

Impact of Performance Management on Employee Productivity (Case Study in Cac Bank- Yemen)

Iskander H. A. Sattar^(1,*), Shaima Iskander Hasson A. Sattar⁽²⁾

¹ Business Administration Section, Faculty of Administrative Sciences, University of Science and Technology – Aden, Yemen

² MBA Candidate, International Business Management, Business Administration Section, Lebanese International University, Beirut, Lebanon

Corresponding Author email: i.abdulsattar@aden.ust.edu

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Abstract

The main target of this study was to study the effect of the performance management process on employee productivity. The specific objectives of the study were to appraise the effect of performance management on employee productivity at CAC Bank—Yemen and to elaborate the effect of performance appraisal, reward, training and development, and feedback on employee productivity. Through a detailed literature review and a deep analysis of the data collected from CAC Bank—Yemen, the target population was employees in various positions in the bank with a sample size of 144 out of 224 employees. The study adopted a quantitative approach, using a questionnaire as the data collection instrument. Data analysis was conducted using the Software Package for Social Science (SPSS). The results of this study provide remarkable results for CAC-Bank management. It indicated that all the dimensions have an impact on employee productivity.

أثر إدارة الأداء على إنتاجية الموظفين

(دراسة حالة في بنك CAC – اليمن)

إسكندر حسن عبدالستار⁽¹⁾

شيماء إسكندر حسن⁽¹⁾

إسكندر حسن عبدالستار⁽¹⁾، أستاذ مساعد – قسم إدارة الاعمال، كلية العلوم الإدارية - جامعة العلوم و التكنولوجيا – عدن
شيماء إسكندر حسن⁽¹⁾، طالبة ماجستير إدارة اعمال دولية، قسم إدارة الاعمال، الجامعة اللبنانية الدولية

الهدف الرئيسي للدراسة هو بحث أثر عملية إدارة الأداء على إنتاجية الموظفين. وتضمنت أهدافها الفرعية تقييم أثر إدارة الأداء على إنتاجية الموظفين في بنك CAC – اليمن، واستكشاف أثر تقييم الأداء، والمكافآت، والتدريب والتطوير، والتغذية الراجعة على إنتاجية الموظفين. ومن خلال مراجعة شاملة للأدبيات وتحليل مفصل للبيانات التي جُمعت من بنك CAC – اليمن، استهدف البحث موظفين من مختلف المناصب في البنك، وبلغ حجم العينة 144 موظفًا من أصل 224. واعتمدت الدراسة منهجًا كميًا، باستخدام استبيان كأداة لجمع البيانات. وتم تحليل البيانات باستخدام برنامج SPSS. وتُقدم نتائج هذه الدراسة رؤى قيمة لإدارة بنك CAC، حيث أشارت إلى أن جميع الأبعاد تؤثر على إنتاجية الموظفين.

الكلمات المفتاحية: إدارة الأداء، إنتاجية العاملين، تقييم الأداء، نظام التحفيز، التغذية الراجعة

Introduction

Employee productivity evaluates the efficiency of an individual or collective workforce (Odhiambo, 2015). As per Robert and Tybout (2007), employee productivity as the ratio between the quantity and quality of goods and services produced and the various resources necessary for their production, such as labor, capital, and technology. Actually, enhancing employee productivity has remained a primary goal for every organization, based on the idea that greater levels of workforce productivity offer both organizations and their employees several benefits. Without productivity and its constant improvement, the foundation of an organization's existence holds no value. Productivity directly contributes to a nation's prosperity and economic power. However, Nwanolue et al. (2018) emphasized that employees form the core and lifeblood of any organization, and the organization's response will determine its level of effectiveness. For instance, the manner in which organizations manage aspects such as performance appraisal, feedback, and reward systems play a crucial role in determining employee productivity levels. To accomplish both employee productivity and the organization's short- and long-term goals, employee performance management must be in line with the mission and targets of the organization.

