PERFORMANCE PLANNING AND EMPLOYEE PRODUCTIVITY IN DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT
This study examined the relationship between performance planning and employee productivity in deposit money banks in Rivers State. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population for this study was 283 staff of the deposit money 22 banks in Port Harcourt. The sample size of 162 was determined using the Taro Yamen's 1970 formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship between performance management and employee productivity in deposit money banks in Rivers State. Therefore, the study concludes that performance planning significantly relates with employee productivity in Deposit Money Banks in Rivers State. Hence the study recommends that Deposit Money Banks should establish clear and measurable performance goals for employees. These goals should align with the overall organizational objectives and be communicated effectively to all staff members.

Keywords: Performance Planning, Employee Productivity, Timeliness of Work, Accomplishment of Task, Employee Innovativeness

INTRODUCTION

Employee productivity is a crucial aspect of any successful business, but it can be challenging to maintain consistently high levels. There are several factors that can contribute to low employee productivity, including poor management, lack of motivation, and inadequate training. However, with the right strategies and tools, it is possible to improve employee productivity and create a more efficient and effective workplace. Employee productivity is an essential factor in the success of any organization, and understanding the causes of low productivity is crucial for effective management. According to

Paresashvili, Maisuradze, and Ghambashidze (2021), low employee productivity can be attributed to several factors, including poor working conditions, lack of motivation, inadequate training, and ineffective leadership. Poor working conditions such as uncomfortable temperatures, poor lighting, and inadequate space can lead to discomfort and reduced concentration, which ultimately affects employee productivity. Lack of motivation, on the other hand, can result from a lack of recognition, appreciation, and incentives, which can lead to a decrease in employee morale and productivity. Inadequate training can also lead to low productivity as employees may not possess the necessary skills to perform their job tasks effectively. Finally, ineffective leadership can lead to low productivity as employees may lack direction, guidance, and support from their supervisors. Therefore, it is crucial for organizations to address these factors and create a conducive work environment for employees to enhance their productivity. This can be achieved through providing appropriate working conditions, offering incentives, providing regular training, and ensuring effective leadership.

Performance management is the process of setting goals, providing feedback, and evaluating employee performance in order to improve organizational effectiveness. It is an essential function of human resource management and is crucial to maintaining a high-performing workforce. According to Armstrong and Taylor (2014), performance management involves a range of activities, including setting performance objectives, providing regular feedback, conducting performance appraisals, and identifying opportunities for development and training. The authors argue that effective performance management requires a focus on both individual and organizational performance, as well as a commitment to ongoing improvement. Performance management can have a significant impact on employee motivation and engagement. As noted by Dessler (2017), when employees feel that their contributions are recognized and valued, they are more likely to be motivated to perform at their best. Effective performance management can also help to identify and address performance issues early, which can prevent problems from escalating and impacting organizational performance. Therefore, the purpose of this paper therefore was to examine the relationship between performance planning and employee productivity in Deposit Money Banks in Rivers State.

