitment is low, people do not perform inline with their goals (Armstrong & Taylor, 2014). In this study, Goal Setting Theory is linked to performance planning since performance can be measured and managed by setting and agreeing on performance objectives to be met (Armstrong & Taylor, 2014).

Control Theory

Control Theory was developed by Walter Reckless and Travis Hirschi in 1960s and 1970s. This theory states that when people receive feedback on their behavior, they appreciate the

discrepancy between what they are doing, what they are expected to do and take corrective action to overcome the discrepancy (Armstrong & Taylor, 2014). In this study the theory is linked to performance review variable since it provides a solid foundation for critically assessing the feedback element of performance management approaches (Zhou & Brown, 2017).

Conceptual Framework



Performance Planning

Planning performance is jointly done by both the employee and his or her supervisor at the beginning of the performance period (Armstrong & Taylor, 2014) and so, getting employees fully involved in the performance planning process will enable them understand fully what need to be done, how it should be done and cultivate commitment to achieve (Torrington, 2005).

Performance Review

Performance review meetings are the means through which the five primary performance management elements of agreement, measurement, feedback, positive reinforcement and dialogue can be put to good use. Both the supervisor and individual employee should take a positive look together the actual performance in comparison with the expected performance, how performance can improve and become better in the future (Armstrong & Taylor, 2014).

Empirical Review

Performance Planning

According to Prasad (2010), performance planning is a joint exploration of what an employer expects individual employee to do, how is expected to behave to meet the requirements of the role and develop the skills needed to achieve the requirements. Involvement of employees in planning process concerning their performance makes them understand what expected of them to do and how well to do it (Torrington, 2005). An exercise jointly done by the employee and supervisor at the beginning of performance period, to create commitment and ownership of the

employee than when is done by the manager and passed to the employee (Armstrong & Taylor, 2014).

Panda (2011) argues that during performance planning, both the employee and the supervisor decide upon goals and key areas of performance for execution through the year. Key result areas (KRAs) as well as capabilities needed for carrying out jobs are determined. Key result areas are those areas of the job content that represent the key part of the job and contributes to the attainment of the overall purpose of the role, which the concerned role holder is accountable (Prasad, 2010). Rogers and Hunter (1991) stated that goal setting is the fundamental aspect for an organization objectives and so the need to be defined and agreed.

Performance Review

Performance review meetings are the means through which the five primary performance management elements of agreement, measurement, feedback, positive reinforcement and dialogue can be put to good use. During review meetings both the manager and individual employee take positive look together at how performance can be developed in the future and how any problem in achieving goals and attaining performance standards can be resolved (Armstrong & Taylor, 2014). Both the supervisor and the employee take few minutes to make a small talk and briefly emphasize the purpose of the meeting, benefits and establishing whether the employee has issues, he would like to discuss (Flicker, 2014).

According to Carter and Robinson, (2000), the supervisor invites the employee to reflect on his performance since the last review through open questions. They both focus on objectives addressing one objective at a time, at the same time the supervisor ensures appropriate balance between discussing employee's successes and challenges. They also focus on employee's learning and development needs, on how to widen their range of abilities to enable them meet the demands of future change (Armstrong, 2009). This is in line with Carter and Robinson (2000), who points that during the review meeting both the supervisor and the employee need to review personal development plans to address the training and development activities in which employee has ever participated since last performance review.

Performance review meeting can be powerful tool in motivating and developing employees if effectively implemented by the line managers since, a well-conducted review meeting allows much more time and space for employee's conversation and productivity (Flicker, 2014). Such review meetings provide time for managers to find out how people feel about their jobs, their aspirations and their relationships with their peers and their managers (Armstrong, 2009). They also provide an opportunity for an open and non-threatening discussion about individual employee's performance, learning and developmental needs (Armstrong, 2009). Pulakos (2004) highlighted that during performance review meetings, managers should discuss with employees about their ratings, narratives and rationale of the evaluation given and plan developmental activities with employees.

