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FACTORS INFLUENCING PUBLIC EMPLOYEES' PERFORMANCE AND PRODUCTIVITY OF GOVERNMENT AGENCIES; A CASE STUDY OF NATIONAL CIVIL SERVICE COMMISSION IN SOMALIA.

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ABSTRACT

This study investigated factors influencing public employees 'performance and productivity of government agencies; a case study of employees in the national civil service commission in Somalia. This study adopted a descriptive design and correlational case study design that described the situation and investigated the relationship between study variables. The specific objectives were to find out the effect of motivation, working conditions, training and development, and performance appraisal of public employees on the performance and productivity of government agencies in Somalia. This study adopted a descriptive design and correlational case study design that described the situation and investigated the relationship between study variables. The study found out that there is moderate positive association between motivation and performance and productivity(r=0.559**) and the correlation is statistically significant. The study also found out that there is moderate positive association between working conditions and performance and productivity(r=0.559**) and it is statistically significant. It also found out there is very weak and non-significant negative correlation between training and development and performance and productivity (r=-0.028) with a significance level of 0.836 and finally, the study found out that there is moderate positive association between performance appraisal and performance and productivity(r=0.462**) and it is statistically significant. The study recommended that organizations improve supportive work environment, motivation, good performance appraisal in order to foster organizational performance and productivity.

Key words: Public employees, Performance, Productivity, Government agencies.

1.0 INTRODUCTION

Public employees are individuals who work for government agencies or organizations that are funded by taxpayers' money. These employees are responsible for providing various services to the public, such as healthcare, education, law enforcement, and public administration. Public employees may work at the federal, state, or local level and are subject to different rules and regulations than private sector employees. In public sector, motivation has a positive influence on performance until a certain stage of experience, after which performance tends to decline. Additionally, there is a strong positive relationship between role perception and the likelihood of good performance(Hailesilasie, 2009).

Performance is a comprehensive assessment of the ability to produce goods or services, involving the effective management of specific resources to achieve desired outcomes in terms of quantity and quality. It can be observed through various aspects such as labor, capital, machinery, and energy performance. Performance ratios can be calculated for individual operations or organizations as a whole. Since performance is measurable against a standard, it can be objectively evaluated and monitored for strategic purposes like corporate planning, organizational improvement, and comparing with competitors. Additionally, performance measurements are useful for tactical applications such as project control and ensuring performance aligns with budgetary considerations(Mboi, 2014).

The legitimacy of a public service lies in its ability to meet the needs of citizens in an economically efficient manner. Public sector experts increasingly agree that public sector performance involves not only efficiency and outputs but also the effectiveness of outcomes. Two key questions that arise regarding public sector performance are whether citizens are receiving what they require, and how public sector organizations are optimally utilizing their available resources. The public sector often focuses on creating and delivering goods and services that may not be demanded or preferred by the majority but are essential for specific groups such as the disabled or the elderly(Dunleavy & Carrera, 2013).

The findings of the study indicate that performance management elements, including performance appraisal, training and development, and reward system, have a significant combined effect on employees' productivity (Eze, 2019).

The results of the study in United States show that state government workers value freedom, autonomy, job satisfaction, a sense of achievement, and teamwork. However, they feel restricted by inadequate supervision and management, ineffective communication, and insufficient budgets and staffing. In order to enhance productivity, the workers suggest eliminating bureaucracy, improving supervision, and enhancing communication(Haenisch, 2012).

The study carried out in Indonesia found that employee commitment, motivation, and discipline have a positive impact on improving the performance of civil servants. Employee commitment and motivation also contribute to enhancing employee discipline. Additionally, employee discipline, employee commitment, motivation, and civil servants' performance have partial relationship. The study suggests that improving employee commitment through effective communication systems can enhance civil servants' performance. Implementing a performance-based allowance system can also motivate employees to improve their performance. Furthermore, leadership plays a

crucial role by setting a positive example and promoting better work discipline among subordinates(Riyanto & Prasetyo, 2021).

The results of the study indicate that the relationship between morale motivations and government employees' job performance is 30% stronger compared to the relationship between physical motivations and the employees' performance. In addition, the study carried out in india found no statistically significant impact of physical motivations on the performance of the sample group, as indicated by an F-value of 1.68(Alwedyan, 2021).

