

**Performance Management and Employees Productivity in Hospitality Industry in Lagos State, Nigeria**

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**Being a Post-field Presentation to the Department of Management and Accounting, Faculty of Management & Social Sciences, Lead City University, Ibadan, Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Master of Science Degree (M.Sc) in Business Administration**

**2022**

### **Certification**

This seminar paper entitled “**Performance Management and Employees Productivity in Hospitality industry in Lagos State, Nigeria.**” was carried out by **Rasaq Owolabi AJIBONA** with Matric No. **LCU/PG/00476** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria under my supervision and this has not been previously submitted.

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## **Dedication**

This research work is dedicated to the Almighty God and also to all those who desire and crave for knowledge across the globe.

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## Acknowledgement

My appreciation goes to the management and staff of Lead City University, Ibadan and Lead City University library and their staff for the individual contributions toward the success of this thesis.

My sincere appreciation goes to my supervisor in person of Dr. Charles Jegede who took the time to read the thesis thoroughly and offer constructive criticism that helps to improve it and the Head of Department, Dr. T.M. Akinbo, not forgetting the Dr. Friday who has worked tirelessly to ensure the validity of our research. I would also like to express my deepest appreciation to all my instructors in the department of management and accounting. My appreciation also goes to Prof. J. Owoeye, Prof. K.A. Adeyemo (Vice Chancellor), Prof. A. Oredein, Dean of the Post Graduate school who have been given support and encouragement.

My deepest appreciation goes to my loving wife ( Mrs K.A Ajibona) for her care, understanding and encouragement. Thanks to my children (Hikmah, Haseemah, Haseeb & Haleemah Ajibona) for their love and prayers.

Even though the above mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work.

## Abstract

Employee's productivity is a variable that has been researched over time. Despite this, factors that really influence the above variable have not reached agreement among researchers. In order to clarify some of these concerns, this study was designed to investigate the effect of Performance management on employee's productivity in Hospitality industry in Lagos State, Nigeria. The population of this study represents all the staff of one hundred and three (103) hotels registered under booking.com as hotels in Lagos state. The Yamane formula used to arrive at 82 hotels for this study and also used purposive sampling considering the availability of the respondents to select some cadre(stratum) having four (4) respondents per hotel. Multistage sample was used to select 328 employees as shown in the research methodology. The research instrument used for data collection was questionnaire. Data was analyzed using descriptive and regression statistics tool. The results show that performance management that is qReward System ( $\beta = .106$ ,  $t = 2.843$ ,  $P < .05$ ), ( $r = 0.685$ )), Mentorship and Coaching ( $\beta = .593$ ,  $t = 6.503$ ,  $P < .05$ ), ( $r = 0.230$ )), Performance Feedback ( $\beta = .335$ ,  $t = -3.68$ ,  $P < .05$ ), ( $r = 0.202$ )), and Performance Appraisal ( $\beta = .710$ ,  $t = 3.450$ ,  $P < .05$ ), ( $r = 0.491$ ) are all have relative influence and significant relationship with employees productivity. Also, there was 28% change in employee's productivity a result of the joint contribution of reward, Mentorship & coaching, feedback, & appraisal system practicing. It was concluded that performance management practice informs of reward, mentorship & coaching, feedback, & appraisal system practices is very important factor in enhancing the productivity of employees as evidenced by the study. It was recommended that the organization should see and take performance management as the whole process for effective and efficient employees' productivity.

**Keywords:** Employee Productivity, Mentorship and Coaching, Performance Management, Performance Feedback, Performance Appraisal, Reward System.

**Word Count: 253**

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## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Productivity in any form is critical to an organization's overall performance in meeting its objectives, mission, and vision. Identifying the factors that influence productivity is a research that has been done all over the world over the years indicates that productivity is affected by relatively few factors, some of which are organizational specific while others can be considered universal. In general, most businesses, organizations, and managers face numerous challenges. One such challenge is in the area of management, which refers to the effective and efficient utilization of resources in order to achieve an organization's goals and objectives. Managing resources effectively and efficiently to ensure quality of output for better performance can simply refer to organizational productivity.

However, there are several perspectives on the term "productivity." A large number of professionals from various disciplines have considered productivity as a ratio of output to input<sup>1</sup>. Accountants and financial analysts emphasize that productivity reflects financial performance in terms of return on investment, profitability, growth, turnover, rate of turnover, cash inflow, and other factors. Many researchers believe that productivity includes both quality and quantity of output<sup>2</sup>. Many researchers define productivity as an organization's output per man-hour<sup>3</sup>. Consistent productivity is intended to improve the operation's efficiency and effectiveness<sup>4</sup>. Furthermore, productivity-related studies have been observed to include absenteeism rates<sup>5</sup>. Productivity has been linked to customer satisfaction, employee loyalty, morale, and job

satisfaction<sup>6</sup>. However, productivity has been defined as the most effective use of resources and the achievement of targets, goals, or levels of performance<sup>7</sup>.

Productivity refers to two important characteristics. First, productivity is closely related to resource utilization and availability. In a nutshell, this means that a company's productivity suffers if its resources are not used properly or are scarce. Second, productivity is inextricably linked to the creation of value while creation of value in any organisation is a product of performance management system<sup>8</sup>. Thus, high productivity is achieved when the activities and resources used in the manufacturing transformation process add value to the goods produced. Both the proper use of resources and the creation of values that represent the core of productivity in an organization underpin the foundation of an organization's performance management system. To that end, there is a strong relationship between performance management system and organizational productivity.

Thus, performance management is one of the most crucial human resource management (HRM) practices and a hot topic in management and organizational theory. Over the years, practitioners and academics have paid close attention to this practice in order to manage performance, Appraising and managing people performance appears to be the most difficult function in the field of human capital management to implement objectively and effectively while also being essential to individual growth, employee productivity, and sustained organizational growth. This may be why performance management and related topics like employee appraisal, performance assessment, and performance evaluation continue to be of interest.

In actuality, everyone in the situation reacts negatively at the mere mention of performance management. For instance, managers hate having to handle unfavorable criticism and irate workers. The majority of the time, employees, on the other hand, feels undervalued, demotivated, and concerned about how fair the performance management process is in general.

Despite the discomfort brought on by this process, the majority of organizations continue to pursue performance management as a crucial HRM function, elevating its position in contemporary organizations. The fact that the business environment is becoming more dynamic due to more legislation, technological advancements, and changes in the composition, diversification, and hyper competition of the workforce is also fueling interest in performance management<sup>9</sup>. Businesses are being forced to put more emphasis on training their workforce's competency as a result of the pressures of the competitive market in order to ensure productivity and commitment. Because of this, performance management is consistently regarded as one of the HRM initiatives necessary to guarantee maximum success.

Performance management is the process of establishing a work environment or setting in which individuals are able to perform to the best of their abilities in the corporate context where performance is defined as the degree to which an organizational member contributes to the firm's goals. It serves as the main channel for managers to inform staff members of expectations and offer feedback on how well they are performing their duties<sup>10</sup>. The company must have a performance management system in place to make sure that its commitments to clients, shareholders, and staff is honored. A lot of the elements of effective learning, development, and people management are combined here. Performance management is a crucial component of a manager's role because it creates a shared understanding of what needs to be done and offers a

way of leading and developing people to make sure it is done. As a result, it will support meaningful relationships with both individuals and teams.

Organizational performance and effectiveness can be improved by implementing performance management systems<sup>9</sup>. Despite the ostensible advantages of using performance management systems, 70% of implementations fail. A performance management process is one in which a company, organization, or institution creates a work environment in which employees are empowered to work to the best of their abilities. The method used by an employer to accomplish this varies from one business to the next. Regardless of these differences, the performance management process typically includes some combination of goal setting, performance appraisal/review, and reward. Furthermore, training is frequently provided throughout the process<sup>9</sup>. A performance management system (PMS) is a methodical and continuous approach to evaluating the performance of employees, teams, and departments, as well as aligning an organization's overall objectives and goals with the individual goals of its employees. The PMS allows the organization to see if there is any deviation in employee performance that is affecting the organization's mission, vision, and goals. The PMS serves as the foundation in an organization for identifying current and future competency gaps. PMS is also useful for conflict resolution, identifying training requirements, mentoring employees, and optimizing the use of human resources and resource pools<sup>10</sup>. Employee productivity is a major concern in Nigeria, as institutions face challenges such as recruiting the right people, redundancies, retaining talent, staff development, and performance management process issues<sup>3</sup>. Organizations must understand what characteristics of performance management systems are most helpful in producing beneficial organizational outcomes in order to implement successful performance management

systems. Although previous research has examined the impact of small sets of performance management characteristics, few studies have defined a comprehensive list of characteristics to determine the ones most predictive of positive organizational outcomes, such as perceived system effectiveness and engagement<sup>11</sup>.

One component of talent management is performance management, which has been defined as the measurement and management of employee and organizational performance with the ultimate goal of improving organizational effectiveness<sup>4</sup>. Managers work with their employees to set performance expectations, measure and review performance results, and reward performance as part of performance management<sup>12</sup>. Setting performance goals at the organizational, departmental, team, and individual levels, conducting performance appraisals, developing systems to provide rewards, feedback, and coaching, and measuring the effectiveness of performance management systems are all components of performance management<sup>12</sup>. Performance management systems are defined by these interconnected and independent performance management elements that influence one another to improve employee and organizational performance and, as a result, organizational effectiveness. Each of the elements can exist on their own and be considered performance management. Performance management systems, on the other hand, are made up of several performance management elements that collaborate to achieve the common goal of improving employee performance and effectiveness<sup>13</sup>. The characteristics of a performance management system can be divided into four categories: the system's purpose, performance measures, activities, and structural characteristics. A performance management system's purpose reflects an organization's main objectives and guiding principles for the system to help it gain a competitive advantage<sup>13</sup>. Organizations typically use performance

management systems for one of three reasons: to achieve results, develop employees, or accomplish administrative tasks. Employees are viewed as a means to achieve organizational goals, such as increasing revenue or company sales, in performance management systems with a results-oriented purpose.

Performance management systems with a development-oriented purpose are primarily concerned with employee development, with the assumption that empowering employees through development leads to improved performance and, as a result, a competitive advantage<sup>14</sup>. Performance management systems that are primarily used for administrative purposes provide organizations with valuable information for human resource decisions such as promotions, pay raises, and terminations<sup>13</sup>. These decisions communicate to employees what the organization values in terms of performance, which helps guide employee behavior<sup>14</sup>. Organizations can use a variety of activities designed to improve employee performance within performance management systems. Some activities include clearly communicating performance expectations to employees and informing them of the importance of their performance efforts to organizational effectiveness<sup>9,15</sup>. Mentorship and coaching, performance feedback, recognition and reward, employee expectations, and employee performance are all part of performance management activities.

Coaching and mentoring are ongoing processes in which the manager directs, motivates, and rewards the behavior of employees. Coaching includes several key functions, such as advising employees on what is expected of them and how to perform well, providing employees with guidance so they know how improve their performance, facilitate support without being

controlling, and improve employees' confidence and competence. Coaching is an ongoing process in which the manager directs, motivates, and rewards the behavior of employees. Coaching includes several key functions, such as advising employees on what is expected of them and how to perform well, providing employees with guidance so they know how to improve their performance, providing employees with support without being controlling, and enhancing employees' confidence and competence<sup>16</sup>.

Many researchers have been paying close attention and interest to a specific type of communication, feedback, in recent years<sup>8</sup>. Prior research as well as personal experiences has demonstrated the ability of feedback to provide individuals with valuable information about their performance. Indeed, feedback should ideally assist individuals in adopting a development-oriented mindset, allowing them to learn about themselves, their behavior, and ultimately improve their performance<sup>17</sup>. Feedback can be defined as specific information about a comparison of one's observed performance to a standard. Feedback, according to these authors, aims to improve the observed individual's performance and can be outcome or process-oriented<sup>11</sup>. While outcome-oriented feedback only provides general success or failure information, process-oriented feedback provides specific and detailed information about the recipient's strengths, weaknesses, and actual performance, as well as how he or she could improve it<sup>9,10</sup>. Employees are generally more interested in process feedback than outcome feedback because they want to know how to perform better.

Performance feedback is a critical component of all performance management systems<sup>11</sup>. This can be defined as data relating to an employee's past behavior in relation to identified standards

of employee behavior and results. Its primary goal is to improve an individual's and a team's performance, as well as employee engagement, stimulation, and job satisfaction. It is a type of performance management that can be viewed as a powerful developmental strategy when compared to traditional manager-subordinate appraisals. The strategy does not replace the traditional process and may be used as a stand-alone development strategy. It includes feedback appraisal derived from those with perspectives deemed relevant and useful.

Employee performance is typically defined in organizational contexts as the extent to which a member of an organization goes to achieve the organization's objectives. In service-oriented organizations, employees are the primary source of competitive advantage. Furthermore, the commitment performance approach views employees as assets and resources with a value for their voice. Actually, it plays an important role in an organization's performance<sup>12</sup>.

Also, expectation performance is another factors that influences employee productivity. These are an employee's requirements, which include expected results, behavior, and actions<sup>18</sup>. Contracts, job descriptions, company policies, and performance management documentation are commonly used to document these, so they may not be captured as a single document. Employees are not always informed of how their performance will be evaluated.

Furthermore, it has been stated that the person being evaluated participation in the performance appraisal process (goal setting and appraisal criteria) is a critical component in clarifying what is expected to be accomplished and when it should be accomplished. It also enables the employee to plan how the necessary goals will be met<sup>19</sup>. The term "reward system" refers to the available employer tools that are used to attract, retain, stimulate, and gratify employees<sup>15</sup>. Reward is an

expression of gratitude that may be monetary or otherwise extended to employees for their additional output to the company. It is also regarded as overall gratification, which may be a combination of monetary and non-monetary rewards in a predetermined reward system<sup>15</sup>. The researcher also stated that the total reward is normally emphasized because it is unclear which of the rewards (monetary or otherwise) is better at stimulating employees' morale for improved performance and productivity.

It may be argued that most employees seem to be unaware of what constitute the productivity indicators, and the extent to which these productivity parameters actually contribute to work performance is unclear. Equally worrisome, is the lack of openness, reward system, appraisal and poor feedback mechanism in the process of evaluating employees' productivity. Thus, one can easily conclude that the performance management system in the company has been ineffective; and can adversely affect employee productivity leading to dwindling morale. Thus, exploring the ways of implementing highly effective and successful performance management systems in hospitality industry particularly hotel is quite timely and has become the overall aim of this research.

## **1.2 Statement of the Problem**

Performance management (PM) systems are aimed at driving forward improvement in hospitality industry and enhancing the sustainability of employee Productivity. Performance Management activities like reward system, Performance feedback, Performance expectation have been focused upon as affecting employee productivity in the hospitality industry. Scholars have linked performance management system practices with improved employee productivity.

However, these management practices (performance management system) seem not to have been looked at in their entirety as factors affecting employee productivity in the hospitality industry<sup>17</sup>. These are indicators of ineffectiveness of human resource management practices including performance management in the organization. Since the introduction of performance management system on productivity no research has been conducted to determine its influence on employee productivity in hospitality sector. Records also show that only a few hotels in the Lagos State of Nigeria are making efforts to embark on a performance management review with the commensurate reward system<sup>18</sup>. In addition, a study also found out that that some of them assumed that performance management involved only target setting and performance appraisals and the whole cycle was not addressed<sup>20</sup>.

All organizations including hotels and other hospitality industry in the study area are faced with competitive business environment courtesy of globalization and advancement in communication technology<sup>16</sup>. Most Human resources managers in the hospitality industry are not making the best use of performance management system to enhance the employees' productivity and motivation. Consequently, the morale of employees to be productive and contribute maximally to the course of this hotel sector is at low ebb. This in turn affects the productivity of the hotel in several folds such as: poor service quality, low quantity output, inefficiency, loss of profit, and delay in meeting customers' order, poor treatment of customer at service point as well as lack of strategic competitive advantage among others especially in a more commercialized area like Lagos State

The hospitality sector relies heavily on the human resource to achieve its goals. Performance management is one of the key managerial strategies used in human resource for hospitality

management in the study area. However, there are few researches on performance management and productivity in hospitality sector in Nigeria. A study show that performance management cycle has been reduced to a transient activity at the end of the financial year and this fails to give a true reflection on how employees have performed over a period of one year. This raises the question whether performance management programs have an impact on workers' efficiency. It is against this background that the researcher wants to determine the influence of performance management system on employee productivity in hospitality industry in Lagos State Nigeria.

### **1.3 Aim and Objectives of the Study**

The aim of the study was to assess the performance management system and employee's productivity in a selected hospitality Industry, having focus on Hotel sector in Lagos State, Nigeria. Specifically, the objectives of this study are to:

- i. Examine the extent to which reward system for employees lead to effective employees' productivity at selected hospitality industry in Lagos State.
- ii. Explore the extent to which mentorship and coaching of employees lead to effective employees' productivity at selected hospitality industry in Lagos State.
- iii. Assess the extent to which performance feedback by management lead to effective employees' productivity at selected hospitality industry in Lagos State
- iv. Determine the extent to which employee performance influence effective employees' productivity at selected hospitality industry in Lagos State.

