

**PERFORMANCE MANAGEMENT SYSTEMS AND EMPLOYEE PERFORMANCE AT  
UNITED NATIONS REGIONAL SERVICE CENTER-ENTEBBE**

**BY**

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**A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND  
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**FEBRUARY 2018**

**DECLARATION**

I Joan Anita Busingye do declare that this work is original and it has never been presented to any authority/institution for any academic award.

**Signature-----Date-----**

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## **APPROVAL**

This research report titled “Performance Management Systems and Employee Performance at United Nations Regional Service Centre-Entebbe is submitted to Uganda Management Institute with our due approval as the student’s Supervisors.

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**MR. ADRIAN BEINEBYABO**

## **DEDICATION**

This dissertation is dedicated to my children and parents.

## **ACKNOWLEDGEMENT**

I take this opportunity to thank the Almighty God for the gift of life and wisdom that have helped me accomplish this dissertation. Special thanks go to my supervisors Dr. D.K.W Ssonko and Mr. Adrian Beinebyabo for their rare supervision effort from the proposal level of this work.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

CI	Confidence Interval
E-PAS	Electronic Performance Appraisal System
HR	Human Resources
KPIs	Key Performance Indicators
MBO	Management By Objective
MEU	Management Evaluation Unit
NW&SC	National Water and Sewerage Corporation
PMS	Performance Management Systems
RCV	Reliability Coefficient Value
ROM	Results Oriented Management
SA	Strongly Agree
SD	Strongly Disagree
SPSS	Statistical Package for Social Scientists
UK	United Kingdom
UMI	Uganda Management Institute
UN	United Nations
UNRSCE	United Nations Regional Service Center-Entebbe
VAD	Voluntary Action for Development

## ABSTRACT

The study investigated the relationship between performance management systems and employee performance at United Nations Regional Service Center-Entebbe. The specific objectives were; (i) To establish the relationship between performance planning and employee performance at United Nations Regional Service Center-Entebbe, (ii) To find out the relationship between performance monitoring and employee performance at United Nations Regional Service Center-Entebbe and (iii) To investigate the relationship between performance evaluation and employee performance at United Nations Regional Service Center-Entebbe. A correlation research design was adopted where quantitative data was collected from 103 employees and 2 key informants using a survey questionnaire and interview guide respectively. Data was analyzed by use of the Statistical Package for Social Sciences (SPSS) and thematic content analysis. Pearson Correlation Coefficient results showed that there was a positive significant relationship between performance planning and employee performance [ $r = 0.691$ ,  $p\text{-values } 0.004 < 0.05$ ], performance monitoring and employee performance [ $r = 0.519$ ,  $p\text{-value } 0.009 < 0.05$ ] and performance evaluation with employee performance [ $r = 0.381$ ,  $p\text{-value, } 0.008 < 0.05$ ]. Regression analysis results for performance planning was [ $r = 0.568$ ,  $p\text{-value, } 0.007 < 0.05$ ], performance monitoring [ $r = 0.690$ ,  $p\text{-value, } 0.003 < 0.05$ ] and performance evaluation [ $r = 0.744$ ,  $p\text{-value, } 0.002 < 0.05$ ]. It was concluded that performance planning had a positive significant relationship with employee performance. The influence of performance planning towards employee performance was low. Performance monitoring had a significant relationship with employee performance and the variable possess a moderate effect towards employee performance. Performance monitoring was the second determinant for employee performance and performance evaluation had a positive significant relationship with employee performance and with a high effect towards employee performance. It was recommended that management of UNRSCE through the Board of Governors should supplement performance planning with performance monitoring and evaluation since findings showed that this variable has proved to have a weak influence/effect towards employee performance, Performance monitoring should be carried out along with performance evaluation by the management of UNRSCE though its departments to be able to ascertain results in terms of employee performance and management of UNRSCE should invest more resources in performance evaluation of its employees. This is because performance evaluation was the most determinant for employee performance as per this study.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This study investigated the relationship between performance management systems and employee performance at United Nations Regional Service Center-Entebbe. Performance management systems was considered as the independent variable operationalised in terms of performance planning (Work plan formulation and target setting), performance monitoring (Regular review and feedback) and performance evaluation (Employee self-assessment, annual performance appraisal and 360 degree evaluation). The dependent variable was employee performance which was measured in terms of clients' satisfaction, quality of individual output, quantity of work, employee tasks and targets accomplishment and attendance to the clients of the organization.

This chapter presents the background of the study, statement of the problem, general objective, specific objectives, research questions, and hypotheses of the study, conceptual framework, and significance of the study, justification, scope and operational definitions.

### **1.2 Background to the Study**

The process of measuring and actively managing employee performance is currently viewed as critical to organizational survival. Therefore, Performance Management Systems (PMS) is implemented in different ways to reflect employee performance in organizations (Hartog et al, 2004). This subsection is structured basing on the historical, theoretical, conceptual and contextual background as detailed below.



### **1.2.1 Historical Background**

Worldwide, the origin of performance management systems is derived from the company/organization's effort to apply the analysis of cost-benefit and organization output budgeting for programs and activities during the period of 1960s and towards the move to management by objective (MBO) movement in the periods of 1970 and it spread to different countries like Beirut, Australia, New Zealand and Canada (Hanine, 2003). Although it should be noted that many managers regarded these exercises as experimental and could perform them as one-off activities to manage the performance of employees and receive better results in terms of client satisfaction and quality work (Hanine, 2003).

Employee performance origin can be traced from the works of Taylor in the early 20<sup>th</sup> Century where time and motion factors were considered key in the achievement of set performance targets by employees in organization and factories (Iqbal, 2013) however other theorists regard the origin of employee performance to have started during the industrial revolution period where employers worked hard to change employee attitude towards work from a craft-tradition to a factory mindset. Thus, behaviors such as punctuality, mechanical pacing of work effort, standardization and regular employee attendance were brought up to facilitate achievement of employee performance (American Management Association, 2007).

As a result, in 1980s performance management systems started to be implemented by private and public organizations around the world and many people stopped viewing it as a concept of the academia. This resulted into several performance management systems adopted by organizational management in different organizations from the time (Hanine, 2003).

In United Kingdom, performance management systems can be traced in the periods towards the end of the Second World War in 1945 where private and public organizations started to implement this practice for the allocation of public funds for efficient service delivery since it was seen as a means through which responsible expenditures would be achieved (Young, 2009). This led to the growth of managerial approaches and services in United Kingdom in line with employee performance however, it should be noted that in UK, performance management systems before and after 1979 was also focused on accountability for expenditures and improving quality of service delivery in the country which positively affected employee performance in different organizations where it was practiced (Young, 2009).

Performance management systems in USA can be traced in 1993 when the US Government enacted a Performance and Results Act which called to development of strategically inclined plans, measurement mechanisms, reports and organizational performance for all categories of organizations (Government and private) in United States of America (Shea, 2008). This law therefore, led to many stakeholders of organizations to achieve high employee performance ratings since employers consulted employees and other stakeholders to put in place ways through which strategic plans would be achieved to achieve the requirement after this law (Shea, 2008).

The law obliged organizations to produce annual performance plans that show how their activities would lead to the achievement of annual goals and report performance at the end of the year. Thus, this Act led to a strong foundation for employee performance management systems within institutions in USA despite a few weaknesses in putting into practice of the Act (Shea, 2008).

Performance management systems in France came into forth in 1960s and this country presented a performance improvement tool that was adopted in several organizations public and private which was better implemented through offering performance contracts among employees (Cheche & Muathe, 2014). By 1990s a performance contract model was in place to guide performance management systems activities leading to high employee performance within organizations and this were adopted by other countries like Pakistan, Korea and India (Kobia & Mohammed, 2006).

In African countries, the origin of performance management systems is relatively unknown though it is developing in many African organizations and in specific African countries which has negatively affected employee performance (Waal, 2007). For example in Kenya, performance management systems was started in 1993 where government focused on functionality of organizations through employee performance to achieve the set objectives of the donor community especially the World Bank under the structural adjustment programme-SAP (Cheche, & Muathe, 2014).

In Uganda, performance management systems can be traced from 1986 when the public service reforms program was introduced as a means of public service human resources management and ever since, even private organizations adopted performance management systems as a tool of achieving high performance standards through employees (Epucia, & Lubwama, 2009). Examples of organizations that have implemented performance management systems include; public service organizations and ministries such as the Justice and Constitutional Affairs, Public Service and; Planning and Economic Development in Uganda (Karyeija, 2012), Health facilities like health centre II, III and IV in the districts of Kumi, Mbale, Sironko and Tororo where

80.1% of employees in these health facilities indicated that there was performance management systems in their facilities and 60.1% revealed that this was regularly conducted by their respective management (Lutwama, et al, 2013).

Results Oriented Management (ROM) was introduced in Uganda public service in 1980s and Uganda was one of the last countries to introduce this management system with the view that organizations in Uganda attain organization arrangement, performance standards and operational mechanisms to achieve efficient and effective service delivery (Matt & Bategeka, 2013). Therefore, performance management systems where result oriented management is practiced has made senior managers and employees to be result oriented as performance goals and targets are achieved (Zhang, 2012).

Other organizations that carry out performance management systems include; National Water and Sewerage Corporation, Voluntary Action for Development (VAD) and Unbound Uganda-Busunjju, this is done by focusing on employees from different organizations to ensure that clients' satisfaction, quality of individual output, quantity of work, employee tasks accomplishment and attendance to clients and in these organization, performance management systems is performed on individual employee, monthly and annual basis to keep on truck with needs of the different stakeholders (Voluntary Action for Development-HR Report, 2015 and Unbound Uganda-Busunjju Administrative Report, 2014; NW&SC, Integrated Annual Report 2014/2015).

In these organizations, the annual performance management systems basis is performed every after a financial year and it cuts across all staff at these organizations, A 360 degree performance management/appraisal method is used to give feedback and manage staff on individual behavior

and competence-based performance approach are used to assess employee performance in terms of clients' satisfaction, quality of individual output, quantity of work, employee tasks accomplishment and attendance to clients.

Ever since, the traditional performance measure for accounting and costing systems have been seen limited to a short-term perspective, they lack strategic focus and are less externally focused within the organization (Hanine, 2003). This has made the development of performance management frameworks to manage employee performance with special attention to organizational internal and external issues/matters that threat performance in terms of financial and non-financial outcomes and information has been designed with the aim of attaining external success and internal employee performance in relation to the past records of performance or achievements by the employees (Hanine, 2003).

### **1.2.2 Theoretical Background**

Several theories are in place which can be used to explain performance management systems and employee performance in an organizational context. This study was informed by two theories which include; The Vroom Expectancy Theory and Social Exchange Theory. The Vroom Expectancy Theory has been in play from the year 1930 reflecting how employees in organizations can be motivated to serve the organization and its clients at all levels. Based on this theory, employees within organization act/ behave in accordance to the manner they expect to but in relation to specific outcomes after such behaviors. Therefore, the theory offers a series of justification for employees' behaviors depending on the level of motivation, training in relation to their job performance, leadership effectiveness and career choice.

In addition, Chandan (1997) noted that the underlying assumption of Vroom expectancy theory is an employee is in position to evaluate his own values in relation to the organizational rewards given by management. In relation to performance management systems and employee performance, workers in the organization can opt for best alternatives that can offer best results for his or her own development and this occurs subsequently with organization management's delivery of rewards in terms of training, recognition and praise among others.

In relation to performance management systems and employee performance, this theory focuses on expectancy (personal perception that a given action/behavior leads to a given outcome) and the instrumental perspective where an employee belief is considered to result into a given a behavior that will eventually turn into a given outcome at a given point in time. Thus, good performance of an employee can be enhanced by belief that he/she will get promoted or a salary increment/advanced thereafter. Therefore, in line with performance management systems and this theory, there is a need to design jobs in a motivating way so that employees can achieve acceptable performance standards tailored with more benefits.

From the Vroom expectancy theory, therefore, it implies that motivation of employees in an organization is influenced by effort put in accomplishing a given task and the attractiveness of the related outcomes given the levels of performance.

Therefore, the theory presumes that motivating employees in terms of feedback, employee self-assessment, joint goal and setting that will lead to job satisfaction, employee performance and the design of the job is a result of apparent relationship that exists between effort by an employee, performance and the attractiveness of the outcomes related to the performance at a particular job within the organization.

Further from this theory, with focus to this study, it can be noted that employees will always equate their effort in relation to that of others. Therefore, it can be argued that management of an organization will implement performance management systems (performance planning, monitoring and evaluation) with an expectation that employee will perform better and higher to achieve the set targets. On the other hand, employees will expect management to honor their responsibilities embedded in performance management systems for example work plan formulation and feedback conducted with them to achieve good performance results from employees. The theory will help to create an alignment between the expectations of the employer and employees with regard to performance and the set standards in the organization- United Nations Regional Service Center-Entebbe.

The second theory was the “Social exchange theory” advanced by Malinowski, in 1920s which assumes that performance of employees can be achieved after several re-enforcements that take place during the training process and at work. In relation to this study, the theory also assumes that in a workplace environment, employers are aware that employees need self-esteem and they prefer to be appreciated in whatever they do and this will carry an influence on how employees will perform and behave at the workplace.

In line with management of the organization and this study, the theory assumes that performance standards need to be in place to make employees adhere to them for effective performance. It also assumes that employers will also behave in a manner that attracts affirmation from the employees which can create a health environment for communication on matters of performance and interaction at the workplace. Lastly, it assumes that a good relationship between the

supervisor and employees leads to increased self-esteem to perform assigned duties as expected by the management leading to increased output from individual employees. Therefore, to this study the assumptions of the theory offered a platform on which good work-relationships can be established between the employees and employers in the organizational setting since it focuses on a good work environment.