Problem Statement

As human resources are considered one of the assets that are more concerning than other assets, attention must be given to the segment of the labor force. Hence, because employee productivity is one of the primary problems facing many public sectors, these sectors are looking at ways to increase employee productivity in order to achieve a competitive advantage (Munguti & Kanyanjua, 2017). This issue is being faced in the banks of Yemen generally and CAC Bank–Yemen specifically, which has been recognized by the researcher during the visit to the bank. Therefore, this Study examines the impact of performance management on employee productivity in CAC Bank–Yemen and identifies the effect of performance appraisal, reward system, training and development, and feedback on employee productivity.

Study Objectives

1. To explore the impact of performance appraisal on Employee Productivity in CAC Bank – Yemen.
2. To determine the impact of reward systems on employee productivity in CAC Bank – Yemen.
3. To examine the impact of training and development on employee productivity in CAC Bank – Yemen.
4. To assess the influence of feedback on employee productivity in CAC Bank – Yemen.

Study Questions

Q1: Does performance appraisal affect employee productivity in CAC Bank – Yemen?

Q2: Does the reward system affect employee productivity in CAC Bank – Yemen?

Q3: Does training have a relationship on employee productivity in CAC Bank – Yemen?

Q4: Does feedback affect the employee productivity in CAC Bank – Yemen?

Significance of Study

This study-work contributes to expanding the existing knowledge of performance management and how various factors have an impact on the effectiveness of employee productivity specifically within the banking sector in Yemen, especially CAC Bank-Yemen.

By addressing the impact of performance management on employee productivity in the Yemeni banking sector, the study fills a research-gap in the literature and provides an understanding about the impact of certain dimensions and how they are affecting employee performance in this specific context. This may provide researchers with concepts, tools and knowledge in various banking sectors to continue their studies. Moreover, the findings of this study may present strategic insights to banking institutions in Yemen, enabling them to optimize their performance management systems to allow employee engagement, motivation, and ultimately promote overall productivity levels.

Finally, this study exhibits actionable insights that the CAC Bank can use to design targeted performance management dimensions to promote employee productivity.

Scope of the Study

This study concentrates especially on the banking sector (CAC Bank) in Yemen, analyzing how performance management practices effect on employee productivity within this sector. It evaluates certain factors such as performance appraisal, reward system, training and development, and feedback. The study takes place in Aden, Yemen, during the year 2025.

Literature Review

Performance Management: Armstrong (2009) defines project management "as a continual process of increasing performance through the establishment of individual and team objectives, which is aligned with the organization's long-term objectives".

Employee Productivity: Sauermann (2016) describes EP "as the ratio of output measures to input measures". Similarly, Onah (2014) explains employee productivity "as the relationship between the output of goods and services and the human and non-human resources employed in the production process".

Performance Appraisal: Atakpa, Ocheni, and Nwachukwu (2013) regard performance appraisal "as one of the most significant yet tough responsibilities confronting managers". "Evaluating an employee's performance is challenging and conveying that the PA's primary responsibilities include discussing evaluations with employees and assessing their accomplishments and abilities" (McAfee & Champagne, 2003). Performance appraisal involves evaluation of employee's job performance in relation to the explicit or implicit criteria of the role (Terry & Franklin, 2003).

Reward System: Armstrong (2014) describes reward systems "as methods that organizations can use to attract, retain, inspire, and fulfill the needs of their employees". Cook and Hunsaker (2001) explain, "Reward systems are organizational programs established to recognize employee achievements and encourage them to increase their productivity".

Training and Development: Training and development refers to "the process of offering employees' educational opportunities to inspire and motivate them to contribute to the attainment of organizational goals" (Eze, Olatunji, Aina, & Nwaba, 2019).

Feedback: Feedback refers to "the degree to which management offers clear and straightforward information to employees about how well they are performing their tasks". It is constructive criticism or information given to an individual to help them effectively improve their performance (Munzhedzi, 2011).

