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Influence of Performance Management Practices on Employee Job Performance in Matatu Savings and Credit Cooperative Organizations in Meru County, Kenya

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Abstract

Employee job performance is essential for service consistency, customer satisfaction, operational discipline, and organizational sustainability in Kenya's public transport sector. Despite the formalization of Matatu Savings and Credit Cooperative Organizations, performance challenges persist due to weak target setting, inconsistent supervision, inadequate feedback, and uneven accountability systems. This study assessed the influence of performance management practices on employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County, Kenya. The study was anchored on Goal-Setting Theory and supported by Human Capital Theory. A positivist research philosophy and descriptive-correlational design were adopted. The target population comprised 1,669 drivers, stage clerks, and management officials, from which 323 respondents were sampled using stratified and simple random sampling. Structured questionnaires generated 299 valid responses. Data were analyzed using descriptive statistics, Pearson correlation, and simple linear regression. Findings established that performance management practices had a positive and statistically significant influence on employee job performance ($r = .857$, $R^2 = .735$, $\beta = .857$, $t = 28.679$, $p = .000$). The study concluded that clear targets, regular evaluation, consistent feedback, close monitoring, and fair disciplinary enforcement improve employee accountability and performance. It recommended formal performance management systems to strengthen service delivery.

Keywords: *Performance management, employee job performance, performance targets, feedback, Matatu SACCOs, Meru County*

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1. Introduction

Employee job performance remains a major concern in service-based organizations because it determines the extent to which employees complete assigned duties accurately, consistently, and within expected timelines (Armstrong & Taylor, 2023; Dessler, 2022). In the public transport sector, employee performance directly influences service reliability, passenger satisfaction, safety compliance, revenue continuity, route coordination, and the reputation of transport organizations (Chepkiyeng & Kalai, 2021; Muturi, 2022). Matatu Savings and Credit Cooperative Organizations play an important role in Kenya's transport system by providing an organized structure for coordinating vehicles, drivers, stage clerks, supervisors, and management officials involved in daily mobility services (Chepkiyeng & Kalai, 2021; Muturi,

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2022). Therefore, employee job performance within Matatu SACCOs is not only an internal human resource management issue but also a service-delivery concern, as weak performance may affect commuters, vehicle owners, regulators, and the wider local economy (Armstrong & Taylor, 2023; Dessler, 2022; Muturi, 2022).

Performance management practices represent a key human resource management mechanism through which organizations translate institutional expectations into measurable employee behavior and performance outcomes (Aguinis, 2023; Armstrong & Taylor, 2023). These practices include setting clear performance targets, regularly evaluating employee performance, providing feedback, monitoring work output, assessing achievement of set targets, and enforcing disciplinary measures fairly (Aguinis, 2023; Dessler, 2022). When performance management systems are clearly structured and consistently implemented, employees are more likely to understand their roles, receive guidance on areas requiring improvement, and remain accountable for assigned responsibilities (Armstrong & Taylor, 2023; Werner & DeSimone, 2021). In contrast, weak performance management systems may contribute to unclear expectations, poor feedback, weak accountability, inconsistent service standards, and recurring employee performance challenges (Aguinis, 2023; Dessler, 2022).

In Meru County, Matatu SACCOs serve diverse routes and connect households, markets, schools, workplaces, health facilities, and public service points (Chepkiyeng & Kalai, 2021; Muturi, 2022). Their performance depends significantly on drivers, stage clerks, supervisors, and SACCO officials who coordinate vehicle movement, manage schedules, interact with passengers, and enforce operational procedures (Armstrong & Taylor, 2023; Dessler, 2022). Although SACCO formalization has strengthened coordination and accountability within the transport sector, concerns remain about delays in task completion, irregular adherence to schedules, unstable output, inconsistent service continuity, and uneven customer handling (Chepkiyeng & Kalai, 2021; Muturi, 2022). These concerns justify examining performance management practices through which employee expectations are clarified, monitored, evaluated, and improved within Matatu SACCOs (Aguinis, 2023; Werner & DeSimone, 2021).