The findings of the study indicate that workers' motivation has a significant impact on productivity and employee performance. Both intrinsic and extrinsic factors of motivation, such as the relationship between staff and superiors, welfare, promotions, incentives, and recreational facilities, play a role in fostering higher productivity in the Local Government services in Ghana. The study also revealed that when management appreciates the work done by employees, it positively influences their attitude towards work. This finding supports the equity theory, which suggests that employees consider the effort they put into their job and the output they receive from their work, and when there is a balance, it leads to improved performance(OPOKU, 2021).

The study's findings indicate that all dimensions of public service motivation, including attraction to public participation, compassion to public values, compassion, and self-sacrifice, have a significant positive impact on job satisfaction. Among these dimensions, self-sacrifice was found to be the highest contributor to public service motivation(Dogbey, 2020).

The study conducted by Margaret Basaza on the factors affecting the performance of employees at the Ministry of Health Headquarters in Kampala, Uganda found that several factors influence employee performance, including inadequate training, poor working conditions, lack of motivation, and inadequate supervision. The study also found that employees' performance is positively influenced by factors such as recognition, rewards, and a supportive work environment(Basaza, 2016).

The results of the study indicate that the opinions of the respondents, as analyzed through statistical analysis, differed regarding motivation, leadership, and work environment. However, they agreed on the importance of training. The Pearson correlation analysis revealed a strong positive and significant relationship between motivation and employee performance. Training and leadership showed a moderate positive relationship with employee performance. The work environment had a small but definite positive linear relationship with employee performance. The findings of the multiple linear regression analysis indicated that training, motivation, leadership, and work environment significantly influenced employee performance(Amha & Brhane, 2020).

In Somalia, although the studies on factors influencing public employees’ performance and productivity of government agencies are very few, that means that little is done, One study conducted in Garowe, Puntland, Somalia, examined the performance appraisal practices in the local government sector. The findings revealed that performance appraisal is carried out once a year, specifically in the middle of the year(Nor, 2023).

The study investigated the relationship between training and development, employee performance, and public service delivery. The findings indicate a significant positive relationship between training and development and employee performance. Additionally, the study found that the relationship between training and development and public service delivery is mediated by employee performance. In other words, employee performance plays a crucial role in linking training and development initiatives to the overall effectiveness of public service delivery (Nor, 2023).

The study found a positive correlation between transformational and democratic leadership styles and organizational performance. These leadership styles were deemed significant in a global competitive market environment. The study suggests that further research in these areas can enhance our understanding of effective leadership and its impact on organizational performance. Organizational performance, on the other hand, refers to the process of converting inputs into outputs to achieve specific goals(Karie, 2023).

The study will be guided by goal setting theory developed by Edwin A. Locke in 1968. The Goal Setting Theory was originally outlined and published by American psychologist Dr. Edwin A. Locke in 1968. In essence, the theory suggests that clear, well-defined, and measurable goals have a more significant impact on performance compared to vague objectives. The theory emphasizes the importance of setting specific goals that are easily measurable in order to enhance individual and organizational performance.

Organizations understand the importance of supporting and nurturing employees through training, development programs, performance management systems, and creating a positive work culture that fosters motivation and engagement. Understanding the factors that influence public employee performance is crucial for organizations, especially non-revenue generating entities like government offices. Allocating scarce resources effectively and efficiently can determine the success or failure of such organizations. However, the relationship between these factors and employee performance in government employment, particularly in developing countries, is often unclear. In many of these countries, recruitment, promotion, and retention decisions are influenced by political considerations rather than competence, leading to unique research questions compared to free and competition-driven economies. Therefore, it is essential to comprehend the factors that positively impact government employees' performance for two main reasons: improving current performance levels and changing attitudes as government employment becomes more competitive and merit-based. Recognizing the need for change and successfully implementing it can have a transformative impact on an organization's overall success. Through strategic changes in processes, structures, technologies, or culture, organizations can enhance their operational efficiency, adapt to market demands, and stay competitive. Effective organizational change initiatives can lead to increased productivity, improved financial performance, and ultimately, higher profitability. However, it is important to note that organizational change requires careful planning, effective communication, and strong leadership to ensure successful implementation(Alase, 2017). So that the study aims to investigate the impact of public employees on the performance and productivity of government agencies; a case study of employees in the national civil service commission in Somalia. The specific objectives were to find out the effect of motivation, working conditions,

training and development, and performance appraisal of public employees on the performance and productivity of government agencies in Somalia.