Research Methodology

The study adopted a descriptive research design in which both qualitative and quantitative approaches were used to investigate the impacts of performance management practices on employees' performance. The researcher conducted the study at Kenya Airports Authority in

Nairobi County on a target population of 385 employees from all the departments. The unit of analyses was departments in KAA in Nairobi County while the unit of observation was the employees selected from senior management, middle management, supervisory staff and junior staff. In this study, sampling frame comprised of 385 employees from all the departments in Kenya Airports, Nairobi County where 20 were from senior staff management, 35 from middle staff management, 75 from supervisory staff and 255 from junior staff (Kenya Airports Authority, 2020). The researcher used stratified random sampling to obtain the desired representation of the respondents for the study. The strata were formed based on the job ranks of the employees to ensure homogeneity within each stratum. This study collected both secondary and primary data based on the specific objectives and research questions of the study. The researcher obtained secondary data from published relevant literature in libraries such as journals, books, reports from other scholars and primary data through questionnaires. The researcher analysed the collected data using descriptive and inferential statistical analysis with the help of statistical Package for Social Sciences (SPSS) version 20. Descriptive statistical analysis used included frequencies, percentages, means and standard deviation on all the variables.

Research Findings and Discussion

Response Rate

The study sample size comprised of 196 respondents from Kenya Airports Authority in Nairobi County, Kenya. Out of 196 questionnaires distributed by the researcher, 180 questionnaires were returned and completely filled and returned, indicating a response rate of 92%. A response rate above fifty percent (50%) is considered as adequate for data analysis and reporting while a response rate above seventy percent (70%) is considered as excellent (Bhattacharjee, 2017). Thus, the response rate of this study being 92% was considered excellent and within the acceptable limits for data analysis.

Descriptive statistical Analysis

Performance planning and Employees' Performance

The study sought the views of respondents on performance planning on employees' performance at Kenya Airports Authority in Nairobi County, Kenya. The percentages, means and standard deviation were computed and the findings presented in Table 1. From the results, the respondents agreed that their performance goals are always "SMART", challenging and interesting to strive for. This is shown in the mean of 3.96 (std. dv =0.824). The respondents agreed that personal development plans at work enables them deal with their past performance challenges and do better in the next year. This is shown in the mean of 3.93 (std. dv =0.891). Further, the participants agreed that their personal development plan specifies what need to be done by them and support they need from their supervisor to develop knowledge and skills, in performing their current jobs better. This is shown in the mean of 3.87 (std. dv =0.965). Respondents' agreed that both the supervisor and employee do agree on what needs to be done to achieve set objectives at the beginning of performance cycle. This is shown in the mean of 3.80 (std. dv =0.918). In addition, the respondents agreed that their supervisors get involved in goals setting of their performance areas at the beginning of the performance cycle. This is shown in the mean of 3.68 (std. dv =1.066). The overall average mean of response was 3.85 (std. dv =0.933) indicated that the majority of the respondents agreed with the statements on Performance planning. The above

findings are in line with the findings of Cherono (2010) who observed that 68% of the respondents agreed that performance planning was undertaken in the organization.

Table 1: Performance planning and Employees’ Performance

Statements	1	2	3	4	5	Mean	S.D
	%	%	%	%	%		
My supervisor involves me in goals setting of my performance areas at the beginning of the performance cycle.	6.7	6.1	19.4	48.3	19.4	3.68	1.066
My performance goals are always “SMART”, challenging and interesting to strive for.	2.2	3.9	11.1	61.7	21.1	3.96	0.824
My supervisor and I agrees on what needs to be done to achieve set objectives at the beginning of performance cycle.	1.7	8.3	18.9	50.6	20.6	3.80	0.918
Personal development plans at work enables me deal with my past performance challenges and do better in the next year.	2.8	3.3	16.7	52.8	24.4	3.93	0.891
My Personal development plan specifies what need to be done and support needed from my supervisor to develop knowledge and skills, in performing my current job better.	3.4	4.4	20.6	45.6	26.1	3.87	0.965
Average						3.85	0.933

1= Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A) and 5= Strongly Agree (SA)