1.1 Problem Statement

In well-structured transport systems, employee job performance is strengthened through formal human resource practices and regulatory oversight, where performance management systems clarify work expectations, enhance accountability, support feedback, and promote consistent service delivery (Aguinis, 2023; Armstrong & Taylor, 2023; Mensah & Appiah, 2022). However, employee job performance in Kenya's Matatu transport sector remains inconsistent despite existing regulatory guidelines and efforts to improve workforce management (Kariuki & Njoroge, 2024; Mwangi et al., 2023). Many Matatu SACCOs continue to operate under informal employment arrangements characterized by weak human resource systems, limited performance evaluation, inconsistent feedback, weak monitoring, and uneven enforcement of accountability procedures, which contribute to inefficiencies and poor service delivery (Kariuki & Njoroge, 2024; Mwangi et al., 2023).

Performance management is a critical concern because it determines whether employees understand work targets, receive feedback, are monitored regularly, and are held accountable for service standards (Aguinis, 2023; Dessler, 2022). Where performance management is weak, employees may lack clarity on expected output, punctuality, customer handling, adherence to operational standards, and reliable service delivery (Armstrong & Taylor, 2023; World Bank, 2021). Evidence from informal transport systems shows that weak workforce management practices are associated with reduced productivity, inconsistent service quality, weak accountability, and poor adherence to operational standards (Jackson et al., 2022; World Bank, 2021).

Although previous studies have examined human resource practices and regulatory frameworks, many have treated them independently, with limited attention to performance management practices within Matatu SACCOs and their influence on employee job performance (Omondi & Wanjala, 2022; Kilonzo et al., 2023). This creates an empirical and contextual gap because the Matatu sector operates through route-based services, close passenger interaction, regulatory pressure, and mixed formal-informal employment arrangements (Kariuki & Njoroge, 2024; Wanyonyi et al., 2024). Therefore, this study assessed the influence of performance management practices on employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County, Kenya.

1.2 Research Objective

To assess the effect of performance management practices on employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County, Kenya.

1.3 Research Hypothesis

H_{01}: Performance management practices do not significantly influence employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County, Kenya.

2. Literature Review

2.1 Theoretical Review

Goal-Setting Theory provided the main theoretical foundation for the study because it explains how clear goals, feedback, and performance standards influence employee behavior and work outcomes (Locke & Latham, 2002; Aguinis, 2023). The theory holds that employees perform better when they are guided by specific, measurable, and challenging goals because such goals direct attention, increase effort, encourage persistence, and shape behavior toward expected results (Locke & Latham, 2002; Latham & Locke, 2021). In performance management, goal-setting is operationalized through clear targets, regular evaluation, continuous monitoring, feedback, and review of achievement against expected standards (Aguinis, 2023; Armstrong & Taylor, 2023). These practices help employees understand what is expected, how their work will be assessed, and what improvements are required to enhance performance (Dessler, 2022; Werner & DeSimone, 2021).

In Matatu SACCOs, Goal-Setting Theory implies that drivers, stage clerks, supervisors, and management officials are more likely to perform effectively when they receive clear expectations regarding punctuality, service standards, customer handling, schedule adherence, operational discipline, and compliance with SACCO procedures (Kariuki & Njoroge, 2024; Muturi, 2022). Clear performance targets provide direction, while monitoring and feedback help identify performance gaps and reinforce desired work behavior (Aguinis, 2023; Armstrong & Taylor, 2023). The theory therefore supports the expectation that performance management practices influence employee job performance by aligning employee effort with organizational service expectations (Locke & Latham, 2002; Latham & Locke, 2021).

Human Capital Theory further supported the study by viewing employees' knowledge, skills, abilities, experience, and work-related effort as productive assets that contribute to organizational performance when effectively directed and developed (Becker, 1993; Armstrong & Taylor, 2023). From this perspective, performance management helps organizations convert employee capability into measurable outcomes by clarifying expectations, identifying performance gaps, providing feedback, and supporting corrective action (Aguinis, 2023; Dessler, 2022). In Matatu SACCOs, employees may possess practical experience, route knowledge, customer service ability, and operational skills, but these capabilities require structured direction to produce consistent performance (Kariuki & Njoroge, 2024; Mwangi et al., 2023). Thus, performance management links employee capability with SACCO goals, service reliability, accountability, and operational effectiveness (Werner & DeSimone, 2021; Armstrong & Taylor, 2023).