Conceptual Framework

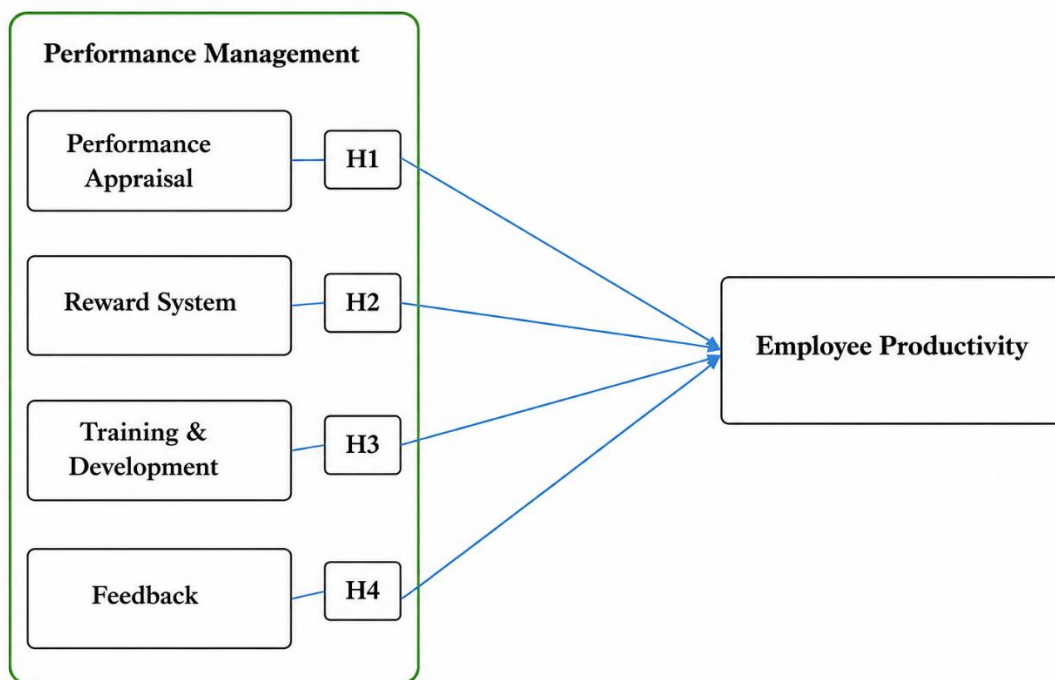


Figure 2.1. Conceptual framework.

Hypotheses

A number of hypotheses have been constructed to address the stated Study issues, based on the existing literature review and theoretical development covered in earlier parts. The following are the hypotheses:

H1: Performance Appraisal is associated with employee productivity.

H2: Reward System is associated with employee productivity.

H3: Training and development are associated with employee productivity.

H4: Feedback is related to employee productivity.

Study Methodology

The quantitative study methods used in the study methodology, depending on the questionnaire as the data collection tool. The aim is to analyze the correlation between unskilled labor and project performance in construction, outlining the strategies for data collection and analysis to test the hypothesis. As an ethical issue, approval was obtained from the University concerned department

prior to data collection. All participants received a detailed information sheet. Participation was voluntary, and respondents were assured of anonymity and confidentiality. Data was stored securely and only accessible to the research concerned members.

Population and Sampling

Population

The total number of the population in the current study is 224 employees of seven branches of CAC Bank—Aden.

Since the study aims to examine the impact of PM on employee productivity, CAC Bank—Aden offers a prime example for this investigation. It was also chosen because it provides a relevant and insightful context for addressing the Study questions.

Sample Size

The researcher followed the convenient sampling technique. The employees were selected from different positions and educational backgrounds. According to Krejcie and Morgan table, the targeted sample of 224 population was 144 employees. The questionnaires were distributed to all the targeted employees, yet 138 were received out of the 144.

Instrumentation Applied

A questionnaire is a Study tool used to collect relevant data by asking respondents to answer questions. Questionnaires have been a more common Study approach in recent years because to their cost-effectiveness, timeliness, and efficiency. The researcher used a well-designed questionnaire with the five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The study considered the following measurement:

- Measurement of Employee Productivity
- Measurement of Performance Appraisal
- Measurement of Reward System
- Measurement of Training & Development
- Measurement of Feedback

Data Collection

There are two sources of data: primary and secondary. To collect the primary data, the researchers directly administered the questionnaire and handed it out to the participants. The questionnaire was distributed by hand to guarantee the validity of the collected data, though this process required more time and effort. The secondary data for the current study was gathered from various books, articles, previous studies, etc., related to performance management and employee productivity. Close-ended questions were used in the questionnaire to save time and effort.