## 1.4 Research Questions

The study will be guided by the following research questions.

- i. To what extent does reward system lead to effective employee's productivity at selected hospitality industry in Lagos State?
- ii. To what extent does mentorship and coaching lead to effective employees' productivity at selected hospitality industry in Lagos State?
- iii. To what extent does performance feedback by management lead to effective employees' productivity at selected hospitality industry in Lagos State?
- iv. To what extent does performance appraisal by management lead to effective employees' productivity at selected hospitality industry in Lagos State?

## 1.5 Research Hypotheses

**H<sub>01</sub>:** There will be no significant relationship between performance management system (reward system, Mentorship and coaching, performance feedback, & performances appraisal) and employee's productivity at selected hospitality industry in Lagos State.

**H<sub>02</sub>:** There will be no significant relative influence of performance management system (reward system, Mentorship and coaching, performance feedback, & performances appraisal) on employee's productivity at selected hospitality industry in Lagos State.

**H<sub>03</sub>:** There will be no significant joint influence of performance management system (reward system, Mentorship and coaching, performance feedback, & performances appraisal) on employee's productivity at selected hospitality industry in Lagos State.

## **1.6 Significance of the Study**

In this research the finding can contribute to the hospitality industry especially in the hotel sector in Nigeria by providing information, about the existing level of performance management system and how the productivity level of employees are crucial to incorporate as a means of enhancing the employees' productivity in the organization as well as enhance motivation at the workplace through the provision of performance feedback, reward system and provision of coaching and mentoring. It also gives insight about the effect of the existing performance management system, so that the hospitality industry (hotel sector) in Nigeria can take appropriate action to solve the current problem of low productivity among employees.

The study also provides relevant information for concerned department found at various levels of management, human resource department and labour unions, to understand the importance of effective performance management system and its effect on employee productivity. This study would be useful to academicians and researchers who might be interested in pursuing research in the same area. The study will help them understand the effect of the performance management system on employee productivity. Additionally, this study would help the researcher to acquire knowledge and experience of doing a study and learning about the relation of performance management system and productivity.

## **1.7 Scope of the Study**

The quest of this study is to determine the Performance Management on employee's productivity in hospitality industry in Lagos State, Nigeria. However, it is confined to all the male and female of staff of one hundred and three (103) hotels registered under booking.com as hotels in Lagos state for this study.

Employee's productivity is used as dependent variables in this study, whereas performance management (reward system, Mentorship and coaching, performance feedback, and performances expectations is the independent variable for this study.

For the methodology scope of this study, instrument used is a questionnaire while descriptive and inferential statistics for the analysis. The background data is analyzed using descriptive statistics such as frequency counts, simple percentages, bar chat, and pie chat. Correlation and regression analysis is used to establish relationship, joint and relative contribution of independent variables and dependent variable.

## **1.8 Limitation to the Study**

The researcher faced some of the limitation while gathering the data for the study. Some of the limitations are; Poor attitude and busyness of respondents (hotels staff) towards filling of questionnaire. The protocol problem such as long process and some asking for payment before being able to administer questionnaire posted a big delay and limitation to this study.

## 1.9 Operational Definition of Terms

**Employee performance:** Employee are the important part of any organization increasing the performance they can be motivated through financial and non-financial benefits they can designing that you can says that composition is reward which is receiving by the employee to show their performance.

**Employee Productivity:** This can be defined as the amount of work (or output) produced by an employee in a specific period of time.

**Hospitality industry:** This is a broad category of fields within the service industry that includes lodging, food and drink service, event planning, theme parks, travel and tourism. It includes hotels, tourism agencies, restaurants and bars.

**Human Resource Management:** This is used to describe a strategic and coherent processes in managing organization most valued assets-the people contributing to the achievement of its goals.

**Mentorship and Coaching:** This is a crucial phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies.

**Performance Feedback:** This refers to any information exchanged by employees (formally or informally) regarding their performance, skills, or ability to work within a team. Both supervisors and peers may deliver feedback, and when done tactfully, the process can create a stronger, more harmonious workplace.

**Performance Expectation:** These are requirements of an employee including expected results, behavior and actions. These are commonly documented in contracts, job descriptions, company policies and performance management documentation such that they may not be captured as a single document.

**Performance Management:** The process of ensuring that a collection of activities and outputs, particularly in the hospitality industry, achieve an organization's goals in an effective and efficient manner.

**Rewarding:** This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

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## **Chapter Two**

### **Literature Review**

This chapter encompassed the theoretical framework and demonstrated how key concepts related to each other through the conceptual framework and literature reviewed. However, The literatures were reviewed conceptually, theoretically and empirically. Similarly, the summary of gaps in literature was previewed. The sub themes are as follows:

#### **2.1.1 Conceptual Review**

- Employee Productivity
- Productivity and Performance
- Performance Management System
- Reward System
- Coaching and Mentoring
- Performance Feedback
- Performance Appraisal System

#### **2.1.2 Theoretical Review**

- Expectancy Theory
- Goal Setting Theory

#### **2.1.3 Empirical Review**

#### **2.1.4 Conceptual Framework**

#### **2.1.5 Summary of Gaps in Literature Reviewed**

## 2.1 Conceptual Review

### 2.1.1 Employee Productivity

Employee productivity is defined as the ability of a worker to produce quality outputs with limited inputs. It is further suggested that one of the major components that affects the profitability of an organization is employee productivity, as it determines the level of production that needs to be reported by the organization with its level of inputs<sup>1</sup>.

A study define productivity as “that which people can produce with the least effort”<sup>1</sup>. They went on to say that productivity "is a ratio used to assess how well an organization (or individual, industry, or country) converts input resources (labor, materials, machines, etc.) into goods and services." Moreover, productivity refers to the "effort that individuals can produce with the least amount of effort by putting labour, material, and machines together."

Productivity is also defined as "an economic output per unit of input, where the unit of input can be labour hours (labour productivity) or all production factors including labor, machines, and energy" (total factor of productivity). Productivity is defined as "the ratio of output to input based on the context and content of the output measure (e.g., products, services, market shares, value) and input measure (e.g., labour hours)." energy, materials, and work environment)<sup>3</sup>." In their critical review of literature,<sup>3</sup>defined productivity as the efficiency and the rate at which goods are produced. They further described it as “being used to denote a relationship between output and the associated inputs used in the production process.” It is “a measure of outputs which are obtained by a combination of inputs.” A study stated that the definitions of productivity share characteristics of typically being about efficiency, inputs and outputs<sup>4</sup>. They

used an example of the Oxford Dictionary defines productivity as “effectiveness of productive effort, especially in industry, as measured in terms of the rate of output per unit of input.” Productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization. Organizational productivity measures how well an organization function and also an indication of efficiency and competition of a single or department.

The company is an ever changing beast and every year, the industry is faced with fresh challenges. The author stated that virtually all media houses constantly report the closure of industrial units, labour disputes between employers and their employees or reductions in the labour force due to recession and other economic dynamics<sup>5</sup>. As a result, the image of manufacturing industries have been marred by low wages, high labour turnover, inadequate working conditions, poor performance and productivity<sup>6</sup>. Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness<sup>4</sup>. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a

business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. The prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components<sup>7</sup>. Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame. It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity refers to the employees' continuous efforts to be able to convert inputs into outputs efficiently and sustainably in pursuit of meeting the organizational goals. Also, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity. Thus, effectiveness and efficiency marketing strategy in an organization determine its productivity.

Furthermore, The aforementioned definitions captures two important characteristics. First, productivity is closely related to resource utilization and availability. In short, enterprise productivity suffers when resources are misused or scarce. Second, productivity is also strongly connected to the creation of value. Therefore, high productivity is achieved when the activities and resources in the transformative process of manufacturing add value to the goods produced. The key conclusion, therefore, is that we must be lean to improve productivity. Waste can be seen as the opposite of what productivity stands for.

It was pointed out that inherent similarities in many definitions of productivity; the basic content seems to be the same. However, within the similar definitions, there are three broad categorizations: The technological concept, that shows the relationship between ratios of output to the inputs used in its production; The engineering concept shows the relationship between the actual and the potential output of a process, The economist concept indicates the efficiency of resource allocation<sup>9</sup>.

Human services represent one of the key components of production factors and cannot be ruled out in any organization. Employees who are deemed productive are able to transform limited inputs to high quality output that generates revenue for the organization. This therefore warrants organization to be tasked with the responsibility of motivating the workforce to achieve desired goals. Organizations are concerned on how they can best maintain a sustainable performance and achieve best results from their employees by exploring on the best alternative solutions to engage, develop teamwork and encourage employees to give their best input in what they work in. Not only financial rewards are deemed the best motivator towards enhanced employee productivity but also non-financial incentives<sup>2</sup>. An oversight, which reviewed the effectiveness of performance management and organizational performance. Worker productivity is a measure of the efficiency of a worker or group of workers. Productivity can be measured based on employee performance over time<sup>3</sup>. The productivity of a particular worker is usually assessed relative to the average of workers doing similar work. Employee productivity is an important consideration for companies, as a large part of a company's success depends on it. In short, productivity comes from production. Managers of all business organizations are responsible for motivating their employees to achieve business goals<sup>5</sup>. Most companies are looking for ways to make employee

performance sustainable. This means looking at what can be done to encourage the employees to give their best through various reward systems in whatever work they do in the organization. Maintaining productivity is therefore a concern that many companies want to address in different ways. means so that employees can remain productive in the long run

Therefore, performance management must be examined in any given situation, taking into account how individuals in any given business are motivated and the amount to which they are motivated and the extent to which they are most effective for a particular organization<sup>6</sup>. Thus it is on this basis that the study aims to determine the effect of performance management practices on employee productivity with a focus on Hospitality industry.

Employee productivity is basically related to performance in terms of individual goals<sup>7</sup>. Again, measuring performance is one of the most difficult problems for managers. Measuring performance is similar to performance appraisal. Performance appraisal assesses an individual employee's performance and provides insight into what that employee should do to improve their effectiveness. Some employers peg employee remuneration on the basis of their scores in performance measures. There are many aspects that are considered during such exercises. Perhaps most important is the completion rate of assigned tasks, the accuracy and achievability of such tasks. Such measurements are difficult at best and often imprecise. In such circumstances, relying on them for anything could be prejudicial to the employee also adds that they are subjective rather than objective and as such should not be a basis for determining emoluments to employees<sup>8</sup>.

Productivity has been described by as the level of an individual's work achievement after having exerted effort. They believe that productivity is an individual phenomenon. Certain environmental conditions, however, will have a substantial impact on performance. Determining an individual's job as attempted by various evaluations provides specific benefits to the company. Evaluations and assessments may have a detrimental impact on the individual<sup>9</sup>. However, a study points out that successful organizations in the private sector are adherents of the various work measurement and evaluation schemes<sup>10</sup>. The example of certain organizations that have seen sustained superior performance over the years<sup>10</sup>. He also links these organizations' success to their superior organizational culture. Performance measurement is part of this company culture. Organizational structures and advanced human resource management practices, including the use of realistic job pre-view techniques as well as employee evaluation have also been cited as part of that organizational culture<sup>11</sup>. The focus of managers in organizations at various levels is effective in improving employees' productivity<sup>11</sup>. The organizational culture should inspire co-operation and teamwork, from top to bottom in the company. The manager should provide incentives to employees in a firm, especially by transferring the right kind of leadership to create the type of organizational culture where people recognize their own personal value & interests with that of the cooperation. The management must discover the type of organizational culture that allows employees to align their interests with those of the company, find meaning in their job, and feel proud to be a part of the company<sup>11</sup>.

### 2.1.2. Productivity and Performance

The terms productivity and performance are commonly used within academic and commercial circles; they are however rarely adequately defined or explained. Indeed, they are often confused and considered to be interchangeable, along with terms such as efficiency, effectiveness and profitability<sup>1,9,10</sup>. Measure and improve regimes are often created without a clear understanding of what to measure or improve. This can simply be viewed as a missed opportunity to fully understand and optimize a pragmatic approach to improvement or the key factors associated with competitiveness and success. Certainly, within academia, a shared vocabulary and grammar is helpful in ensuring rigorous and robust development of shared understanding. It has been argued that productivity represents one of the most important basic variables governing economic production activities<sup>10</sup>. For example, productivity improvement as one of the key competitive advantages of an enterprise in the following way<sup>10</sup>: Companies must understand that increasing productivity is one of their key competitive advantages in terms of both cost and quality.

Despite the fact that productivity is one of the most important aspects determining a manufacturing company's competitiveness, many studies contend that productivity is frequently placed in a secondary position and disregarded or ignored by those who have the power to affect production processes<sup>9,10</sup>. One possible reason for this is a general lack of consensus on what the term actually stands for. Though the term is widely used, it is often misunderstood, leading to productivity being disregarded or even to contra productive decision making<sup>11</sup>. A study suggests that even though the concept of productivity has existed for a long time, remarkably many people who make decisions every day about improving plant efficiency do not know how to answer the simple question of what productivity is<sup>12</sup>. Productivity improvement are often based on

individual opinions instead of on a shared and commonly held view<sup>13</sup>. A straightforward evaluation of the literature points in that direction. Productivity is a concept that is rarely defined. There is a dearth of knowledge on the various meanings of the phrase and the effects that result from this disparity. There are definitions and methods that are both verbal and mathematical. This implies that productivity is an ambiguous concept having multiple meanings that depend on the context in which it is employed. Performance and productivity, on the other hand, are two distinct notions that are inextricably related, as productivity refers to achieving the maximum level of performance with the least amount of resources. It's commonly referred to as the ratio of total output to total input. Productivity refers to the efficiency with which the factors of production are used to produce goods and services.

Employees who are motivated, dedicated, and committed will perform better, and institutions are encouraged to value their human resources because it is only manpower that makes a difference in performance. Any organization should strive to keep their human resources by constantly monitoring factors that affect productivity. These factors may include technology, training, policies, performance management system that is opportunities for advancement, and management attitude. These productivity factors, when properly utilized, inspire employees to work hard and give their all. They encourage innovation and allow employees to accept responsibility for their performance. As a result, less time is wasted on reworks, accidents, and waste. As a result, quality has improved, as has output and productivity.

### **2.1.3. Performance Management System**

Performance management entails actions that ensure that the firm's goals are achieved constantly in an efficient and valuable way. Performance management ensures that a company can achieve the best results. On the other hand, The Institute of Personnel Management undertakes performance management as an approach that relate to many organizations' activities, positioned in the framework of procedures, traditions, style and system of communication of the human resource<sup>12</sup>. Performance management as a process that involved a decisive approach that help in improving the firms' productivity and employees by uplifting employee performance through teamwork and personal capabilities<sup>13</sup>. There are those who contend that employing performance management techniques, which include hiring staff, training and developing them, employee evaluations, and developing a feedback system, can improve staff knowledge, skills, and capability while also boosting motivation, reducing whining, and maintaining top performers and productivity<sup>14</sup>. Productivity measure the workers efficiency, it can be determined by the results that employee gives at certain duration of time. Typically, the productivity of certain employees is measured against the expected results if an average employee performs a similar task. As a company's achievements are seen through its workforce, employee productivity is a major concern for any company to evaluate performance management in any way to control. examine the motivations of individuals and their usefulness to the company. A reward is anything that captures the attention of workers and excites them to work. Typically, the productivity of certain employees is measured against the expected results if an average employee performs a similar task. As a company's achievements are seen through its workforce, employee productivity is a major concern for any company to evaluate performance management in any way to control. examine the motivations of individuals and their usefulness to the company.

#### **2.1.4 Reward System**

A reward is anything that captures the attention of workers and excites them to work. Employees obtain this benefit by accomplishing a task and carrying out a responsibility. Rewarding employees for putting out their best efforts in developing unique ideas that improve business operations and further boost the organization's financial and non-financial performance is also defined as one of the valuable variables to encourage employees<sup>15</sup>. Positive reinforcements provided by the organization are referred to as rewards. Individuals are motivated to perform harder and more effectively when they are given rewards. The individual or organization rewards the worker or workers for the subsequent task they complete<sup>16</sup>. A reward is a benefit that arises from accomplishing a task, delivering a service, or carrying out a responsibility. It has long been acknowledged that incentives have a significant impact on employee performance.

Furthermore, a well-paid employee feels valued by the company where they work<sup>17</sup>. Employees will give their utmost if they feel their efforts will be appreciated by management. Employee performance is impacted by a multitude of elements, including as the working environment, employee-employer relationships, possibilities for growth and career development, job security, and the company's general policies and procedures for rewarding workers, among others. Managers should utilize incentives to show employees that their efforts are appreciated<sup>18</sup>. In general, a reward is given to express gratitude for a work well done or to acknowledge exemplary service<sup>19</sup>.