2.2 Empirical Review

Empirical literature generally shows that performance management practices influence employee performance by improving role clarity, accountability, motivation, feedback utilization, and continuous improvement (Aguinis, 2023; Armstrong & Taylor, 2023). Clear performance targets help employees understand expected results, work priorities, and output standards, while regular evaluation enables organizations to compare actual performance with predetermined expectations (Dessler, 2022; Werner & DeSimone, 2021). Feedback allows employees to identify weaknesses, correct performance gaps, and sustain effective work behavior, while monitoring enables managers to track day-to-day employee conduct and respond to emerging performance problems (Aguinis, 2023; Armstrong & Taylor, 2023). Fair disciplinary procedures further reinforce accountability by ensuring that poor performance, misconduct, and non-compliance are addressed consistently and transparently (Dessler, 2022; Mensah & Appiah, 2022). These elements collectively support stronger employee performance by linking individual effort to organizational goals and service standards (Aguinis, 2023; Werner & DeSimone, 2021).

In service organizations, performance management is particularly important because employees directly shape customer experience, service quality, and organizational reputation (Armstrong & Taylor, 2023; Dessler, 2022). Service performance is judged not only by task completion but also by timeliness, consistency, professionalism, responsiveness, and ability to meet customer expectations (Aguinis, 2023; Werner & DeSimone, 2021). Employees who receive clear expectations, regular feedback, and continuous monitoring are more likely to align their work behavior with customer needs and organizational objectives (Armstrong & Taylor, 2023; Dessler, 2022). In Matatu SACCOs, performance management entails adhering to schedules, coordinating passengers efficiently, communicating respectfully, maintaining service continuity, complying with internal operating procedures, and meeting transport service standards (Kariuki & Njoroge, 2024; Muturi, 2022). Performance management therefore becomes a practical mechanism for translating SACCO goals into daily employee conduct and measurable service outcomes (Mwangi et al., 2023; Wanyonyi et al., 2024).

The literature further suggests that fairness is an essential dimension of performance management because employees are more likely to accept performance evaluations, feedback, and disciplinary decisions when they perceive the system as consistent, impartial, and transparent (Aguinis, 2023; Armstrong & Taylor, 2023). Fairness strengthens trust in management, reduces resistance to accountability measures, and improves commitment to performance standards (Dessler, 2022; Werner & DeSimone, 2021). In contrast, performance systems perceived as biased, irregular, or punitive may weaken morale, reduce cooperation, and undermine employee commitment (Armstrong & Taylor, 2023; Mensah & Appiah, 2022). This is important in Matatu SACCOs because employees often work in environments that require coordination, punctuality, discipline, customer sensitivity, and quick response to operational demands (Kariuki & Njoroge, 2024; Wanyonyi et al., 2024). A fair performance management system can therefore strengthen accountability, employee commitment, service reliability, and operational consistency within Matatu SACCOs (Mwangi et al., 2023; Muturi, 2022).

3. Methodology

The study adopted a positivist research philosophy and a descriptive-correlational research design to measure the relationship between performance management practices and employees' job performance using objective, quantifiable evidence (Creswell & Creswell, 2022; Saunders et al., 2023). Positivism supported empirical measurement, hypothesis testing, and statistical explanation of relationships among observable variables, while the descriptive-correlational design enabled the study to summarize performance management practices and test their association with employee job performance (Kothari & Garg, 2021; Taherdoost, 2021).

The target population comprised 1,669 drivers, stage clerks, and management officials from registered Matatu Savings and Credit Cooperative Organizations in Meru County, Kenya (Ndiira, 2026). These respondents were appropriate because they were directly involved in SACCO operations, employee coordination, service delivery, and implementation of human resource practices (Kariuki & Njoroge, 2024; Mwangi et al., 2023). A sample of 323 respondents was determined using Yamane's formula at a 95% confidence level and a 5% margin of error, while stratified and simple random sampling ensured proportional and unbiased selection of respondents (Yamane, 1967; Saunders et al., 2023).

Primary data were collected using structured Likert-scale questionnaires, which are well-suited for quantitatively measuring perceptions and organizational practices (Creswell & Creswell, 2022; Field, 2021). Performance management practices were measured using clear performance targets, regular evaluation, consistent feedback, close monitoring, achievement of targets, and fair disciplinary enforcement, while employee job performance was measured using duty completion, timeliness, schedule adherence, service continuity, service standards, work output stability, performance consistency, and professional customer handling (Aguinis, 2023; Armstrong & Taylor, 2023). Reliability was confirmed using Cronbach's alpha, with performance management practices scoring 0.894 and employee job performance scoring 0.970 (Field, 2021). Data were analyzed using descriptive statistics, Pearson correlation, and simple linear regression at a 5% significance level (Field, 2021; Saunders et al., 2023).