Data Analysis

Introduction

This part presents the analysis of the primary data collected through questionnaires from the study sample. The findings are illustrated using tables. Tables generated by the Statistical Package for the Social Sciences (SPSS) that show quantitative values for frequencies and percentages. In addition, the study applies regression and correlation analyses to measure causal relationships and presents arithmetic means and standard deviations to check the correlation between the independent and dependent variables. Accordingly, it also offers an overview and explanation of the hypothesis testing.

Table 4.2 Independent T-Test

	Group	N	Mean	SD	t	p
Employee Productivity	Excluded	6	1.306	0.476	-6.332	0
	Included	132	3.427	0.812		
Performance Appraisal	Excluded	6	1.306	0.4	-5.788	0
	Included	132	3.293	0.835		
Reward System	Excluded	6	1.194	0.4	-5.958	0
	Included	132	3.379	0.892		
Training & Development	Excluded	6	1.25	0.612	-7.236	0
	Included	132	3.75	0.835		
Performance Feedback	Excluded	6	1	0	-7.564	0
	Included	132	3.39	0.771		

Through all five variables, the independent t-test findings revealed significant differences between the excluded and included responses ($p < 0.001$), with the excluded responses consistently displaying significantly lower mean scores. Levene's test showed that several variables had unequal variances, necessitating the use of adjusted t-test results. The elimination of these replies found supported by the significant t-values, which imply that these discrepancies are systematic rather than random. To avoid bias and guarantee the validity of the analysis, their removal is justified by their significant departure from the dataset norm.

Descriptive Statistics

Descriptive Statistics of Employee Productivity

The following table presents the descriptive statistics (mean, standard deviation) and Relative Importance Index (RII) for the items related to employee productivity at CAC Bank – Yemen. The RII reflects the relative importance of each item based on respondents' perceptions.

Table 4.6 Descriptive Statistics of Employee Productivity

No	Item	Mean	SD	RII
1	The current level of performance management system is enough to make employees productive. .	3.36	0.927	67.20%
2	The quality of the services in CAC Bank – Yemen stays high due to productive workers.	3.55	1.021	71.00%
3	The current level of employee productivity is high in CAC Bank – Yemen.	3.47	1.037	69.40%
4	Employees achieve their individual objectives/targets in CAC Bank – Yemen.	3.3	0.906	66.00%
5	Employees meet deadlines of all their job/task requirement.	3.36	0.934	67.20%
6	Employees meet the customer services standards when attending to customers.	3.52	1.073	70.40%
	Employee Productivity	3.427	0.812	68.50%

The descriptive statistics (mean, standard deviation, and RII) for the six staff productivity-related factors at CAC Bank Yemen are shown in the table. The respondents generally view these characteristics of production at a reasonably high level, as indicated by the mean values, which vary from 3.300 to 3.550. The item "The quality of the services in CAC Bank – Yemen stays high due to productive workers" has the highest RII (71.0%), indicating that staff members are aware of a strong correlation between their output and the general caliber of services rendered. On the other hand, the item "Employees achieve their individual objectives/targets in CAC Bank – Yemen" has the lowest RII (66.0%), suggesting a comparatively lower perceived importance of goal achievement in employee productivity.

Employee productivity at the bank is perceived as moderate to high, with a general average score of 3.427 (SD = 0.812) and a RII of 68.5%. The items' standard deviations range from 0.906 to 1.073, indicating that respondents' opinions of these factors vary somewhat.

Descriptive Statistics of Performance Appraisal

The table 4.7 below presents the descriptive statistics (mean, standard deviation) and Relative Importance Index (RII) for the items related to performance appraisal at CAC Bank – Yemen. The RII reflects the relative importance of each item based on respondents' perceptions.