1.2 Problem Statement

High-performing employees drive the achievement of organizational goals, meet customer needs, and maintain a competitive edge. Consistent high performance leads to increased productivity, improved customer satisfaction, and overall better business outcomes. Understanding the factors that influence public employee performance is crucial for organizations, especially non-revenue generating entities like government offices. Allocating scarce resources effectively and efficiently can determine the success or failure of such organizations. However, the relationship between these factors and employee performance in government employment, particularly in developing countries, is often unclear. Therefore, it is essential to comprehend the factors that positively impact government employees' performance for two main reasons: improving current performance levels and changing attitudes as government employment becomes more competitive and merit-based. Recognizing the need for change and successfully implementing it can have a transformative impact on an organization's overall success. Through strategic changes in processes, structures, technologies, or culture, organizations can enhance their operational efficiency, adapt to market demands, and stay competitive. Effective organizational change initiatives can lead to increased productivity, improved financial performance, and ultimately, higher profitability. However, it is important to note that organizational change requires careful planning, effective communication, and strong leadership to ensure successful implementation(Alase, 2017). So that the study aims to investigate factors influencing public employees' performance and productivity of government agencies; a case study of employees in the national civil service commission in Somalia.

2.0 LITERATURE REVIEW

2.2 Empirical Review on concept of public employees' performance and productivity

2.2.1 *Motivation of public employees*

The research results suggest that motivation has a substantial and positive influence on employee performance. When employees are motivated, their performance tends to experience significant improvement. These findings highlight the crucial role of motivation in enhancing employee performance, indicating that when employees are motivated, there is a notable enhancement in their job performance(Kuswati, 2020).

Based on the study's findings, it was observed that both work motivation and organizational culture have a meaningful and beneficial impact on performance. In addition, the results indicate that when employee job satisfaction rises, there is a corresponding increase in employee performance. The study suggests that when employees are motivated in their work, such as by having clear goals, feeling a sense of purpose, or being rewarded for their efforts, it positively influences their performance(Paais & Pattiruhu, 2020).

The research discovered that Public Service Motivation has an undeviating and helpful effect on job performance. In simpler terms, the study revealed that when individuals possess a higher level of PSM, their job performance tends to improve. Public Service Motivation refers to an individual's intrinsic motivation and inclination to serve the public or contribute to the greater good. It reflects a desire to make a positive impact on society through one's work. The study's findings indicate that when employees have a stronger sense of PSM, it directly translates into better job performance(Thuy & Phinaitrup, 2023).

According to the study, it has been discovered that there is a clear connection between motivation and productivity. In simpler terms, when employees are highly motivated, there is a greater chance of them being more productive. The study suggests that there is a strong correlation between motivation and productivity. This means that as motivation levels increase among employees, their productivity levels are also likely to increase(Gikonyo, 2017).

Findings discovered that employing personnel and cultural controls have a positive correlation with employees' internal motivation, while implementing results controls has a positive correlation with employees' external motivation. Furthermore, both internal and external motivation are positively linked to performance(van der Kolk et al., 2019). The findings of this study suggest that both beneficiary contact and self-persuasion interventions had positive effects on job performance, and that baseline public service motivation (PSM) strengthened these positive effects(Bellé, 2013).

The study measured career fulfillment practices using eight items, including job satisfaction, salaries and wages, training and development, healthcare, housing, transportation, workshop, and retirement benefits. The results showed that job satisfaction, salaries and wages, training and development, healthcare, housing, transportation, workshop, and retirement benefits have an encouraging and momentous effect on employee performance in the Federal Civil Service Commission(Nuhu et al., 2020).

Motivation is a crucial factor that influences human behavior and impacts various cognitive factors such as perception and learning. It also has a significant effect on overall performance within an organizational context. The study's findings indicate that all the motivational factors examined are positively associated with employee job performance(Adetola et al., 2022)

2.2.2 *Working conditions of public employees*

The study revealed that the working environment has an effect on employees. As a result, it is implied that the institution should enhance the physical working environment in order to encourage employees to remain in the office, work comfortably, and effectively carry out their job responsibilities (Onwunyi, 2021).

According to Chandrasekar (2011)The workplace environment has a deep impact on employee morale, productivity, and engagement. Regrettably, numerous industries face the challenge of providing unsafe and unhealthy working conditions. This includes issues such as poorly designed workstations, inadequate furniture, and lack of insufficient

safety measures, proper ventilation, excessive noise inappropriate lighting, insufficient safety measures, and a lack of necessary protective equipment.

The study identified several elements of the work environment, such as lighting, noise, color, and air quality that can have an impact on employee productivity. Additionally, the furniture and equipment in the workplace are crucial physical factors that contribute to productivity. These factors are interconnected and cannot be considered in isolation. The work environment plays a vibrant part in maintaining high productivity levels, considering that employees spend a significant amount of time engaging in work-related activities within the organization(Sarode & Shirsath, 2014).