4. Results and Discussion

4.1 Response Rate

The study distributed 323 questionnaires to sampled respondents from Matatu Savings and Credit Cooperative Organizations in Meru County. Of the questionnaires distributed, 299 were completed and returned, while 24 were not. This yielded a response rate of 92.6% and a non-response rate of 7.4%. The response rate was considered sufficient for analysis because it provided a large proportion of the intended sample and ensured that the findings were based on adequate respondent participation.

The high return rate also strengthened the reliability of the study results by reducing the possible effect of non-response bias. Since the returned questionnaires reflected the views of drivers, stage clerks, and management officials, the data provided a solid basis for examining the influence of performance management practices on employees' job performance among Matatu SACCOs in Meru County. Therefore, the response rate supported the use of descriptive statistics, correlation analysis, and regression analysis in addressing the study objective.

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Table 1: Response Rate

Response Category	Frequency	Percentage (%)
Returned questionnaires	299	92.6
Unreturned questionnaires	24	7.4
Total distributed questionnaires	323	100.0

4.2 Descriptive Analysis on Performance Management Practices

The study examined respondents' perceptions of performance management practices among Matatu Savings and Credit Cooperative Organizations in Meru County. The findings in Table 2 show that respondents generally agreed that performance management practices were implemented within the SACCOs, although the level of agreement varied across the six indicators. The highest mean was recorded for the statement that employees were given clear performance targets (M = 4.18, SD = 1.079). This finding indicates that respondents perceived target setting as a major feature of performance management. It further suggests that many SACCOs recognized the importance of clarifying employees' expected duties, service standards, and performance outcomes.

Employee performance, being closely monitored, recorded a high mean score (M = 4.07, SD = 1.074), while disciplinary measures, being fairly enforced, also recorded a mean of 4.07 (SD = 0.937). These results imply that performance management was generally perceived to include supervision and accountability mechanisms. The relatively high mean scores for monitoring and fair disciplinary enforcement suggest that Matatu SACCOs made efforts to guide employee conduct and reinforce expected work standards. Such practices are important because they help employees remain aware of their responsibilities, support compliance with operational procedures, and reduce performance-related weaknesses.

Feedback being provided consistently to employees also recorded a high mean score (M = 4.01, SD = 0.932). This indicates that respondents generally agreed that feedback was used to support employee performance improvement. Feedback is important because it helps employees understand their strengths, identify performance gaps, and adjust their work behavior where necessary. The findings further show that employees achieving set performance targets recorded a mean of 3.79 (SD = 0.935), while employees whose performance was regularly evaluated recorded the lowest mean of 3.71 (SD = 0.926). Although these scores still reflected general agreement, they were lower than the means for clear targets, monitoring, fair discipline, and feedback.

Overall, the findings indicate that performance management practices were present among Matatu SACCOs in Meru County. However, the lower mean scores for regular evaluation and achievement of set targets suggest that some aspects of the performance management process could be strengthened. In particular, SACCOs may need to improve the consistency, documentation, and follow-up of performance reviews. Strengthening these areas would help identify performance gaps early, support corrective action, and improve employee job performance.

Table 2: Descriptive Analysis on Performance Management Practices

Statement	N	Mean	SD
Employees are given clear performance targets	299	4.18	1.079
Employee performance is regularly evaluated	299	3.71	0.926
Feedback is provided consistently to employees	299	4.01	0.932
Employee performance is closely monitored	299	4.07	1.074
Employees achieve set performance targets	299	3.79	0.935
Disciplinary measures are fairly enforced	299	4.07	0.937

4.3 Descriptive Analysis on Employee Job Performance

The study examined employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County, using indicators of duty completion, timeliness, schedule adherence, service continuity, service standards, work output stability, performance consistency, and customer handling. The findings in Table 3 show that respondents generally rated employee job performance positively across several core work indicators. The highest mean was recorded for the statement that employees maintained consistent performance levels (M = 4.32, SD = 0.968). This suggests that respondents perceived many employees as capable of sustaining acceptable performance in their assigned roles. Service delivery meeting expected standards regularly also recorded a high mean (M = 4.30, SD = 0.879), indicating that employees generally performed in line with SACCO service expectations.