### **1.2.3 Conceptual Background**

Performance management systems refers to a continuous process of an organization where identification, quantification and establishment of employee performance levels are conducted through aligning employees' performance at individual level with set organizational objectives, mission and goals at a particular time period (Aguinis, 2011). Bevan, (2014) defined performance management systems as a means of aligning organizational ambitions and purposes in line with individual staff objectives to make them aware of their responsibilities and expectations of the management team for them to enable the latter offer support and rewards. In addition, performance management systems refer to a process of improving the effectiveness of the organization through developing of employee performance teams to achieve the set objectives of the employees and organization (Beardwell & Claydon, 2010).

Performance planning refers to a joint relationship/dialogue between the employees and employers or supervisors to set clear, specific performance standards and expectations in the organization for every performance cycle (Beardwell & Claydon, 2010). Performance monitoring refers to the collection data regarding employee performance in relation to the set organizational goals and performance standards to be able to make management decisions of addressing performance gaps or deficiency within the organization (The International Federation



of Red Cross and Red Crescent Societies- Geneva, 2011). Performance evaluation refers to a process of identifying knowledge, skill and attitude gaps among employees with the aim of achieving high performance levels (Chubb, Reilly, & Brown, 2011).

According to Uddin, et al (2013) employee performance is defined as an employee's effort exerted physically and psychologically/mentally to accomplish a given set of activities in a specified time period using the available resources of the organization. Client satisfaction refers to the extent to which a client perceives an employee, company or organization, has effectively and efficiently offered products or services that meet the client's needs in a context in which the client is aware of or using the services or products (Cengiz, 2010). Quality output is defined by Huemann (2004) as the sum of characteristics or features of a product items/product that satisfy the needs and taste of the customer at consumption/utilization.

Quantity of output refers to the number of units of a product produced by an individual employee with specified units of raw-materials in a specified time period (Chansky, Garner & Raichoudhar, 2013). Task accomplishment refers to an employee's effort to get assigned tasks done within the specified time with use of available resources (Pochon-Berger, 2011). And attendance to clients refers to the time spent by an employee serving the clients with quality information and right items/material that can lead to satisfaction (Ryan et al, 2011).

#### **1.2.4 Contextual Background**

United Nations Regional Service Center-Entebbe was set up in July 2010 and is located in Entebbe Municipal Council, at Buku Road, with a goal to offer human resource, finance and administrative services at efficient, effective and clients-based orientations for different missions within East and Central Africa member states' clients (UNRSCE Report, 2012). Its vision is “a

nurtured and protected peaceful world” and its mission is to provide competent, balance and customer/client-based services for field missions in East and Central African countries (UNRSCE, 2017). The management structure is comprised of Chief of the Center, Deputy Chief, Chief for Finance, Chief for Information Technology and Chief for Transport & Communication, and one officer in-charge for each of the departments of quality management, communications and change management, region training and conference center (UNRSCE- Report, 2012).

Performance management systems services are offered to employees that serve the 9 missions including performance planning which is conducted on a regular basis through work plan formulation and goal setting accompanied with supervision of employee and performance discussions (UN Secretariat-Performance Management and Development Systems-Administrative Document, 2010). In addition, performance monitoring is done through regular reviews and feedback being given to employee in different departments (UN-Secretariat-Performance Management and Development Systems-Administrative Document, 2010). On the other hand performance evaluation is done through employee self-assessment, annual performance appraisal and 360 degree evaluation methods and; performance management and development systems rating is also used to justify for the effort of individual employees at work in terms of quality, quantity and satisfaction of clients among others (United Nations-UN Secretariat-Performance Management and Development Systems-Administrative Document, 2010).

Performance management systems including performance planning, monitoring and evaluation are conducted on a regular basis through work plan formulation, goal setting, reviews, feedback, employee self-assessment, annual performance appraisal and 360 degree evaluation

accompanied with supervision of employee and performance discussions to achieve the mission and vision of the organization as employees acquired required skills to perform the work (UN Secretariat-Performance Management and Development Systems-Administrative Document, 2010).

In UNRSCE, performance management systems is implemented through discussions of performance standards with employees on a regular basis and use of four performance ratings which include; “Outstanding, fully competent, require development and unsatisfactory” (United Nations-UN Secretariat-Performance Management and Development Systems-Administrative Document, 2010). Management also applies Electronic Performance Appraisal System (E-PAS”/ E-Performance) to support activities related to management process and performance among to reflect results for the work plan, quarterly and annual employee performance appraisal activities in the organization.

Further, performance management systems are implemented under the performance management and development systems-administrative instruction document 2010 and other subsequent documents deemed right for UN secretariat. This focuses on all employees in the different departments of this organization and it is based on a period that is less or more than the period of twelve months phase, less than six and more than eight months. This document is used to offer information related to performance evaluation cycle, staff responsibilities, supervision and mid-point performance review among other issues to achieve high performance from employees (UN Secretariat-Performance Management and Development Systems-Administrative Document, 2010).

Despite the existence of performance management and development systems, there are challenges faced with employee performance where there has been low clients' satisfaction, poor quality of individual output and reduced quantity of work low tasks accomplishment and attendance to clients. For example, in February, 2014, clients' satisfaction was rated unfavorable by 61% of the clients of which 38% and 23% of the clients ranked it poor and not so good respectively. In March, 2015, 43% of the clients rated their satisfaction with services offered as unfavorable with 21% indicating that it was poor and 22% not so good (UNRSCE-Client Satisfaction Survey Report, 2015). The same survey showed that February 2014, 23% of the clients indicated that this center had achieved a negative change in performance of its employees and 50% indicated that there was no change in employee performance with regard to service delivery. In addition results for the December 2015 survey revealed that 15% of the clients noticed a negative change in performance and 46% indicated no change performance among Regional Service Center-Entebbe employees. There could be several factors which might contribute to the declining trend in the performance by the employees of UNRSC. This study however, restricted itself on the performance management systems and its possible effects on employee performance at United Nations Regional Service Center-Entebbe.

### **1.3 Statement of the Problem**

United Nations Regional Service Center-Entebbe is mandated to offer services to clients in African missions (UNRSC-Client Satisfaction Survey Report, 2015). Performance management and development systems; and management evaluation unit (MEU) were set up to improve employee performance. Training, empowerment of managers to be planners, accountable, responsible, delivering and evaluating employees' performance/work are promoted (UN Secretariat-Performance Management and Development Systems-Administrative Document,

2010:02) however, since 2014, employees have been performing poorly as reflected by low satisfaction of clients, poor quality and quantity of work and failure to accomplish assigned tasks (UNRSCE-Client Satisfaction Survey Report, 2015). In February 2014, employee performance was rated unfavorable by 61% of the clients of which 38% and 23% of the clients rated it poor and not so good respectively and in March 2015, 43% of the clients rated satisfaction with services offered as unfavorable with 21% indicating that it was poor and 22% not so good (UNRSCE-Client Satisfaction Survey Report, 2015). Performance Evaluation Unit has been put in place, employees trained and individual, monthly and annual performance management programs/activities have been put in place to manage the situation. If the current situation (Poor performance among employees) is not urgently addressed, it can lead to increased poor employee performance leading to a poor public image of this organization to its clients. There could be several factors which might have contributed to this undesirable decline in performance, among such factors is probably the manner in which performance management systems is handled and implemented. Therefore, this study sought to investigate the relationship between performance management systems and employee performance at United Nations Regional Service Center-Entebbe.

#### **1.4 General Objective**

The main purpose of the study was to;

- i. To investigate the relationship between performance management systems and employee performance at United Nations Regional Service Center-Entebbe.

#### **1.5 Specific Objectives**

The study had the following specific objectives:

- i. To establish the relationship between performance planning and employee performance at United Nations Regional Service Center-Entebbe.
- ii. To find out the relationship between performance monitoring and employee performance at United Nations Regional Service Center-Entebbe.
- iii. To investigate the relationship between performance evaluation and employee performance at United Nations Regional Service Center-Entebbe.

### **1.6 Research Questions**

The following research questions guided the study:

- i. What is the relationship between performance planning and employee performance at United Nations Regional Service Center-Entebbe?
- ii. What is the relationship between performance monitoring and employee performance at United Nations Regional Service Center-Entebbe?
- iii. What is the relationship between performance evaluation and employee performance at United Nations Regional Service Center-Entebbe?

### **1.7 Hypotheses of the Study**

The following hypotheses were tested:

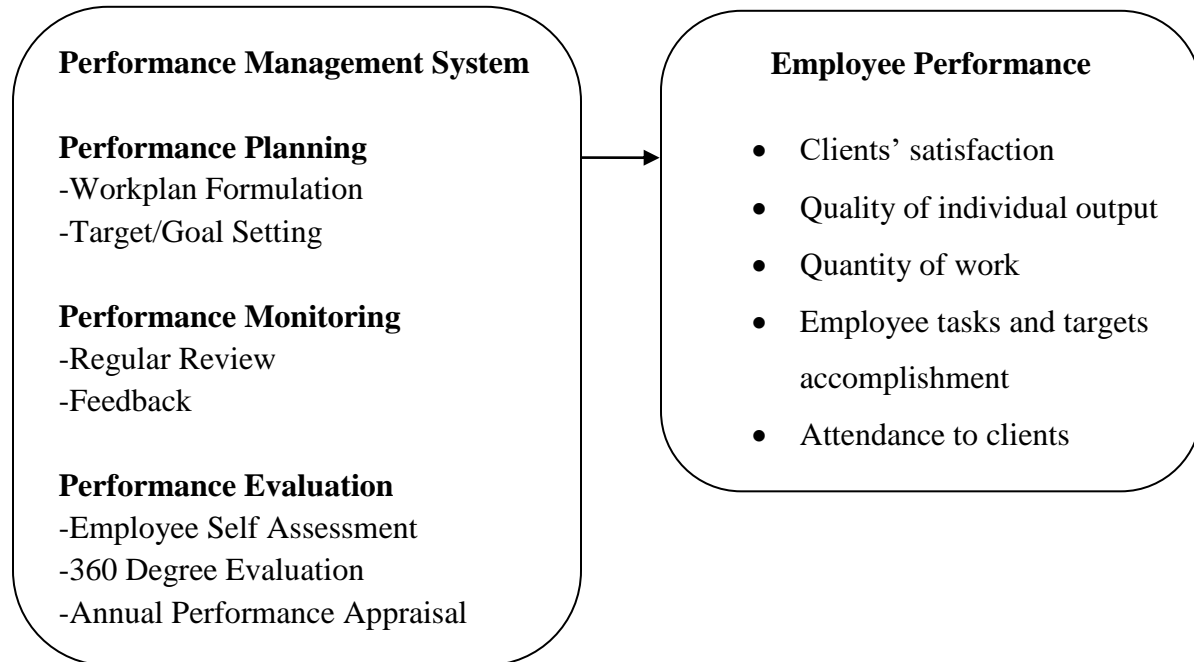
- i. There is a significant relationship between performance planning and employee performance.
- ii. There is a significant relationship between performance monitoring and employee performance.
- iii. There is a significant relationship between performance evaluation and employee performance.

## 1.8 Conceptual Framework

The figure below presents the relationship between the study variable performance management systems and employee performance.

### Independent Variable

### Dependent Variable



Source: Adapted from Hartog, Boselie and Paauwe (2004).

**Figure 1.1: A conceptual framework that offers an understanding of the relationship between performance management systems and employee performance in United Nations Regional Service Center-Entebbe.**

Figure 1.1 presents performance management systems as the independent variable reflected by performance planning (Workplan formulation and target setting), performance monitoring (Regular review and feedback) and performance evaluation (Employee self-assessment, annual performance appraisal and 360 degree evaluation). The dependent variable is employee performance measured in terms of (Client's satisfaction, quality of individual output, quantity of work, employee tasks and targets accomplishment and attendance to the clients of the

organization. An example to demonstrate the relationship between the independent and dependent variables is that performance management systems (PMS) in terms of (Performance evaluation) “Employee self-assessment” can lead to good employee performance in terms of quality of individual output and employee tasks accomplishment.

### **1.9 Significance of the Study**

To the management of United Nations Regional Service Center-Entebbe, the results of this study may assist its strategic managers to develop effective performance management strategies to assist in effective employee performance and satisfaction of the stakeholders interests.

The study is expected to be of great importance in adding to the existing knowledge about performance management systems, challenges and employee performance in organizations. This may help the employers and other stakeholders to make changes on how to address the issue of performance management and other related issues.

This research work outlines and examines the relationship between performance management systems and employee performance of any organizations or institutions including government agencies which in turn may help in the planning of the interventions to stimulate performance among employees and increase service delivery to clients.

This research study provides knowledge on performance management systems practices in the service sector within Uganda such as the behaviors of employers and employees. This may help them (employee, managers and clients) understand their behavior that is expected to achieve better performance results after performance management exercise.



To the academia and researchers, the study is expected to be of great importance in adding to the existing knowledge on performance management systems and employee performance. This may empower stakeholders with knowledge to address employee performance related issues and any other related performance management systems issues.

### **1.10 Justification of the Study**

United Nations Regional Service Center Entebbe has had employee performance challenges since its inception in 2010, which include low clients satisfaction, poor attendance to clients and; poor quality and quantity of work which have affected its image with the different stakeholders including its clients and there has been no research conducted within this organization to address issues of performance management systems and employee performance (UNRSCE-Client Satisfaction Survey Report, 2015). Thus, it is vital to urgently conduct this research within this organization to find key solutions to the above challenges.

### **1.11 Scope of the Study**

#### **1.11.1 Geographical Scope**

The study was conducted at United Nations Regional Service Center-Entebbe located in Entebbe Municipal Council. The organization is under United Nations Entebbe Support base located at Buku road, Old Airport-Entebbe Uganda.