Conceptual Framework

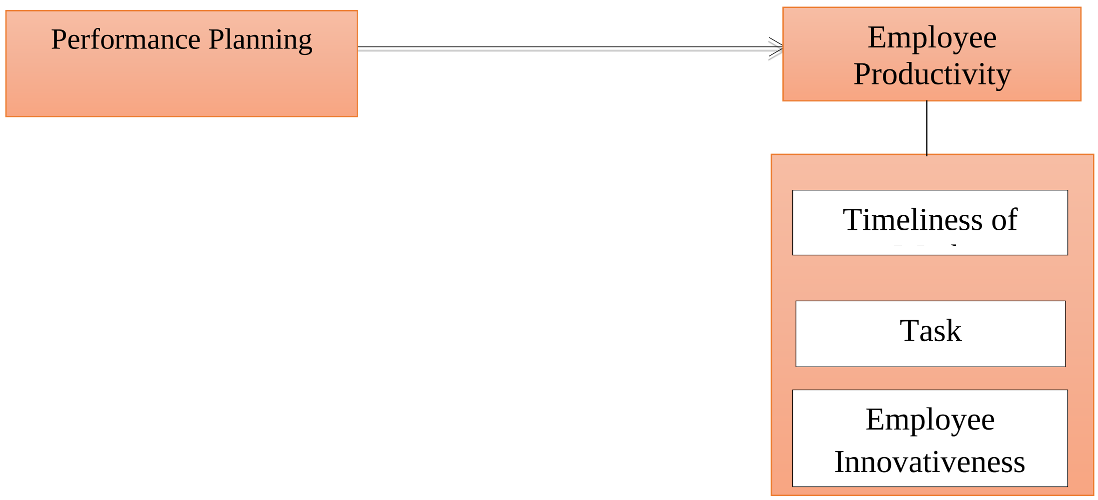

Figure 1: conceptual model for the relationship between performance planning and employee productivity.

Source: Desk Research (2023)

LITERATURE REVIEW

Theoretical Foundation

Goal Setting Theory

This theory was developed by Edwin Locke (1960). According to Locke, goal setting involves procedure, duration and plan to guide an organization's set up. Locke's various studies on goal setting theory show that performance is further enhanced when goals direct attention, effort, persistence, and development of strategy. Locke found that attention to the specificity of the goal and difficulty level had a direct effect on performance. He also found that there were five principles to successful goal setting: clarity, challenge, commitment, feedback, and task complexity (Locke, 2002).

Clarity of the goal refers to a clearly defined and measurable goal. In order for the goal to be attainable, it needs to be as specific as possible, preferably with a timeline for completion. Next, the goal must be challenging. It needs to be difficult enough but still attainable in order to motivate the person that is working towards the goal. Commitment refers to a level of effort given. Locke and Latham (2002) suggest that sharing one's goal increases accountability in meeting the goal. Goals of an organization are not always the goal of an individual (Locke & Lathan, 2013). Feedback should be given to, and by, the person working towards the goal. Finally, task complexity should be considered as well. A goal that is too complex or difficult may need to be broken in to parts and resources and sufficient time be made available.

Locke's research found that goals affect performance through four mechanisms. First, goals direct attention and effort towards activities that are relevant to the goal. Activities or actions that are not related to the goal are given less attention. Locke stated that the effect occurs both cognitively and behaviourally. For example, students that were given specific feedback on their performance on a driving test improved their performance on the tasks for which they had goals, but not on other tasks unrelated to their goals (Locke & Latham, 2002).

Performance Planning

Performance planning is an essential process that helps organizations and individuals achieve their goals by outlining the desired results and the steps required to accomplish them. Setting performance goals is crucial in performance planning as it helps individuals and organizations to define what success looks like and create a roadmap to achieve it. Creating a performance improvement plan is another important aspect of performance planning that helps individuals and organizations identify areas that need improvement and establish strategies to achieve the desired outcomes. Finally, monitoring and evaluating performance outcomes is critical in performance planning, as it allows individuals and organizations to assess their progress and make adjustments as needed.

Annual performance reviews can be viewed as learning opportunities. Individuals could be prompted to consider how and in what ways they wish to grow. Ashford and Cummings (2003) found that feedback has significant positive effects on the performance of both individuals and groups, particularly through role clarification, improved self-efficacy, the establishment of behavior reward contingencies, and enhanced self-regulatory control processes. Similarly, according to Armstrong and Baron (2004), the actual performance could be compared to the desired performance, resulting in an evaluation of the outcome and the establishment of a development plan based on the shortcoming. This comparative approach also includes a mechanism for employee feedback. In addition, coaching and training are essential learning and development tools during this phase.

According to Cook (2014), performance planning is the process of identifying, investigating, measuring, and enhancing an employee's performance within an organization. This embeds the essential composition required for an evaluation to have an effect on performance management and employee performance. The criterion for evaluating the performance appraisal is highly relevant due to the inclusion of significant elements that aid in examining employee performance-related criteria. The evaluating factor for employee evaluation observation corresponds to the supervisor's function in evaluating and molding employees to achieve higher productivity. The supervisor is responsible for translating the observable characteristics of an employee's workplace administration into pertinent and comparable ratings across organizations.