The incentive system should be able to identify each employee's strengths and limits in order to increase performance. A career development plan can be implemented through training and the provision of an adequate compensation system to improve employees' performance if they fail to meet the goal<sup>20</sup>. The incentive should be in line with the company's goals and fairly recognize each employee's contribution to their respective teams' high levels of achievement. According to one study, when the evaluation process is directly tied to incentives, the people being assessed appear to embrace the procedure and be satisfied with it<sup>21</sup>. Rewards programs are essential for every firm that wishes to accomplish its goals and objectives. This implies that, in order to achieve this, top management must define each employee's job clearly and appropriately<sup>22</sup>.

Every newly formed company must clearly define its aims and objectives, which necessitates a full description of each employee's tasks, unambiguous communication of those obligations to them, and appropriate praise or criticism of their performance<sup>23</sup>. The evolution of reward management may be divided into three categories: coercive (work harder or lose your job), remunerative (work harder and get paid more), and normative (work harder and be rewarded) (work harder to achieve organizational goals)<sup>24</sup>. These findings provide a serious challenge to those who assume that reward outcomes and appraisal outcomes must be tightly separated.

Implies that when good performance is recognized and rewarded, the possibility of it happening again is increased, whereas poor performance is discouraged or even penalized to lower the likelihood of it happening again. Verbal rewards boost task interest and performance; physical awards boost motivation when provided to people for completing tasks or reaching or exceeding preset performance standards<sup>25</sup>. These and other crucial aspects contribute to the effectiveness of the reward process. Rewards for creativity promote generalized creativity in other tasks; reward

systems should support the new dynamics of team-based organizations and reward the right kind of team behavior and performance; reward systems should recognize the value of cooperation as well as differences in individual performance; and problems can arise when reward systems emphasize individual results despite the fact that people have collaborated in teams. There is likely to be an issue from the employee's perspective if a company just creates its evaluation system without a baseline performance to reward appropriately, which would then undermine the organization's overall purpose. Appraisals are widely used in the public sector to recognize or award employees for a job well done. This sort of high performer motivation is likewise tough for low performers<sup>27</sup>. Every organization may have one or more of the following incentive systems.

### **Salary as a Reward Scheme**

Salary is the primary mechanism utilized by the corporation to reward its employees, but little is known about how it works in the rewards system<sup>21</sup>. To understand how wage effects performance, the organization must first understand the employees' preferences for a compensation structure. As a result, managers find it difficult to deal with the pay issue and to link the performance and financial incentive connection<sup>18</sup>. Wages or wages have evolved into an important tool for increasing employee performance. It is defined as a fixed payment paid to employees on a regular basis in return for their daily performance and output. Other than the pay, he noted, allowances are unaffected by employee performance. Each company must choose the proper wage amount for its employees based on their needs. An effective pay plan is intended to have an impact on the viability of the work unit, the achievement of the vision and mission, and the achievement of work objectives.

Salaries and wages are important, and they should indicate a few features of fairness rather than merely suitable pay<sup>22</sup>. This is due to the fact that a decent pay will make people happy and improve their performance inside a business. Every employee's goal is to make money, whether it is financial or not. Employees' salary must be enough to satisfy their fundamental needs. Employee performance is influenced by fringe perks and the sort of workplace environment<sup>27</sup>. The choice of the business to increase the employee's compensation or the quantity of their current income will drive them to improve their performance inside the organization. Employee productivity and monetary rewards such as pay and remuneration have a strong positive correlation<sup>24</sup>.

### **Bonuses as a Reward Scheme**

A bonus is recompense delivered in addition to an employee's base salary or hourly rate of pay. Bonus programs are an important component of reward systems<sup>28</sup>. This is because employee bonuses will be determined by how well they are currently working for the firm. Incentives are frequently discretionary or retroactive, employees so should not be required to accept them. When an employee does especially well during the year, the firm may award a bonus. The purpose of this bonus scheme is to boost staff productivity and performance. Bonuses are frequently given at the end of the performance period, which is a year set by a company's laws<sup>25</sup>. Also emphasized that incentives are provided to employees in order to motivate them by recognizing their outstanding achievements throughout the year. Employees are motivated to outperform the organization's low performance with incentives.

### **Appreciation as a Reward Scheme**

Admiration is something noteworthy and meaningful to oneself<sup>29</sup>. Academics and viewpoints on the relationship between gratitude and appreciation have offered several definitions of thanks. Despite acknowledging the link between thankfulness and appreciation, it does not imply negative feelings. It is a way of showing gratitude for the accomplishments of others. Furthermore, gratitude has an energetic quality that transmits a strong sense of thankfulness from one person to another<sup>24</sup>. Appreciation, like ritual, is a higher-order construct and another component of thanks. The majority of employees like getting a thank-you email or appreciation post for their contributions to the organization. There are also four forms of thanks: written thanks, vocal or private gratitude, public thanks, and team thanks.

### **Health Benefits as Reward System**

Health-care benefits are defined as strategies and actions targeted at preserving and improving customer satisfaction. Furthermore, a company must be able to pay for health insurance payments as well as improve and maintain employee health. Employee productivity will suffer if the business is unwilling to pay for employee health insurance. As a result, employee health and performance suffer. A study conducted in multiple countries, the cost of benefits adds 44.5% to every dollar of pay, or 30.8% of the total employee non-financial compensation package<sup>30</sup>. When the cost of healthcare coverage continues to rise, businesses confront severe challenges. Creating a less competitive compensation structure for employees should be the duty of the firm. Because health care in our culture is so expensive, it may be difficult to find health benefits that cover all employees, whether they are healthy or impaired<sup>21</sup>. Employee appreciation and sense of value from the organization are impacted by how they accept the supplied health care perks.

### **2.1.5 Coaching and Mentoring**

Coaching and mentoring are development approaches that employ one-on-one conversations to improve an individual's abilities, knowledge, or work performance." However, some businesses refer to coaching activities in broad terms, such as life coaching, performance coaching, business coaching, and facilitative management, while mentoring is employed as a specialized sort of counselling<sup>28</sup>. Mentoring can take both official and informal forms. Senior workers identify the mentor and mentee in formal mentoring by concentrating on organizational and individual goals; the duration and breadth of mentoring relationships are structured; and the frequency of learning experience and communication is structured. However, in informal mentoring, the mentor and employee pair instinctively and usually provides focus on the employee's goals and objectives; the duration and relationships of mentoring could be short-term as well as long-term; and the frequency of contact and experience from the learning are unstructured<sup>29</sup>. The term coaching for staffs should have a goal of high improvement and high performance of employees at work, which generally refers to procedures of assisting others in order to improve their working skills, develop and learn new skills, achieve goals and objectives, and find individual success to manage personal and organizational challenges.

#### **Coaching**

Some academics see coaching as primarily a technique for executive growth or to help professionals and troubled executives get back on track. They describe coaching as "helping to change behaviors that threaten to derail a valuable manager"<sup>30</sup>. However, according to Blanchard and Shula, the coaching method might vary depending on the employment scenario. The term "coaching" typically refers to methods for assisting others in acquiring new skills, improving,

finding personal success, accomplishing predetermined goals, and balancing personal challenges and chances for success<sup>31</sup>.

Coaching may address employees' behaviors, attitudes, abilities, and knowledge, as well as their spiritual and physical well-being. Similarly, coaching was defined as a training system that often involves one-on-one support aimed at assisting an individual to progress in a practical sense<sup>30</sup>.

He went on to say that coaching may relate to a variety of situations: coaching within the company can be in addition to or equivalent to mentorship and training; and coaching outside the organization can be as an individual private service, mostly provided by small businesses or self-employed coaches. Furthermore, coaching can refer to many methods of individual development delivery, such as mentorship, training, or augmentation inside enterprises, and the provision of specific services for individual development by private persons or small businesses<sup>33</sup>.

Coaching involves various types of individual development, which normally refers to a sense of consent, agreement, and willingness to participate on the division of learners; however, this term may also indicate situations for development where the learners have far less input to procedures and methods, and really the provision of coaching itself<sup>34</sup>. It preferentially aids an individual in identifying their own resolves rather than imposing the resolution from the coach's perspective. Coaching is often one-on-one, frequent and continuous, individualized, enabling, planned, goal-focused, adaptive, model-based, assessed and documented, and time-bound<sup>35</sup>.

Thus, coaching combines numerous characteristics of effective designation, notably the concept of SMART targets; nevertheless, it is more driven by learners' needs than organizational considerations, which typically determine delegation. Furthermore, coaching is generally

concerned with improving performance in a certain skill area, frequently in the near term. Goals are usually set based on the coach's suggestions. Whereas the learners have primary ownership of the goals, the coach has primary ownership of the coaching processes. Coaching, in most cases, comprises of direct extrinsic feedback that is typically but not always associated with some concept of improving performance, whereas mentoring is more tied to people's career self-management<sup>36</sup>. As a result, mentoring may consist of delivering practical advice and focusing on achieving specified goals and objectives within a reasonable time limit.

Coaching is a key tool for learning and growth. Coaching is the process of improving a person's abilities and knowledge in order to improve work performance and accomplish organizational goals<sup>37</sup>. Similarly, a study stated that coaching knowledge bases give the company's personnel with a fresh professional perspective, which leads to a greater degree of productivity in the long run<sup>38</sup>. An individual's attitude toward a problem is essentially the image that he or she forms around that reality. Positive attitude improves organizational productivity, whereas skills pertain to the employee's capacity to do practical duties. Employees feel more efficient and confident in doing their jobs once they understand what material is required, how it must be gathered, and how it must be evaluated. In the second level, performance management entails communication, performance collection, and coaching<sup>38</sup>.

Communication creates personnel who are not only aware of the aims and company strategy, but can also participate to their creation. Feedback helps to compare an employee's actual performance to their desired performance. Managers and workers may become aware of the benefits and drawbacks of their jobs. Following the awareness of the benefits and drawbacks of

employment, coaching plays a role in improving employee recognition and abilities, ultimately influencing employee performance<sup>38</sup>.

## **Mentoring**

Mentoring is described as professional partnerships in which an experienced individual known as a mentor assists another person known as a mentee in obtaining specific knowledge and abilities that can benefit the personal and professional growth of less-experienced persons<sup>39</sup>. Mentoring may be one-on-one, non-judgmental relationships in which a person freely offers time to encourage and assist others, which usually develops at a transition moment in the life of the mentee and lasts for a sustained and considerable amount of time. Mentoring is assistance, support, advocacy, or advice offered by one person to another towards the attainment of pre-determined objectives over a certain time period.

Mentoring is defined as "on-line assistance provided by one person to another in making substantial changes in knowledge, work, or thinking." In other words, mentoring is a sort of assistance provided by one person to another inside particular connections formed via frequent contact over a certain time period. Mentoring connects with the identifying and fostering of potential for an individual, which may be long-term processes in which the objectives may alter but are always defined by the mentees or learners<sup>40</sup>. Both the method and the objectives are owned by the students. Feedback is provided by the learners, and the mentor aids them in developing understandings and insights inherent interpretation<sup>41</sup>.

Mentoring entails assisting people in identifying and defining their own development needs, as well as setting their own goals and objectives; encouraging self-governing learners; allowing them to talk and raise their complexities, reflecting back, clarifying occasionally, and challenging; assisting them in reproducing their thoughts, feelings, behaviors, and beliefs, and observing difficulties from various perspectives; it is vital to note that coaching and mentoring are separate concepts in terms of both the targeted results and the style they use<sup>42</sup>. However, there are certain overlaps and parallels between coaching and mentoring. According to Clutterbuck, coaching is essentially linked with the development of measurable abilities and performance in individuals, which typically begins with previously established learning goals<sup>43</sup>. Mentoring, on the other hand, is often a long-term connection that focuses on supporting the executive in determining the proper goals to pursue and why they should be achieved. It aims to build intelligence, the capacity to apply information, skills, and experiences to new problems and circumstances<sup>44</sup>. They said that coaching is more focused on accomplishing certain goals within a defined time frame, whereas mentoring has a changing and open agenda and deals with a variety of challenges. To summarize, coaching is the development of professionals who are committed to accomplishing certain aims and goals for a variety of reasons. Learning in coaching is mostly focused on capabilities; the coach successfully exploits the learners' current competencies while inspiring and respecting their professional qualifications. Mentors, on the other hand, are more likely to have pursued a career path in which learning is centered on their behaviors, focuses on professional and personal growth, is more engaging with targeted variables, and is a role model.

### **2.1.6 Performance Feedback**

The comments they acquire concentrates on few shortcomings or technical elements of provider provision. It does now no longer examine the attitude of the medical expert as a person. Personal comments is greater not unusual place in religion primarily based totally corporations and personal centers than in public centers<sup>41</sup>. Performance control promotes worker's identification and a experience of belonging delegating duty presenting comments spotting and valuing worker success. For a overall performance control method to be taken into consideration efficiently then the comments has to activate and optimistic and this have to be in keeping with the set targets. When activate and optimistic comments are shared to personnel on regarding their development toward the set goals, then worker productiveness will sincerely improve. Employees want to be knowledgeable directly if they may be accomplishing their targets. Performance comments machine ought to supply personnel directly to make sure they may be glad with their method.

All performance management systems must include performance feedback. It is described as knowledge on an employee's prior activities in relation to set employee behavior and outcomes criteria. Performance feedback that is effective is timely, precise, behavioral in character, and delivered by a reliable source. Individual and team performance, as well as employee engagement, motivation, and work happiness, are the aims of performance feedback<sup>82</sup>. Employee job happiness and performance are improved when employees receive performance feedback<sup>83</sup>.

On the other side, it is vital to analyze and comprehend the feedback, which is frequently overlooked due to its intricacies. Under some situations, feedback may boost performance. In other cases, feedback may have little effect or may even be harmful to performance<sup>84</sup>. According to this viewpoint, a variety of factors, including feedback source and message qualities, as well

as timing concerns such as the quantity and frequency of input employees got, influenced the attitudinal results of feedback. Feedback corrects the repetition of mistakes and keeps employees focused on what is expected of them. She also noted that the civil service culture impedes the free interaction between senior management and employees, and that bureaucratic processes are an obstacle to information flow, making it difficult for employees to give quick feedback quickly in case of need.

#### **2.1.7. Performance Appraisal System**

Performance evaluation as the process of finding, analyzing, measuring, and improving the performance of employees in a company<sup>45</sup>. This provides an embedment to the main components required for an appraisal to have an influence on performance management and employee performance. Given the sizable additives included in it to help investigate worker overall performance associated criteria, the criterion of comparing the overall performance appraisal is tremendously relevant. The examining component for employee assessment observation is related to the function that supervisors have in assessing and shaping employees in order to achieve greater productivity. The supervisor is responsible for interpreting visible elements in employee workplace administration into judgment that are relevant and comparable across businesses.

A study on the influence of a performance assessment system on civil service performance in order to receive a higher salary<sup>47</sup>. The study focused on human resource directors in the United States following civil changes in the performance evaluation of 30 state agencies. The study was prompted by the requirement to have perceived fairness of performance evaluation and

established that macroeconomic effects on politicization of perceived appraisal of employee productivity were unhelpfully and significantly connected with remuneration for usefulness of performance<sup>48</sup>. The importance of assessment was meaningful and significantly associated to remuneration for usefulness of performance. Pay for performance was shown to be impacted by changes in demographic factors such as gender, age, degree of experience, and education among states.

A study on the impact of performance assessment on organizational commitment among Indian bank workers<sup>49</sup>. The survey drew 172 workers from ten public-sector financial organizations at random. This was due to the need to determine how evaluation effects productivity, given that the model is one of the oldest and most widely used methods of measuring employee performance in enterprises. This research study concluded that performance evaluation had a beneficial relationship to the firm's commitments of the employees. Performance evaluation is presently viewed as an open process in which teams create and debate publicly objectives and targets with the purpose of matching individuals' ambitions and corporate goals. The importance of performance evaluation in every business as a highly valuable tool for defining what employees must do to accomplish objectives and have demanding work. This guarantees that managers may optimize employees' skills and abilities while also making better use of other resources in the business.

The firm's commitment of the financial institutions' personnel heavily influenced the attention of the performance evaluation, fairness in the appraisal methods, and reward related with performance practices. Organizational fairness in performance assessment systems and job

performance across listed financial institutions concluded that performance appraisal criteria had a significant impact on employee productivity<sup>50</sup>. Appropriate assessment is connected to good work management, promotion, awards, and bonus and pay increases. Furthermore, performance assessment has been linked to distributive justice, with implications for how the relationship in appraisal enhances employee performance. As recommended by, providing ideal working circumstances to employees has a positive meaning to encourage them to perform their best and achieve high output<sup>51</sup>. When an organization's personnel are satisfied, they become highly helpful and client pleasant, resulting in efficient services and a high return. This affects consumer happiness, staff reactivity, organizational creativity, and product quality. Finally, performance assessment influences employee commitment, which leads to increased revenue growth.