The study revealed that certain factors, such as supervisor support, coworker relationships, training and development opportunities, appealing and prompt incentives, recognition plans, and appropriate workload, contribute to the creation of a positive work environment that enhances employee productivity within organizations(Abdul & Tafique, 2015). The findings of a study indicate that there is a significant correlation between the work environment, quality of work-life, organizational commitment, and employee performance. Furthermore, organizational commitment acts as a mediator in the relationship between the work environment, quality of work-life, and employee performance(Karoso et al., 2022).

The study's results showed that the workplace environment, including physical conditions and workplace incentives, has a significant impact on employee performance. Workplace environment plays a crucial role in influencing employee performance. Factors such as positive relationships with co-workers, job security, and favorable working hours were found to contribute to improved employee performance. Additionally, physical conditions also play a significant role in employee performance. Providing employees with necessary work equipment, ensuring proper ventilation, lighting, and an appropriate office layout were found to enhance employee performance(Lilian et al., 2023).

The findings demonstrated that a favorable work environment had the ability to enhance employee performance. Likewise, it was observed that a positive work environment significantly increased employee commitment and their ability to strive for achievements(Zhenjing et al., 2022). The findings indicated that characteristics of the work environment and a strong communication network within the workplace impact the well-being, physical health, motivation, effectiveness, and output of employees(Ajala, 2012).

2.2.3 *Training and development on the performance and productivity of government agencies.*

The findings indicate that regular training and development programs for employees have a positive impact on increasing motivation levels and promoting a sense of teamwork, which directly contributes to enhanced productivity. Additionally, the results demonstrate that training helps bridge the gap between job requirements and the necessary skills needed to fulfill those requirements, leading to improved performance. Overall, the study

highlights the role of training and development in improving employee performance by facilitating the development of essential skills required for executing job responsibilities(LICOMBE, 2018).

There was a positive and statistically significant correlation between training and development and employee performance and effectiveness. It is advised that the District Five Administration Office continues to prioritize employee training and development initiatives, and ensures employee participation in the planning, identification of training needs and skill gaps, and evaluation of training and development programs(Asfaw, 2014). The findings indicate that various factors related to training, such as training design, training needs assessment, training delivery style, and training evaluation, have a significant positive impact on employees' performance(Yimam, 2022). Similarly, the study revealed a robust positive correlation between training and employee performance. It is advised that all stakeholders actively engage in training initiatives to enhance employee knowledge, skills, abilities, competencies, and behavior(Dabale et al., 2014).

2.2.4 *Performance appraisal on the performance and productivity of government agencies*

The results of this study emphasize the importance of performance appraisal tools, specifically recognition and feedback, in enhancing employee performance and influencing overall productivity within the organization. This indicates that performance appraisal tools, such as recognition and feedback, play a crucial role in improving employee performance. Recognition refers to acknowledging and appreciating employees' efforts and achievements, while feedback involves providing constructive input and guidance on their work(Mollel et al., 2017).

The study discovered that there is a strong positive connection between two factors: employee appraisal (the process of evaluating employee performance) and performance feedback (providing employees with information about their performance). This relationship was found to have a direct impact on employee productivity, indicating that effective appraisal systems and regular feedback can contribute to higher levels of productivity among employees(Carol & Florah, 2019).

The study findings indicated that the implementation of management by objectives and 360-degree feedback appraisal techniques positively impacted employee productivity in PSIRS (Public Sector Internal Revenue Service). It is recommended that PSIRS prioritize the use of management by objectives, as it allows staff to actively participate in setting organizational goals and gain clarity on their areas of responsibility, ultimately leading to improved productivity(Zayum et al., 2017).

The findings of the study indicated that performance appraisal and employee feedback had a significant positive impact on employee productivity during the study period. On the other hand, while employee training and employee compensation had a positive effect on employee productivity, the impact was not statistically significant during the study period(Binta et al., 2019).

The study demonstrated that implementing reward systems can positively influence employees' service delivery by motivating them to meet organizational targets. Official recognition of good performance by managers serves as a

source of motivation for employees. When exemplary performance is acknowledged and rewarded, it is more likely to be repeated, while poor performance is discouraged or penalized to discourage its recurrence. The research findings also emphasized the significance of performance feedback in attaining organizational objectives. Effective feedback enables employees to have a clear understanding of expectations. The achievement of successful empowerment and productivity relies on the effective exchange of performance feedback between employees and supervisors. Sufficient feedback cultivates accountability and contributes to the establishment of developmental goals, identification of skills, career advancement, and employee motivation all of which enhance service delivery(MUKUWA, 2020).