Concept of Employee Productivity

Employee productivity is a significant aspect of an organization's operation and success. It is defined as the measure of an employee's efficiency and effectiveness in accomplishing his or her assigned tasks within an expected time frame and with a certain level of quality. According to Tzenios (2019), productivity is concerned with the output of an employee's work and how it contributes to the overall goals of the organization. It is not just about how much work an employee completes but also how well he or she accomplishes it. Therefore, productivity is not only influenced by individual factors such as skills, knowledge, and experience but also by organizational factors such as work environment, resources, and support. In addition, productivity is often associated with performance and profitability, and as such, it is a crucial metric for evaluating an organization's competitiveness and sustainability in the long run.

Employee productivity can be thought of as how effectively organizations and the people working in them produce value from available inputs, Cheese (2015). According to Joshi and Balyan (2011), employee productivity also known as labour productivity is known as the output per person or system. Samnani and Singh, (2014) define productivity as the ratio of outputs to inputs. It refers to the volume of output produced from a given volume of inputs or resources. If the firm becomes more productive, then it has become more efficient, since productivity is an efficiency measure. Productivity in itself has so many benefits to the organization, Chen, et al (2015) believe that it translates to real income and that means that the firm can meet its duties to customers, suppliers, employees, shareholders and government (taxes and regulation) and still remain competitive or improve its competitiveness in the market place. Onyije (2015) looks at productivity not so differently from other researchers, according to him high productivity levels translate into lower unit costs and it is one of the drivers of success in the organization. It is growing the business in a way where the employees and the employer are satisfied.

Measures of Employee Productivity

Timeliness of Work

Timeliness of work is a measure of employee productivity. Timeliness measures whether a unit of work was done correctly and on time, given that time is the most crucial resource to be considered in the performance of any activity. Time determines the imperativeness of any other resources in accomplishing organizational set out objectives and goals (Ugwulashi, 2011). It is an essential resource every manager needs to achieve the goals and objectives of an organization (Adeojo, 2012). Time, according to Nwaiwu (2000), is the interval between the beginning and the end of an operation. It is so delicate that it cannot be saved but can only be spent and once misused it can never be regained. Time is an immaterial resource, inelastic, scarce and erodes fast and once spent, cannot be won back, stored or recalled for use (Kalu, 2012). It is an essential resource; it's irrecoverable, limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it is never static (Adeojo, 2012). Managing time appropriately leads to achieving results easily with limited resources. Consequently, any productive system, whatever its structure, human, technology or financial support requires efficient and effective time management procedure. Consequently, Mullins (1999) refers time as one of the most valuable, but limited resources and it is important that administrators utilize time to the maximum advantage. For not realizing time as a scarce resource most employee run out of time before expected result is achieved and this negatively affect their productivity level.

Timeliness of work also deals with the promptness with regards to service delivery. Davidow (2003), further highlighted that promptness has a significant relationship with customer's satisfaction and service delivery especially in most service oriented, organization. Johnston and Fem (1999) cited in (Ekiz & Arasli, 2007) observed that customers that usually visits organizations to lay complaints most often expects such organizations to consistently resolve their problems instantaneously or swiftly. Scholars has advanced that prompt reaction to customers' needs have a positive influence on customers satisfaction (Congniz *et al*, 2007) cited in (Ekiz & Arasli, 2007).

Task Accomplishment

Task accomplishment is a measure of an employee's productivity and involves their contribution to overall organizational productivity and effectiveness, it refers to actions that are part of the formal reward system and addresses the prescription as indicated in the descriptions of the role (Williams and Karau, 1991). It shows the level or the extent an employee achieves a given target. In general, task accomplishment comprises of activities that translates the organizations policies, missions and resources into tangible and intangible goods produced by the organization and to enable efficient operation of the organization (Motowidlo et al., 1997). Thus, task accomplishment covers the fulfilment of the requirements that are part of the agreement between the employee and the organisation. Borman and Motowidlo (1993) pointed out that task accomplishment is the effectiveness and efficiency with which job incumbents perform activities that contribute to the organization's technical core and assist in moulding the psychological state of the organization (Borman and Motowidlo, 1993). They further suggested that in accomplishing a given task there are two aspects to it, which are interpersonal facilitation and job dedication. Interpersonal facilitation includes cooperative and helpful acts that help the effectiveness of co-employee. While job dedication includes self-disciplined and motivation to support organizational objectives and goals (Van Scotter and Motowidlo, 1996).