Performance Review and Employees’ Performance

The researcher sought the views of the respondents on performance review and employees’ performance at Kenya Airports Authority in Nairobi County. The percentages, means and standard deviation were computed and the findings presented in Table 2. Majority of the respondents agreed that during the review meetings, both the supervisor and employee takes positive view on how performance can become better in the future. This is shown by a mean of 3.88 (std. dv = 0.793). Also, with a mean of 3.84 (std. dv = 1.013), the respondents agreed that feedback from their supervisors helps them know how well they are doing and the nature of performance adjustments required for improvement. In addition, the participants agreed that the supervisor allows them conduct self-evaluation on individual employees’ performance before the supervisor giving their own evaluation feedback. The mean of 3.76 (std. dv = 0.982) shows. The respondents also agreed that their supervisors had expertise in providing regular and clear

feedback on their performance, as shown by the mean of 3.67 (std. dv = 0.890). The respondents agreed that in case of a mistake in their performance, their supervisor treats it as an opportunity for them to learn. This is as shown by the mean of 3.67 (std. dv = 1.013). The overall average mean of response was 3.76 (std. dv =0.939) indicated that the majority of the respondents agreed with the statements on performance review. The above findings are in accordance with the findings of Cherono (2010) who observed that 72% of the respondents agreed that performance reviews were undertaken in the organization.

Table 2: Performance Review and Employees’ Performance

Statements	1	2	3	4	5	Mean	SD
	%	%	%	%	%		
During the review meeting, my supervisor and I takes positive view on how performance can become better in the future.	1.7	33.3	17.8		17.8	3.88	0.793
				59.4			
My supervisor allows me to conduct self-evaluation on my performance before giving his/her own evaluation feedback.	5.0	6.1	15.0		18.3	3.76	0.988
				55.6			
In case of a mistake in my performance, my supervisor treats it as an opportunity for me to learn and improve in the future.	5.0	7.2	21.1		17.8	3.67	1.013
				48.9			
My supervisor has expertise in providing regular and clear feedback on my performance.	3.9	4.4	24.4		12.2	3.67	0.890
				55.0			
The feedback from my supervisor helps me know how well I’m doing and the nature of performance adjustments required for improvement.	5.6	2.8	18.3		48.3	25.0	3.84
							1.013
Average						3.76	0.939

1= Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A) and 5= Strongly Agree (SA)

Correlation Analysis

The study used Pearson correlation to determine both the direction and the strength of the relationships between the independent variables (performance planning, performance review, learning and development and performance rewarding) and the dependent variable (employee performance) at Kenya Airports Authority in Nairobi County, Kenya. The results were as indicated in the Table 3.

Table 3: Correlation Coefficients

		Performance Planning	Performance Review
Performance Planning	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	180	
Performance Review	Pearson Correlation	.007	1
	Sig. (2-tailed)	.065	
	N	180	180

From the results, there was a moderate positive relationship between performance planning and employees’ performance in Kenya Airports Authority in Nairobi Country, Kenya and the relationship was statistically significant ($r = 0.396$, p value 0.000). The relationship between performance review and employees’ performance was found to be positively moderate and statistically significant ($r = 0.326$, p value 0.000). Further, the finding revealed that there was a moderately positive relationship between Learning and development and employees’ performance ($r = 0.365$). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). In addition, the findings found out that there was a weak positive and statistically significant relationship between performance rewarding and employees’ performance in Kenya Airports Authority in Nairobi County, Kenya ($r = 0.265$, p value 0.000).

Regression Analysis

The study adopted multivariate regression analysis to examine whether the coefficients of the independent variables (performance planning, performance review, learning and development and performance rewarding) would predict the dependent variable (employees’ performance) in Kenya Airports Authority, Nairobi County Kenya.

The study used R-squared to show the variation in dependent variable (employees’ performance) that could be explained by independent variables (performance planning, performance review, learning and development and performance rewarding).

The model summary demonstrated an R-square value of 0.204. This implies that all the four independent variables (performance planning, performance review, learning, development, and performance rewarding) taken together could account up to 20.4% of variation in dependent Variable (employees’ performance) in Kenya Airports Authority, Nairobi County Kenya. This therefore indicates that the remaining 79.6 % of variation in employees’ performance is explained by other factors not considered in this study model.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.452 ^a	0.204	0.186	2.64341

a. Predictors: (Constant), Performance planning, Performance review, Learning and Development and Performance Rewarding

To examine if the model was a good fit for the data analysis, the researcher used analysis of variance as illustrated in table 4. From the results, F calculated was 176.102, which is higher than F critical value 2.423, with a significant level of 0.000, less than significant level of $\alpha=0.05$. This implies that the model was a good fit for the data analysis hence could be used to show the influence of independent variables (performance planning, performance review, learning and development and performance rewarding) on (dependent variable) employee performance.