3.0 METHODOLOGY

The study adopted a descriptive design and correlational case study design that described the situation and investigated the relationship between study variables. The study consisted of a sample population of 78 employees in which 67 of them work with executive committee and 11 hold roles like watching and safeguarding who are employed by the National Civil Service Commission of Somalia. The study focused on a specific group of 67 employees who hold positions within the National Civil Service Commission of Somalia. The sample size of this study was 57 individuals, because these respondents were targeted to get information about factors influencing Public employees' performance and productivity of civil service commission. The sampling procedure of this study was probability sampling procedure particularly Simple random sampling procedure, because every respondent of this study has equal opportunity of being selected. This study has been conducted through questionnaire as the main tool for collecting data. Statistical Package for Social Science (SPSS) version 20.0 program has been used to analyze the data using descriptive statistics and inferential statistics.

4.1 Findings of the study

4.1.1 Analysis of descriptive data

Table 1 respondents' demography

	Category	Frequency	Percent (%)
What is your sex?	Male	32	56.1%
	Female	25	43.9%
What is your age?	22-26 years	18	31.6%
	27-31 years	17	29.8%
	32-36 years	10	17.5%
	37 years and above	12	21.1%
Which committee or department do you work with?	Executive Committee	32	56.1%
	Technical Department	25	43.9%
What is your professional experience?	0-5 years	2	3.5%

	Category	Frequency	Percent (%)
	6-10 years	20	35.1%
	11-15 years	20	35.1%
	Above 16 years	15	26.3%
What is your educational level?	Secondary Certificate	7	12.3%
	Bachelor	30	52.6%
	Master	16	28.1%
	PhD	4	7.0%

The majority of respondents are male, accounting for 56.1% of the total sample, while females represent 43.9%. The largest age group is 22-26 years (31.6%), followed by 27-31 years (29.8%). Respondents aged 32-36 years make up 17.5%, and those 37 years and above account for 21.1%. Over half of the respondents (56.1%) work in the Executive Committee, while 43.9% are part of the Technical Department. The majority of respondents have 6-15 years of professional experience, with equal proportions (35.1%) in both the 6-10 years and 11-15 years categories. Those with 0-5 years of experience represent 3.5%, while 26.3% have over 16 years of experience. Most respondents (52.6%) hold a bachelor's degree, followed by 28.1% with a master's degree. A smaller portion has a secondary certificate (12.3%), and 7% have achieved a PhD.

Table 2: I receive proper treatment in an organizational environment (friendship and relationship).

	Frequency	Percent
Strongly agree	27	47.4
Agree	22	38.6
Neutral	6	10.5
Disagree	2	3.5
Total	57	100.0

Primary source, 2023

The table shows that majority of the respondents 47.4%, strongly agreed that they receive proper treatment in an organizational environment, 38.6% of respondents agreed that they receive proper treatment in an organizational environment, 10.5% of respondents remained neutral and lastly, 3.5% disagreed that they receive proper treatment in an organizational environment.

Table 3: I receive a fair bonus for every work measurement.

	Frequency	Percent
Strongly agree	2	3.5
Agree	21	36.8

Neutral	23	40.4
Disagree	9	15.8
Strongly Disagree	2	3.5
Total	57	100.0

Primary source, 2023

The table shows that 40.4% of the respondents remained neutral, 36.8% of them agreed that they receive a fair bonus for every work measurement, 15.8% of them disagreed that they receive a fair bonus for every work measurement, 3.5% of them strongly agreed and disagreed that they receive a fair bonus for every work measurement.

Table 4: I receive monetary reward.

	Frequency	Percent
Strongly agree	1	1.8
Agree	14	24.6
Neutral	19	33.3
Disagree	20	35.1
Strongly Disagree	3	5.3
Total	57	100.0

The table shows that majority of the respondents 35.1% disagreed that they receive monetary reward, 33.3% were neutral that they receive monetary reward, 24.6% of them agreed that they receive monetary reward, 5.3% of them strongly disagreed that they receive monetary reward and lastly, 1.8% of them strongly agreed that they receive monetary reward.

Table 5: Recognition, thanks giving and appreciation encourages me to perform well.