Table 4.7 Descriptive Statistics of Performance Appraisal

No	Item	Mean	SD	RII
1	Performance appraisal in CAC Bank – Yemen makes employees work harder than expected.	3.41	1.019	68.20%
2	If the employee is not satisfied with performance appraisal score, there is appeal process.	3.14	1.002	62.80%
3	Performance appraisal makes employees better understand what should be done.	3.41	0.957	68.20%
4	Performance appraisal is valuable to employee productivity in CAC Bank – Yemen.	3.42	1.005	68.40%

5	The employee is satisfied with the current performance appraisal system in CAC Bank – Yemen.	3.11	1.093	62.20%
6	Employees discuss with their supervisor and set performance target for the job.	3.27	1.034	65.40%
S	Performance Appraisal	3.293	0.835	65.90%

The descriptive statistics (mean, standard deviation, and RII) for the six performance appraisal items at CAC Bank-Yemen are displayed in the table. The mean scores, which vary from 3.110 to 3.420, show that respondents typically have a somewhat favorable opinion of the performance appraisal system. The item "Performance appraisal is valuable to employee productivity in CAC Bank – Yemen" received the highest RII (68.4%), indicating that employees understand the importance of performance appraisal in raising their productivity. The item "The employee is satisfied with the current performance appraisal system in CAC Bank – Yemen" has the lowest RII (62.2%), indicating, in comparison, lower level of satisfaction with the current system.

Considering RII of 65.9%, it is found that the performance appraisal's total average score is 3.293 (SD = 0.835). This reflects a moderate-to-high opinion on the significance and efficacy of the bank's performance reviews. The items' standard deviations, which vary from 0.957 to 1.093, denote a moderate degree of answer variability, especially when it comes to satisfaction with the performance rating system.

Descriptive Statistics of Reward System

The table 4.8, below, presents the descriptive statistics (mean, standard deviation) and Relative Importance Index (RII) for the items related to the reward system at CAC Bank – Yemen. The RII indicates the relative importance of each item depending on respondents' perceptions.

Table 4.8 Descriptive Statistics of Reward System

No	Item	Mean	SD	RII
1	The rewards provided by CAC Bank – Yemen motivate employees to give their best.	3.36	1.065	67.20%
2	The rewards provided by CAC Bank – Yemen serve to improve employee productivity.	3.32	1.021	66.40%
3	The rewards motivate employees to be timely in completing their duties.	3.55	1.121	71.00%
4	Various styles of the rewarding system lead to employee satisfaction.	3.34	1.069	66.80%
5	The level of wages is fair and satisfactory to the degree of employee performance.	3.22	1.036	64.40%
6	Reward opportunities encourage staff to be creative.	3.48	1.066	69.60%
M	Reward System	3.379	0.892	67.60%

The descriptive statistics (mean, standard deviation, and RII) for the six elements pertaining to the CAC Bank-Yemen reward system are displayed in the table. The mean values, which fall between 3.220 and 3.550, show that most respondents believe the rewards program is only somewhat successful at inspiring and fulfilling workers. The item "The rewards motivate employees to be timely in completing their duties" has the highest RII (71.0%), indicating that workers are aware of the significant role rewards play in promoting punctuality and timely job completion. The item "The level of wages is fair and satisfactory to the degree of employee performance" has the lowest RII (64.4%), suggesting a little lower perceived fairness and satisfaction with wage levels in connection to employee performance. With a RII of 67.6% and an overall average score of 3.379 (SD = 0.892), the reward system is generally thought to be moderately efficient in motivating

employees at CAC Bank-Yemen. The items' standard deviations range from 1.021 to 1.121, indicating a moderate degree of answer variability, especially when it comes to satisfaction with pay and the system as a whole.

Descriptive Statistics of Training & Development

The following table explains the descriptive statistics (mean, standard deviation) and Relative Importance Index (RII) for the items related to training and development at CAC Bank – Yemen. The RII shows the relative importance of each item based on respondents' perceptions.

Table 4.9 Descriptive Statistics of Training & Development

No	Item	Mean	SD	RII
1	Training and capacity building have improved employees' knowledge, skills, experience, and attitude.	3.73	0.958	74.60%
2	The training and capacity building program has increased job satisfaction among employees.	3.67	0.92	73.40%
3	Training is important for the intellectual enhancement of CAC Bank – Yemen.	3.92	0.957	78.40%
4	The training program has positively affected CAC Bank – Yemen employees to perform better.	3.8	0.963	76.00%
5	Productivity has improved due to the introduction of the employee training program.	3.69	0.982	73.80%
6	The employee capacity building program helped tackling difficulties easily while performing duties.	3.7	0.932	74.00%
T	Training & Capacity building	3.75	0.835	75.00%

The descriptive statistics (mean, standard deviation, and RII) for the six training and capacity building-related items at CAC Bank Yemen are demonstrated in the above table. The mean scores, which range from 3.670 to 3.920, indicate that respondents believe the training and development (Capacity building) program certainly improves employee performance. The item "Training is essential for the intellectual development of CAC Bank – Yemen" has the highest RII (78.4%). This proposes that workers consider training as essential to their professional and career development. The item "The training and development program has increased job satisfaction among employees" has the minimum RII (73.4%), indicating a little lower perceived influence on job satisfaction.