The manner in which organizational leaders and workers respond to performance feedback has a significant impact on the firm's productivity and employee performance. Having regular reports on the results of the employees and addressed by the direct supervisors on the job activities, way forward, and areas for improvement promotes collaboration in the organizational structure. The performance feedback considerably facilitates dialogues that aid in understanding employee growth, education, and responsiveness, as well as clarifying prospects and career advancement<sup>52</sup>. Enhancing employee productivity through performance feedback is recognized in the concept of having clear specifications and flow of information in top to downward communication, particularly when seniors are setting rules, delegating tasks, passing messages that require clarification, and advising seniors. Down to top communication is a traditional strategy in which employees attempt to have their problems heard, voice complaints, and seek clarification on topics that appear unclear. When relevant difficulties are taken into account, such a strategy

relies around performance feedback, which helps to accelerate the organization. There is a requirement for clear-based performance feedback to employees, as well as a protocol for tracing feedback sessions. This is highly important in spotting errors and rapidly implementing corrective actions with little impact on the company. Giving employees appropriate and decisive feedback is seen as a critical path toward achieving the organization's goals<sup>54</sup>.

Evidently, good performance feedback is dependent on how employees accept the process and the emotions created in the guide when it comes to whether individuals involved in the process are pleased or unsatisfied with the input they receive. A research regarding employees recognizing where they stand in the form of performance feedback to performance transparency with severe problems in the information age<sup>52</sup>. Some firms utilize modern technology to follow employees' activities, generate and report performance-based statistics, and do so without the presence of a typical manager or supervisor. The research used field data to follow fifty significant firms in the service industry, replacing performance feedback assessments with high-tech system-generated statistics on staff productivity. The study's findings revealed the existence of a vertical relationship in supervisor support and a horizontal relationship in social comparison. As there is no leniency or personal enjoyable blunders, the study ended by highlighting the necessity to substitute for managers and informal social comparison with clear data produced feedback.

## **2.2 Theoretical Review**

### **2.2.1 Expectancy Theory**

For the study, we used Expectancy Theory. In 1964, Vroom proposed the Expectancy Theory<sup>60</sup>. The theory was chosen because the concerns involved in the phenomena under inquiry may be properly described within the framework of the theory. The idea is often known as the Valance Instrumentality-Expectancy hypothesis (VIE). It presupposes that if one thing happens, it will lead to another, and that anticipation in the proposition is the likelihood that an action or effort will result in a result. "Where an individual select between unknown outcomes, it becomes evident that his behavior is driven not just by his choices among these outcomes, but also by the degree to which he feels these outcomes are feasible," Vroom explains. Expectancy is a transient conviction that there is a likelihood a particular action will result in a particular outcome.

In fact, according to Vroom, the model is based on the idea that man is a rational being who always seeks to maximize his payoff. He will always decide on the option that will bring him the most money. As a result, according to the idea, motivation to work is greatly influenced by an individual's impression that various types of behavior would result in specific types of outcomes, as well as his own desire for those outcomes<sup>57</sup>.

Vroom's thesis is predicated on the idea that employee effort leads to performance, and performance leads to rewards<sup>57</sup>. Positive or negative reinforcement might be given. The employee is more likely to be highly motivated if the incentive is favorable. The likelihood that an employee will be motivated decreases with the positivity of the reward. Furthermore,

expectancy theory views motivation as a mix of valence, instrumentality, and expectation, where valence is the purported result's worth. An individual's instrumentality or expectation is his or her belief that he or she will really acquire what they desire. It demonstrates that a successful deed will eventually result in the anticipated outcome<sup>58</sup>. Expectancy refers to the various levels of expectation as well as confidence in one's competence (Ibid.) The expectation theory of motivation relates to this study since it focuses on individual variations and assumes that each individual would be driven by their unique prospects, rewards, and preferences for the rewards<sup>18</sup>.

The relevance of theory based on the process of finding, monitoring, measuring, and developing employee performance in an organization<sup>62</sup> has been described. This definition is critical because it includes all of the critical components required for an efficient evaluation process. Performance evaluation may and should be related to the process of performance improvement, and it can also be used to identify training requirements and potential, agree on future targets, support a career development plan, and handle present problems relating to workers' capabilities and abilities<sup>63</sup>. Furthermore, scholars have proposed that people performance assessment plays an important role in determining an organization's success and competitive position<sup>31,60,61,62</sup>. In a similar development, performance assessment may be used to measure worker behavior and attitude in the workplace, as well as worker performance in regard to a specified set of business goals<sup>42</sup>. Similarly, a research adds that performance assessment may be used to uncover wasteful work practices or indicate possible difficulties that can stymie an organization's progress<sup>48</sup>.

The key to successful organizational productivity is effective performance feedback between employees and supervisors<sup>52</sup>. They highlighted that frequent feedback assists employees in

focusing their job efforts so that the employees, department, and company as a whole may accomplish desired results. There have been instances where certain managers purposely withhold employee input since such corporations do not consider it a policy in the organization. However, the passage of time has driven managers to seek a more institutionalized feedback system, owing to its effectiveness in resolving staff inefficiency<sup>43</sup>. Managers have understood that they must inform their employees when they have performed well and when they have not. Silence, unlike in some circumstances, is not golden in this scenario. Employee feedback promotes performance and aids in organizational decision making. The feedback points the individual in the direction of the organization's goal and objectives. In an ideal circumstance, employees receive feedback on how they are performing and where they may improve. Performance feedback, which is used to identify employees' strengths and weaknesses, should be made a mandatory component of human resource management<sup>54</sup>.

A harmonious or stable work environment has been highlighted as a prerequisite for improved employee performance and productivity. Efforts have revealed that disputes stem mainly from bad working circumstances, which dampen workers' spirits and result in low productivity<sup>34</sup>. Other reasons that, in their opinion, might lead to a conflict between labor and management are management's failure to follow terms of agreement, unlawful dismissal of employees, irregular promotion, punitive or selective transfer or redeployment. Others include worker union proscription, unlawful arrest of workers' leaders, and purposeful removal of union leaders or representatives from decisions that affect them<sup>47</sup>. In a similar dynamic, even when legal, worker agitation for better working conditions has never gone down well with organizational

management. Workers frequently utilize industrial disputes/strikes to urge their demands. When management chooses to ignore the condition of employees, productivity falls.

### **2.2.2 Goal Setting Theory**

The researcher bases the study on the proposed theory of goal setting and looks at employee productivity and work performance through goal setting<sup>64</sup>. Specific goals that are judged difficult, along with rapid constructive feedback, significantly lead to increased performance<sup>64</sup>. Employees who are set precise, tough but doable goals are more likely to be productive than those whose goals are not specific and simple to fulfill, according to the study. According to this principle, if a goal is difficult, the employee is more motivated which leads to more and increases perseverance. Employees are more imaginative in attempting to accomplish the specified targets when they have defined goals. When an employee accomplishes the established objectives, they are happy, and this contentment motivates the employee, which increases production. However, if an employee fails to accomplish their goals, they may get frustrated and demotivated. Employees must also engage in goal-setting in order to improve acceptability, and they must be able to track their own progress<sup>64</sup>. This dramatically enhances ownership and, as a result, productivity. Employee engagement in goal formulation increases commitment by assuring ownership and creating reasonable and achievable goals.

This must be followed by appropriate, timely, and constructive feedback on employees' productivity in terms of target achievement<sup>65</sup>. This notifies staff if they are on track and if any modifications need to be made in order to fulfill the objectives. One of the theory's shortcomings is that it concentrates on quantitative signs while disregarding others that are harder to assess.

Another problem is that the theory does not consider new workers who are still learning about the complicated procedures.

### **2.3 Empirical Review**

The goal of this study was to ascertain how KEFRI's staff productivity was affected by performance management practices. Determining the effects of performance monitoring, performance assessment, communication, and feedback on employee productivity as well as the influence of performance contracting on staff productivity in KEFRI were among the specific objectives. A correlational research methodology was used to conduct the inquiry. The workers targeted included HR managers, R&D officers, administrative and finance staff, enterprise staff, and supply chain officers. The Yamane formula was used to determine the sample size. Through stratified random selection, the study participants were chosen. Data collection involved the use of a questionnaire. The inclusion of supervisors' feedback increased the instrument's validity. Reliability was attained by test-retest during a pilot study involving randomly chosen employees from the firm. To assess the correlation between employee productivity and performance management approach coefficients, multiple regression analyses were carried out. Employee productivity was shown to be minimal, and both performance contracting and monitoring had a moderate impact on it. Staff productivity, on the other hand, is greatly influenced by communication and feedback on performance. Since all of the elements had a significant impact on employee productivity, the presumptions that performance monitoring, communication, performance contracting, and appraisal of performance have no major impact on employee productivity were rejected. The study found that one of the most important predictors of employee productivity is a performance management system<sup>27</sup>.

In the South East of Nigeria, large companies were studied to see how performance management affected worker productivity. The study especially examined the effects of performance appraisal with 360-degree feedback, performance evaluation, self-assessment, and performance review on employee productivity. An examination of pertinent theoretical and empirical literatures was done. Equity Theory served as the research's foundation. This study employed a descriptive survey research methodology. The population of the research, according to Yamane, was 2081, and the sample size was 366 using Taro-calculation. Multiple Regression Analysis, descriptive statistics, and basic percentages were used to test the hypotheses (MRA). The analysis' findings show that performance evaluation, 360-degree feedback appraisal, self-assessment, and performance review all significantly influenced employee productivity. Performance evaluation and review also significantly influenced employee productivity. According to the study's analysis of the data, performance management significantly impacted employee productivity in the Nigerian banking industry. The study made recommendations for businesses to emphasize 360-degree feedback evaluation since it was found to have a strong correlation with employee productivity. According to their job descriptions, employees' performance should be assessed<sup>28</sup>.

The three industrial zones of Anambra State—Awka, Nnewi, and Onitsha—which are home to medium-sized businesses, were used as the research area to examine the relationship between employee performance management and productivity. A sample of 320 senior employees was chosen from the state's designated industrial zones, and their responses were solicited using an item-structured questionnaire with a Likert scale style. Summary statistics, correlation, and multiple regression were the most crucial analytic methods (OLS). According to the correlation analysis, the independent variables were not multicollinear. Furthermore, the regression

analysis's findings demonstrated that the regression model is legitimate, statistically significant, and generally appropriate for prediction purposes. The correlation between the dependent and independent variables was found to be 81.5 percent using the regression coefficient. According to the coefficient of determination, or "R<sup>2</sup>," independent factors may account for around 78.2 percent of the variation in employee productivity. It was shown that employee productivity and recognition have a positive and significant link, and that employee feedback systems and productivity also have a relationship. It has also been demonstrated that a stable and tranquil work atmosphere increases employee productivity in a company<sup>29</sup>.

The study examines how incentives affect employees' productivity. The following were the study's goals: to look into the connection between incentives and employee productivity in businesses; to ascertain how employee productivity incentives affect employee productivity in businesses; and to look into the connection between incentives and employee productivity in Nigerian businesses. In order to achieve these goals, a questionnaire based on the objectives was developed. The completed questionnaires were processed and evaluated using the Pearson Product Moment Correlation Coefficient. The results of the study showed a favorable correlation between incentives and output. Involving employees in the process intended to achieve organizational performance is another crucial element in motivating them, in addition to financial rewards, because the organization cannot run without their collaboration. According to the paper, a unit should be created to look into potential incentives to boost output<sup>29</sup>.

Examining the effectiveness of a comprehensive performance management system in terms of employee performance is the goal of this study. Additionally, the mediation role of professional

involvement was looked into. Previous research' findings about the performance management system (PMSEaccuracy)'s and fairness were utilized to gauge its effectiveness. 285 employees were selected from the several private banks spread across Pakistan. A structured questionnaire was used in the Pakistani setting, and confirmatory factor analysis was used to verify the results (CFA). The results demonstrated that PMSE and work engagement significantly impacted employees' task and contextual performance. Additionally, supported was the complementary role of employee work engagement in mediating the relationship between PMSE and employee performance (in terms of task and contextual performances). The study's conclusions may be used to help Pakistan's private banks create HR and PMSE strategies. In order to increase employees' job engagement and task/contextual performance, the research also suggests that a comprehensive PMSE model be adopted, with fairness as a crucial component<sup>30</sup>.

At the University of Ibadan in Nigeria's Oyo State, the study examined the effects of coaching and monitoring on the academic staff. Ninety academic staff members of the University of Ibadan's Faculty of Agriculture were surveyed as part of the study using a multistage sampling approach. Data analysis techniques included chi square and Pearson Product Moment Correlation. 51 years old on average, 66.3% of respondents were between the ages of 51 and 70, 52.3% were female, and 50.2% were married. The respondents had, on average, 18.1 years of experience, and 79.1% of them had earned their PhDs. The largest barriers to coaching and mentoring, according to the respondents, were mentee resistance to receiving mentoring ( $x = 2.84$ ) and an environment that was unfavorable ( $x = 2.67$ ) whereas the least barrier was time and workload pressure ( $x = 2.03$ ). High levels of work performance are reported by many respondents (62.1%). Respondents' marital status and job performance were significantly correlated ( $P < 0.05$ ). According to the study,

mentoring and coaching had a positive effect on the work performance of academic staff members in academic institutions<sup>31</sup>.

The study's goal was to determine how Performance Management (PM) at Consumer Food Products Ltd. affected employee productivity. More specifically, the study sought to determine the degree to which performance evaluation, learning and development, and incentive systems affect employee productivity as well as to contrast the degree to which coaching and feedback affect employee productivity. To accomplish the objectives of this research and examine four (04) hypotheses, a structured questionnaire was employed to gather primary data for analysis and interpretation. Contrarily, this questionnaire is composed of 30 questions (Likert Scale questions) that cover every aspect of the study's variables. In order to ensure a high response rate from employees, a random sample of 61 people (n=61) was selected, and 75 questionnaires were sent and returned. Using SPSS (Statistical Package for Social Science)-16, the data is analyzed in three sections to identify the relationship between PMS practice and particular outcomes: descriptive statistics (mean, standard deviation, and standard error mean); inferential statistics (reliability test); and structural models (t-value, p-value, and coefficient value). Tables with the results were shown. According to the study, PMS (F&C: =.280, t= 2.237, p=.029) is the result of data analysis, T&D:  $\beta = .522$ , t= 4.696, p= .000. PA:  $\beta = .230$ , t=1.814, p= .075. The findings selected are significantly affected by RS: = 068, t=.525, p=.601. As a result, the researcher suggests that the study emphasize the existence and outward manifestation of PMS internal experts inside firms, which facilitates the adoption of excellent PMS practices. There is no relationship between employee performance and performance reviews, according to the study<sup>32</sup>.

This descriptive cross-sectional study examined how performance management programs affected employees' levels of productivity at Kiambu County county referral hospitals. Among the factors examined were planning, assessment, feedback, and reward. By using proportional stratified sampling, 310 respondents were collected. The study instrument was a questionnaire, and version 22 of the Statistical Package for Social Sciences was used to describe the data and determine the strength of the associations. All four of these characteristics have a big impact on employee productivity. Planning ( $r = .544^{**}$ ,  $P = .00$ ), assessment ( $r = .641^{**}$ ,  $P = .00$ ), feedback ( $r = .700^{**}$ ,  $P = .00$ ), and reward ( $r = .673^{**}$ ,  $P = .00$ ) are the next three variables. According to regression analysis, planning ( $\beta = .130$ ,  $P = .159$ ) and evaluation ( $\beta = .129$ ,  $P = .203$ ) were not statistically significant in predicting staff productivity. The two factors that predicted employee productivity the most when all four were combined were feedback ( $\beta = .302$ ,  $P = .002$ ) and reward ( $\beta = .387$ ,  $P = .000$ )<sup>33</sup>.

When evaluating an organization's overall output, performance management techniques are crucial. It's important to assess each employee's skills and knowledge in order to ensure increased workplace efficiency, which has a positive impact on achieving company goals. Employee performance feedback is crucial for ensuring that staff members understand the necessary criteria in relation to their performance and for helping them learn. The goal of this study was to ascertain how performance management techniques affected employee productivity at the State Department of Labour. Performance evaluations and comments on employee performance were included in the performance management techniques. The study adopted a descriptive research methodology and employed structured questionnaires to gather primary information from the targeted group of middle- and lower-level employees. 68 respondents were

chosen by random stratified selection from a pool of 278 respondents. A response rate of 67.6% was achieved with the completion and return of 46 questionnaires. In order to determine how employee assessment and performance feedback, which are independent variables, affect employee productivity, the data was examined using mean, percentages, standard deviation, and regression analysis. The study found a strong correlation between employee evaluation and performance feedback and staff productivity<sup>34</sup>.

A considerable loss of experience and performance is occurring in the business world as a result of the changing workplace atmosphere and the large number of firm executives who will be retiring soon. In order to evaluate job performance, this study will examine how mentorship affects worker performance in the Nigerian service sector. The goal of the study is to ascertain how much exposure, counseling, and role modeling affect employee performance in the Nigerian service sector<sup>35</sup>.