Table 5 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	1230.599	4	307.650	176.102	.000 ^b
Residual	305.729	175	1.747		
Total	1536.328	179			

a. Dependent Variable: Employees Performance

b. Predictors: (Constant), Performance planning, Performance review, Learning and Development and Performance Rewarding

From the findings the model shows that, a constant Beta coefficient of $\beta_0 = 16.339$, which implies that, with all other factors held constant, employees' performance is at 16.339 unit. The results revealed that performance planning has a positive and significant effect on employees' performance in Kenya Airports Authority in Nairobi County, Kenya ($\beta_1 = 0.340$, p value 0.000). The p-value (0.000) was less than the significant level 0.05 hence making the relationship significant. The results of ($\beta_1 = 0.340$) implies that holding all other factors constant, for every unit increase in performance planning leads to an increase in employees' performance by a multiple factor of 0.340. The results concurred with the findings of Poku (2013) who indicated that inclusion of all employees in performance planning influences employees' productivity positively.

Further, the results revealed that performance review had positive and significant influence on employees' performance in Kenya Airports Authority in Nairobi County, Kenya ($\beta_1 = 0.247$, p value 0.000). The findings implied that, holding other factors constant a unit increase in performance review, leads to increase in employees' performance by a factor of 0. 247.The findings are in line with the results of Lugalia (2011) who found out that performance review had positively significant impact on employees' performance as they are used to track and monitor performance.

In addition, the results revealed out that learning and development had positive and significant influence on employees' performance in Kenya Airports Authority in Nairobi County, Kenya ($\beta_1 = 0.261$, p- value = 0.000). The p-value (0.000) was less than the significant level 0.05 hence making the relationship significant. This implies that holding all other factors constant, a unit increase in learning and development leads to increase in employees' performance by a multiple factor of 0.261. The results were in agreement with the findings of Nassazi (2013) who concluded that training and development had significantly positive impact on performance of the employees in regards to their job.

Table 6 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.339	1.258		12.990	0.000
1 Performance Planning	0.340	0.059	0.396	5.762	0.000
Performance Review	0.247	0.058	0.326	4.259	0.000

a. Dependent Variable: Employees performance

Conclusion

Based on the study findings, the researcher made conclusions in line with the study objectives. The study concluded that performance planning has moderately positive and significant influence on employees’ performance in Kenya Airports Authority in Nairobi County, Kenya. The study findings established that the performance planning indicators (Performance objectives, performance agreement and personal development plans) affects the outcome of employees’ performance at Kenya Airports Authority in Nairobi County, Kenya. This implies that consistent implementation of performance planning leads to significant improvement on employees’ performance in Kenya Airports Authority in Nairobi country Kenya.

The study concluded that performance review has moderately positive and significant influence on employees’ performance in Kenya Airports Authority in Nairobi County, Kenya. The study revealed that the indicators of performance review (review meetings, performance evaluation and performance feedback) has impact on employees’ performance at Kenya Airports Authority in Nairobi County, Kenya. This implies that, enhancing performance review will lead to improved employees’ performance in Kenya Airports Authority in Nairobi County, Kenya.

Recommendations of the Study

Based on the study findings, various recommendations were made in line with the study objectives. The study found out that there are other activities during the year, which makes performance planning impossible and when done, execution happens behind the schedule. The study therefore recommended that the management of Kenya Airports Authority should come up with a formalized performance-planning schedule and consider improvement in developing smart objectives across all the departments, teams and individuals, which aligns to the strategic objectives of the organization. The study also found out that some supervisors conduct the performance planning alone instead of jointly doing it with the individual employee. The study therefore recommended for performance management workshops to Authority’s supervisors in endeavour to ensure that they embrace the art of joint performance planning between them and their direct reports.

In addition, the study found out that, performance review motivates employees to perform their tasks however; the study found out that such meetings hardly happen. This study recommends that the management of Kenya Airports Authority should ensure regular performance reviews are

in place so that both the individual employees and the supervisors can discuss the past performance against the expected standards and set targets for future performance.

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