The results further show that timelines for assigned duties were strictly observed (M = 4.16, SD = 0.926), while assigned duties were completed as required (M = 4.11, SD = 0.953). Employees who consistently followed scheduled working times also recorded a high mean (M = 4.07, SD = 0.928). These findings imply that respondents viewed employee performance as relatively strong in core work execution, adherence to timelines and schedules, and compliance with assigned duties. In the Matatu SACCO context, these indicators are important because failure to complete assigned tasks, delays, and poor time management may disrupt service flow, reduce passenger satisfaction, and weaken operational efficiency.

However, some indicators recorded moderate or low mean scores, suggesting areas that require management attention. Work output being stable across different periods recorded the lowest mean (M = 2.32, SD = 0.953), indicating that performance consistency over time remained a challenge. Work tasks being finalized without unnecessary delays also recorded a low mean (M = 2.73, SD = 0.762), suggesting that some employees experienced difficulties completing tasks promptly. Services delivered consistently without interruption were rated a moderate mean (M = 3.10, SD = 0.990), while customers were handled professionally, with a mean of 3.14 (SD = 0.872). These findings indicate that although employees performed well in duty completion and service standards, challenges remained in timeliness, output stability, uninterrupted service delivery, and customer interaction.

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The mixed pattern of results suggests that employee job performance among Matatu SACCOs was generally satisfactory but not uniformly strong across all indicators. High scores in duty completion, service standards, schedule adherence, and performance consistency indicate that employees demonstrated a reasonable level of operational effectiveness. Nevertheless, lower scores in work output stability, timely task completion, uninterrupted service delivery, and professional customer handling indicate areas where stronger managerial interventions may be required.

Overall, the findings imply that performance management practices should focus not only on setting targets but also on sustaining consistent output, improving timeliness, strengthening service continuity, and enhancing customer-facing conduct. Regular performance evaluation, closer monitoring, timely feedback, and fair accountability procedures may help SACCOs address the weaker performance areas. Improving these indicators would support more reliable, professional, and efficient transport service delivery among Matatu SACCOs in Meru County.

Table 3: Descriptive Analysis on Employee Job Performance

Statement	N	Mean	SD
Assigned duties are completed as required	299	4.11	0.953
Work tasks are finalized without unnecessary delays	299	2.73	0.762
Employees follow scheduled working times consistently	299	4.07	0.928
Timelines for assigned duties are strictly observed	299	4.16	0.926
Services are delivered consistently without interruption	299	3.10	0.990
Service delivery meets expected standards regularly	299	4.30	0.879
Work output is stable across different periods	299	2.32	0.953
Employees maintain consistent performance levels	299	4.32	0.968
Customers are handled professionally	299	3.14	0.872

4.4 Bivariate Correlation Analysis

The results presented in Table 4 indicate a statistically significant positive relationship between performance management practices and employee job performance among Matatu SACCOs in Meru County ($r = 0.857$, $p < 0.05$). This suggests that effective performance management practices, including clear performance targets, regular performance evaluation, consistent feedback, close monitoring, achievement of set targets, and fair disciplinary enforcement, are associated with improved employee job performance. The findings imply that Matatu SACCOs with stronger performance management systems are more likely to have employees who complete assigned duties, adhere to work schedules, maintain service standards, deliver services consistently, and handle customers professionally than SACCOs with weaker performance management procedures. These findings support empirical literature indicating that structured performance management improves accountability, role clarity, feedback

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utilization, motivation, and employee work outcomes (Aguinis, 2023; Armstrong & Taylor, 2023; Dessler, 2022).

The positive and statistically significant relationship further confirms Goal-Setting Theory, which emphasizes that employee performance improves when employees are guided by clear goals, measurable expectations, continuous feedback, and regular evaluation. The findings therefore demonstrate that strengthening performance management systems is essential for improving employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County.

Table 4: Pearson Correlation Tests Analysis

Category	X	Y
Performance Management Practices (X)		
Pearson Correlation	1	
Sig. (2-tailed)		
N	299	
Employee Job Performance (Y)		
Pearson Correlation	.857*	1
Sig. (2-tailed)	.000	
N	299	299

Correlation is significant at the 0.05 level (2-tailed).

