

ROLE OF PERFORMANCE MANAGEMENT PROCESS IN
ORGANIZATIONAL SUCCESS: A CASE OF KCB BANK KENYA

by

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APPROVAL

ROLE OF PERFORMANCE MANAGEMENT PROCESS IN ORGANIZATIONAL SUCCESS: A CASE OF KCB BANK KENYA

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In accordance with Daystar University policies, this thesis is accepted in partial fulfilment of requirements for the Master of Business Administration degree.

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I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CIPD	Chartered Institute of Personnel and Development
DDI	Development Dimensions International
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
KCB	Kenya Commercial Bank
KRI	Key Result Indicators

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ABSTRACT

Performance management is the key process through which work gets done. It shows how organizations communicate expectations and drive behaviour to achieve important goals. This research primarily sought to determine the role of performance management process in organizational success at KCB, Kenya. This study adopted a descriptive research design. The target population of the study was 1,592 employees working at KCB Head Office, Nairobi. Purposive and simple random sampling techniques were used to select a sample of 160 respondents who were divided into four strata namely, 3 senior managers, 24 mid-level managers, 54 junior level managers, and 79 non-management staff. Primary data was collected using questionnaires. Data was analysed and presented using frequency tables and figures. The study used correlation analysis to determine whether a combined group of independent variables predicts a given dependent variable. The findings revealed that performance management process at the bank was composed of goal setting, performance planning, ongoing feedback, employee input, performance evaluation, and performance review. The study also revealed that the bank is performing well in terms of increased productivity, employee development, and market share at 72.4%, 74.8%, and 71.6% respectively. The findings revealed that there was a strong positive relationship between performance management process and organizational success at KCB by at least 80.5% of the respondents agreeing to this. The study concluded that goal setting, performance plans, on-going feedback, employee input, performance evaluation, and performance review were measures of performance management process that had a positive role on the success of KCB through employee productivity, employee development, and market share. The study recommended that a

similar study be conducted in another bank for generalisation and comparison of the study.

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