#### **1.11.2 Content Scope**

The study explored the relationship between performance management systems and employee performance at United Nations Regional Service Center-Entebbe. It established the relationship

between performance planning, performance monitoring and performance evaluation; and employee performance at United Nations Regional Service Center-Entebbe.

### **1.11.3 Time Scope**

This study covered 2010-2016 since United Nations Regional Service Center-Entebbe has had employee performance challenges within this time period.

### **1.12 Operational Definitions**

**An Employee:** A person who devotes time and efforts to accomplish a task in return for payment

**Competencies:** These are skills exhibited by an employee to achieve successive task accomplishment for a given piece of work.

**Client:** This is a person who enters into a business transaction with a company through its staff.

**Management:** This refers to the art of allocating and overseeing resources in the organization.

**Performance:** This refers to a degree of work assignment accomplishment by an employee in a specified time period.

**Work plan Formulation:** This refers to a process of making and delineating organizational set objectives and devise means through which they can be achieved at a particular time.

**Target/Goal Setting:** It refers to the process for identification and preparation about means and methods through which achievements are to be realized within the organization.

**Regular Review:** This refers to a periodical assessment of the performance objectives in relation to set standards in the organization.

**Feedback:** This refers to information given to an employee or employer regarding a certain action, event of activity.

**Annual Performance Appraisal:** This refers to a performance management activity conducted among employees at the end of the year with intentions of ascertaining employees' performance against set standards.

**Employee Self-Assessment:** This refers to an individual employee assessment activity aimed at reducing/eradicating the performance gaps in relation to organization and individual job expectation with clear communication channels, opportunities and challenges.

**360 Degree Evaluation:** This refers to a systems or process of obtaining performance feedback in a confidential and anonymous ways from employee as each (Employee) rates the other.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter spells out literature reviewed from contribution of authors regarding performance management systems and employee performance. It also focuses on the study objectives as set out in the previous chapter that is; relationship between performance planning and employee performance, performance monitoring and employee performance, performance evaluation and employee performance; and other variables presented in the conceptual framework.

#### **2.2 Theoretical Review**

As earlier noted, several theories are in place to explain performance management systems and employee performance. Although our research was focused on the Groom Expectancy theory and Social Exchange theory, other related theories to the study are Hertzberg theory the human capital theory and Equity theory as detailed below.

##### **2.2.1 Hertzberg Theory of Motivation**

In light with this study, the Hertzberg theory of motivation by Herzberg, Frederick (1964) which considers employee performance as a result of existence of satisfiers (Motivators) and dissatisfiers (Demotivators). In an organizational context, satisfiers and dissatisfiers involves strategies/benefits such as early payment; fringe benefits and in-service training which make teachers satisfied with teaching and other school duties. Meanwhile dissatisfiers (Demotivators) include; non-recognition of employees, non-involvement in the organizational administrative affairs, late and delayed payment, open criticisms to employees before fellow employees, non-offering of food and other life facilities among others.

According to this theory employee intrinsic needs have a greater influence/effect to their behaviors in relation to performance of assigned duties in the organization. These include responsibility from the duties/tasks, autonomy and work challenges.

According to this theory, it implies that workplace administrators should design jobs that can lead to job satisfaction while allocating resources for each employee since such resources may have an effect towards their performance at workplace. It also implies that motivation of employees will occur only if satisfiers are maximized than the dissatisfiers. From this theory it can be reviewed that the importance of intrinsic factors in motivating employees to perform their job roles is central in organizations and managers are called upon to offer intrinsic motivators to their employees.

Herzberg, Frederick (1964) argues that managers need to design job and make them interesting to employees and this will increase the levels of motivation to perform such tasks as expected by the management through standard work procedures and guidelines. This is hoped to eventually reduce tendencies of absenteeism and late coming to work among employees in relation to this study, it is noted that many scholars have a conviction that an employee who does not register absenteeism has the morale and therefore satisfied. Therefore, in relation to this study, it was hoped that employees in the case study always consider their salary, fringe benefits and recognition from their workplace administrators in relation to the work they do as well other employees and their remunerations/rewards.

Therefore, with this theory and in relation to this study, cases of unfairness will result into dissatisfaction and demotivation with the workplace administration leading to low performance. This makes this theory relevant to this study as individual subjective judgment about fairness one

gets in relation to inputs and when compared with others employees in the organization determines one's productivity.

### **2.2.2 Human Capital Theory**

Human capital theory by Schultz (1961) which presumes that in an organization presently, forces due to technology, globalization, changing needs of clients and knowledge-driven economy have made managers in different countries to seek for different solutions/strategies of addressing them in a competitive manner (Kwon, 2009).

Based on this theory in regard to this study, employees are considered as valuable persons with knowledge, skills and competencies that need to be fully utilized within the organizational context following a humanistic approach to management. Employee productivity is also seen as a result of the composite set of skills that are relevant to the current demands of the job and clients' needs. Therefore, according to this theory, the notion of human capital presents human beings and the skills at hand to accomplish the tasks or the organization and this apply to this study with focus to UNRSCE employees.

It also considers the assumption of having human beings (Employees) as the custodians of knowledge, skills and competences required on the job as a result of experience through training and practice on the job or off-the-job settings. The theory also presents the "environment" to reflect the surroundings that an employee (Man/Human being) requires to be able to exercise the knowledge, skills and competences at hand within the organization. According to the theory, the environment is so fundamental in understanding employee performance since its conduciveness shapes the outcome in terms of performance. Therefore, in line with this study the environment at UNRSCE where employees work was study in terms of performance management systems.

### **2.2.3 Equity Theory**

This is a theory by Adam (1965) which assumes that equity theory to address issues of performance among employees in relation to rewards. The theory presumes that states that employees must be rewarded equally but differently according to their in-put–output ratio. Based on this study, it can be noted that the theory also assumes that employees weigh what they receive from the job comparing it with what other employees doing similar tasks receive from the organization.

It also assumes that performance of employees may be increased by tangible and intangibles items/aspects from the organization’s management will shape the way and individual employee will behave in the relation to his or her job. From this theory and in light to this study, therefore, the nature of benefits and the amount of energy an employee invests in doing organizational work shapes the outcome behavior in terms of time spent at work, and attendance among others.

The above theories were used to supplement on information provided by the main theories of study discussed in chapter one (Vroom Expectancy Theory and Social Exchange Theory) in relation to the findings of the study. The assumptions of the theory therefore, relate to this study in a manner that employees at UNRSCE may be rational as they relate the performance with the benefits given to them in terms of remunerations that subsequently affect their level of performance.

## **2.3 Actual Review**

### **2.3.1 Relationship between Performance Planning and Employee Performance**

Performance planning refers to the setting of short and long term performance objectives for employees in relation to series of tasks that require accomplishment (Zhang, 2014). It involves

inclusion of employees or their supervisors and the management team or employers of the organization. Plans made are supposed to be realistic, achievable and time bound. In the perspective of this study, one can note that increased supervision among the employees would increase employee performance. However, one may not forget some of the supervision methods such as observational, supportive and instructional that management may adopt to achieve short and long terms performance objectives.

In Uganda, a study conducted by Lutwama, Roos and Dolamo (2013) about performance management implementation in the health sector showed that performance planning and employee performance were not considered by the administration and health workers/employees in the selected health facilities. The study revealed that there were inadequacies in performance targets setting and performance management planning despite existence of job description and performance standards. It was concluded that due to such (challenges inadequacies in performance targets setting and performance management planning) the performance of employees was low. The findings of this study are linked to the literature in that planning as one of the variables is mentioned as vital in ascertaining the level of performance among employees. Therefore, there is no doubt that performance planning and employee performance are intertwined variables.

According to Suutari and Tahvanainen, (2002) in an organization performance planning should be considered a process under which employees' objectives are considered and linked to the set organizational objectives/ goals to be able to achieve a typical starting point for an organizational cycle with regard to annual performance standards review. Therefore, in line with this study



increased performance planning has to be linked to individual employee objectives so as to increase acceptability for all that management sets to do.

Organizations are supposed to have a policy statement in place to address issues related to performance management and practices that are consistent with policy requirements in the best fit of the nature of work employees have to accomplish (Zhang, 2014). He further noted that the performance management systems (PMS) should be in accordance to the organizational mission and vision so as employees understand them and work focusing on their provisions to achieve higher performance levels with a focus on the survival/wellbeing of the organization. The literature provides is linked to the study in a manner that employee performance is the outcome for a good policy statement that an organisation is required to have. Adherence to the policy is vital in the achievement of set objectives.

Performance planning within the organization is a fundamental pillar in regard to human resource/employees and their development. It focuses on performance management principles, strategic organizational objectives, two-way communication and feedback, monthly and annual based performance reviews connected to human resource (HR) systems and process such as staff retention, development, recruitment and orientation (United Nations Report, 2009). However, in relation to this study literature is silent about who is solely responsible for a good planning process for the organisation and how the planning can be institutionalized in the organisation so that every employee gets familiar with for better performance outcomes.

Zhang (2014) in his study found that performance management systems in form of performance planning had a positive but insignificant relation with employee performance. However, in this study factors responsible for the result were not offered. In relation to this study, failure to

provide such factors reflects some information gap that was required to be filled and with focus to this study performance planning requires adequate time to enable management come up with a detailed plan that will ensure positive outcomes with regard to employee performance.

### **2.3.1.1 Workplan Formulation**

Under performance planning, work plan formulation is a phase where the employers/supervisors together with employees engage in a joint discussion of a process under which performance management systems and its practice was carried out (Nyembezi, 2009). The author added that this may involve setting up certain objectives for the individual employees and those of the organization to have a conducive environment in which performance of employees was measured/evaluated based on the output level and set performance standards. However, with a perspective of this study, literature addresses an important element of inclusion with can promote teamwork and cohesion among employees as work plans are established jointly.

Lubwama (2009) in his study about performance management program implementation in public sector in Uganda noted that performance management system-performance planning has to be based on a work plan formulated for a specific time period to enable employees and employers have a yardstick for managing their own performance. The author also noted that a work plan can then be transformed into policies that govern how employee performance management should be handled and conducted within the organization. However, the author did not show how best critical measure that may guide performance management should be put in place and how these can create a good working relationship between supervisors, employers and employees.

According to Zhang (2014) in organizations, making a work plan leads to commitment and understanding of the link between work and organizational goals and objectives to be achieved

through people. This makes employees aware of their responsibilities, motivated and engaged with their respective jobs in the organization since the mission and vision of the organization as well as individual objectives are laid out (Zhang, 2014). However, in relation to this study, the changing work environment due to technology, globalization and social factors such as age were not addressed to depict how best these can be integrated with the work plan for the organisation. Yet, such factors may have an effect towards a given time period work plan formulation of the organisation.

### **2.3.1.2 Target/Goal Setting**

Targets are set and achievable prospects that management together with employees either individually or through a representative establish/formulate for the achievement of organizational and individual goals and objectives (Cheche, & Muathe, 2014). Targets are ever time bound and parties involved are required to achieve them as stipulated using the available resources (Epuca, & Lubwama, 2009). In some organizations, performance planning takes a relative notion that it is newly incorporated/integrated into the management spheres of organizations by managers. It was previously adopted in private sector organization and slowly it is being used in public entities among countries and it reflects the objectives and goals of organizations and how they are to be achieved in an effective and efficient manner (Osmani & Maliqi, 2012). However, the benchmarks for goal setting and the formula to use were not given by the literature .So, with focus to this study it would be vital to expose how best goals should be set for effective and efficient services delivery by employees in the organisation.

With target/goal setting, the main focus of organizations is to achieve operational effectiveness among employees by adopting a series of means and practices that promote the organization to have its resources utilized which has led to several methods such as total quality management

(TQM), benchmarking and change management (CM) being cherished in organizations and among employees and employers (Korir, Rotich & Bengat, 2015). In relation to this study therefor, it can be argued that operational effectiveness has minimum requires that have to be in place to achieve good performance results. So, managers need to be critical when identifying such so that the stay focused to the objectives of the organisation and employees.

### **2.3.2 Relationship between Performance Monitoring and Employee Performance**

According to International Federation of Red Cross and Red Crescent Societies, (2011) performance monitoring refers to a series of activities undertaken by management through its employees to ascertain success and failure possibilities with regard to set standards. It seeks to reveal the level of progress by employees for a certain activity under implementation. In relation to this study, it can be noted that monitoring requires information gathering, filtering and dissemination within the organisation. If this, is implemented such information will be vital in directing employees to means through which they can best perform their duties.

In Uganda, performance monitoring among employees within organization is still a challenge reflected by absence of performance appraisal systems, lack of a strong internal monitoring and evaluation system for projects especially those that are government and lack of trained staff to conduct the performance monitoring process (Byaruhanga & Basheka, 2017). In relation to this study, the challenges surrounding performance monitoring needed to be unlocked with focus to Uganda. However, one may noted that corruption and moral decay among people are some of them. This offers responsibilities to the management team with the duty of monitoring to be aware of such and their effect towards performance of employees and the entire organisation.

A study conducted by Byaruhanga and Basheka (2017) regarding monitoring and performance of contractors for Government road projects in Uganda revealed that there is a need to establish an independent monitoring unit for contractors, sub-contractors and supervisors of Government infrastructural projects as well as putting in place an appraisal system in order to obtain good performance outcomes among such employees in the roads sector. However, in relation to this study, the authors forget to articulate other factors that may inhibit establishment of these facilities (An independent monitoring unit and appraisal system) such as corruption that is rampant in Uganda especially in Government agencies.

Zhang (2014) noted that to every organization that carries out performance management through a system there should be monitoring of employee performance undertaken under a positive approach to work, revisiting initial set objectives, performance standards, feedback and mutual relationship to manage the performance management process between the employees and the employers/ supervisors. As reflected by this literature, system existence is a requirement and building such requires concerted effort between employers, employees and other external stakeholders. However, the author remained silent over this and the roles of each with an organizational context.