With a RII of 75.0%, the general average score for training and development is 3.750 (SD = 0.835), indicating a highly appreciable opinion of the training program's efficacy at CAC Bank-Yemen. The items' standard deviations range from 0.920 to 0.982, showing somewhat relative answers across the categories, especially when it comes to how training affects employee performance and work satisfaction.

Descriptive Statistics of Feedback

The following table presents the descriptive statistics (mean, standard deviation) and Relative Importance Index (RII) for the items related to performance feedback at CAC Bank – Yemen. The RII reflects the relative importance of each item based on respondents' perceptions.

Table 4.10 Descriptive Statistics of Feedback

No	Item	Mean	SD	RII
1	Managers give their employees fair feedback when needed.	3.37	0.877	67.40%
2	Managers follow up and discuss employees' job performance regularly with the concerned employees.	3.4	0.872	68.00%
3	Employees value positively discussing their performance with experts outside CAC Bank – Yemen environment.	3.33	1.008	66.60%
4	Employees appreciate feedback received showing their tasks are mostly relevant to the job.	3.42	0.839	68.40%
5	Employees are given the opportunity to communicate with their supervisor regarding feedback discussions.	3.43	0.967	68.60%
6	Employees are encouraged to bring creative and innovative ideas to the workplace to improve performance.	3.38	0.985	67.60%
7	Performance Feedback	3.39	0.771	67.80%

The descriptive statistics (mean, standard deviation, and RII) for the six performance feedback items at CAC Bank-Yemen are shown in table 4.10 above. According to the mean values, which vary from 3.330 to 3.430, respondents view performance comments as somewhat favorable. The item "Employees are given the opportunity to communicate with their supervisor regarding feedback discussions" has the highest RII (68.6%), indicating that workers appreciate the chance to share performance feedback with their supervisors. The item "Employees value positively discussing their performance with experts outside CAC Bank – Yemen environment" has the lowest RII (66.6%), suggesting that employees are less concerned with getting outside input for performance reviews.

With a RII of 67.8% and a general average score of 3.390 (SD = 0.771), the performance feedback system at CAC Bank-Yemen is considered to be clearly successful by employees. The standard deviations, which range from 0.839 to 1.008, show a moderate degree of response variability, especially when it comes to consideration with outside experts.

Descriptive Statistics of overall constructs

Table 4.11 Descriptive Statistics of Overall Constructs

	Mean	SD	RII
Employee Productivity	3.427	0.812	68.5%
Performance Appraisal	3.293	0.835	65.9%
Reward System	3.379	0.892	67.6%
Training & Development	3.750	0.835	75.0%
Performance Feedback	3.390	0.771	67.8%

To allow a summary of the respondents' opinions, descriptive statistics were calculated for each of the major constructs, such as mean, standard deviation (SD), and relative significance index (RII). Training and Development or Capacity Building had the greatest mean score (M = 3.750, SD = 0.835, RII = 75.0%), showing that workers believe training programs have a clear impact on improving their performance and understanding. With a mean of 3.427 (SD = 0.812, RII = 68.5%), employee productivity came next, showing a somewhat high degree of perceived productivity. Similar mean scores (M = 3.390, SD = 0.771, RII = 67.8% and M = 3.379, SD = 0.892, RII = 67.6%, respectively) were achieved from the Performance Feedback and incentive system,

indicating that employees reached the significance of both feedback mechanisms and rewards in encouraging performance.

Although it still remains within the acceptable range, Performance evaluation show the lowest mean score ($M = 3.293$, $SD = 0.835$, $RII = 65.9\%$), indicating that employees recognize its importance in evaluating and improving productivity.