Performance management in a business now relies heavily on a pay structure that combines both monetary and non-monetary incentives. A key factor in a company's effectiveness may be employee motivation. The company functions more effectively and efficiently as a whole when employees are motivated to work at higher levels of productivity. According to a review of earlier studies, an incentive system may motivate workers and boost productivity. There are several reward systems, including intrinsic and extrinsic incentives. In order to motivate people to do well at work, the company must carefully consider what kinds of compensation schemes to implement. This study's objective is to investigate the impact of an organization's incentive program on worker productivity. The variables examined in this study include pay, bonuses,

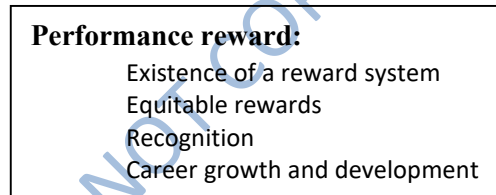
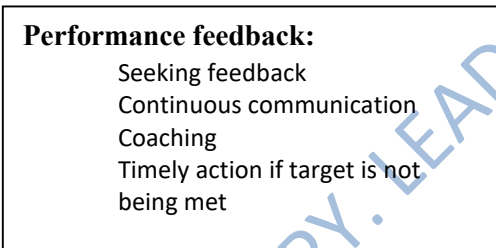
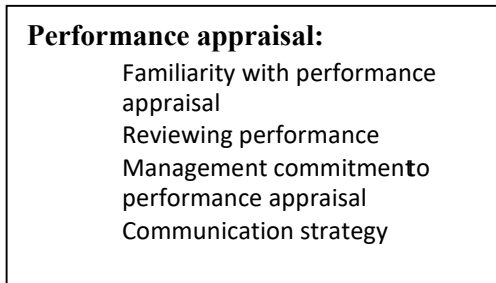
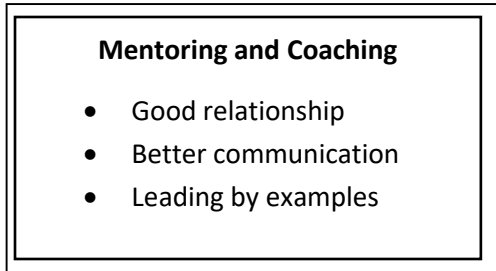
appreciation, and medical benefits. 132 sets of questionnaires were distributed to respondents selected by convenience sampling as part of this study's quantitative methodology. The data was then assessed using the SPSS program, and other analyses, such as correlations analysis and regression analysis, were carried out. The results show that every factor significantly affects employee performance. The study's findings may be put to use by the company to improve employee performance by strengthening its reward system<sup>36</sup>.

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## 2.4 Conceptual Framework

### Independent Variables

#### Performance Management



### Dependent Variables

#### Employee's Productivity

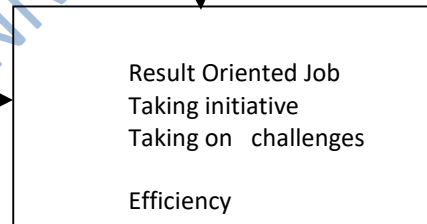


Figure 2.2 Conceptual Framework

Fieldwork, (2022)

## 2.5 Summary of Gaps in Literature Reviewed

Performance management (PM) is a goal-oriented process that ensures organizational systems are in place to enhance the productivity of personnel, teams, and, ultimately, the company. Continuous progress monitoring of a worker's performance (performance appraisal), regular communication of performance (communication and feedback), performance measurement (performance monitoring), and performance contracting are all examples of performance management activities.

Monitoring employee performance is critical in supporting managers in performing the control function of management effectively. Monitoring has traditionally been emphasized for its role in regulating, restraining, and guiding employee behaviors, decisions, and activities in order to harmonize and coordinate them toward the attainment of individual and organizational goals. Every manager must begin feedback and coaching to guarantee successful performance evaluation. Employee efficiency and production are substantially influenced by performance assessment.

When relevant concerns are considered, feedback may assist propel an organization.

A system for tracing feedback sessions is required for clear-based performance feedback to employees. This is highly important in spotting errors and rapidly implementing corrective actions with little impact on the company. Giving workers appropriate and decisive feedback is viewed as a critical path to achieving the organization's goals<sup>3</sup>. Evidently, good performance feedback is dependent on how employees accept the process and the emotions created in the guide when it comes to whether individuals involved in the process are pleased or unsatisfied

with the input they receive. In the information age, a study given by some academics concerning employees understanding where they stand in the form of performance feedback to performance transparency raises severe problems.

Employee monitoring; feedback and performance reward program; and the effects of performance evaluation procedures Furthermore, when managers recognize and assure excellent communication or feedback between themselves and their employees, it is an effective tool for performance. Introduction of monetary and non-monetary incentive systems to promote and increase staff productivity. Performance management then increased employee job happiness, which leads to increased work productivity.

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## **Chapter Three**

### **Methodology**

The quest of this study is to determine the Performance Management System on employees' productivity in hospitality industry in Lagos State, Nigeria. Thus, this chapter presents the methodology and procedures required for gathering data to facilitate and achieve the general and specific objectives of the study. This includes: research design, population, sources of data, validity of the research instrument, reliability test, model specification and method of data analysis. The sub themes are as follow; Research Design, Population of the Study, Sample Size and Sampling Technique, Validity of Research Instrument, Description of the Instrument, Validity of Research Instrument, Reliability of the Research Instrument, Data Collection, Data Analysis, Ethical Approval

#### **3.1 Research Design**

This study used a descriptive survey research design because it attempted to determine and establish the status quo, facts, or bits of information about the population. Since the researcher is expected to describe the variables as they are and factual information that describes the existing phenomenon through the use of structured questionnaires, the survey method is especially appropriate for obtaining individual opinions, attitudes, and perceptions in their natural settings. As a result, for the purposes of this study, a descriptive survey design is used.

### 3.2 Population of the Study

The population of this study comprised of all the employees in the hospitality industry in Lagos state. Although, the concept of hospitality industry cut across, Entertainment & Recreation, Travel & Tourism, Hotels and Motels, including bed and breakfast inns, cabins and cottages, casino, hostels, food and lodging, motels, resorts, tourist cabins and tourist but because of the time constraints, the study was confined to hotels business in Lagos state. Thus, the target population of this study represents all the staff of one hundred and three (103) hotels registered under booking.com as hotels in Lagos state<sup>1</sup>. Specifically, hotels registered under booking.com was chosen because it only standard hotels that is capable of using performance management system and innovative & after productivity that could find their way to registered for online booking and also those hotels spread across the state. Thus, those hotels were categories based on star rating below according to<sup>1</sup>.

**Table 3.1: Target Population**

<b>Star Rating Categories</b>	<b>Number of Hotels</b>
Two Stars Hotel	1
Three Stars Hotel	46
Four Stars Hotel	43
Five Stars Hotel	13
<b>Total</b>	<b>103</b>

**Source:** Booking.com

### 3.3 Sample Size and Sampling Technique

Sample size for this study was 328 employees of the selected 82 hotels businesses for this study using Yamane sample size determination formula as stated below. This sampling formula was used to derive a sample size of hotels companies for this study is as follows:

$$n = \frac{N}{1 + N(e)^2} \dots\dots\dots(\text{formula 1})$$

Where n is the sample size, N is the population size, and e is the level of precision. The level of precision is also the level of significance which is 0.05.

The sample size will be calculated

thus:

$$\text{Sample size formula} = n = \frac{N}{1+N(e)^2}$$

n is sample size

N is total number of population (103)

e<sup>2</sup> is precision level (0.05)<sup>2</sup>

$$n = \frac{103}{1+103(0.05)^2} = 81.91$$

Hence, the 82 hotels businesses were used as sample for the study

Sampling technique that was used for this study was stratified random sampling techniques. Stratified random sampling was adopted for this study as it cut across all the staff. This entailed dividing the population into mutually exclusive groups, in this case, the various job cadres and random samples were drawn from each group. People from each employment cadre were chosen to represent the sample for this study using the purposive sampling technique. Employees were

chosen specifically based on their availability, accessibility, and readiness to attend to the research instrument. Thus, the summary of the samples and sample size for the study is presented in table 3.2 Below:

**Table 3.2: Summary of the samples and sample size**

Sampled Hotels (Yamane Formula)	Sampled Staff in each Hotels (random & purposive)			Sampled Employees	Sample Size
	Management Cadre	Supervision Cadre	Lower Employee Cadre		
82	1	1	2	4 each	328

**Source:** Fieldwork, (2022)

### 3.4 Description of the Instrument

For this study, structured questionnaire was used. The questionnaire made up of two sections, the first section contains questions on the personal data of the respondent's such as age, gender, occupation, work experience, and academic qualification among others while the second section made up of questions that are focused on performance management system: for measuring extent to which awareness of Performance Management System lead to effective employee's Productivity in hotel sector in Lagos State, Nigeria. Also, to measure the effect of reward system, mentorship & coaching, Performance expectation and feedback on employee Productivity. In respect of the dependent and the independent variables, the scale of the questionnaire will range from 1 (strongly Disagree) to 5 (Strongly Agree). 5-point Likert scale ranging from Strongly

Disagree, Disagree, Agree, Agree, Strongly Agree. While to measure the extent to which Performance Management System lead to effective employees' productivity in the selected hospitality industry with focus on hotel sector by using a response format ranging from 1= Very Great extent, 2= Great extent, 3 = Not sure, 4 = Little extent, 5 = Not at all.

### **3.5 Validity of Research Instrument**

The research instrument was validated on the basis of face and content validity in order to evaluate the extent to which operationalization of a construct actually measure what it tends to measure<sup>1</sup>. In order to determine the face and content validity of the instrument, the questionnaires were shown to the supervisor and other experts in human resource management. The content validity was established by seeking opinions of experts who are aware of performance management system and productivity. The experts gave their take on whether the questionnaire was suitable in measuring what it was supposed to capture. They basically gauged the meaningfulness, clarity / ambiguity and offense. Before using the questionnaire in the main survey, the opinions sort was established and adjusted to the questionnaire to enhance content validity. Also, it was given to the supervisor to assess its face and content validity, as well as two lecturers from the Lead City University Ibadan's Industrial Relations and Personnel Management department to check the questions for clarity, appropriateness, correctness, and correspondence with the research topic. After this research study has been read, corrections have been made by the supervisor and hence approve the validation of the study, all the issues raised during the pilot study were addressed through the supervisors 'guidance so as to retain the original intention of the research instrument.

### **3.6 Reliability of the Research Instrument**

A common measure of reliability is the use of Cronbach's Alpha which ranges on a scale of 0 to 1. A high reliability is indicated by a number that is close to one than it is to zero. The study nevertheless, used a threshold of 0.7 as the standard of reliability such that a coefficient below 0.7 indicated that the sub constructs were not reliable in capturing the variable. To ensure that the questionnaire was efficient and effective, 8% of the sample size was tested. Reliability was conducted on the questionnaire fully completed by twenty (26) randomly chosen respondents who are were not part of the sample size for this study. A coefficient of 0.7 was used as the threshold for this study. All the statements were reliable since the Cronbach alpha was above 0.7 which was used as a cut-off of reliability for the study. The results of the test reveal the alpha coefficient is above 0.7 and therefore all the statements were reliable since the reliability threshold is 0.7. Performance management (0.813) and productivity (0.739). Therefore, the internal consistency reliability of the measure was excellent. This indicates that the data was reliable since an alpha coefficient higher than 0.70 signifies that the collected data has a comparatively high internal reliability and can be assumed to mirror the respondent 's views on the study problem.

### **3.7 Administration and method of Data Collection**

The instrument used in the study is the questionnaire. Likert scales were the most reliable in this study and provided a greater volume of data than many other scales and, again they were a better approximation of the normal response curve hence the reason they were used in this study.<sup>5</sup>

It was personally administered by the researcher to the selected people in the area of study. The questionnaires were administered utilizing the drop and pick later technique. The surveys were

hand conveyed to the respondents with a covering letter from the institution. At the end of each visitation to each of the area, the researcher collects the answered questionnaire and went ahead to analyze and interpret the data collected.

### **3.8 Data Analysis**

In order to achieve the objective of this study and test the research hypotheses, the data collected were subjected to descriptive and inferential statistical analysis to enrich and provide comprehensive result. The technique would facilitate a deeper understanding of the study and check the consistency of the findings and bring to the fore views of the different key respondents. Regression analysis method will be used in obtaining result for testing the relationship between the null and alternate hypothesis used in order to obtain the significant value of the hypothesis tested. Pearson Product Moment Correlation will be used to analyze the relationships between two or more variables with dependent variable. Multiple regression analysis will be carried out using statistical package for social sciences (SPSS) 26.0 software.

### **3.9 Ethical Consideration**

The following ethical issues will be addressed during the course of this study: confidentiality of data, non-maleficence to participants, voluntariness and justice.

**Confidentiality of Data:** During the entire distribution of questionnaire, the identity of the manufacturing firms will be protected. None of the data instruments will require that they provide their names, addresses, or telephone numbers or no form of identification that can trace the identity of the respondent will be included in the questionnaires. Only identification numbers will be assigned to each questionnaire.

**Non-Maleficence to Participants:** No physical risk will be associated with participation in this study. During the study, if any participant feels otherwise about providing responses where needed, or feel insecure about the information asked, they are free to opt out at any time.

**Voluntariness:** In this study, no form of force or coercion will be exerted on the respondents, neither by the researcher nor by any of the trained field assistants that will participate in the study. Participation will be voluntary. Whenever the participant feels the need to discontinue participation in the study, they will be at liberty. Before the commencement of the study, the goal of the will be made known to the participants, including its methods and benefits likely to be derived for participating.

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### Endnotes

- Booking.com, *Hotels registered under booking.com as hotels in Lagos state* available at <https://www.booking.com/searchresults.html?>

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## Chapter Four

### Results and Discussion of Findings

This chapter presents the analysis of the data collected to answer the research questions and test the hypotheses. The analysis also includes the demographic distribution of the respondents as well as the questionnaire return rate. Descriptive statistics is used to answer the research questions and the decision rule is that all items with mean score equal to or greater than 2.5 is accepted as significant while hypotheses are tested at 0.05 level of significance. The sub theme are; Analysis of Demographic Data, Response Rate Analysis, Analysis of Research Questions, Test of Hypotheses and Discussion of Findings

#### 4.1 Analysis of Demographic Data

##### 4.1.1 Response Rate Analysis

A total number of 328 copies of questionnaires were administered to the respondents and 213 (64.9%) were returned and found usable for the analysis.

**Table 4.2: Breakdown of Questionnaire Administration**

<b>Questionnaire Distribution</b>		
<b>Particulars</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Completed and Usable copies of questionnaires	213	64.9%
Invalid/Incomplete	115	35.1%
<b>Total</b>	<b>328</b>	<b>100</b>

*Source: Author's Computation, 2022; underlying data from Field Survey.*

**Table 4.2 Breakdown of Demographic Data of the Respondents**

Demographic Information		F	%
Gender	Male	64	30.0
	Female	149	70.0
Marital status	Single	149	70.0
	Married	43	20.2
	Divorced	21	9.8
Educational Qualification	Ond/nce	87	40.8
	Bsc/HND	105	49.3
	Msc/MBA	21	9.9
Experience on the Job	Less than 5 yrs	171	80.3
	5-10 yrs	21	9.9%
	Above 10 yrs	21	9.9%

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.2 presents the descriptive analysis of the demography of the respondents in the study. From the table, it is seen that 30% of the respondents to the study are males while females are 70%. This implies that based on the study more females are found to be working in the selected hotels for the study. This can be confirmed because of the nature of the job. The marital status of the respondents shows that single workers are 70%, married ones are 20.2% and divorced ones are 9.8%. Furthermore, from the table, based on educational qualification, 40.8% of the respondents have OND and NCE, 49.3% have BSC and HND while 9.9% have MSC and MBA. The implication here is that there are more respondents with OND and NCE working in the selected hotels. The table further reveals that 80.3% of the respondents have been in the job for less than 5 years., 9.9% have worked for 5-10 years and 9.9% have worked above 10 years in hotels.