According to Kolibacova, (2014) managers need to monitor employee competencies with regard to their respective performance and this can be done by making an evaluation criteria of 1-5 and calculate performance for that matter in order to be able to monitor every employee's performance. In relation to this study, it can be noted that monitoring competencies may not be enough but rather there should be a system where commitment to competencies is promoted to allow permanent execution of duties in a competent manner. This may done through rigorous

staff training and appraisal undertaken among employees at a given time interval. For the case of UNRSCE, more of competence monitoring is desired and this must go with effort to achieve commitment to competence among employees within this organisation.

### **2.3.2.1 Regular Review**

Atkinson and Shaw (2006) defined regular review as a periodical assessment of employee performance in an organization in relation to organizational standards, objectives and mission. Reviews can be made daily, weekly, monthly or annual depending on the availability of human and financial resources that allow its implementation within the organization. With focus to this study, regular reviews require that regular reports are given on how employees feature with regard to performance. Such reports need to be free from bias and all other unethical conduct as they are prepared and delivered to concerned persons. Further, it can be noted the link of period assessments to mission and vision of the organisation reflects a short and long terms strategy of obtaining the best out this exercise.

Within organizations there should be a regular review of employee performance to be able to ascertain if the performance management systems contribute to the employee and organizational performance and this can be done through consultations with staff in the organization (Zhang, 2014). Thus, with focus to the literature and this study, the involvement of every stakeholder is a sign of mutual trust and confidence in everyone who contributes to the wellbeing of the organisation. Such a management practice reflects a humanistic approach to management of the organisation and humans within the organisation. However, the literature was silent about this yet, it is required to be brought forward for the better implementation exercises..

According to Atkinson and Shaw (2006) organizations need to have regular review with employee performance and these, need to integrate teams and individual employee monitoring with regard to performance. Every employee/staff within the organization needs to be evaluated on his or her performance to be able to ascertain individual performance, this if well done, it can aid recognition for achievement by employees or a group of employees for a period of time. The process of regular review involves identification, analysis and evaluation of situations and/or employee performance against set standards and writes a formal report at the end of the process.

### **2.3.2.2 Feedback**

Feedback refers to the act of sending information and receiving back related information over a certain issues/employee performance in the organization (Wadhwa & Wadhwa, 2011). In an organization feedback is practiced in a reciprocal manner with time specification to allow flow of work and information among employers and employees. Therefore, employee performance feedback is regarded a vital element with performance management systems (PMS) of organizations (Wadhwa & Wadhwa, 2011). This serves to offer a great deal of information in relation to staff behaviors in the past and present in line to set standards and compensatable factors of the organization (Aguinis, 2009). Focusing organizations, the effectiveness of feedback requires to be seen in terms of its being timely, specific and up-to-date with affairs of employees, clients and the organization to elicit staff motivation, engagement and satisfaction with change of an individual work (Aguinis, 2009).

According to Zhang (2014) it is vital to note that with performance monitoring, feedback is always ignored and is made complex in the organizational setting. Feedback is said to have a positive effect to employee performance in terms of improving it but under certain situations. In addition, Aguinis, (2009) argued that the rationale for feedback among employees is to enable

them get motivated, engaged, changed in terms of behavior and satisfied with their job to be able to perform well in terms of quality and quantity. Focusing on the literature, the degree of feedback needs not to be compromised by anyone within the organisation. For, if this happens resistance and counterproductive behaviors may be witnessed from a section of employees who feel left out with regard to the organizational matters.

### **2.3.3 Relationship between Performance Evaluation and Employee Performance**

Hamzah et al (2014) defined performance evaluation as the act of appraising/assessing progress of employee performance with regard to set of tasks as stipulated by the performance standards in a given time period. Aguinis (2011) argued that performance evaluation systems should be conducted at least once a year. He further noted that with no ongoing effort to provide feedback and coaching by managers in the organization, there is no true performance management system and employee performance can't be improved.

In Uganda, performance evaluation has been a challenge to organizations and this is attributed to several factors including; staffing gaps, failure to attract and retain qualified employees, lack of a training policy for employees, transfers and job rotation in organization (Basaza, 2016). The author also added that these have been responsible for poor performance of employees in Uganda's public and private sector over the years. The factors for poor performance need to be brought to book and strategies put across on how best to address them. This would assist management and employees to know their responsibilities and duties in an organizational setting.

Managers need to consider that absence of performance evaluation in relation to employee performance seeks to increase exposure to litigation and poor performance evaluations will exist in the organization because there is no performance management system to guide the entire



process (Aguinis, 2011). The evaluations activities conducted require that management of the organisation needs to make employees able to emulate good performers and learn much from them. Therefore, in relation to this study, increased evaluation is a key to increased performance levels from employees and this may harmonize high performance levels in the organisation.

Hamzah et al (2014) argued that in an organization, with performance evaluation, the behavioral aspects of an employee performance require a match with the work and working environment. The choice of behavior undertaken by an employee then shapes the means through which set goals and objectives are to be met by the employee. He or she also becomes responsible for the performance outcomes on the job and work to improve for before over and over.

Improving the evaluation systems of the organization requires that employees' competencies are evaluated in relation to jobs undertaken by a single employee and discussions can be made on how to improve performance in case it is not satisfying (Kolibacova, 2014). He noted that such a discussions need to be jointly made by the employees and employers and resolutions reached to have good results at a later stage. In perspective of this study, literature reflects that competence evaluation has the capacity to shape the perception of employees regarding work and performance. However, it was not made clear by the author as to whether motivation is a vital aspect to achieving this. The involvement of all employees is good but this requires that even their views and aspirations are considered and evaluation to see how best they can be implemented.

According to Marginson et al (2012) employees need to be evaluated with non-monetary performance measurement to be able to have their psychological experiences noticed, empowered for increased performance within the organization. However, the authors never

articulated the non-financial performance aspect of employees that requires performance evaluation to be done in order to ascertain how employees perform at work. With focus to this study, this however, leaves a gap whether non-monetary performance measurements can solely contribute to high performance among employees and enable the organisation realize high performance for employees' potentials.

Patil et al (2014) argued that performance evaluation needs to be considered as a platform that offers employees a change of feeling part of the organization through satisfaction, exercise of autonomy and skills at hand and management needs to ensure that all these are sufficiently utilized since they have influence to employee work performance. When literature is linked to this study, the literature is silent about how the performance evaluation can lead to employee employability within organizations and how this can be achieved if the evaluation reflects loopholes in employee performance and management of peoples' attitudes is not easy and this needs to inclusive as evaluations are made.

Urban (2013) noted in organizations, performance evaluation needs to be viewed as a motivating and staff development mechanism used to enable them (Employee) know their self-worth in relation to the existence of the organization. According to Urban (2013) performance evaluation is seen in terms of regular reviews, continuity, employee behavioral assessment and development of skills to eradicate skill-gaps identified before among individual employees. When linked to this study, performance evaluation being motivational would be reflected in the levels of performance achieved by employees over time. Better improvements by lower and moderately performing employees would signify positive results of the performance evolution exercise.

Results from a study conducted by Kolibacova, (2014), it was noted that key performance indicators of the employee need to be used while conducting a performance evaluation. In his study it was found that performance evaluation was conducted based on the annual and quarterly basis with goals and key performance indicators (KPIs) or parameters as scale of measurement. However, the information presented by the author there was no reflection of the performance indicator and their link to any compensatable factors within the organisation. If this was done, it would enable management, staff and any persons to ascertain the impact such factors may have towards performance of employees in the organisation.

### **2.3.3.1 Employee Self Evaluation**

Kolibacova, (2014) defined self-evaluation as a mechanism of performance management where employees are given chance to reflect on their own performance for task at a given time period against the set organizational standards. It involves each employee rating the performance of the other in terms of behaviors or compensatable factors of the organization. In relation to this study about performance management systems and employee performance, it can be noted that employees are allowed to exercise they powers to match their effort and competencies to the set standards of performance of the organisation. This is an act of self-reflection of the capacity, does and don'ts that they are supposed to fulfill at all times in the organization.

Employee self-evaluation looks at different behavioral aspects to measure performance among employees in an organization. However, there is need for human resources managers to emphasize judgmental and evaluative processes that involves action among employees while defining performance in the organization (Uddin, Luva & Hossian, 2013).

Tichá (2005) attested that managers need to teach employees how to make objective self-evaluations at the workplace since many employees/ people tend to view themselves in terms of own ability to perform, learn and improve work and its performance. In addition, Atkinson, and Shaw (2006) revealed that with employee self-evaluation, it can be done with a team performance assessment or through combined self-assessment team carried out by competent people. However, the author was not clear whether the two ways can be applied a go and achieve good results.

In relation to employee self-evaluation and employee performance, Kolibacova, (2014) argued that self-assessment needs to be done with possible measureable indicators known as key performance indicators or compensatable factors for employees. He also revealed that under performance evaluation, competencies are assessed and each employee is given his or her level of performance and needed competencies to achieve better performance results the next time.

#### **2.3.3.2 360 Degree Evaluation**

Kolibacova (2014) defined 360 degree evaluation as a method where employees' performance is evaluated by employees themselves through assigning/rating each other's performance level/behaviors against set standards. In relation to this study, the shortcoming and benefits of this method are vital to be explored for this may assist management of the organisation to work such aspects as they unfold among employees. Further, it can be noted that the nature of the shortcomings and benefits has implications towards the level of performance that employees will achieve.

With the 360 degree evaluation method, the evaluation systems is based on an organization's working strategy (Short or longer term). It also ventures into employee goals at an individual level to enable them stay focused on the performance requirements (Kolibacova, 2014). However, in the perspective of this study, formulation of the short and long term strategies requires that employee goals and those of the organisation are match to be able to create a fit. Failure to do this may result into counterproductive behaviors such as late coming and absenteeism among employees which could lower employee performance.

According to Atkinson and Shaw (2006) this method of performance evaluation is geared towards providing productive/positive feedback by which employees get more feedback about themselves leading to growth and development in relation to performance results from the assigned tasks. The authors Atkinson and Shaw (2006) further added that the rationale for performance evaluation is behavioral change and modification and they also added that the result of this method of performance evaluation is greater legitimacy and relevance in the measuring or evaluating individual's performance within the organization.

The 360-degree performance appraisal as a holistic employee evaluation and feedback system has been preferred and used by the selected organization (Lithakong, 2014). A 360 degree appraisal method is performed by giving feedback to manage staff on individual behavior through use of individual performance appraisals are given time to time basing on the set targets and these can be weekly or monthly depending on the need at the time (Baroda, Sharma & Bhatt, 2012).

In conducting a 360-degree performance appraisal, employees are provided with a standardized appraisal form containing items of what they needed to ask and how to assess each employee on

knowledge, skills and attitude regarding work and the other areas management considers key in the organization (Baroda, Sharma & Bhatt 2012). Wadhwa and Wadhwa (2011) from India found that 360-degree evaluation was performed by centering on the attitude of raters, as well as evidence of research on the effective implementation in the Indian corporate sector.

Qualitative results of the study by Kolibacova (2014) revealed that the 360 degree method of evaluation is connected to the evaluation of employees in terms of finances is linked to the financial evaluations of employees. It was also noted that this method of the evaluation, revealed/unlocks the culture cherished by the organizational management, the mode of staff competencies in relation to staff development such as orientation, training, retention, quality work-relationships and service to clients.

### **2.3.3.3 Annual Performance Appraisal**

Annual performance appraisal is a performance evaluation method undertaken by management of an organization at the end of every calendar year (Atta-Quartey, 2015). It involves employees, employers and supervisors/departmental heads working together to achieve its success in terms of implementation. However, the literature provided, in relation to this study, was inadequate with regard to how the appraisal may be matched with other activities within the organization. The two need to be considered and may be integrated to save wastage of resources or duplication of services within the organisation.

Annual performance appraisal needs to be conducted in the organization but before informal reviews and assessments are done by managers or supervisor with the focus to measure employee performance (Atta-Quartey, 2015). Annual performance appraisal is still normal; it offers better results only if employees are actively involved in the process of its implementation

and one of its common practice is application of annual assessment forms/tools among intended employees (Atta-Quartey, 2015).

Performance management systems in an organization where annual performance appraisal is carried out goes with the identification of the performance appraisal mechanisms and congregations organized by mainly the management team depending on the weekly, monthly quarterly and annual perspectives (Amie, 2013). An effective annual performance appraisal must address the goals of the organization and show how these (Goals) match with the given performance standards and procedures and they should be accepted by employees to avoid resistance (Mustapha & Daud, 2012).

The annual performance appraisal is done every after a financial year and it cuts across all staff at the Area. The rationale for the performance appraisal is to aid and implement promotions, demotions, transfers and training for staff in the organization (Scullen, 2011). In relation to this study, budgeting is vital and this would be required and annual performance appraisals are conducted, However, the literature was silent on how financial performance of the organisation may not be affected by all activities of performance evaluation in a given time period.

In Uganda annual performance appraisal in organizations is affected by organizational culture and this requires that a supportive culture exists in such organization to eliminate hostility of organizational culture that impede implementation of performance appraisal either on a monthly or annual basis (Karyeija, 2012). The author noted that failure to conduct performance appraisal was responsible for the poor performance of employees in such organization within Uganda. Uganda as a country is affected by unethical conducts/behaviors among employers where bias, nepotism, corruption and tribalism may affect the process, and results of any performance

appraisal exercise. This required to be presented and everyone knows the fate of some of the Uganda's based organizations with regard to performance appraisals of employees.

#### **2.4 Summary of the Literature Review and Gap Identified**

Literature provided by authors like Atkinson and Shaw (2006), Uddin, Luva and Hossian (2013), United Nations Report (2009), Hamzah et al (2014) and Kolibacova (2014) among others has showed there is a match/relation between performance management systems and employee performance in organizations. But less or no literature has been said with regard to Uganda particularly United Nations Regional Service Center-Entebbe. Therefore, this study was required to fill this literature gap to enable other researchers have a starting point and benchmark.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter contains and presents the research design, study population, determination of sample size, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability among others that were used in this study.