	Frequency	Percent
Strongly agree	4	7.0
Agree	28	49.1
Neutral	21	36.8
Disagree	4	7.0
Total	57	100.0

The table shows that majority of the respondents 49.1% agreed that Recognition, thanks giving and appreciation encourages them to perform well, 36.8% of them were neutral, 7% of them strongly agreed that Recognition, thanks giving and appreciation encourages them to perform well, 7% of them disagreed that Recognition, thanks giving and appreciation encourages them to perform well.

Table 6: I have Job security, and favorable working hours.

	Frequency	Percent
Strongly agree	5	8.8
Agree	36	63.2
Neutral	14	24.6
Disagree	2	3.5
Total	57	100.0

The table shows that majority of the respondents 63.2% agreed that they have job security and favorable working hours, 24.6% of them were neutral, 8.8% of them strongly agreed that they have job security and favorable working hours, and finally, 3.5% of them disagreed that they have job security and favorable working hours.

Table 7: Conducive working environment encourages me to perform and produce.

	Frequency	Percent
Strongly agree	11	19.3
Agree	33	57.9
Neutral	5	8.8
Disagree	4	7.0
Strongly Disagree	4	7.0
Total	57	100.0

The table shows majority of the respondents 57% agreed that conducive working environment encourages them to perform and produce, 19.3% of them strongly agreed that conducive working environment encourages them to perform and produce, 8.8% of them were neutral, 7% disagreed and strongly disagreed that conducive working environment encourages them to perform and produce.

Table 8: I have an appropriate office layout.

	Frequency	Percent
Strongly agree	2	3.5
Agree	9	15.8
Neutral	35	61.4

Disagree	9	15.8
Strongly Disagree	2	3.5
Total	57	100.0

The table shows that majority of the respondents 61.4% were neutral that they have an appropriate office layout, 15.8% agreed and disagreed that they have an appropriate office layout, 3.5% strongly agreed and strongly disagreed that they have an appropriate office layout.

Table 9: I have strong communication network within the workplace.

	Frequency	Percent
Strongly agree	9	15.8
Agree	29	50.9
Neutral	10	17.5
Disagree	5	8.8
Strongly Disagree	4	7.0
Total	57	100.0

The table shows that majority of the respondents 50.9% agreed that they had strong communication network within the workplace, 17.5% of them were neutral that they had strong communication network within the workplace, 15.8% of them strongly agreed that they had strong communication network within the workplace, 8.8% disagreed that they had strong communication network within the workplace, and finally, 7% of them strongly disagreed that they had strong communication network within the workplace.

Table 10: There is an absence of noise in the Office.

	Frequency	Percent
Agree	29	50.9
Neutral	12	21.1
Disagree	5	8.8
Strongly Disagree	11	19.3
Total	57	100.0

The table shows that majority of the respondents 50.9% agreed that there is an absence of noise in the Office, 21.1% of them were neutral about the statement, 19.3% of them strongly disagreed there is an absence of noise in the Office, and finally, 8.8% of them disagreed that there is an absence of noise in the Office.

Table 11: I receive regular training and development

	Frequency	Percent
Agree	9	15.8
Neutral	13	22.8
Disagree	33	57.9
Strongly Disagree	2	3.5
Total	57	100.0

The table shows that majority of the respondents 57.9% disagreed that they receive regular training and development, 22.8% of them were neutral that they receive regular training and development, 15.8% of them agreed that they receive regular training and development, and finally, 3.5% of them strongly disagreed that they receive regular training and development.

Table 12: I am confident that the training brings strong team work.

	Frequency	Percent
Strongly agree	17	29.8
Agree	28	49.1
Neutral	3	5.3
Disagree	6	10.5
Strongly Disagree	3	5.3
Total	57	100.0

The table shows that the majority of the respondents 49.1% agreed that they are confident that the training brings strong team work, 29.8% of them strongly agreed that they are confident that the training brings strong team work, 10.5% of them disagreed that they are confident that the training brings strong team work, 5.3% of them were neutral and lastly, 5.3% strongly disagreed that they are confident that the training brings strong team work.

Table 13: Training reduces frequency of supervision

	Frequency	Percent
Strongly agree	4	7.0
Agree	37	64.9
Neutral	7	12.3
Disagree	6	10.5
Strongly Disagree	3	5.3
Total	57	100.0

The table shows that majority of the respondents 64.9% agreed that training reduces frequency of supervision, 12.3% of them were neutral, 10.5% disagreed that training reduces frequency of supervision, 7% of them strongly agreed that training reduces frequency of supervision, 5.3% of them strongly disagreed that training reduces frequency of supervision.