## 4.2 Analysis of Research Questions

**Table 4.2.1 Descriptive Analysis of Reward System**

Reward System	SA	A	PA	PD	D	SD	Total	
	F	F	F	F	F	F	Mea	Standard
	%	%	%	%	%	%	n	Deviation
There is an adequate pay package in this hotel	77 36.2%	66 31.0%	21 9.9%	16 7.5%	17 8.0%	16 7.5%	4.57	1.58
Employees are recognized for jobs done in the hotel	86 40.4%	52 24.4%	21 9.9%	23 10.8%	15 7.0%	16 7.5%	4.58	1.61
There are fringe benefits in place for employees in this hotel	88 41.3%	50 23.5%	26 12.2%	17 8.0%	17 8.0%	15 7.0%	4.61	1.60
The salary in this hotel is comparable to what is paid in other hotels	76 36.4%	62 29.7%	17 8.1%	22 10.5%	17 8.1%	15 7.2%	4.54	1.60
Employees are not delayed when it is time for promotion	90 42.3%	33 15.5%	22 10.3%	37 17.4%	15 7.0%	16 7.5%	4.46	1.67

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.2.1 above shows the descriptive analysis of respondents' opinions on a reward system. From the table it is shown that 36.2% of the respondents strongly agreed that there is an adequate pay package in the hotel, 31% agreed to that, 9.9% partially agreed, 7.5% n disagreed and 7.5% strongly agreed. The mean and standard deviation value shows that on average, the respondents agreed that there is an adequate pay package in the hotel where they work. Furthermore, from the table, it is seen that 40.4% of the respondents strongly agreed that employees are recognized for the jobs that they do in the hotel. This is supported by 24.4% of the respondents agreeing to the statement, 9.9% partially agreeing. It is also shown that 10.8% of the respondents partially disagreed with the statement with 7% and 7.5% supporting by disagreeing and strongly disagreeing respectively. On average, the respondents agreed that employees are recognised for the jobs that they do in the hotel.

**Table 4.2.2 Descriptive Analysis of Mentorship and Coaching**

<b>Mentorship and Coaching</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>Total</b>	
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>Mean</b>	<b>Standard</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		<b>Deviation</b>
Workers focus on learning from the supervisor in this hotel	65 30.5%	57 26.8 %	43 20.2 %	18 8.5 %	16 7.5 %	14 6.6 %	4.45	1.51
Information is shared between employees and supervisors in this hotel	25 11.7%	110 51.6 %	22 10.3 %	27 12.7 %	17 8.0 %	12 5.6 %	4.30	1.36
Learning is facilitated through coaching opportunities in this hotel	69 32.4%	72 33.8 %	22 10.3 %	22 10.3 %	17 8.0 %	11 5.2 %	4.57	1.49
There is effective communication between workers and supervisors	69 32.4%	74 34.7 %	21 9.9 %	23 10.8 %	17 8.0 %	9 4.2 %	4.60	1.45
Top management provides an opportunity for workers to learn from them in this hotel	56 26.3%	88 41.3 %	18 8.5 %	21 9.9 %	16 7.5 %	14 6.6 %	4.49	1.49

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.2.2 shows the descriptive analysis of respondents on Mentorship and Coaching. From the table., it is seen that 30.5% of the respondents strongly agreed that workers focus on learning from the supervisor in this hotel, 26.8% agreed to the statement, 20.2% of the respondents partially agreed, 8.5% partially disagreed, while 7.5% disagree and 6.6% strongly disagree, the mean value shows that the respondents agreed that workers focus on learning from the supervisor in this hotel mean = 4.45 and SD = 1.51. furthermore, 11.7% of the respondents strongly agreed that information is shared between employees and supervisors in this hotel (51.6% agreed, 10.3% partially agreed). Other opinions shows that 12.7% partially disagreed, while 8.0% disagree and 5.6% strongly disagree. A mean of 4.30 and SD of 1. The table reveals further that 32.4% of the respondents strongly agreed that Learning is facilitated through coaching opportunities in this hotel (33.8% agreed, 10.3% partially agreed). With 10.3% partially disagree while 8.0% disagree and 5.2% strongly disagree. The mean value of 4.47 and SD of 1.49 shows that overall; the respondents strongly agreed that Learning is facilitated through coaching opportunities in this hotel. Additionally, 32.4% of the respondents strongly agreed that there is effective communication between workers and supervisors (34.7% of the respondents agreed while 9.9% partially disagreed). On the contrary, 10.8% of the respondents partially disagreed and another 8.0% disagree and 4.2% strongly disagreed. With a mean value of 4.60 and SD of 1.45 reveals that the respondents strongly agreed that there is effective communication between workers and supervisors. Finally, the table reveals that 26.6% of the respondents strongly agreed that top management provides an opportunity for workers to learn from them in this hotel (41.3% agreed, 8.5% partially agreed). Contrary opinions reveal that 9.9% of the respondents partially disagreed that top management provides an opportunity for workers to learn from them in this hotel, 7.5% disagreed while another 6.6% strongly disagreed.

The mean value of 4.49 and SD of 1.49 shows that on the average, the respondents agreed that top management provides an opportunity for workers to learn from them in this hotel.

**Table 4.2.3 Descriptive Analysis of Performance Feedback**

<b>Performance Feedback</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>Total</b>
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>Mean</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>Standard</b>
							<b>Deviation</b>
There is adequate feedback on my performance.	66 31.0%	59 27.7%	43 20.2%	17 8.0%	15 7.0%	13 6.1%	4.49 1.48
The work activities in this hotel provide direct and clear information about the effectiveness	67 31.5%	71 33.3%	22 10.3%	22 10.3%	16 7.5%	15 7.0%	4.50 1.55
My supervisor provides me with information about my performance in this hotel	48 22.5%	71 33.3%	27 12.7%	17 8.0%	34 16.0%	16 7.5%	4.16 1.62
My weaknesses are revealed from my performance in this hotel	48 22.5%	94 44.1%	0 0.0%	39 18.3%	32 15.0%	0 0.0%	4.41 1.40
There is room for improvement on this job	48 22.5%	81 38.0%	38 17.8%	16 7.5%	15 7.0%	15 7.0%	4.40 1.46

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.2.3 shows the interpretation on the descriptive analysis on performance feedback. The respondents were of the opinion that there is adequate feedback on my performance where 31.0% strongly agreed, 27.7% agreed and 20.2% partially agreed while 8.0% partially disagree and 7.0% disagreed with 6.1% strongly disagree. A mean of 4.49 which affirms that the respondents strongly agreed that there is adequate feedback on my performance. When asked if the work activities in this hotel provide direct and clear information about the effectiveness, 31.5% had a strongly agreed opinion, 33.3% agreed and 10.3% partially while 10.3% also partially disagreed, 7.5% disagreed with 7.5% strongly disagreed. A mean of 4.50 shows that the respondents agreed that the work activities in this hotel provide direct and clear information about the effectiveness. My supervisor provides me with information about my performance in this hotel show that's 22.5% strongly agreed, 33.3% agreed, 12.7% partially agreed and 8.0% partially disagreed while 16.0% disagree and 7.5% strongly disagree. A mean of 4.16 and std 1.62 indicated that the respondents view tended towards agreed opinion that my supervisor provides me with information about my performance in this hotel. Furthermore, 22.5% strongly agreed that my weaknesses are revealed from my performance in this hotel with 44.1% agree while 18.3% partially disagree and 15.0% disagree with mean score of 4.41 and std of 1.40. this show that respondents agree that their weaknesses are revealed from their performance in this hotel. Lastly, on there is room for improvement on this job 22.5% strongly agreed, 38.0% agreed and 17.8% partially agreed while 7.5% partially disagree with 7.0% respectively disagreed and strongly disagree with mean score of 4.40 and STD of 1.46 this show that on the average the respondent agree that there is room for improvement on this job

Furthermore, 23.5% of the respondents strongly agreed that workers are expected to make contributions to the growth of this hotel, 31.5% agreed while 20.7% partially agreed. On the contrary, 9.9% of the respondents partially disagreed with 7.5% disagree and 7.0% strongly disagree. With a mean of 4.32 and SD of 1.48, the respondents on the average agreed that workers are expected to make contributions to the growth of this hotel. Finally, the table reveals that 23.0% of the respondent's strongly agreed employees are expected to work individually and in groups, 32.4% agreed while 22.5% partially agreed. The contrary view shows that 8.0% of the respondents partially disagreed while 8.0% disagreed and 6.1 strongly disagree. The mean value of 4.36 and SD of 1,44 implies that on the average the respondents agree that employees are expected to work individually and in groups.

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**Table 4.2.4 Descriptive Analysis of Employee Performance Appraisal**

<b>Employee Performance Appraisal</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>Total</b>	
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>Mean</b>	<b>Standard</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		<b>Deviation</b>
There is an opportunity for employee participation	86	57	0	17	38	15	4.43	1.77
	40.4	26.8	0.0	8.0	17.8	7.0		
	%	%	%	%	%	%		
Workers are allowed to use their initiatives	47	62	32	17	38	17	4.06	1.64
	22.1	29.1	15.0	8.0	17.8	8.0		
	%	%	%	%	%	%		
Workers are allowed to serve as checks on each other's performance.	88	32	22	16	38	17	4.31	1.80
	41.3	15.0	10.3	7.5	17.8	8.0		
	%	%	%	%	%	%		
Workers try to avoid absenteeism	65	35	44	21	33	15	4.15	1.65
	30.5	16.4	20.7	9.9	15.5	7.0		
	%	%	%	%	%	%		
Our customers are satisfied with services rendered by our workers	63	74	22	21	17	16	4.46	1.56
	29.6	34.7	10.3	9.9	8.0	7.5		
	%	%	%	%	%	%		

*Source: Author's Computation, 2022; underlying data from Field Survey.*

The respondent's opinion on Employee Performance is presented on the above table 4.2.4. The table shows that 40.4% of the respondents strongly agreed that there is an opportunity for employee participation while 26.8% agreed. Differing opinion shows that 8.0% of the respondents partially disagree that there is an opportunity for employee participation, 17.8% disagreed and 7.0% strongly disagree. The mean value of 4.43 and SD of 1.77 shows that the respondents strongly agreed that there is an opportunity for employee participation. The table also shows that 22.1% of the respondents strongly agreed that workers are allowed to use their initiatives. (29.1% agreed while 15.0% partially agreed). Opposing responses shows that 8.0% partially disagree and 8.0% strongly disagree while 17.8% of the respondents disagree that workers are allowed to use their initiatives. The mean value of 4.06 and SD of 1.64 shows that on the average, the respondents agreed that workers are allowed to use their initiatives. Furthermore, 41.3% of the respondents strongly agreed that workers are allowed to serve as checks on each other's performance. (15.0% agreed and 10.3% partially agreed). The divergent opinions shows that 7.5% partially disagreed that workers are allowed to serve as checks on each other's performance, 17.8% disagreed while 8.0% strongly disagreed. The mean value of 4.31 and SD of 1.80 shows that on the average the respondents strongly agreed that workers are allowed to serve as checks on each other's performance.

Additionally, the table reveals that 30.5% of the respondents strongly agreed that workers try to avoid absenteeism, 16.4% agreed, while 20.7% partially agreed. Contrarily, 9.9% of the respondents partially disagreed, 15.5% disagreed while 7.0% strongly disagreed. With a mean value of 4.15 and standard deviation of 1.65, the respondents on the averaged strongly agreed that workers try to avoid absenteeism. Finally, the table reveals that 29.6% of the respondents

strongly agreed that their customers are satisfied with services rendered by our workers, 34.7% agreed, while 10.3% partially agreed. Differing views on the responses shows that 9.9% of the respondents partially disagree that their customers are satisfied with services rendered by our workers, 8.0% disagreed while 7.5% strongly disagreed. The mean value of 4.46 and SD of 1.56 reveals that on the average the respondents agree that their customers are satisfied with services rendered by our workers.

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**Table 4.2.5 Descriptive Analysis of Employee Productivity**

Employee Productivity	SA	A	PA	PD	D	SD	Total	
	F	F	F	F	F	F	Mean	Standard
	%	%	%	%	%	%	Deviation	
The work quality of our employees has improved	68 31.9 %	74 34.7 %	21 9.9 %	16 7.5 %	17 8.0 %	17 8.0%	4.51	1.58
Our workers complete tasks with speed	50 23.5 %	67 31.5 %	42 19.7 %	21 9.9 %	17 8.0 %	16 7.5%	4.30	1.51
Our workers discharge their duties efficiently	49 23.0 %	67 31.5 %	42 19.7 %	21 9.9 %	17 8.0 %	17 8.0%	4.28	1.52
Our workers give attention to priority tasks in this hotel	51 23.9 %	68 31.9 %	42 19.7 %	21 9.9 %	16 7.5 %	15 7.0%	4.34	1.49
Our workers put in necessary times on the job in this hotel	28 13.1 %	115 54.0 %	16 7.5 %	22 10.3 %	17 8.0 %	15 7.0%	4.33	1.42
Our customers are given maximum attention and care	44 20.7 %	100 46.9 %	21 9.9 %	16 7.5 %	16 7.5 %	16 7.5%	4.43	1.47
Our workers spend less	53	64	42	21	17	16	4.31	1.52

time to achieve reliable	24.9	30.0	19.7	9.9	8.0	7.5%		
results	%	%	%	%	%			
Our customers provide	49	68	20	38	21	17	4.16	1.59
positive feedbacks on the	23.0	31.9	9.4	17.8	9.9	8.0%		
actions of our workers	%	%	%	%	%			
Our workers are good at	74	62	22	19	20	16	4.48	1.61
time management	34.7	29.1	10.3	8.9	9.4	7.5%		
	%	%	%	%	%			
Our workers have shown	72	46	16	42	21	16	4.27	1.67
great consistency on the	33.8	21.6	7.5	19.7	9.9	7.5%		
job	%	%	%	%	%			

**Source:** Author's Computation, 2022; underlying data from Field Survey.

The table 4.2.5 shows the descriptive analysis of respondents on Employee Productivity. From the table., it is seen that 31.9% of the respondents strongly agreed that the work quality of our employees has improved, 34.7% agreed to the statement, 9.9% of the respondents partially agreed, 7.5% partially disagreed, while 8.0% disagree and 8.0% strongly disagree, mean = 4.51 and SD = 1.58 on the average the respondents agree that the work quality of our employees has improved. Furthermore, 23.5% of the respondents strongly agreed that our workers complete tasks with speed (31.5% agreed, 19.7% partially agreed). Other opinions show that 9.9% partially disagreed, while 8.0% disagree and 7.5% strongly disagree. A mean of 4.28 and SD of 1.52. The table reveals further that 23.0% of the respondents strongly agreed that our workers discharge their duties efficiently (31.5% agreed, 19.7% partially agreed). With 9.9% partially

disagree while 8.0% disagree and 8.0% strongly disagree. The mean value of 4.28 and SD of 1.52 shows that overall; the respondents agreed that our workers discharge their duties efficiently.

Additionally, 23.9% of the respondents strongly agreed that our workers give attention to priority tasks in this hotel (31.9% of the respondents agreed while 19.7% partially disagreed). On the contrary, 9.9% of the respondents partially disagreed and another 7.5% disagreed and 7.0% strongly disagreed. With a mean value of 4.34 and SD of 1.49 reveals that the respondents agreed that our workers give attention to priority tasks in this hotel. Also, the table reveals that 13.1% of the respondents strongly agreed that our workers put in necessary times on the job in this hotel (54.0% agreed, 7.5% partially agreed). Contrary opinions reveal that 10.3% of the respondents partially disagreed that our workers put in necessary times on the job in this hotel, 8.0% disagreed while 7.0% strongly disagreed. The mean value of 4.33 and SD of 1.42 shows that the respondents agreed our workers put in necessary times on the job in this hotel. The table reveals that 20.7% of the respondents strongly agreed that customers are given maximum attention and care (46.9% agreed, 9.9% partially agreed). Other opinions reveal that 7.5% of the respondents partially disagreed, 7.5% disagreed while 7.5% strongly disagreed. The mean value of 4.43 and SD of 1.47 shows that the respondents agreed that customers are given maximum attention and care. Furthermore, 24.9% of the respondents strongly agreed that our workers spend less time to achieve reliable results, 30.0% agreed while 19.7% partially agreed. On the contrary, 9.9% of the respondents partially disagreed with 8.0% disagree and 7.5% strongly disagree. With a mean of 4.31 and SD of 1.52, the respondents on the average agreed that our workers spend less time to achieve reliable results. Also, the table reveals that 23.0% of the respondent's strongly agreed that our customers provide positive feedbacks on the actions of our

workers, 31.9% agreed while 9.4% partially agreed. The contrary view shows that 17.8% of the respondents partially disagreed while 9.9% disagreed and 8.0 strongly disagree. The mean value of 4.16 and SD of 1.59 implies that on the average the respondents agree that our customers provide positive feedbacks on the actions of our workers. Additionally, the table reveals that 34.7% of the respondents strongly agreed that our workers are good at time management, 29.1% agreed, while 10.3% partially agreed. Contrarily, 8.9% of the respondents partially disagreed, 9.4% disagreed while 7.5% strongly disagreed. With a mean value of 4.48 and standard deviation of 1.61, the respondents on the averaged strongly agreed that our workers are good at time management. Finally, the table reveals that 33.8% of the respondents strongly agreed that our workers have shown great consistency on the job, 21.6% agreed, while 7.5% partially agreed. Differing views on the responses shows that 19.7% of the respondents partially disagree that our workers have shown great consistency on the job, 9.9% disagreed while 7.5% strongly disagreed. The mean value of 4.27 and SD of 1.67 reveals that on the average the respondents agree that our workers have shown great consistency on the job.