#### **3.2 Research Design**

The study adopted a correlational research design with mainly quantitative data collection approaches. A correlational research design refers to a design that investigates the relationships, effect between the independent and dependent variables (Curtis et al, 2015). It was chosen because it allowed use of quantitative data to find out the relationship between variables. Secondly, this design assisted in obtaining a relatively big sample from the population to give valuable information and helping to discuss the results basing on the theories. The qualitative data collection method was also used to supplement quantitative data.

#### **3.3 Target Population**

According to Burns and Groove (2001) in social research a population refers to a collection of items/elements which same defined characteristics. Oso and Onen (2009) noted that in research a population assists to obtain a sample whose results are used for generalisation purposes. The study comprised of staff that are involved in performance management systems. The target population of 140 elements comprised of 125 junior staff, 13 team leaders and 2 senior staff who were the key informants.

### 3.4 Determination of Sample Size

Sample size refers to the number of respondents who take part in the study (Donald et al, 2009) or it is the number of people who provide information or data to the researcher. The sample size of this study was 105 respondents. This sample size has been chosen by use of Krejcie and Morgan (1970) sample size determination table attached here to as Appendix E.

**Table 3.1: Sample Size and Sampling Techniques**

Category	Target Population	Sample Size	Sampling Technique
Employees	138	103	Simple Random Sampling
<b>Junior Staff (125)</b> -Travel Assistants(12), HR Assistants(38), Finance Assistants(44) and Administrative Assistants(5), Drivers(3), Records Assistants(6), I.T Assistants(14), Training Assistants (3)			
<b>Team leaders (13)</b> Travel Officer (2), HR Officer (4), Finance Officer (4) and Administrative Officer (3).			
Key Informants-Senior Staff (2)	02	02	Purposive Sampling
<b>Total</b>	<b>140</b>	<b>105</b>	

*Source: UNRSCE-Entebbe HR Report (2015), Krejcie and Morgan (1970)*

### 3.5 Sampling Techniques and Procedure

#### 3.5.1 Probability Sampling

Probability sampling is defined as choice/selection of elements from a study population with equal chances of involvement in a sample (Kulshreshtha, 2013). This sampling method is used when the population of a study is high to select a sample. In this study simple random sampling was used. Simple random sampling refers to the selection of elements/ individual in research

with an equal chance of being chosen with a motive to prevent bias (Thompson, 2012). It was applied to select junior staff from different departments of United Nations Regional Service Center-Entebbe. A list of their names was obtained from the Human Resource Department and each name was written on a piece of paper, folded and put into a tin. Folded papers containing name were picked one at a time until the sample was obtained.

### **3.5.2 Non-Probability Sampling**

This is defined as a method where individual/elements of the population are given the same opportunity to be chosen and involved in the study (Brick, 2014). It is used when the element of the population is too small. In this study, purposive sampling method was adopted to choose the team leaders and service line managers. Purposive sampling method refers to a method used to select a certain group of people/respondents due to their distinctive experience and knowledge held on a particular problem under investigation (Dolores, 2007). This method was applied to select the two key informants- senior staff of UNRSCE.

## **3.6 Data Collection Methods**

This study was based on a semi structured questionnaire, documentary review and in-depth interviews, as the data collection methods for the selected respondents. These methods were adopted to generate qualitative and quantitative data from the different respondents.

### **3.6.1 Questionnaire Survey**

A questionnaire refers to a tool used in collecting and recording information for quantification purposes (Burgess, 2001). A questionnaire survey was applied to gather data from junior staff of United Nations Regional Service Center-Entebbe. Amin (2005) noted that survey-questionnaires ease information gathering from respondents and obtained data can be easily analyzed which saves the researcher's time. According to Acharya, (2010) a structured questionnaire offers pre-

coded items to a respondent with well-defined skipping patterns as the sequence of the questionnaires goes.

### **3.6.2 In-Depth Interviews**

Interview as a data collection method is a communication means where the researcher obtains information from the respondent at a particular point of time (Amin, 2005). It was used because they allow the researcher to clarify ambiguous answers and obtain in-depth information through probing. This method was applied to team leaders and key informants because it enabled the researcher to establish rapport with these categories of respondents and therefore gain their cooperation. Open-ended questions was used so that other valuable questions might emerge from the dialogue between interviewer and interviewee.

### **3.6.3 Documentary Review**

Documentary review refers to a method where secondary data is collected from researches books, journal and articles (Mugenda and Mugenda, 1999). This study was made of performance reports (UNRSCE-Client Satisfaction Survey Report, 2015), journal, articles and other publication to offer detailed information about the study. This method was used to obtain information for chapters one and two

## **3.7 Data Collection Instruments**

### **3.7.1 Questionnaire**

A questionnaire was used to obtain data from employee. The Likert scale is a 5 category response continuum consisting of: 1 representing strongly disagree, 2 represented disagree, 3(Neither agree nor disagree), and 4 catered for agree and 5 (Strongly agree) therefore be used as a basis for the design of this data collection instrument. The questionnaire was comprised of section, section A focused on introduction, section B, background information, section C;

performance planning, section D; performance monitoring, section E performance evaluation and F employee performance. The questionnaire is attached here to as Appendix B.

### **3.7.2 Interview Guide**

Interview was carried out with key informants using an interview-guide to assist to get in depth information. According to Mugenda and Mugenda (1999), in social research interviews offer an indepth understating of the matter under investigation with observational respondents' feeling which may not be obtained when a survey-questionnaire is used. Interviews lasted for 25 minutes given the busy schedule of the respondents in this category carried out by the researcher. The interview-guide is attached here to as Appendix C.

### **3.7.3 Documentary Review Checklist**

Secondary data is essential for social research since it assist to obtain information existing data sources. In this study, the researcher took on comprehensive literature review of information in a range of secondary data sources. Documents ranging from employee performance reports, journals and unpublished research reports among others were used to get enough information for this research study. A documentary review checklist was used to obtain information. This method was used to add more information to data given by the study key informants as well as employees. The documentary review checklist is attached here to as Appendix D.

## **3.8 Validity and Reliability**

### **3.8.1 Validity**

Validity refers to the degree to which a research data collection tool/instrument measures what it was intended (Rubin, & Earl, 2010). Validity of instruments was obtained using a content validity index as illustrated below.

$$\text{CVI} = \frac{\text{Number of Variable Items Rendered Relevant by a Rater (Supervisor)}}{\text{Total Number of Variable Items}}$$

$$\text{CVI} = \frac{33}{36}$$

CVI =0.91. This implies that the items were valid since the index 0.91>0.7) as recommended by Amin (2005)

### 3.8.2 Reliability

According to Mugenda and Mugenda (1999), reliability is defined as the degree to which a research instruments offer similar/same results from a different study setting. In this study reliability was determined by use of Statistical Package for Social Scientists (SPSS) with reference to 0.5 Alpha Coefficients.

From the analysis for all items on the questionnaire, it is expected that the Reliability Coefficient Value (RCV) was greater than 0.5 for items under each parameter in order to implying that the instrument is highly reliable to test the study variables as recommended by Amin (2005). Pretesting was done from Voluntary Action for Development (VAD)-Bukesa among 20 employees. The correlations coefficient was measured and presented after data entry in a table format.

**Table 3.2: Reliability Coefficient Results**

Variable	Number of Items for the Variable	Coefficient
Background Information	04	0.933
Performance Planning	09	
Performance Monitoring	07	
Performance Evaluation	08	
Employee Performance	05	
<b>Total</b>	<b>33</b>	

*Source: Pretesting Data (2017)*

### **3.9 Data Collection Procedure**

After designing, pretesting the data collection instruments and proposal approval the researcher obtained the introduction letter from UMI. This letter was presented to authorities of United Nations Regional Service Center-Entebbe to seek permission to conduct the study. Upon endorsement of the permission, the researcher worked hand-in hand with the project manager or any representative of the same office to design the study program for data collection (Interviews and questionnaire distribution). Field work then commenced as per the program, questionnaires were given to individual employees (Respondents) for filling and these were collected on that very day to avoid loss and delays in this exercise.

### **3.10 Data Analysis**

#### **3.10.1 Quantitative Data**

Sorting, editing, coding and entering of quantitative data into the Statistical Package for Social Scientists (SPSS) version 18.0 for analysis was done. Descriptive statistical method was adopted to get frequencies with corresponding percentages and mean score for the study variables as presented by the questionnaire. Additionally, inferential statistical method was adopted where Pearson's logistic regression analysis was carried out using quantitative data where each parameter (Performance planning, performance monitoring and performance evaluation) was tested against employee performance.

#### **3.10.2 Qualitative Data**

In qualitative analysis, data from interviews was transcribed and presented in form of reported speech for the study objective. Then thematic content analysis method was adopted to analyse this type of data and rearrange this data to offer meaning to the study objectives. Inclusion of

qualitative data offered a platform for in depth understanding of the study objectives and supplementing the quantitative data.

### **3.11 Measurement of Variables (Quantitative Data)**

Basing on the Likert scale of 5-1 (SA-SD), mean scores and average mean scores were presented and used to derive implications from items of the study parameters (Performance evaluation, Performance evaluation and performance monitoring) where the mean above 3 represented “agree”, mean of 3 “neutral” and below 3 (disagree)”. The overall mean was also used to make conclusions regarding a particular research objective/question.

In measuring the study variables (Independent against the dependent) Pearson Correlations Coefficient option was undertaken where p value ( $<0.05$ ) the level of significance at 95% Confidence Interval (CI) reflected a positive relationship between the tested variables. The choice for Pearson Correlation has been based on the fact that it assists in determining the relationship between the tested variables. Therefore, this assisted to test they hypotheses set in chapter one. On the other hand, Logistic regression analysis helped to ascertain the degree of effect/influence for the independent and dependent variables of this study.

### **3.12 Ethical Considerations**

The ethical consideration attracted and motivated respondents to answer the research instruments. The following ethical issues was followed and adhered to in this study as detailed below.



### **3.12.1 Institutional Approval**

Approval was acquired from management of United Nations Regional Service Center-Entebbe through HR manager with the help from the letter obtained from the Uganda Management Institute (UMI) through the researcher supervisor.

### **3.12.2 Informed Consent**

The researcher already designed a consent form that was duly signed by all respondents to show their willingness and acceptability to answer the questions or participating in the interview. The study respondents were notified of the following issues;

The title, objectives/purpose, time to be spent while answering any data collection instrument, procedure and advantages of getting part into this study. Their rights to participate or not were also be given out to respective participants (Respondents). The consent form is attached here to as Appendix A.

### **3.12.3 Privacy and Confidentiality During and After the Study**

All information about the respondents and key informants remained confidential and restrictive to only the researcher and research team. Respondents' identification was by numbers assigned according to their respective departments of work. The researcher's contacts were shared with respondents/participants in case of any information. Job titles of the key informants are not reflected anywhere but rather the word (Key informant) was used.

### **3.12.4 Freedoms, Rights and Dignity**

Each respondent was addressed as sir or madam as a sign of respect and this is intended to honor them as valuable persons/people in accomplishing this study.

### **3.12.5 Non-Pressuring of Participants**

Respondents did not receive any pressure during answering the data collection instrument time allocated to them was strictly observed and in case data collection instrument was collected at a later time after successful completion. This was intended to allow adequate answering and reflection on answers by all respondents.

### **3.12.6 Psychological Effects**

All respondents were made aware and confident that their participation in this study would not deprive them of their work-rights and benefits. They were also notified that there was no job loss inflicted on them after giving information about performance management systems and their own performance at UNRSCE.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

#### 4.1 Introduction

This chapter presents the analysis and interpretation of findings based on the study objectives. It offers the quantitative and qualitative information that addressed the objectives and hypotheses of the study as well. It however, contains subsections with information about the response rate, background information of respondents (Employees of UNRSCE) as detailed below.

#### 4.2 Response Rate

Response rate for the study was 100.0% which shows adequacy of information over the items that made up the study objectives and acceptability to respond to the items presented to respondents in this study. The 100% response rate is attributed to the observation of the research ethics, well application of the simple random sampling technique and support from the Human Resource department of UNRSCE. Results are presented by Table 4.1.

**Table 4.1: Response Rate of the Study**

Category of Respondents	Sample Targeted	Sample Obtained	Percentage (%)
Junior Staff	103	103	100.0
Team Leaders			
Key Informants	02	02	100.0
<b>Total</b>	<b>105</b>	<b>105</b>	

*Source: Primary Data (2017)*

Table 4.1 reveals that for the junior and team leader category of respondents the targeted sample of 105 was reached and all included in the study. This implies that there was 100.0% of the response rate for the study. This reflects the willingness of UNRSCE staff to get involved in the

study by answering the items of the questionnaire and interview leading to completeness of the questionnaire distributed among them.

### 4.3 Background Information

Gender, age, highest academic qualification, time spent at UNSCRE were background information elicited from 103 respondents who were subjected to the survey questionnaire. This was intended to offer the ream light for the information that was given for the study. Results are presented below.