Employee Innovativeness

Innovativeness of employees is measured by the propensity by which they innovate in their work (Miller and Friesen 1982); their willingness to try new ways which are different from the existing; the enthusiasm to adopt new ideas or new methods to their work operation; and the eagerness to implement the innovation strategy in their work (Khandwalla 1987). Innovativeness reflects a employee's tendency to engage in and support new ideas, novelty, experimentation and creative processes (Lumpkin and Dess, 1996) that may result in new products, services, or technological processes and which may take the organization to a new paradigm of success (Swiezczek and Ha, 2003). It also implies seeking creative, extraordinary or strange solutions to problems and needs. Schumpeter (1934) considered employees to be essentially a creative activity and entrepreneur as an innovator who carries out new combinations in the field of men, money, material, machine and management. According to him, an entrepreneur is an economic man who tries to maximize his profits by making innovations in any one of the following fields: (1) new products; (2) new production methods; (3) new markets; or (4) new forms of organization.

Employee innovativeness can be defined as an engagement in innovative behaviours, which includes behaviours related to the innovation process, i.e. idea generation, idea promotion and idea realization with the aim of producing innovations (Ramamoorthy, Flood, Slattery & Sardessai 2005). Innovations which have to do with the implementation or adoption of novel ideas can in turn be categorized as either technological (changes in products, services, production processes) or administrative (changes in activities, social processes, structures), and as either radical or incremental, depending on the extent of their influence for existing products or processes (Damanpour 1991). Employee innovativeness can thus be examined throughout the innovation process, from the initial idea generation to product development and eventually to product commercialization, or to the adoption of new processes or structures in the organization (Vincent, Decker & Mumford, 2002).

Performance Planning and Employee Productivity

Kabiru, Theuri, and Misiko (2018) analyzed the effect of performance planning on the organizational performance of Agricultural State-Owned Corporations in Kenya. This investigation employed a descriptive research design. Kenyan agricultural state-owned corporations constituted 42 of the target population. A straightforward random sampling method was used to select 30 corporations from the 42 agricultural state-owned corporations in Kenya. Through the administration of a questionnaire, data was collected, coded, and analyzed using descriptive statistics of frequency, percentage, mean, and standard deviation in SPSS and Microsoft Excel. The findings of the study indicate that planning has an impact on the organizational performance of state-owned corporations, but the conclusion derived from the collected data indicates that the administrations of these organizations fail to carry out this function of planning effectively. Therefore, if these businesses are to enhance their performance, the study suggests that they adopt a culture of effective planning.

From the foregoing discourse, the study hypothesized thus:

H_{01}: There is no significant relationship between performance planning and timeliness of work in Deposit Money Banks in Rivers State.

H_{02}: There is no significant relationship between performance planning and task accomplishment in Deposit Money Banks in Rivers State.

H_{03}: There is no significant relationship between performance planning and employee innovativeness in Deposit Money Banks in Rivers State.

METHODOLOGY

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population for this study was 283 staff of the deposit money 22 banks in Port Harcourt. The sample size of 162 was determined using the Taro Yamen's 1970 formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

DATA ANALYSIS AND RESULTS

Table 1: Correlations Matrix for Performance planning and Timeliness of work

			Performance Planning	Timeliness of Work
Spearman's rho	Performance Planning	Correlation Coefficient	1.000	.687**
		Sig. (2-tailed)	.	.000
		N	131	131
	Timeliness of Work	Correlation Coefficient	.687**	1.000
		Sig. (2-tailed)	.000	.
		N	131	131

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS 23.0 data Output, 2023

Ho_1: There is no significant relationship between performance planning and timeliness of work in Deposit Money Banks in Rivers State.