Hypotheses Testing (Multiple Regression Analysis)

The multiple regression analysis calculated to examine the joint effect of performance appraisal, reward systems, training and development, and performance feedback on staff productivity.

Table 4.14 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.623	.611	.50788
a. Predictors: (Constant), Performance Feedback, Reward System, Performance Appraisal, Training and Development				
b. Dependent Variable: Employee Productivity				

With R value of .789, the regression model indicated a high predictive power and a clear relationship between the independent variables and worker productivity. The four human resource strategies account for 62.3% of the variation in employee productivity, according to the R² value of .623. A strong suitability is confirmed by the corrected R² of .611, which takes model complexity into consideration.

Table 4.15 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	53.603	4	13.401	51.953	.000b
	Residual	32.501	126	0.258		
	Total	86.104	130			
a. Dependent Variable: Employee Productivity						
b. Predictors: (Constant), Performance Feedback, Reward System, Performance Appraisal, Training and Development						

The ANOVA output indicates that the general regression model is statistically significant ($F(4,126) = 51.953$, $p < .001$), which assures that the independent variables collectively participate to predicting employee productivity.

Table 4.16 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Performance Appraisal	0.356	0.045	0.437	7.932	0
Reward System	0.394	0.045	0.484	8.788	0
Training and Development	0.401	0.048	0.464	8.346	0
Performance Feedback	0.34	0.049	0.387	6.996	0

All four human resource practices—performance evaluation, reward systems, training and development, and performance feedback—were noticed to be clear predictors of employee productivity by multiple regression analysis, as supported by their p-values being less than 0.001. This shows that fluctuations in employee productivity are associated to changes in these independent variables.

With the highest standard beta coefficient ($\beta = .484$, $t = 8.788$, $p < .001$), the incentive or reward system was found to be the most clear of the four predictors. According to this study, organizations with well-designed reward and pay schemes are more likely to find increases in worker engagement, motivation, and productivity. This idea is linked closely by earlier research, which indicated that both monetary and non-monetary awards helped in improving performance and job satisfaction (e.g., Armstrong & Taylor, 2020). A well-studied rewards program demonstrates that workers feel appreciated for their contributions and promotes a culture of loyalty, dedication and outstanding performance.

Training and development ($\beta = .464$, $t = 8.346$, $p < .001$) was the second highest predictor, waving to the vital role that opportunities for ongoing learning play in improving employee skills, competences, and productivity, leading to better career development. Businesses that concentrate on professional development not only provide workers with the skills they need, but they also foster job positive environment and lower employee turnover intentions (Noe et al., 2021). This result is consistent with the human capital hypothesis, which holds that productivity levels are directly affected by staff education and training (Becker, 1993).

Employee productivity was also clearly improved by performance appraisal ($\beta = .437$, $t = 7.932$, $p < .001$). Employees receive constructive feedback from regular performance appraisals, which supports them identifying their areas of strength and growth. A culture of accountability and goal setting is supported by an efficient performance appraisal system, which eventually improves employee performance (DeNisi & Murphy, 2017).

Finally, although hard it is marginally weaker than the other predictors, performance feedback ($\beta = .387$, $t = 6.996$, $p < .001$) is still a remarkable factor in determining employee productivity. Employees can improve their contributions by associating their performance with organizational expectations and making the required modifications with the support of feedback mechanisms. When feedback is timely, targeted, and positive, it boosts employee motivation and engagement (Aguinis, 2019).

Discussion and Conclusion

Discussion

The main objective of this study is to examine the relationship between performance management and EP. In order to achieve that, Study hypotheses were developed for the purpose of answering the four main Study questions.

Q1: Does performance appraisal affect employee productivity in CAC Bank – Yemen?

In order to answer Question, Study hypothesis one was developed, which assumes that:

H1: Performance Appraisal is significantly associated with employee productivity.

According to the results of the regression analysis, Performance Appraisal has a significant impact on EP ($\beta = .437$, $t = 7.932$, $p < .001$). Therefore, the first hypothesis is supported. The assumption conducted by Ogohi (2019), Attipoe, Agordozo and Seddon (2021), and Ugoani (2020) proved

strong correlation between the appraisal and the employee productivity. This agrees with the findings of this study regarding this factor.