**Table 4.2: Background Information/Characteristics**

<b>Variable Item</b>	<b>Responses/ Variable Categories</b>	<b>Frequency</b>	<b>Percent</b>
Gender	Female	56	54.4
	Male	47	45.6
	<b>Total</b>	<b>103</b>	<b>100.0</b>
Age	18-25 years	07	6.8
	26-33 years	40	38.8
	34-41 years	44	42.7
	42 years and above	12	11.7
	<b>Total</b>	<b>103</b>	<b>100.0</b>
Highest Academic Qualification	Certificate	03	2.9
	Diploma	07	6.8
	Bachelors	52	50.5
	Post-graduate Diploma	20	19.4
	Masters	21	20.4
	<b>Total</b>	<b>103</b>	<b>100.0</b>
Time Spent at UNRSCE	<1 years	14	13.6
	1-5 years	56	54.4
	6-10 years	15	14.6
	11 years and above	18	17.5
	<b>Total</b>	<b>103</b>	<b>100.0</b>

*Source: Primary Data (2017)*

Table 4.2 shows that 56(54.4%) of the respondents was female and 47(45.6%) female. The results imply that at UNRSCE, performance management systems were experienced by both

male and female staff and this reflects how their performance at work was affected. The results also signify that both gender was employed at UNRSCE to offer services to different clients and stakeholders of the organization.

With regard to age, results reflected differences about this variable whereby 44(42.7%) of the respondents were aged 34-41 years, 40(38.8%) had 26-33 years, 12(11.7%) had 42 years and above and 7(6.8%) with 18-25 years. Age differences among the respondents reflect the different requirement by jobs among employees at UNRSCE. Secondly, it symbolizes that most employees were before the retirement age as per the laws of Uganda so they were still having time to serve and their performance management was vital for successful service delivery.

Results about highest academic qualification showed that 52(50.5%) of the respondents were Bachelor's degree holders, 21(20.4%) with master's degree, 20(19.4%) had a post-graduate diploma level 7(6.8%) diploma and 3(2.9%) certificate level of education. Findings imply that at UNRSCE employees had different academic qualification for their jobs and this reflects the degree of performance each staff had based on the skills, competencies and attitude towards the job derived from the past training from the college/institute or university. The academic qualification also shows that performance management exercises had a basis for each individual employee's level of education.

Findings about time spent at UNRSCE reveal that 56(54.4%) of the respondents had 1-5 years of service at the organization, 15(14.6%) with 6-10 years, 18(17.5%) with 11 years and above followed by 14(13.6%) with less than a year. The results reflect some degree of staff retention with a focus to remain with performing employees. The results also reflect that the findings of the study came from people experienced with UNRSCE in terms of performance management

systems where performance planning, monitoring and evaluation are conducted among these staff. This further reflects dependable results presented in this study as derived from employees with knowledge about the study variables.

#### 4.4 Relationship between Performance Planning and Employee Performance at United Nations Regional Service Center-Entebbe

The first objective of the study was to establish the relationship between planning and employee performance at UNRSCE. Results are presented in Table 4.3.below.

**Table 4.3: Results for Performance Planning**

Variable Items	SD	D	N	A	SA	Mean
UNRSCE has a performance planning policy in place	2(1.9%)	3(2.9%)	10(9.7%)	46(44.7%)	42(40.8%)	4.2
The policy is followed when carrying out performance planning	2(1.9%)	1(1.0%)	3(2.9%)	68(66.0%)	29(28.2%)	4.2
Performance planning is regularly carried out in this organization	1(1.0%)	2(1.9%)	16(15.5%)	35(34.0%)	49(47.6%)	4.2
Performance planning involves individual employee and organizational goals	3(2.9%)	2(1.9%)	18(17.5%)	50(48.5%)	30(29.1%)	3.9
The vision of this organization considered in performance planning	2(1.9%)	1(1.0%)	5(4.9%)	40(38.8%)	55(53.4%)	4.4
Work plans are done jointly with the superiors/supervisors	4(3.9%)	2(1.9%)	5(4.9%)	74(71.8%)	18(17.5%)	3.9
I feel committed to serve due to joint workplan formulation	8(7.8%)	14(13.6%)	18(17.5%)	38(36.9%)	25(24.3%)	3.5
Clear goals are set for my performance	5(4.9%)	9(8.7%)	16(15.5)	31(30.1%)	42(40.8%)	3.9
I follow set goals to perform my work assignments	9(8.7%)	7(6.8%)	9(8.7%)	16(15.5%)	62(60.2%)	4.1
Average Mean score						4.0

*Source: Primary Data (2017)*

Table 4.3 reveals that 46(44.7%) and 42(40.8%) of the respondents agreed and strongly agreed respectively that a performance planning policy was in place at UNRSCE. However, 10(9.7%) of the respondents were neutral, 3(2.9%) disagreed and 2(1.9%) of the respondents strongly disagreed with a mean score of 4.2 which implies that most of the respondents were in agreement and aware about the policy that guided performance planning in their organization.

Results also showed that 68(66.0%) and 29(28.2%) of the respondents agreed and strongly agreed that a policy was followed in performance planning. However, a section of 3(2.9%) of the respondents was undecided, 1(1.0%) disagreed and 2(1.9%) of the respondents strongly disagreed. A mean score of 4.2 was obtained which implies that most respondents were in agreement. However, the disagreement may be attributed to the fact that these respondents could have not seen the policy guideline.

During the interview with one of the senior staff it was found that performance planning was conducted following a policy. The policy outlines procedures, duties and responsibilities of different employees in the organisation and this is institutionalized.

*....A policy is in place with regard to performance planning and this has streamlined our performance management system as an organisation by stipulating the time periods of conducting the performance management activities for our employees in different departments of work. Therefore, whatever we are doing in relation to performance planning has a time frame which reflects strategic management as well for UNRSCE ...” (Senior staff).*

Results also signify that performance management system in terms of performance planning followed a policy guideline and this acted as a benchmark for measuring employee performance at this organization.

About whether performance planning was regularly carried out, results show that 49(47.6%) and 35(34.0%) of the respondents strongly agreed and agreed respectively. However, 16(15.5%), 2(1.9%) and 1(1.0%) of the respondents were undecided, disagreed and strongly disagreed respectively. A mean score of 4.2 was obtained and this indicates that majority of the respondents were positive with the regular performance planning activities at UNRSCE.

From one key informant, it was also found that there was regular performance planning conducted by the organisation and this follows the developed performance management tool which is subjected to all employees in UNRSCE to ascertain the level of performance. The informant noted;

*.....We developed a performance plan and this has guided the planning activities for performance management among our employees. So this is done periodically given the fact that we serve different clients from different country missions, our performance has to be good always. Such periods are well observed and plans are implemented to enable our employees adhere to the performance standards as set under the plan.... (Senior Staff).*

In addition, the qualitative and quantitative results offer an implication that at UNRSCE; performance planning was institutionalized and budgeted for to be carried out at the time round as the need arises.

Matching individual and organizational goals serves to create a niche between the employees as they serve the interests of the organization. In this study respondents were asked if there was involvement of individual and organization goals when it came to performance planning and results show that 50(48.5%) and 30(29.1%) of the respondents agreed and strongly agreed.



3(2.9%) and 2(1.9%) of the respondents strongly disagreed and disagreed respectively as 18(17.5%) were undecided, mean score (3.9). The mean score results signify agreement and satisfaction with the management's effort to infuse their goal with those of the organization in relation to performance.

It was also noted during the interview with one senior staff that goal setting was key and this was considered during the performance planning exercise at UNRSCE. The respondent noted that failure to relate performance planning with goals and aspirations of employee and employers (Organisation) can lead to resistance and hostility towards achieving such goals. So management at UNRSCE decided to set these goals jointly with employees through their representatives (Department heads) to allow employee performance be part of the entire exercise.

*..In the current work environment where forces of technology and globalisation affect employees and their performance, failure to relate performance planning with goals and aspirations of employee and employers (Organisation) can lead to resistance and hostility towards achieving such goals... (Senior Staff).*

Results also imply that employees were satisfied with how their goals were infused with those of the organization and this would increase their performance at work. Respondents who disagreed strongly disagreed and undecided could have not had their interests honored by management of UNRSCE or their supervisors.

Results about whether the vision of UNRSCE considered performance planning indicated that 55(53.4%) and 40(38.8%) of the respondents indicated that this happened by a show of strongly agree and agree respectively. However, it was also found that 5(4.9%) of the respondents neither

agreed nor disagreed, 2(1.95%) and 1(1.0%) of the respondents strongly disagreed and disagreed with a mean score (4.4). The mean score results represent that majority of the employees (Respondents) agreed that they knew the vision of UNRSCE and this was reflected in performance planning and implementing. Findings offer an implication that to achieve success with performance planning the vision of the organization should entail performance planning to enable employee aim at it to achieve performance.

The study sought to ask respondents whether work plans are jointly done at UNRSCE and results showed that 74(71.8%) and 18(17.5%) of the respondents agreed and strongly agreed respectively that it happened. However, 5(4.9%) of the respondents were undecided, 2(1.9%) disagreed and 4(3.9%) strongly disagreed mean score 3.9. Results based on the mean score indicate that respondents agreed and were motivated by their involvement in the workplan formulation. However, it should be noted that respondents, who disagreed, strongly disagreed or undecided could have been excluded in the formulation of performance workplan or demotivated with their work at UNRSCE.

Interview information also revealed that there was a joint discussion for the performance planning in UNRSCE which involved all employees. The informant noted that failure to include all employees may lead to resistance and that is why they call upon all employees to be part of the performance planning process through the departmental heads.

*....At UNRSCE we normally have a joint discussion for the performance planning which involved all employees. Our employees are contacted through their departmental supervisors/heads and this has increased their level of involvement*

*in performance planning exercises as well as acceptability of the discussed matters.... (Senior Staff).*

The results mean that at UNRSCE, employees were part of the formulation for a workplan to implement performance planning and decision were jointly undertaken.

Respondents were also asked whether they were committed on the job due to performance planning and results show that 38(36.9%) and 25(24.3%) of the respondents agreed and strongly agreed respectively. It was also revealed that 18(17.5%) of the respondents were non-committal and 14(13.6%) of the respondents disagreed as 8(7.8%) strongly disagreed and a mean score of 3.5. The mean score results denote that respondents were in agreement that their stay at UNRSCE was partly due to the nature of performance workplan formulation that elicited positive feeling about the organisation they served. It can therefore, be argued that at UNRSCE, most employees derived commitment on the job due to performance planning they had with management. However, respondents who disagreed, strongly or undecided could be committed on their job due to other factors rather than performance planning. Such factors may be remuneration, schedule of work and work relationship quality among others.

Table 4.3 also contains information about whether there were clear goals for employee performance made at performance planning activity. Results showed that most of the respondents 42(40.8%) and 31(30.1%) of the respondents strongly agreed and agreed that this happened at UNRSC. However, 16(15.5%) were neutral, 9(8.7%) and 5(4.9%) of the respondents disagreed and strongly disagreed respectively. The mean score of 3.9 was achieved with an implication that respondents derived clarity from set goal which aided their performance

on the job in terms of clients' satisfaction, quality of work and accomplishment of tasks among others.

During the interview, it was noted that setting clear goals means that work tasks will also be well known to employees to enable high performance. The senior staff revealed that at UNRSCE, clarity would make employees motivated to work and serve the clients of the organisation within all departments.

*At UNRSCE, clarity of set goals reduced role ambiguity and this would make employees motivated to work and serve the clients of the organisation within all departments (Senior Staff).*

Findings also create an implication that employees had and understood performance goals created at performance planning exercise with their administrators and this would contribute to their performance in a way that they felt involved in planning for their organisation by management. However, respondents who disagreed strongly disagreed or those who were not sure could have perceived their set goals not clear to them.

Respondents were also asked whether they followed set goals as they performed their work assignments and results from majority of respondents 62(60.2%) and 16(15.5%) represented strong agreement and agreement respectively to the matter. However, it was also found that some employee are not in agreement as 7(6.8%) and 9(8.7%) of the respondents disagreed and strongly disagreed respectively. Results also revealed that 9(8.7%) of the respondents were undecided about following set goals for performance. A mean score of 4.1 obtained symbolizes that respondents agreed that set goal had to be adhered to for successful performance on the job.

During the interview, it was found that set goals are adhered to by all employees in different departments to enable set targets be achieved. The achievement of targets was through the supervisors as one key informant noted;

*We as the management team, we ensure that set goals as the organisation are adhere to and we do this through the supervisors to ensure that all employees achieved them as required (Senior Staff).*

Results both quantitatively and qualitative, imply that set goals were adhered to in performance planning. Respondents, who disagreed, strongly disagreed and those who were undecided could have not been in position to follow set goals as they performed their work assignment and they considered this less important for them. The average mean score for the items of this variable (Performance planning) was 4.0 which shows that most of the respondents were positive and satisfied with the manner in which performance planning was conducted at UNRSCE.

#### **4.4.1 Correlation Results**

The results of Table 4.4 aimed at showing whether there is a relationship between performance planning and employee performance. It was found that such a relation existed as the table presents below.

**Table 4.4: Showing Results about Pearson Product Moment Correlations for Performance Planning and Employee Performance**

		Performance Planning	Employee Performance
Performance Planning	Pearson Correlation	1	0.691
	Sign(2-tailed)	.	.004
	N	103	103
Employee Performance	Pearson Correlation	.004	0.691
	Sign(2-tailed)		
	N	103	.004

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

**Source:** Primary Data (2017)

Table 4.4 results show that there was positive significant relationship between performance planning and employee performance [ $r = 0.691$ ,  $p\text{-values } 0.004 < 0.05$ ]. The stated hypothesis that “There is a significant relationship between performance planning and employee performance” was accepted.

Regarding the relationship between performance planning and employee performance, it was discovered from the key informant that the two variables were related as she noted that failure to have planning in terms of performance leads to poor employee performance because they will perform with no focus. He noted;

*....In an organisation, poor or failure to plan affects performance for the employees as well as the organisation so for us we consider planning as a vital performance management system aspect to be able to serve our employees in different departments which in turn*

*reflects the way they perform to achieve the mission and vision of UNRSCE.... (Senior Staff).*

She also noted that at UNRSCE, performance planning was considered key in creating a good relationship with the clients, supervisors and employees in terms of performance. The results imply that there was less or no resistance to performance set goals made during performance planning arrangement for employees. The level of acceptability is reflected in most of the employees of UNRSCE as per the study results. Therefore, with quantitative and qualitative findings, increasing performance planning at UNRSCE, leads to increased employee performance.