Table 14: Training is a must for enhancing productivity and performance

	Frequency	Percent
Strongly agree	16	28.1
Agree	31	54.4
Neutral	6	10.5
Disagree	4	7.0
Total	57	100.0

The table shows that majority of the respondents 54.4% strongly agreed that training is a must for enhancing productivity and performance, 28.1% of them strongly agreed that training is a must for enhancing productivity and performance, 10.5% of them were neutral, and finally, 7% of them disagreed that training is a must for enhancing productivity and performance.

Table 15: Training and development practices improve the knowledge and skills of employees.

	Frequency	Percent
Strongly agree	19	33.3
Agree	32	56.1
Neutral	3	5.3
Disagree	1	1.8

Strongly Disagree	2	3.5
Total	57	100.0

The table shows that majority of the respondents 56.1% agreed that Training and development practices improve the knowledge and skills of employees, 33.3% of them strongly agreed that Training and development practices improve the knowledge and skills of employees, 5.3% of them were neutral, 3.5% of them strongly disagreed that Training and development practices improve the knowledge and skills of employees, 1.8% of them disagreed that training and development practices improve the knowledge and skills of employees.

Table 16: Training and development practices improve the knowledge and skills of employees.

	Frequency	Percent
Strongly agree	8	14.0
Agree	36	63.2
Neutral	6	10.5
Disagree	4	7.0
Strongly Disagree	3	5.3
Total	57	100.0

The table shows that the majority of the respondents 63.2% agreed that Training and development practices improve the knowledge and skills of employees, 14% of them strongly agreed that Training and development practices improve the knowledge and skills of employees, 10.5% of them were neutral, 7% of them disagreed that Training and development practices improve the knowledge and skills of employees, and finally, 5.3% of them strongly disagreed that Training and development practices improve the knowledge and skills of employees.

Table 17: The promotions are strictly based on the Performance Appraisal Process.

	Frequency	Percent
Strongly agree	3	5.3
Agree	19	33.3
Neutral	9	15.8
Disagree	22	38.6
Strongly Disagree	4	7.0
Total	57	100.0

The table above shows that majority of the respondents 38.6% disagreed that the promotions are strictly based on the Performance Appraisal Process, 33.3% of them agreed that the promotions are strictly based on the Performance Appraisal Process, 15.8% of them were neutral, 7% of them strongly disagreed that the promotions are strictly based on the Performance Appraisal Process, and finally, 5.3% of them strongly agreed that the promotions are strictly based on the Performance Appraisal Process.

Table 18: I receive any increment in your salary after performance Appraisal

	Frequency	Percent
Agree	4	7.0
Neutral	5	8.8
Disagree	44	77.2
Strongly Disagree	4	7.0
Total	57	100.0

The table shows that the majority of the respondents 77.2% disagreed that they receive any increment in your salary after performance Appraisal, 8.8% of them were neutral, 7% of them agreed that they receive any increment in your salary after performance Appraisal and finally, 7% of them strongly disagreed that they receive any increment in your salary after performance Appraisal.

Table 19: Performance appraisal improves motivation and job satisfaction

	Frequency	Percent
Strongly agree	39	68.4
Agree	12	21.1
Neutral	2	3.5
Disagree	2	3.5
Strongly Disagree	2	3.5
Total	57	100.0

The table shows that the majority of the respondents 68.4% strongly agreed that Performance appraisal improves motivation and job satisfaction, 21.1% of them agreed that Performance appraisal improves motivation and job satisfaction, 3.5% of them were neutral, 3.5% of them disagreed that Performance appraisal improves motivation and job satisfaction and finally, 3.5% of them strongly disagreed that Performance appraisal improves motivation and job satisfaction.

Table 20: Performance appraisal helps to change the behavior of Employees.

	Frequency	Percent
Strongly agree	28	49.1
Agree	21	36.8

Neutral	3	5.3
Disagree	3	5.3
Strongly Disagree	2	3.5
Total	57	100.0

The table shows that 49.1% of the respondents strongly agreed that Performance appraisal helps to change the behavior of Employees, 36.8% of them agreed that Performance appraisal helps to change the behavior of Employees, 5.3% of them were neutral, 5.3% of them disagreed that Performance appraisal helps to change the behavior of Employees, and finally, 3.5% of them strongly disagreed that Performance appraisal helps to change the behavior of Employees.

Table 21: I am able to carry out my work efficiently

	Frequency	Percent
Strongly agree	1	1.8
Agree	56	98.2
Total	57	100.0

The table shows that 98.2% agreed that they are able to carry out my work efficiently, and finally, 1.8% of them strongly agreed that they are able to carry out my work efficiently.