4.5 Bivariate Linear Regression Analysis

The hypothesis examined whether performance management practices significantly influence employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County. The null hypothesis (H0) stated that performance management practices have no significant influence on employee job performance. The model summary results presented in Table 5 indicate a correlation coefficient (R) of 0.857, suggesting a strong positive relationship between performance management practices and employee job performance. The coefficient of determination ($R^2 = 0.735$) implies that approximately 73.5% of the variation in employee job performance is explained by performance management practices. The adjusted R^2 value of 0.734 further confirmed the model's robustness after accounting for sample size and model complexity. These findings suggest that improvements in clear performance targets, regular evaluation, consistent feedback, close monitoring, achievement of set targets, and fair disciplinary enforcement are associated with improved employee job performance.

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Table 5: Model Summary for Performance Management Practices

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857	.735	.734	.42053

a. Dependent Variable: Employee Job Performance
b. Predictors: (Constant), Performance Management Practices

The ANOVA results presented in Table 6 further confirmed the validity of the regression model. The findings revealed an F-statistic of 822.468 with a p-value of 0.000, indicating that the model was statistically significant at the 95% confidence level. This implies that the relationship between performance management practices and employee job performance was not due to random variation but reflected a genuine predictive relationship.

Table 6: ANOVA – Model Validity for Performance Management Practices

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	145.453	1	145.453	822.468	.000
Residual	52.524	297	.177		
Total	197.977	298			

a. Dependent Variable: Employee Job Performance
b. Predictors: (Constant), Performance Management Practices

The regression coefficients presented in Table 7 indicate that performance management practices had a positive and significant effect on employee job performance (B = 0.880, β = 0.857, t = 28.679, p = 0.000). This implies that a one-unit increase in performance management practices leads to a corresponding 0.880-unit increase in employee job performance, holding other factors constant. The p-value ($p < 0.05$) indicates that the relationship was statistically significant. Consequently, the null hypothesis (H02), which stated that performance management practices have no significant influence on employee job performance among Matatu SACCOs in Meru County, was rejected. The findings imply that effective performance management practices significantly improve employee accountability, duty completion, schedule adherence, service continuity, service standards, consistency of work output, and professional customer handling within Matatu SACCOs.

Table 7: Linear Regression Coefficients for Performance Management Practices

Predictor	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficient (Beta)	t	Sig.
Constant	.726	.124	–	5.841	.000
Performance Management Practices	.880	.031	.857	28.679	.000

Dependent Variable: Employee Job Performance

5. Conclusion

The study concluded that performance management practices significantly influence employee job performance among Matatu Savings and Credit Cooperative Organizations in Meru County, Kenya. Clear performance targets, regular performance evaluation, consistent feedback, close monitoring, achievement of set targets, and fair disciplinary enforcement were found to support stronger employee performance. The findings showed that effective performance management systems help SACCOs clarify expectations, monitor employee progress, correct performance gaps, and strengthen accountability in daily operations. The study further concluded that performance management is not merely a disciplinary function but a strategic human resource practice that improves service reliability, work output, employee discipline, and operational consistency. Matatu SACCOs that implement structured performance management systems are more likely to improve duty completion, timeline observance, schedule adherence, service standards, customer handling, and professional conduct.

6. Recommendations

The study recommended that Matatu SACCOs should adopt formal performance management policies that clearly define performance targets, evaluation procedures, feedback mechanisms, monitoring standards, and disciplinary processes for drivers, stage clerks, supervisors, and management officials. SACCO management should ensure that employees understand their specific performance expectations and receive regular feedback on their work. Performance reviews should be conducted consistently and documented properly to support accountability and improvement planning. Supervisors should use performance management not only for discipline but also for coaching, recognition, and correction of performance weaknesses. The study further recommended that SACCOs introduce simple performance-tracking tools to monitor punctuality, duty completion, customer complaints, schedule adherence, service continuity, and compliance with internal procedures. County transport stakeholders and SACCO regulators should encourage standardized performance management guidelines in the Matatu sector to ensure that employee supervision contributes to reliable, professional, and efficient public transport services. Future studies should examine other human resource practices, including recruitment, training, compensation, and regulatory enforcement, to establish how they jointly influence employee job performance in Matatu SACCOs and related informal-sector organizations.

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