#### **4.5 Relationship between Performance Monitoring and Employee Performance at United Nations Regional Service Center-Entebbe**

The second study objective aimed at finding out the relationship between performance monitoring and employee performance at UNRSCE. Results are presented in Table 4.5 below.

**Table 4.5: Distribution of Responses for Performance Monitoring at UNRSCE**

<b>Variable Items</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>
UNRSC carries out performance monitoring for its employees	6(5.8%)	10(9.7%)	19(18.4%)	27(26.2%)	41(39.8%)	3.8
Performance monitoring is done through a clear systems	5(4.9%)	3(2.9%)	10(9.7%)	39(37.9%)	46(44.7%)	4.1
Initial set objectives are revisited during the performance monitoring	7(6.8%)	3(2.9%)	18(17.5%)	14(13.6%)	61(59.2%)	4.1
Regular reviews of employee performance are done	5(4.9%)	3(2.9%)	32(31.1%)	26(25.2%)	37(35.9%)	3.8
Competencies of individual employee are considered in performance monitoring	7(6.8%)	15(14.6%)	3(2.9%)	18(17.5%)	60(58.3%)	4.0

Due to performance monitoring I focus on performance set standards	14(13.6%)	16(15.5%)	2(1.9%)	21(20.4%)	50(48.5%)	3.7
Feedback is instantly given to me regarding my performance	2(1.9%)	17(16.5%)	2(1.9%)	19(18.4%)	63(61.2%)	4.2
I feel the feedback given to me has made my performance to improve	7(6.8%)	8(7.8%)	21(20.4%)	27(26.2%)	40(38.8%)	3.8
Average Mean Score						3.9

*Source: Primary Data (2017)*

Table 4.5 presents 41(39.8%) and 27(26.2%) of the respondents strongly agreeing and agreeing respectively that at UNRSCE, performance monitoring was conducted for employees. Results showed that 19(18.4%) of the respondents were undecided, 10(9.7%) and 6(5.8%) of the respondents disagreed and strongly disagreed respectively and mean score was 3.8. The means score results mean that most of the respondents were aware that performance monitoring was in place and it was tailored to their work performance.

Interview information revealed that performance monitoring at UNRSCE was conducted and on a regular basis with support from management team. This was intended to make employees performance level high and enable clients' satisfaction.

*...Here as an organisation, performance monitoring is conducted and on a regular basis system that management set up to regulate the entire exercise...(Senior staff)*

The results both quantitative and qualitative offer an implication that most employees were monitored with their performance to enable the organisation achieves its objectives and those of its employees.



About whether, performance monitoring followed a clear system, results showed that 46(44.7%) and 39(37.9%) of the respondents strongly agreed and agreed that this was done. However, a total of 10(9.7%) of the respondents were undecided, 3(2.9%) and 5(4.9%) of the respondents disagreed and strongly disagreed respectively with a mean score 4.1. The mean score results show that there was a positive perception towards the system used by UNRSCE management in carrying out performance monitoring among its employees. However, respondents who were undecided disagreed or strongly disagreed could have not been aware that at UNRSCE performance monitoring was undertaken through a system.

It was also noted that a clear system is in place under which performance monitoring is done. This involves all employees in the organisation and it considers time periods in its implementation. The key informant noted that performance monitoring is done on weekly, monthly and annual basis with reports made and presented to stakeholders including international funders of UNRSCE.

*.....Performance monitoring is done on weekly, monthly and annual basis with reports made and presented to stakeholders including international funders of UNRSCE. Such reports are also used for decision making and we as management have been able to make good decision that have had positive outcomes towards employee performance and clients satisfaction over the years...(Senior Staff).*

Therefore, the results also represent that the performance management system where monitoring of performance was done was clear to every employee at UNRSCE.

Findings also revealed that 61(59.2%) and 14(13.6%) of the respondents strongly agreed and agreed respectively that there was revisiting of set objectives for performance monitoring. However, 18(17.5%), 3(2.9%) and 7(6.8%) of the respondents were undecided, disagreed and strongly disagreed in that order. The mean score was 4.1. The mean score results offer an implication that most of the respondents agreed that reflection on the set objective was carried out by UNRSCE management and this would help them be guided as performance monitoring was taking place. Secondly, results denote that there were periodical reviews for the performance monitoring criteria. The 27.2% of the respondents who disagreed, strongly disagreed and undecided could have not been unaware that set objectives for performance monitoring are revisited by the management of UNRSCE in monitoring employee performance.

Respondents were asked whether there were reviews done for employee performance and results showed that 26(25.2%) and 37(35.9%) of the respondents agreed and strongly agreed respectively. It was also found that 32(31.1%) of the respondents were undecided, 3(2.9%) and 5(4.9%) of the respondents disagreed and strongly disagreed with a means score 3.8. The means score results show agreement among respondents that regular reviews were vital in employee performance monitoring and a positive perception was held with such reviews. However, it should be noted that results connote that at UNRSCE, regular reviews were in place for employee performance. Therefore, this would guarantee quality work and satisfaction of clients' needs and requirement over a time period and thus, earning a competitive edge for the organisation. The percentage of respondents (38.9) who were undecided, strongly disagreed and disagreed imply that these respondents had no knowledge about whether reviews were done for their performance at UNRSCE.

Employee competences act as a focal point in performance monitoring. In this study respondents were asked whether their competencies were considered and results showed strong agreement 60(58.3%) and agreement 18(17.5%) and a mean score of 4.0 was reflected. The mean score results imply that most employees were in agreement that competences were vital for successful performance monitoring and gaps would be attained and addressed for their performance improvement. However, 3(2.9%) of the respondents were not sure, 15(14.6%) and 7(6.8%) of the respondents disagreed and strongly disagreed respectively. Results suggest that at UNRSCE, employee competencies shaped performance. Secondly, competencies were used as a parameter for employee performance and this related with the requirements of the job. The respondents who disagreed could have been competent and they hid from the fact that their jobs required them to be competent as the work environment is ever changing with negative implication to employee performance.

Performance set standards adherence reflects resilience of employees to maximize performance. In this study, respondents revealed that this was done as 50(48.5%) and 21(20.4%) indicated by strongly agreeing and agreeing respectively. Results however, showed that 2(1.9%) of the respondents were not sure if they focused on performance standards. It was also found that 16(15.5%) and 14(13.6%) of the respondents disagreed and strongly disagreed respectively. The mean score was 3.7 which represents that respondents agreed that set performance standards reflect/mirror the level of performance employees will attain on the job. However, the respondents who were in disagreement or undecided could have seen no importance of adhering to set standards and they regarded them less important in monitoring their performance.

Instant feedback reflects a zeal for management and employee to achieve success with performance monitoring. Results showed that 63(61.2%) and 19(18.4%) of the respondents by show of strongly agree and agreed respectively revealed that feedback was instant during performance monitoring exercises and this reflected their individual performance. However, 2(1.9%), 17(16.5%) and 2(1.9%) of the respondents, neither agreed nor disagreed, agreed and strongly disagreed respectively that feedback was instant. The mean score was 4.2 which means that majority of the respondents agreed that feedback was vital in enhancing performance through promotion of cohesion and teamwork with fellow employees, supervisors and employers. However, it should be noted that respondents who disagreed, who were not sure and strongly disagreed could have not had any feedback about their performance or they regarded feedback as less important for their job but instead other rewards such as money. The use of supervisors, memos and other technology platform such as e-mail would have not made significant importance with regard to feedback among the 21(20.3%) of the respondents.

It was also deemed necessary to ask respondents whether their performance had improved due to feedback and results showed that 40(38.8%) and 27(26.2%) of the respondents strongly agreed and agreed respectively that they had attained performance improvement. However, 21(20.4%) of the respondents were non-committal as 8(7.8%) and 7(6.8%) disagreed and strongly disagreed respectively which implies that they attributed their performance improvement to other factors such as pay, teamwork and work schedules among others rather than feedback. A mean score of 3.8 was obtained and the average mean score of 3.9 for all items of performance monitoring which implies that respondents agreed that feedback had done a great job in their performance expectations achievement and the nature of communication systems under which feedback was achieved was preferred.

In terms of performance monitoring and employee performance, one informant noted that evaluations make employees ever aware of their job responsibilities and this makes them stay focused to them as they perform their daily work. He noted;

*...Employees ever aware of their job responsibilities and this makes them stay focused to them as they perform their daily work and this serves to save them from stress, burnout and fatigue that may affect them in terms of performance. Such monitoring also increases team work and cohesion among our employees for successful performance of their work... (Senior Staff).*

For UNRSCE, it was noted that employees were aware of the time when they were to be evaluated and this helped them to stay focused to higher performance results. Results indicate that feedback was a strong pillar in achieving performance monitoring results with regard to performance from employees by UNRSCE administration

#### **4.5.1 Results about Correlation**

Table 4.6 below presents results for Pearson Product Coefficient with performance monitoring and employee performance. Findings were used to show whether there was relationship between these variables.

**Table 4.6: Showing Results for Pearson Product Coefficient Moment between Performance Monitoring and Employee Performance**

		Performance Monitoring	Employee Performance
Performance Monitoring	Pearson Correlation	1	0.519
	Sign(2-tailed)	.	.009
	N	103	103
Employee Performance	Pearson Correlation	.009	0.519
	Sign(2-tailed)		
	N	103	.009

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

Source: Primary Data (2017).

Table 4.6 indicates that performance monitoring was positively and statistically related with employee performance [ $r = 0.519$ ,  $p\text{-value } 0.009 < 0.05$ ]. This implies that the stated hypothesis that “There is a significant relationship between performance monitoring and employee performance” was accepted. Therefore, it can be presented that performance monitoring related with employee performance.

Regarding the relationship between performance monitoring and employee performance, interview information revealed that monitoring of staff performance was highly valued at UNRSCE due to the fact that management wanted to achieve cores values of the organisation that include, transparency and accountability with diligent service to clients. The key informant noted;

*....Performance monitoring is conducted in this organisation and the essence of it is to achieve the core objectives and values we have in place that guide us as an institution. The monitoring is*

*done based on the set activities as conducted in different activities through the department heads and their respective staff...(Key Informant).*

It was also noted that indeed the two are intertwined. One key informant noted that failure to make performance monitoring means management of the organisation will not know how best its staff is committed to serve the short and long-term objectives of the organisation. This therefore, was presented as one of the justifications for performance monitoring at UNRSCE in regard to employee performance.

*.....Failure to make performance monitoring means management of the organisation will not know how best its staff is committed to serve the short and long-term objectives of the organisation..... This can make the organisation spend much on employees with low outcomes in terms of performance... (Senior Staff).*

The qualitative results supplemented quantitative findings, thus, it can be noted that performance monitoring would lead to increased employee performance in an organisation such as UNRSCE if it is handled a systematic and planned manner by the management together with supervisors and staff in different departments.

#### **4.6 Relationship between Performance Evaluation and Employee Performance at United Nations Regional Service Center-Entebbe**

The study aimed at investigating the relationship between performance evaluation and employee performance at UNRSCE. Findings for this objective are presented in Table 4.7 below.

**Table 4.7: Percentage Distribution of Responses about Performance Evaluation**

Variable Items	SD	D	N	A	SA	Mean
UNRSC management carries out performance evaluation	6(5.8%)	6(5.8%)	4(3.9%)	43(41.7%)	44(42.7%)	4.0
I feel performance evaluation undertakes a systems approach	4(3.9%)	7(6.8%)	4(3.9%)	61(59.2%)	27(26.2%)	3.9
Individual employee self-evaluation is normally used	4(3.9%)	5(4.9%)	4(3.9%)	74(71.8%)	16(15.5%)	3.9
My behaviors in relation to my job are examined during the evaluation activity/process	7(6.8%)	8(7.8%)	4(3.9%)	57(55.3%)	27(26.2%)	3.8
My job specifications are used in the evaluation of my work	16(15.5%)	8(7.8%)	0(0.0%)	45(43.7%)	34(33.0%)	3.7
I am aware about my job due to performance evaluation	3(2.9%)	1(1.0%)	3(2.9%)	67(65.0%)	29(28.2%)	4.1
Due to evaluation results, I can make good decisions at the job	2(1.9%)	2(1.9%)	9(8.7%)	34(33.0%)	56(54.4%)	4.3
Results of the evaluation are used for employee development purposes	0(0.0%)	0(0.0%)	5(4.9%)	82(79.6%)	16(15.5%)	4.1
Average Mean Score						3.9

*Source: Primary Data (2017)*

Table 4.7 presents 44(42.7%) and 43(41.7%) of the respondents strongly agreeing and agreeing respectively that at UNRSCE there was performance evaluation undertaken among employees. However, 4(3.9%) of the respondents were undecided, 6(5.8%) were in total disagreement and the same percentage represented employees who strongly disagreed. The mean score was 4.0 which symbolizes that respondents were in agreement performance evaluation was part of the performance management system.



Use of 360 degree evaluation method and annual performance appraisal were mentioned as key in the implementation of performance evaluation for employees at UNRSCE. The informant therefore, noted that these approaches had shaped employees behaviors in terms of attendance to the job and clients because at the end of the day they were to be evaluated and actions taken in support or against their performance levels.

*.....For performance evaluation, we normally use the annual performance appraisal and 360 degree evaluation method and annual performance appraisal, we have a validated instruments for this performance evaluation and these have helped us shape the behaviors of our employees not only in performance but also on how they relate with the rest of the organisation members and stakeholders...(Senior Staff).*

Results signify that performance evaluation existed at UNRSCE for the purposes of stimulating employee performance as well as achieving clients' needs and expectations.