### **4.3 Test of Hypotheses**

**H<sub>0</sub>1:** There will be no significant relationship between performance management system (reward system, Mentorship and coaching, performance feedback, & performance appraisal) and employee's productivity at selected hospitality industry in Lagos State.

**Table 4.3.1 Pearson Product Moment Correlation Result between Reward System and Employee Productivity.**

		Reward System	Employee Productivity
Reward System	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
	N	213	213
Employee Productivity	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	213	213

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

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.3.1 shows the Pearson product moment correlation result of the test of relationship between reward system and employee productivity. The table reveals that the R value = 0.685 This is implying that a 68.5% correlation exists between reward system and employee productivity. The number of respondents that gave this value is 213. The p value of the analysis is seen to be 0.000 which is less than 0.05 alphas. With this, it is seen that the analysis is statistically significant. The implication here is that there is a significant relationship between reward system and employee productivity. Hence the null hypothesis one is therefore rejected.

**Table 4.3.2 Pearson Product Moment Correlation Result between Mentorship and Coaching and Employee Productivity.**

		<b>Mentorship and Coaching</b>	<b>Employee Productivity</b>
Mentorship and coaching	Pearson	1	.230**
	Correlation		
	Sig. (2-tailed)		.001
	N	213	213
Employee productivity	Pearson	.230**	1
	Correlation		
	Sig. (2-tailed)	.001	
	N	213	213

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

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.3.2 shows the results of the correlation between mentorship, coaching and employee productivity. The correlation value between these variables 0.230 which explains that 23% relationship exists between the two variables. The p value of the analysis is given as 0.001 which less than 0.05 and this shows that the analysis is significant statistically. On this basis, it is important to conclude that there is a significant relationship between mentorship, coaching and employee productivity. Hence the null hypothesis is rejected.

**Table 4.3.3 Pearson Product Moment Correlation Result between performance feedback and Employee Productivity.**

		Performance Feedback	Employee Productivity
Performance Feedback	Pearson	1	.202**
	Correlation		
	Sig. (2-tailed)		.003
	N	213	213
Employee Productivity	Pearson	.202**	1
	Correlation		
	Sig. (2-tailed)	.003	
	N	213	213

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

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.3.3 shows the test of hypothesis three. The test of hypothesis three reveals that there is a significant relationship between performance feedback and employee productivity. This is supported by the R value of 0.202 which explains that the relationship is given as 20.2%. The p value also supports the result as 0.003 which is seen to be less than 0.05. With this, the null hypothesis three which was advanced for the analysis will have to be rejected.

**Table 4.3.4 Pearson Product Moment Correlation Result between Performance Expectations and Employee Productivity.**

		Performance Appraisal	Employee Productivity
Performance	Pearson	1	.091
Appraisal	Correlation		
	Sig. (2-tailed)		.188
	N	213	213
Employee Productivity	Pearson	.091	1
	Correlation		
	Sig. (2-tailed)	.188	
	N	213	213

*Source: Author's Computation, 2022; underlying data from Field Survey.*

Table 4.3.4 above shows that there is an insignificant relationship between performance appraisal and employee productivity. The relationship value between the variables is given 0.091 and the p value is 0.188 which is greater than 0.05. The implication here is that the estimate is not statistically significant and thus the null hypothesis will have to be accepted since there is no significant relationship between the two variables as expressed in the results obtained.

**H<sub>02</sub>:** There will be no significant relative influence of performance management system (reward system, Mentorship and coaching, performance feedback, & performances appraisal) on employee's productivity at selected hospitality industry in Lagos State.

**Table 4.3.5: Relative Influence Of Performance Management System on Employee’s Productivity at Selected Hospitality Industry in Lagos State**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	35.328	2.813		26.249	.000
Reward System	3.961	1.359	.106	2.843	.015
Mentorship and Coaching	5.125	.788	.593	6.503	.000
Performance Feedback	-3.815	1.036	.335	-3.681	.000
Performance Appraisal	.048	.017	.710	3.450	.000

**Source: Fieldwork, 2022**

Table 4.3.5 reveals the relative influence of performance management system on employee’s productivity. Reward System ( $\beta = .106$ ,  $t = 2.843$ ,  $P < .05$ ), Mentorship and Coaching ( $\beta = .593$ ,  $t = 6.503$ ,  $P < .05$ ), Performance Feedback ( $\beta = .335$ ,  $t = -3.681$ ,  $P < .05$ ), and Performance Appraisal ( $\beta = .710$ ,  $t = 3.450$ ,  $P < .05$ ) are the relative influencing employee’s productivity. since all of the p values are less than 0.05. It can be concluded that the Reward System, Mentorship and Coaching, Performance Feedback and Performance Appraisal had a considerable relative impact on employee’s productivity at selected hospitality industry in Lagos State.

**H<sub>03</sub>:** There will be no significant joint influence of performance management system (reward system, Mentorship and coaching, performance feedback, & performances appraisal) on employee’s productivity at selected hospitality industry in Lagos State

**Table 4.3.6: Summary of Result of Combine Influence of Performance Management System on Employee’s Productivity at Selected Hospitality Industry in Lagos State.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.532 <sup>a</sup>	.283	.265	5.481

a. Predictors: (Constant), reward, Mentorship & coaching, feedback, & appraisal

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	35.328	2.813		26.249	.000
Reward System	3.961	1.359	.106	2.843	.015
Mentorship and Coaching	5.125	.788	.593	6.503	.000
Performance Feedback	-3.815	1.036	.335	-3.681	.000
Performance Appraisal	.048	.017	.710	3.450	.000

a. Dependent Variable: employee’s productivity

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1389.648	4	463.216	15.417	.000 <sup>b</sup>
	Residual	3515.328	208	30.046		
	Total	4904.975	212			

a. Dependent Variable: employee’s productivity

b. Predictors: (Constant), reward, Mentorship & coaching, feedback, & appraisal

Source: Fieldwork, 2022

Table 4.3.6 shows the results of the joint influence of performance management system (reward system, Mentorship and coaching, performance feedback, & performances appraisal) on employee's productivity. The result yielded a coefficient of multiple regression of  $R=0.532$  and multiple R-square of 0.283. The result also revealed that adjusted  $R^2=0.265$ . The implication of the result is that there was 28% change in employee's productivity selected hospitality industry in Lagos State as a result of the joint contribution of positive perception of reward, Mentorship & coaching, feedback, & appraisal.

### **4.3 Discussion of Findings**

From the objective one on the extent to which reward system for employees lead to effective employees' productivity at selected hospitality industry in Lagos State, revealed that the implication here is that reward mentorship had a significant relationship with employee productivity of the selected hotels in Lagos State. A study looked at the role of work performance and organizational commitment as mediators in the link between the incentive system and employee job satisfaction. They discover that both the extrinsic and intrinsic incentive systems have a direct, substantial influence on job performance and organizational commitment, and that both work performance and organizational commitment have a direct, significant effect on work satisfaction. The extrinsic and intrinsic reward systems, on the other hand, have no direct influence on job performance; nonetheless, work performance and organizational commitment, as mediation factors, bridge the link between the extrinsic and intrinsic reward systems and work satisfaction. Thus, the Mediation effect (as measured by the Sobel test) of work performance and organizational commitment in the link between Reward Systems and job satisfaction is critical to organizational performance<sup>7</sup>.

Another study on performance reward focuses on analyzing workers' job performance while also highlighting a company's distinctive objectives and shows a significant favorable relationship between performance reward and employee productivity. As a result, performance assessment in charitable organizations must be addressed. According to the data, faculty members who had mentors reported higher levels of job satisfaction than those who did not. The perspectives of protégés on the effectiveness of the mentoring relationship on job satisfaction did not provide significant results<sup>2</sup>. According to the findings of this study, performance evaluation, 360-degree feedback appraisal, self-assessment, and performance review all have a substantial association with employee productivity<sup>3</sup>.

For the objective two that explore the extent to which mentorship and coaching of employees lead to effective employees' productivity at selected hospitality industry in Lagos State, it was revealed that mentorship and coaching has positive and significant influence on employee's productivity of the selected hotels in Lagos State. These findings can be aligned with the provisions of literature which are discussed below. A study conducted research on the influence of training and mentorship on employee performance of university of Ibadan Staff<sup>1</sup>. Employee training and mentorship have an impact on employee performance, according to the study's findings. A study was conducted to investigate the impact of mentoring on work satisfaction among military academics in the United States of America. The research looked at the impact of mentoring relationships on work satisfaction as well as faculty members' evaluations of the mentoring relationship's efficacy. According to the findings, faculty members who had mentors had better levels of work satisfaction than faculty members who did not have mentors. Protégés' opinions of the efficacy of the mentoring relationship on work satisfaction did not provide significant results<sup>2</sup>. In line with finding of this study the analysis' findings show that performance

evaluation, 360-degree feedback appraisal, self-assessment, and performance review all have significantly relationship with employee productivity<sup>3</sup>.

Objective three of this study on the extent to which performance feedback by management lead to effective employees' productivity at selected hospitality industry in Lagos State. It was revealed that performance feedback by management lead to positive effective employees' productivity at selected hospitality industry in Lagos State, This is in agreement with the finding that the existence and outward manifestation of PMS internal experts inside firms, which facilitates the adoption of excellent PMS practices<sup>32</sup>. Also, a study find out that the two factors that predicted employee productivity the most when all four were combined were feedback<sup>4</sup>. Another study's concluded that in order to increase employees' job engagement and task/contextual performance, the research also suggests that a comprehensive PMSE model be adopted, with fairness as a crucial component<sup>5</sup>.

Furthermore, the results of a study support findings of this study by showing a favorable correlation between incentives and output. Involving employees in the process intended to achieve organizational performance is another crucial element in motivating them, in addition to financial rewards, because the organization cannot run without their collaboration. According to the paper, a unit should be created to look into potential incentives to boost output<sup>6</sup>. It was shown from a study that employee productivity and recognition have a positive and significant link, and that employee feedback systems and productivity also have a relationship. It has also been demonstrated that a stable and tranquil work atmosphere increases employee productivity in a company<sup>6</sup>. These are all consistent with the findings of this study.

The results from objectives four on determine the extent to which employee performance appraisal influence effective employees' productivity at selected hospitality industry in Lagos State. It was revealed that employee performance appraisal has positive and significant influence on effective employees' productivity at selected hospitality industry in Lagos State. This is similar to a study on the importance of applying Management by Objectives (MBO) method, as a method for performance appraisal (PA) in enhancing employees' effectiveness. According to the study findings, the MBO approach should be employed as a way of performance appraisal since it increases employee effectiveness<sup>8</sup>. Furthermore, it was discovered that the evaluation of individual workers' performance and a clear description of results are the most important components of the MBO technique that we used in the study to increase employees' effectiveness in the business. Another research on performance appraisal is focused on assessing workers' job performance while also highlighting the unique objectives of a business and discovers that there is a substantial positive association between performance appraisal and employee productivity. As a result, the topic of performance evaluation in philanthropic organizations must be addressed. In light of the outcome, performance assessment should thoroughly evaluate an employee's strengths and shortcomings in relation to the needs for potential future greater responsibilities<sup>9</sup>.

Finally, since all of the elements had a significant impact on employee productivity, the presumptions that performance monitoring, communication, performance contracting, and appraisal of performance have no major impact on employee productivity were rejected. The study found that one of the most important predictors of employee productivity is a performance management system<sup>27</sup>. Performance evaluation and review also significantly influenced employee productivity. In the South East of Nigeria, large companies were studied to see how

performance management affected worker productivity. The study especially examined the effects of performance appraisal with 360-degree feedback, performance evaluation, self-assessment, and performance review on employee productivity. And According to the study's analysis of the data, performance management significantly impacted employee productivity in the Nigerian banking industry. Thus, the results from research questions one to four revealed that on average, the respondents agreed that employees are recognized for the jobs that they do in the hotel, top management provides an opportunity for workers to learn from them in this hotel, there is room for improvement on this job, employees are expected to work individually and in groups, workers are allowed to serve as checks on each other's performance, their customers are satisfied with services rendered by our workers. workers discharge their duties efficiently and that workers have shown great consistency on the job.

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## Chapter Five

### Conclusion

This chapter discusses the summary of the findings, conclusions, and recommendations of the study. The findings of this study succinctly summarize the contributions of the study to knowledge whilst also highlighting respective implications of findings, limitations to study as well as suggestions to further studies. The sub themes are as follow;

#### 5.1 Summary of the Findings

#### 5.2 Conclusion

#### 5.3 Recommendations

#### 5.4 Contribution to Knowledge

Conceptual Contribution

Empirical Contributions

Theoretical Contribution

#### 5.6 Suggested Areas of Further Research

### **5.1 Summary of the Findings**

1. Reward system, mentorship & coach, performance feedback and Performance appraisal had positive and significant relationship with employee productivity at selected hospitality industry in Lagos State with correlation results of ( $r = 0.685$ ;  $r = 0.230$ ;  $r = 0.202$ ;  $r = 0.091$  &  $r = 0.204$ ;) with  $p$ -value  $< 0.05$  in all respectively.

2. Performance management that is reward system, mentorship & coach, performance feedback and Performance appraisal explained 10.6%, 59.3%, 33.5%, and 71.0% of variation in employee's productivity.
3. There was 28% change in employee's productivity in the selected hospitality industry in Lagos State as a result of the joint contribution of performance management system in form of reward, Mentorship & coaching, feedback, & appraisal.

## 5.2 Conclusion

Based on the findings of the study, the following conclusions become imminent as observed.

1. Performance management significantly relates to employee productivity in the selected hospitality firms in Lagos state. This is possible based on the results that were obtained from the test of the hypotheses in the study.
2. The study also concludes that rewards system is also significant to employee productivity given the results that was found. In essence the type of remuneration or compensation given to the employees in the hospital sector is relevant to their productivity.
3. Mentorship and coaching are also significant factors that need to be adopted for employee productivity to improve. The result found for the second hypotheses supports the conclusion made.
4. The study further concludes that performance feedback was significantly related to the productivity of employees in the selected hospitality industry in Lagos state Nigeria
5. Based on the results obtained for the test of hypothesis four, the study concludes that performance expectations had no significant relationship with the productivity of employees in the selected hospitality industry.

6. The study concludes that employee performance turns out to have a significant relationship with employee productivity of the selected hospitality industry in Lagos State.
7. Reward System, Mentorship and Coaching, Performance Feedback and Performance Appraisal had a considerable relative and joint impact on employee's productivity at selected hospitality industry in Lagos State.

### **5.3 Recommendations**

The following recommendations are made based on the findings and conclusions of the study.

1. Reward is a very important factor in enhancing the productivity of employees as evidenced by the study. Thus, it is imperative to evaluate the reward elements in the hospitality and see where they can be reviewed to ensure that employees' productivity levels are improved upon.
2. It is very important to ensure that mentorship activities are provided for employees. Hence there should be periodic motivational programs where experts are invited to mentor employees, and there should be provision for good employee-employer rapport to enhance the coaching of subordinates in the hotels.
3. There should be adequate feedback on the performance of employees. This will help the employees in the hotel to be able to have a more focused and targeted efforts at improving their productivity levels. This will be made possible since they have knowledge of their performance.
4. Performance expectations in this study was not significantly relate to the productivity of employees. It is possible that management expected too much from them. Hence

management is advised to set realistic goals and targets for employees and make sure that resources and support are provided to pursue such targets.

5. Employee performance enhancement activities should be focused on and encouraged by organisational members such as role play, regular training, proper career development efforts and other related activities. This will help to ensure that productivity level is positive in the selected hospitality sector.

#### **5.4 Contribution to Knowledge**

The results obtained from this study provide the researcher with the opportunity to make contributions to knowledge as will be discussed below. These contributions are in terms of concepts, theories, and empirics.

##### **5.4.1 Conceptual Contribution**

Considering the findings of this study, a new outlook is provided especially with the combination of the concepts of reward system, mentoring and coaching, performance feedback, performance expectations and employee performance in predicting employee productivity in the selected hospitality industry in Lagos. The variables or concepts of employee productivity as dependent variables also mean significant contribution to concepts. The linkage of these variables in the study serves as a contribution to concepts since it provides a new direction for the understanding of performance management and employee productivity.

#### **5.4.2 Theoretical Contribution**

The study's findings on performance management system and employee productivity are based on hierarchy of needs theory, expectancy theory, implicit theory, theory X and Y as well as contingency theory. The research was able to connect the study's variables to these theories. This is founded on the notion that workers expect management to be able to manage their performance and communicate feedback effectively with them, as they are paramount to their improvement in productivity. This viewpoint, as stated in this research, contributes to theoretical knowledge by attempting to bring forth the necessary insights in this study.

#### **5.4.3 Empirical Contributions**

Based on the research's findings, this study gives the essential empirical direction. In addition to existing empirical findings, it was discovered that reward system, mentoring and coaching, performance feedback and employee performance all had significant relationships with employee productivity. It was also found that performance expectations had significant relationship with employee productivity based on the context of the study. This was an empirical contribution since it will help other researchers improve their investigations based on these results.