Table 1 shows a Spearman's correlation coefficient (rho) of 0.687 which indicates a positive strong relationship between performance planning and timeliness of work in Deposit Money Banks in Rivers State. This is indicative of a very strong correlation between performance planning and timeliness of work in Deposit Money Banks in Rivers State. Similarly displayed in Table 1 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is (0.000) < (0.05) level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between performance planning and timeliness of work in Deposit Money Banks in Rivers State.

Table 2: Correlations Matrix for Performance planning and Task accomplishment

			Performance Planning	Task Accomplishment
Spearman's rho	Performance Planning	Correlation Coefficient	1.000	.771**
		Sig. (2-tailed)	.	.000
		N	131	131
	Task Accomplishment	Correlation Coefficient	.771**	1.000
		Sig. (2-tailed)	.000	.
		N	131	131

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS 23.0 data Output, 2023

Ho$_2$: There is no significant relationship between performance planning and task accomplishment in Deposit Money Banks in Rivers State.

Table 2 shows a Spearman's correlation coefficient (rho) of 0.771 which indicates a positive very strong relationship between performance planning and task accomplishment in Deposit Money Banks in Rivers State. This is indicative of a very strong correlation between performance planning and task accomplishment in Deposit Money Banks in Rivers State. Similarly displayed in Table 2 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is (0.000) < (0.05) level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between performance planning and task accomplishment in Deposit Money Banks in Rivers State.

Table 3: Correlations Matrix for Performance Planning and Employee innovativeness

			Performance Planning	Employee Innovativeness
Spearman's rho	Performance Planning	Correlation Coefficient	1.000	.964**
		Sig. (2-tailed)	.	.000
		N	131	131
	Employee Innovativeness	Correlation Coefficient	.964**	1.000
		Sig. (2-tailed)	.000	.
		N	131	131

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

Source: SPSS 23.0 data Output, 2023

Ho_3: There is no significant relationship between performance planning and employee innovativeness in Deposit Money Banks in Rivers State.

Table 3 shows a Spearman's correlation coefficient (rho) of 0.964 which indicates a positive very strong relationship between performance planning and employee innovativeness in Deposit Money Banks in Rivers State. This is indicative of a very strong correlation between data quality and innovation of Deposit Money Banks in Rivers State. Similarly displayed in Table 3 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is (0.000) < (0.05) level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between performance planning and employee innovativeness in Deposit Money Banks in Rivers State.

DISCUSSION OF FINDINGS

The main finding of this study revealed that there is a positive significant relationship between performance management and employee productivity in Deposit Money Banks in Rivers State, Nigeria. This reinforces previous studies carried out by Onunwor (2021) whom results showed that dimensions of performance management strategies such as performance appraisal, promotion, training and development significantly and positively affects measures of organizational growth such as financial growth, expansion and staff strength. The study concluded that continuous improvements in performance management strategies such as performance appraisal, promotion and training and development brings about corresponding improvements in organizational growth of Access Banks in Rivers state. Ikuru and Asor (2022) revelated that employee who neglect performance management strategies, will be at the receiving end in respect to financial growth, expansion and staff strength, thus experience counter production. Recent research suggested objective template for assessment of performance of the employees in order to induce the employees and instil the motivating force on them to enhance organization growth (Eze, Olatunji, Aina & Nwaba, 2019; Ikuru & Asor, 2022; Onunwor, 2021).

CONCLUSION AND RECOMMENDATION

The study concludes that performance planning significantly relates with employee productivity in Deposit Money Banks in Rivers State. This highlights the crucial role that effective performance management plays in influencing and enhancing employee productivity within these financial institutions. By recognizing and addressing the impact of performance management practices, Deposit Money Banks can potentially optimize their workforce's productivity and overall

Therefore, Deposit Money Banks should provide comprehensive training and guidance to managers and supervisors who conduct performance appraisals. Appraisers should be equipped with the necessary skills to conduct fair and objective evaluations, provide constructive feedback, and set realistic performance goals for their employees.

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