Q2: Does the reward system affect employee productivity in CAC Bank – Yemen?

In order to answer this question, Study hypothesis two was developed, which assumes that:

H2: Reward System is significantly associated with employee productivity.

According to the results of the regression analysis, reward system has a statistically significant impact on EP ($\beta = .484$, $t = 8.788$, $p < .001$), so this hypothesis is also supported. Among the four predictors, the reward system emerged as the most influential factor.

Johnson, Chang and Yang (2010) and Randell (2014) justified that the primary objective of reward system is to enhance the employee productivity. This coincides with the findings of this study, which finds that employee productivity is affected by reward system factor.

Q3: Does training have a relationship on employee productivity in CAC Bank – Yemen?

In order to answer Question 3, Study hypothesis three was developed, which assumes that:

H3: Training is significantly associated with employee productivity.

According to the results of the regression analysis, there is a statistically significant impact of training and development on EP ($\beta = .464$, $t = 8.346$, $p < .001$); therefore, this hypothesis is supported and it is the second strongest predictor. Alsama and Abunar (2021) and Armstrong (2004) stressed that training and development are crucial elements to improve EP. This goes along with the findings of this study.

Q4: Does feedback affect the employee productivity in CAC Bank – Yemen?

In order to answer Question 4, Study hypothesis four was developed, which assumes that:

H4: Feedback significantly associated with employee productivity.

According to the results of the regression analysis, the impact of feedback on employee productivity is statistically significant ($\beta = .387$, $t = 6.996$, $p < .001$). This hypothesis is supported as well. (Nwanolue, et al., 2018) clarified in their study that an effective performance feedback mechanism will result in positive employee productivity. (Zondo, 2018) also added that feedback is crucial to the development of employee trust and competence at all stages. These studies agree with the findings of the current study, which finds that employee productivity is affected by the performance feedback.

Conclusion

In summary, this quantitative study examined the effects of performance management on the productivity of CAC Bank workers in Yemen. For the theories put forward, the results of this Study offer substantial empirical evidence. The study specifically shows that performance reviews, incentive programs, training and development, and feedback greatly increase employee productivity in the banking industry. According to the study's findings, CAC Bank-Yemen and, when applicable, other comparable organizations should give priority to enhancing these performance management components in order to maximize employee performance and accomplish organizational goals.

Recommendations

According to the findings of this study, the following recommendations may be proposed:

- A. The influence of Performance Appraisal on Employee Productivity
To improve employee performance and allow individual contributions with organizational objectives, it is advisable to promote performance reviews. Motivating employee participation in evaluations helps to define expectations and understanding performance implications, which finally improves productivity. Encouraging performance evaluations also facilitate efficient decision-making and motivate workers to go beyond expectations.
- B. The influence of Reward Systems on Employee Productivity
Significant productivity may be rewarded by organizations, and managers must especially consider and recognize their accomplishments. While discouraging labor, a moderate compensation system that includes subsidies and promotions increases creativity and enhances performance. Increased productivity and employee security depend on a fair evaluation procedure.
- C. The influence of Performance Feedback on Employee Productivity
So as to improve employee productivity and achieve strategic long-term goals, organizations need to have effective feedback. Clear, transparent, objective feedback makes expectations clear and recognizes each person's effort. Putting in place official processes for evaluation and acknowledgment raise accountability for better performance.
- D. The influence of Training on Employee Productivity
The study advises organizations to prioritize thorough training and capacity building in order to raise employee performance and skill levels. To achieve corporate long-term goals, managers might actively offer a variety of opportunities for career development. Investing in the professional development of employees supports a culture of growth and ongoing improvement inside the organization.

Future Study

In order to enable deeper analysis and statistical testing of the relationship between performance management and employee productivity, the researchers recommend that future research and studies build upon these findings by using a mixed-methods approach that integrates qualitative findings along with quantitative performance metrics. Future research may use larger and more varied samples from different industries and geographical settings to bring further in the context related. Future research could also look into other elements that might have an impact on worker productivity and career development leading to organizational success, like technology, engagement and motivation.

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