Table 22: I came up with creative solutions for new problems

	Frequency	Percent
Agree	43	75.4
Neutral	3	5.3
Disagree	6	10.5
Strongly Disagree	5	8.8

Total	57	100.0

The table shows that 75.4% of the respondents agreed that they came up with creative solutions for new problems, 10.5% of them disagreed that they came up with creative solutions for new problems, 8.8% of them strongly disagreed that they came up with creative solutions for new problems, and finally, 5.3% of them were neutral about they came up with creative solutions for new problems.

Table 23: I set appropriate priorities for my tasks

	Frequency	Percent
Strongly agree	9	15.8
Agree	39	68.4
Neutral	3	5.3
Disagree	3	5.3
Strongly Disagree	3	5.3
Total	57	100.0

The table shows that 68.4% of the respondents agreed that they set appropriate priorities for my tasks, 15.8% of them strongly agreed that they set appropriate priorities for my tasks, 5.3% neutral, disagreed and strongly disagreed that they set appropriate priorities for my tasks.

Table 24: Work environment, leadership and management practices influence employee productivity.

	Frequency	Percent
Strongly agree	9	15.8
Agree	38	66.7
Neutral	5	8.8
Strongly Disagree	5	8.8
Total	57	100.0

The table shows that 66.7% of the respondents agreed that Work environment, leadership and management practices influence employee productivity, 15.8% of them strongly agreed that Work environment, leadership and management practices influence employee productivity, 8.8% of them were neutral and strongly disagreed that Work environment, leadership and management practices influence employee productivity.

Table 25: Employee commitment, time management, communication and collaboration influence employee productivity.

	Frequency	Percent
Strongly agree	38	66.7
Agree	8	14.0
Neutral	3	5.3
Disagree	4	7.0
Strongly Disagree	4	7.0
Total	57	100.0

The table shows that 66.7% of the respondents strongly agreed that Employee commitment, time management, communication and collaboration influence employee productivity, 14% of them agreed that Employee commitment, time management, communication and collaboration influence employee productivity, 7% of them disagreed and strongly disagreed that Employee commitment, time management, communication and collaboration influence employee productivity, and finally, 5.3% of them were neutral that Employee commitment, time management, communication and collaboration influence employee productivity.

4.1.2 Inferential Analysis: Correlations

Table 26: Motivation and Performance and Productivity association

		Motivation	Performance and Productivity
Motivation	Pearson Correlation	1	.559**
	Sig. (2-tailed)		.000
	N	57	57
Performance and Productivity	Pearson Correlation	.559**	1
	Sig. (2-tailed)	.000	
	N	57	57

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

The table shows that the correlation coefficient of 0.559** suggests that there is moderate positive association between motivation and performance and productivity and the correlation is statistically significant.

Table 27: Working conditions and Performance and Productivity

		Working conditions	Performance and Productivity
Working conditions	Pearson Correlation	1	.559**
	Sig. (2-tailed)		.000
	N	57	57
Performance and Productivity	Pearson Correlation	.559**	1
	Sig. (2-tailed)	.000	
	N	57	57

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

The table shows that the correlation coefficient of 0.559** suggests that there is moderate positive association between Working conditions and performance and productivity and the correlation is statistically significant.

Table 28: Training and development and Performance and Productivity

		Training and development	Performance and Productivity
Training and development	Pearson Correlation	1	-.028
	Sig. (2-tailed)		.836
	N	57	57
Performance and Productivity	Pearson Correlation	-.028	1
	Sig. (2-tailed)	.836	
	N	57	57

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

The table shows correlation coefficient of -0.028 with a significance level of 0.836 suggests that there is very weak and non-significant negative correlation between training and development and performance and productivity.

Table 29: Performance Appraisal and performance and productivity

		Performance appraisal	Performance and Productivity
Performance appraisal	Pearson Correlation	1	.462**
	Sig. (2-tailed)		.000
	N	57	57
Performance and Productivity	Pearson Correlation	.462**	1

Sig. (2-tailed)	.000	
N	57	57

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

The table shows that correlation coefficient of 0.462** suggests there is a moderate positive correlation between performance appraisal and performance and productivity and the correlation is statistically significant.

5.1 CONCLUSION

The study investigated the specific objectives including working conditions, motivation, training, performance appraisal and their effect on performance and productivity. The study concluded that there is moderate positive association between motivation and performance and productivity and the correlation is statistically significant.

6.1 RECOMMENDATION

The study recommended that organizations improve supportive work environment, motivation, good performance appraisal in order to foster organizational performance and productivity.

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