#### **5.5 Suggested Areas of Further Research**

The following suggestions are provided for further studies.

- i. This research may be replicated in other emerging countries to examine whether there is a difference in performance management system and employee productivity or if there is concordance.

- ii. Because the study concentrated on the hospitality industry, more research on the influence of performance management system on employee productivity should be conducted in a different sector to compare findings, especially on the factors of the study.
- iii. Future researchers might use a different design to investigate whether there are any differences or similarities to the present study.
- iv. Future researchers might conduct a comparison study of other industries and the hospitality sector to observe and compare the results of this study with those of other industries. This will allow for a good balance of outcomes as well as strong conversations.
- v. different methodologies may be adopted as well as a different design from that used by the current study in order to ensure that the findings of the results can be generalised.
- vi. it is also advised that a different set of population different be studied in line with the same research topic to confirm or refute current findings.

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**Appendices**

**Appendix I**

**Questionnaire**

**Performance Management on Employee's Productivity in the Hospitality Industry in Lagos State**

Dear respondents,

I am a Master of Science (MSc) Student at Lead City University, Ibadan, Oyo State. As part of the requirements for the completion of the programme, this questionnaire is designed to collect responses on your opinion concerning the subject matter which is purely for academic purposes. Be informed that the information you supply will assist to extend the frontier of knowledge and provide the basis for understanding how **performance management and employee productivity in the hospitality industry in Lagos State**. Be assured that the information provided will be strictly used for academic purposes. Also, whatever information is provided will be held in confidence and will not be linked directly or indirectly to you or any other party. Thank you for your anticipated cooperation.

(Researcher)

### **Section A: Demographic Information**

Please tick as applies to you

Gender: Male ( ), Female ( )

Marital Status: Single ( ), Married ( ), Divorced ( )

Educational Qualification: OND/NCE ( ), B.Sc /HND ( ), MSc/MBA ( ),

Experience on the Job: Less than 5 years ( ), 5-10 years ( ), above 10 years

### **Section B: Performance Management**

Please tick accordingly

#### **Ranking scale**

**SA**= Strongly Agree,                      **A**= Agree,                      **PA**= Partially Agree,

**PD**= Partially Disagree,                      **D**=Disagree,                      **SD**=Strongly Disagree.

<b>A Reward System</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>

- 1 There is adequate pay package in this hotel
- 2 Employees are recognized for job done in the hotel
- 3 There are fringe benefits in place for employees in this hotel
- 4 The salary in this hotel is comparable to what is paid in other hotels
- 5 Employees are not delayed when it is time for promotion

<b>B Mentorship and Coaching</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>

- 1 workers focus on learning from the supervisor in this hotel
- 2 Information is shared between employees and supervisors in this hotel
- 3 Learning is facilitated through coaching opportunities in this hotel
- 4 There is effective communication between workers and supervisors
- 5 Top management provides opportunity for workers to learn from them in this hotel

<b>C Performance Feedback</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>

- 1 There is adequate feedback on my performance.
- 2 The work activities in this hotel provide direct and clear information about the effectiveness
- 3 My supervisor provides me with information about my performance in this hotel
- 4 My weaknesses are revealed from my performance in this hotel
- 5 There is room improvement on this job

<b>D Performance Expectations</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>

- 1 There is a structured expectation system in the organization
- 2 Expectations are clearly spelt of work workers
- 3 Workers are evaluated at intervals in this hotel
- 4 Workers are expected to make contributions to the growth of this hotel
- 5 Employees are expected work individually and in groups

<b>E Employee Performance</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>

- 1 There is an opportunity for employee participation
- 2 Workers are allowed to use their initiatives
- 3 Workers are allowed to serve as checks on each other's performance.
- 4 Workers try to avoid absenteeism
- 5 Our customers are satisfied with services rendered by our workers

A

**Section C: Employee Productivity**

Rate on a scale of 6-1 how satisfied you are with the following items as it applies to your hotel

<b>Employee Productivity</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>

- 1 The work quality of our employees has improved
- 2 Our workers complete tasks with speed

- 
- 3 Our workers discharge their duties efficiently
  - 4 Our workers give attention to priority tasks in this hotel
  - 5 Our workers put in necessary times on the job in this hotel
  - 6 Our customers are given maximum attention and care
  - 7 Our workers spend less time to achieve reliable results
  - 8 Our customers provide positive feedbacks on the actions of our workers
  - 9 Our workers are good at time management
  - 10 Our workers have shown great consistency on the job
- 

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**Appendix II**

**Raw Data from SPSS**

**Breakdown of Questionnaire Administration**

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**Questionnaire Distribution**

<b>Particulars</b>	<b>Frequency</b>	<b>Percentage (%)</b>
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Completed and Usable copies of questionnaires	213	64.9%
Invalid/Incomplete	115	35.1%
<b>Total</b>	<b>328</b>	<b>100</b>

### Breakdown of Demographic Data of the Respondents

Demographic Information		F	%
Gender	Male	64	30.0
	Female	149	70.0
Marital status	Single	149	70.0
	Married	43	20.2
	Divorced	21	9.8
Educational Qualification	Ond/nce	87	40.8
	Bsc/HND	105	49.3
	Msc/MBA	21	9.9
Experience on the Job	Less than 5 yrs	171	80.3
	5-10 yrs	21	9.9%
	Above 10 yrs	21	9.9%

### Descriptive Analysis of Reward System

Reward System	SA	A	PA	PD	D	SD	Total	
	F	F	F	F	F	F	Mea	Standard
	%	%	%	%	%	%	n	Deviation
There is an adequate pay package in this hotel	77	66	21	16	17	16	4.57	1.58
	36.2%	31.0	9.9	7.5	8.0	7.5		
		%	%	%	%	%		

Employees are recognized	86	52	21	23	15	16	4.58	1.61
for jobs done in the hotel	40.4%	24.4	9.9	10.8	7.0	7.5		
		%	%	%	%	%		
There are fringe benefits	88	50	26	17	17	15	4.61	1.60
in place for employees in	41.3%	23.5	12.2	8.0	8.0	7.0		
this hotel		%	%	%	%	%		
The salary in this hotel is	76	62	17	22	17	15	4.54	1.60
comparable to what is	36.4%	29.7	8.1	10.5	8.1	7.2		
paid in other hotels		%	%	%	%	%		
Employees are not	90	33	22	37	15	16	4.46	1.67
delayed when it is time	42.3%	15.5	10.3	17.4	7.0	7.5		
for promotion		%	%	%	%	%		

### Descriptive Analysis of Mentorship and Coaching

<b>Mentorship and</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>Total</b>	
<b>Coaching</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>Mean</b>	<b>Standard</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		<b>Deviation</b>
Workers focus on	65	57	43	18	16	14	4.45	1.51
learning from the	30.5%	26.8	20.2	8.5	7.5	6.6		
supervisor in this hotel		%	%	%	%	%		
Information is shared	25	110	22	27	17	12	4.30	1.36

between employees and supervisors in this hotel	11.7%	51.6	10.3	12.7	8.0	5.6		
		%	%	%	%	%		
Learning is facilitated through coaching opportunities in this hotel	69	72	22	22	17	11	4.57	1.49
	32.4%	33.8	10.3	10.3	8.0	5.2		
		%	%	%	%	%		
There is effective communication between workers and supervisors	69	74	21	23	17	9	4.60	1.45
	32.4%	34.7	9.9	10.8	8.0	4.2		
		%	%	%	%	%		
Top management provides an opportunity for workers to learn from them in this hotel	56	88	18	21	16	14	4.49	1.49
	26.3%	41.3	8.5	9.9	7.5	6.6		
		%	%	%	%	%		

### Descriptive Analysis of Performance Feedback

Performance Feedback	SA	A	PA	PD	D	SD	Total	
	F	F	F	F	F	F	Mean	Standard
	%	%	%	%	%	%		Deviation
There is adequate feedback on my performance.	66	59	43	17	15	13	4.49	1.48
	31.0%	27.7	20.2	8.0	7.0	6.1		
		%	%	%	%	%		
The work activities in this hotel provide direct and	67	71	22	22	16	15	4.50	1.55
	31.5%	33.3	10.3	10.3	7.5	7.0		

clear information about the effectiveness		%	%	%	%	%		
My supervisor provides me with information about my performance in this hotel	48	71	27	17	34	16	4.16	1.62
	22.5%	33.3	12.7	8.0	16.0	7.5		
		%	%	%	%	%		
My weaknesses are revealed from my performance in this hotel	48	94	0	39	32	0	4.41	1.40
	22.5%	44.1	0.0	18.3	15.0	0.0		
		%	%	%	%	%		
There is room for improvement on this job	48	81	38	16	15	15	4.40	1.46
	22.5%	38.0	17.8	7.5	7.0	7.0		
		%	%	%	%	%		

### Descriptive Analysis of Employee Performance Appraisal

Employee Performance Appraisal	SA	A	PA	PD	D	SD	Total	
	F	F	F	F	F	F	Mean	Standard
	%	%	%	%	%	%		Deviation
There is an opportunity for employee participation	86	57	0	17	38	15	4.43	1.77
	40.4	26.8	0.0	8.0	17.8	7.0		
	%	%	%	%	%	%		

Workers are allowed to use their initiatives	47	62	32	17	38	17	4.06	1.64
	22.1	29.1	15.0	8.0	17.8	8.0		
	%	%	%	%	%	%		
Workers are allowed to serve as checks on each other's performance.	88	32	22	16	38	17	4.31	1.80
	41.3	15.0	10.3	7.5	17.8	8.0		
	%	%	%	%	%	%		
Workers try to avoid absenteeism	65	35	44	21	33	15	4.15	1.65
	30.5	16.4	20.7	9.9	15.5	7.0		
	%	%	%	%	%	%		
Our customers are satisfied with services rendered by our workers	63	74	22	21	17	16	4.46	1.56
	29.6	34.7	10.3	9.9	8.0	7.5		
	%	%	%	%	%	%		

#### Descriptive Analysis of Employee Productivity

Employee Productivity	SA	A	PA	PD	D	SD	Total	
	F	F	F	F	F	F	Mean	Standard
	%	%	%	%	%	%		Deviation
The work quality of our employees has improved	68	74	21	16	17	17	4.51	1.58
	31.9	34.7	9.9	7.5	8.0	8.0%		
	%	%	%	%	%			
Our workers complete tasks with speed	50	67	42	21	17	16	4.30	1.51
	23.5	31.5	19.7	9.9	8.0	7.5%		
	%	%	%	%	%			
Our workers discharge	49	67	42	21	17	17	4.28	1.52

their duties efficiently	23.0	31.5	19.7	9.9	8.0	8.0%		
	%	%	%	%	%			
Our workers give	51	68	42	21	16	15	4.34	1.49
attention to priority tasks	23.9	31.9	19.7	9.9	7.5	7.0%		
in this hotel	%	%	%	%	%			
Our workers put in	28	115	16	22	17	15	4.33	1.42
necessary times on the	13.1	54.0	7.5	10.3	8.0	7.0%		
job in this hotel	%	%	%	%	%			
Our customers are given	44	100	21	16	16	16	4.43	1.47
maximum attention and	20.7	46.9	9.9	7.5	7.5	7.5%		
care	%	%	%	%	%			
Our workers spend less	53	64	42	21	17	16	4.31	1.52
time to achieve reliable	24.9	30.0	19.7	9.9	8.0	7.5%		
results	%	%	%	%	%			
Our customers provide	49	68	20	38	21	17	4.16	1.59
positive feedbacks on the	23.0	31.9	9.4	17.8	9.9	8.0%		
actions of our workers	%	%	%	%	%			
Our workers are good at	74	62	22	19	20	16	4.48	1.61
time management	34.7	29.1	10.3	8.9	9.4	7.5%		
	%	%	%	%	%			
Our workers have shown	72	46	16	42	21	16	4.27	1.67
great consistency on the	33.8	21.6	7.5	19.7	9.9	7.5%		
job	%	%	%	%	%			

**Pearson Product Moment Correlation Result between Reward System and Employee Productivity.**

		<b>Reward System</b>	<b>Employee Productivity</b>
Reward System	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
	N	213	213
Employee Productivity	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	213	213

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

**Pearson Product Moment Correlation Result between Mentorship and Coaching and Employee Productivity.**

		<b>Mentorship and Coaching</b>	<b>Employee Productivity</b>
Mentorship and coaching	Pearson Correlation	1	.230**
	Sig. (2-tailed)		.001
	N	213	213

Employee productivity	Pearson	.230**	1
	Correlation		
	Sig. (2-tailed)	.001	
	N	213	213

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

**Pearson Product Moment Correlation Result between performance feedback and Employee Productivity.**

		Performance Feedback	Employee Productivity
Performance Feedback	Pearson	1	.202**
	Correlation		
	Sig. (2-tailed)		.003
	N	213	213
Employee Productivity	Pearson	.202**	1

Correlation		
Sig. (2-tailed)	.003	
N	213	213

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

**Pearson Product Moment Correlation Result between Performance Expectations and Employee Productivity.**

		<b>Performance Appraisal</b>	<b>Employee Productivity</b>
Performance	Pearson	1	.091
Appraisal	Correlation		
	Sig. (2-tailed)		.188
	N	213	213
Employee Productivity	Pearson	.091	1
	Correlation		

	Sig. (2-tailed)	.188	
	N	213	213

**Relative Influence Of Performance Management System on Employee’s Productivity at Selected Hospitality Industry in Lagos State**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	35.328	2.813		26.249	.000
Reward System	3.961	1.359	.106	2.843	.015
Mentorship and Coaching	5.125	.788	.593	6.503	.000
Performance Feedback	-3.815	1.036	.335	-3.681	.000
Performance Appraisal	.048	.017	.710	3.450	.000

**Summary of Result of Combine Influence of Performance Management System on Employee’s Productivity at Selected Hospitality Industry in Lagos State.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.532 <sup>a</sup>	.283	.265	5.481

a. Predictors: (Constant), reward, Mentorship & coaching, feedback, & appraisal

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		

(Constant)	35.328	2.813		26.249	.000
Reward System	3.961	1.359	.106	2.843	.015
Mentorship and Coaching	5.125	.788	.593	6.503	.000
Performance Feedback	-3.815	1.036	.335	-3.681	.000
Performance Appraisal	.048	.017	.710	3.450	.000

a. Dependent Variable: employee's productivity

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1389.648	4	463.216	15.417	.000 <sup>b</sup>
	Residual	3515.328	208	30.046		
	Total	4904.975	212			

**Biodata**

**A. Personal Data**

**1. Full Name:**

Name: Rasaq Owolabi AJIBONA

Address: No 9 Adebola Ogundare street Ikotun Lagos

Email: owolabi.ajibona@gmail.com

Phone No: 08035614765

**2. Date and Place of Birth:** 10th May, 1970 and Mushin, Lagos State

- 3. Nationality:** Nigerian.
- 4. Name and Address of Next of Kin:** Mrs. K.A. Ajibona and No 9 Adebola Ogundare  
Street Ikotun Lagos

**Educational Background:**

**1. Educational Institutions Attended with Dates and Qualification:**

- |                                                   |           |                                          |
|---------------------------------------------------|-----------|------------------------------------------|
| i. University of Ibadan                           | 2012-2013 | Master in Managerial<br>Psychology (MMP) |
| ii. Times Institute of Journalism Surulere Lagos. | 2003-2004 | Postgraduate Diploma (Print)             |
| iii. Lagos State Polytechnic Ikorodu Lagos        | 1992-1994 | Higher National Diploma                  |
| iv. Lagos State Polytechnic Ikorodu Lagos         | 1989-1991 | National Diploma                         |
| v. Secondary School Certificate Examination.      | 1982-1987 | SSCE                                     |
| vi. Community Primary School Mushin, Lagos .      | 1976-1982 | Primary Six Certificate                  |

**B. Working Experience with Dates:**

- |                            |                |
|----------------------------|----------------|
| Subol Hospital Idimu Lagos |                |
| HR/Administrative Manager  | 2021-Till date |
| Smooth Promotions LTD      |                |
| Senior HR Manager          | 2021-2021      |
| Joygate Hotels & Suites    |                |
| HR Manager                 | 2019-2021      |

**C. Awards and fellowships (if Any):**

**D. Membership of Academic Profession Bodies**

Associate member, Chartered Institute of Personnel Management (CIPM) 2012

Associate member, Nigerian Institute of Management (NIM) 2010

**E. Publications (If Any)**

**(1) Thesis/Dissertation:**

**(2) Books/ Monograph:**

**(3) Scholarly Articles Nil**

**(4) Notable Scholarly or Professional accomplishments: Nil**

**(5) Major Conference/Workshop attended Nil**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**University Compliance Certification**

This is to certify that this thesis written by RASAQ OWOLABI AJIBONA with matriculation number LCU/PG/00476 in the department of Management and accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

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