Respondents also revealed that performance evaluation was done through a systems approach as indicated by 61(59.2%) and 27(26.2%) of the respondents who agreed and strongly agreed respectively. However, 4(3.9%) of the respondents neither agreed nor disagreed, 7(6.8%) and 4(3.9%) of the respondents disagreed and strongly disagreed respectively. The mean score was 3.9 which implies that there was agreement among respondents that the system approach used was preferred and expected to elicit good outcomes in terms of employee performance measurements.

During the interview, it was also reported by one senior staff that performance evaluation is done through a clear system as the case for performance monitoring and planning and this would make employees work together with the management team discuss work related challenges following the system that curtail high performance levels. The informant noted that this would enable management to plan according on how to deal with such issues to enable high performance in line with standards for employees in all departments.

*.....Performance evaluation would make employees work together with the management team discuss work related challenges that curtail high performance levels and solutions to such challenges are jointly discussed which has increased staff motivation for our employees in relation to performance and other organisational citizenship behaviors....(Senior Staff).*

Findings also indicate that at UNRSCE, there was systematic approach for carrying out performance evaluation and results were reliable since they followed a system. However, the respondents who disagreed, strongly disagreed and undecided 15(14.6%) could have seen no system approach being used for performance evaluation at UNRSCE. This may partly account for their responses over this matter.

It was also a consideration in this study to ascertain whether individual self-evaluation was applied and results by strongly agreeing 16(15.5%) and 74(71.8%) agreeing showed that this happened. However, 4(3.9%) of the respondents were non-committal about it, 5(4.9%) and 4(3.9%) disagreed and strongly disagreed respectively. A mean score 3.9 was obtained which implies that respondents agreed and believed in self-evaluation as one of the best ways of performance evaluation.

During the interview, it was noted that heads of departments (Team leaders) were used at UNRSCE to guide and monitor self-evaluation exercises in the different departments. The results would be collected with the human resources department. She noted;

*Self-evaluation is one of the methods used under performance evaluation of employees and team leaders offer support to the human resources department to make this exercise accomplished...*

(Senior Staff).

By implication, it can be noted that most employees had a chance of self-examining themselves with regard to their own daily performance at work. Those respondents, who were undecided, strongly disagreed and disagree could have regarded self-evaluation as less vital to their performance evaluation due to its limitations such as bias.

The study also sought to seek whether employees' behaviors were examined at the performance evaluation. Results showed that 57(55.3%) and 27(26.2%) of the respondents agreed and strongly agreed respectively. It was also found that 4(3.9%) of the respondents were undecided, 8(7.8%) disagreed and 7(6.8%) of the respondents strongly disagreed and 3.8 was the mean score which implies that respondents agreed that examination of each employee's behavior had an implication for performance evaluation outcomes.

During interviews, it was noted that performance evaluation had done more good than harm in terms of employee performance. One informant noted that this, was conducted a regular basis as performance monitoring was. In the process management of UNRSCE would weigh the level of

performance for each employee in relation to the set goals and expectations from the external environment of the organization. For this matter, she noted;

*....Performance evaluation has been crucial for our performance despite some few challenges and this has enabled us to match employee performance with our pre-determined goals as we respond to the needs and aspirations of our clients in Africa and outside Africa. The management of UNRSCE has been in position to address such challenges and we can boldly say that our evaluation yields positive results with regard to employee performance.... (Senior Staff).*

Findings suggest that at UNRSCE, there were compensatable factors that management looked out for during performance evaluation of its employees and enrichment of employee competencies. These would also be used to determine rewards for each individual employee as a manner of motivation for high performance. However, it should be noted that 19(18.5%) of the respondents who disagreed, strongly disagreed and/or undecided could have not known which employee behaviors were examined by management of UNRSCE during employee performance evaluation.

It was reported that during performance evaluations, employee competencies were of special focus in line with work requirements. This was presented as a basis for the relationship between performance evaluation and employee performance. She noted;

*...In conducting performance evaluation, we relate each employee's competencies with the job and its requirements. The job description is used here and present out findings in reports for*

*further administrative actions. To implement this, the Human resource department of UNRSCE does a great work with support of the department heads to scrutinize the academic credential of employees in relation to their performance. Once performance gaps are identified, these are included in a report and presented management (Interview with Senior Staff).*

The results imply that competences in relation to compensatable factors influenced performance evaluation at UNRSCE and this was hoped to lead to good employee performance in terms of clients' satisfaction, achievement of set goals and targets.

Job specifications were also utilized in job evaluations. This was indicated by 45(43.7%) and 34(33.0%) of the respondents who agreed and strongly agreed. However, none of the respondents was undecided, 16(15.5%) and 8(7.8%) strongly disagreed and disagreed respectively that job specification were utilized. The obtained mean score was 3.7. Respondents 24(23.3%) who strongly disagreed and disagreed could have been not aware that in performance evaluation their job specification and used by management of UNRSCE to evaluate their performance.

It was also noted during performance evaluation, self-evaluation of employees was conducted and this would be facilitated by supervisors and heads of department. One key informant noted that during self-evaluation job specification of employees would be used to make min-reports reflecting how a given department has performed in a given time period either weekly or monthly. This would be discussed with concerned staff and administrators to find out the way forward either to maintain or improve employee performance. Therefore, results imply that job

specification aided performance evaluation of employees and informed the nature of decisions undertaken in terms of administration.

Respondents were further asked whether they had become aware of their job and results showed that due to performance evaluation 67(65.0%) and 29(28.3%) of the respondents agreed and strongly agreed respectively. However, 3(2.9%) of the respondents were undecided, 1(1.0%) and 3(2.9%) of the respondents disagreed and strongly disagreed respectively the mean score being 4.1. The results show existence of increased job awareness among employee due to performance evaluation. However, for those respondents who disagreed and strongly disagreed 7(6.8%) could have had awareness about their job through other means such as supervisors or personal awareness.

Increased job awareness was one of the benefits acquired from performance evaluation. This is because job specifications of each employee are considered in respect to the competencies of the employee and any competence gaps can easily be identified and rectified through training. One key informant noted;

*Job specifications of each employee are considered in respect to the competencies of the employee and any competence gaps can easily be identified and rectified through training and management has normally been organizing on-job and off-job training for the employees with support from performance evaluation outcomes (Senior Staff).*

Therefore, by implication, it can be noted that at UNRSCE, job awareness through performance evaluation was a vital component through which employees would have their performance improved for the good of the organisation and other stakeholders within Uganda and outside.

In this study, 56(54.4%) and 34(33.0%) of the respondents strongly agreed and agreed respectively that they could make good decisions at work as a result of performance evaluation. However, 2(1.9%) and 9(8.7%) of the respondents disagreed and were non-committal respectively. The mean score was 4.3 and it indicates that respondents were in agreement that decision making enhanced employee performance after performance evaluation had been carried out by management of UNRSCE. The respondents who disagreed could have been with no capabilities of initiating ideas and taking decision over matters that affected them at work.

The ability for employees to make good decisions at the job reflects a degree of autonomy that employees attain after performance evaluation. During the interview, one senior staff revealed that due to performance evaluation most employees were able to exercise the right of making decision for both work and non-work aspects.

*Due to performance evaluation most employees were able to exercise the right of making decision for both work and non-work aspects. This has partly reduced on stress and burnout problems that affect employees at work leading to performance. Secondly, it has eased delegation of work among employees in different departments since work is given to competent people...(Senior Staff).*

Therefore, it should also be noted that results symbolize that decisions both administrative and personal were undertaken by management of UNRSCE after consultations with performance evaluation results.

About whether results of performance evaluation had been used for development initiatives by administration of UNRSCE, results showed that 82(79.6%) and 16(15.5%) of the respondents agreed and strongly agreed respectively that this happened. However, 5(4.9%) of the respondents were undecided and none of the respondents either disagreed or strongly disagreed. The mean score was 4.1 which depicts that respondents agreed that management of UNRSCE better utilized performance evaluation outcomes for employee development with activities such as training.

The percentage of the respondents who were non-committal may be attributed to the fact that not all employees knew that performance evaluation outcomes were used for development initiative by management of UNRSCE. The average mean score was 3.9 which symbolize agreement and preference by respondents for the performance evaluation exercise as a performance management system mechanism at UNRSCE.

Interview information revealed that performance evaluation results would be used for Human Resource management functions at UNRSCE such as staff training, motivation and reward. One of the senior staff revealed.

*The conducted employee performance evaluations are used for administrative purposes such as training for our staff, reward, motivation and support. Therefore, I can say that employees and UNRSCE at large have benefited from performance evaluation exercises.... (Senior Staff).*

Therefore, the fact that performance evaluation outcomes would inform management decisions would increase respect for performance evaluation within UNRSCE among the employees, team leaders and the senior staff-management team.



#### 4.6.1 Results Regarding Correlation for the Two Variables

The table below intends to show presence of a relationship between performance evaluation and employee performance at UNRSCE. The nature of the relationship is also revealed by Table 4.8 below.

**Table 4.8: Pearson Product Coefficient Moment between Performance Evaluation and Employee Performance**

		Performance Evaluation	Employee Performance
Performance Evaluation	Pearson Correlation	1	0.381
	Sign(2-tailed)	.	.008
	N	103	103
Employee Performance	Pearson Correlation	.008	0.381
	Sign(2-tailed)		.008
	N	103	.008

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

*Source: Primary Data (2017)*

According to Table 4.8, performance evaluation had a positive significant relationship with employee performance [ $r = 0.381$ ,  $p\text{-value}, 0.008 < 0.05$ ]. Therefore, this implies that the stated hypothesis set that “There is a significant relationship between performance evaluation and employee performance” was accepted.

In terms of the relationship between performance evaluation and employee performance, it was noted that evaluations had led to quality decisions being undertaken by employees as they performed their duties. It was noted that through evaluations, with support from observation, instructional and supportive supervision employee performance had greatly improved.

*.....To me as a management staff of UNRSCE, I can also say that evaluations have led to quality decisions being undertaken by employees as they performed their duties. Therefore, such evaluations, with support from observation, instructional and supportive supervision given to our employees, there has been good employee performance and it has been greatly been improving as more performance evaluations are conducted... (Senior Staff).*

Therefore, findings of Table 4.8 and the qualitative information imply that increasing performance evaluation relates directly to employee performance in an organisation such as UNRSCE. Thus, the organisation can be in position to meet its external forces and demands in terms of meeting clients, stakeholder and suppliers demands through performance of employees.

The relationship between the two variables was also described by one informant in terms of supervisor-employee approach that was used which had improved the quality of employee and supervisor relationship at UNRSCE. The informant noted that with this, management with employees would achieve quality relationship and this reduces chances of counterproductive behaviors.

*..With performance evaluation, management with employees would achieve quality relationship and this reduces chances of counterproductive behaviors such as absenteeism, strike and theft at the organisation among others. So as management we believe that performance evaluations we normally have a strong*

*relationship with the manner in which employees perform their duties given the fact that our clientele base is big that requires timely service delivery...(Senior Staff).*

Findings imply that performance evaluation outcomes/reports were applied for other human resource activities such as training and development, recruitment and reward among others. These would increase skills, competencies and motivation of employees to serve as expected by management of UNRSCE. The information also presented the effect that performance evaluation can have to employee performance in a short and long-term perspective as they serve the customers of the organisation for that matter UNRSCE.

#### **4.6.2 Regression Results for the Variables**

Table 4.9 was intended to reveal the influence/effect and its nature between the parameters of the independent variable (Performance planning, evaluation and monitoring) in relation to employee performance as the set alternative hypotheses stated. Results are presented below.

**Table 4.9: Showing Regression Results for Performance Planning, Monitoring and Evaluation; and Employee Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.568 <sup>a</sup>	.915	.730	.65831	.951	284.103	1	96	.007
2	.690 <sup>b</sup>	.959	.727	.66741	.851	284.145	1	95	.003
3	.744 <sup>c</sup>	.976	.727	.71567	.096	18.463	1	61	.002

- a. Predictors: (Constant), Performance Planning
- b. Predictors: (Constant), Performance Planning and Performance Monitoring
- c. Predictors: (Constant), Performance Planning Performance Monitoring and Performance Evaluation

*Source: Primary Data (2017)*

Results in Table 4.9 indicate that performance planning had a positive low and significant effect (influence) with employee performance [ $r = 0.568$ , p-value,  $0.007 < 0.05$ ]. This implies that performance planning was weak in terms of influence towards employee performance in an organisation.

With regard to performance monitoring, results showed that the variable had a positive moderate and significant effect towards employee performance [ $r = 0.690$ , p-value,  $0.003 < 0.05$ ]. This denotes that performance monitoring was a second predictor of employee performance in an organisation. Therefore, its effect cannot be under estimated with regard to employee performance.

Performance evaluation had a positive high and significant effect/influence towards employee performance [ $r = 0.744$ , pp-value,  $0.002 < 0.05$ ]. This implies that performance evaluation was the most determinant of employee performance. Therefore, the variable can stand on its own to predict performance of employees in the organisation.

#### **4.7 Employee Performance at UNRSCE**

Items of the dependent variable considered were satisfaction of clients, quantity and quality of work, task and targets accomplishment by the employees and attendance to clients. Results for these parameters are presented by Table 4.10.

**Table 4.10: Results for the Dependent Variable Parameters**

Items	SD	D	N	A	SA	Mean
As an employee, I attend to clients	1(1.0%)	2(1.9%)	2(1.9%)	80(77.7%)	18(27.5%)	4.0
I always aim at accomplishing my job task(s)	2(1.9%)	2(1.9%)	2(1.9%)	54(52.4%)	43(41.7%)	4.3
As an employee my aim is achieving high quantity(ies) regarding my work	5(4.9%)	5(4.9%)	6(5.8%)	24(23.3%)	63(61.2%)	4.3
I normally produce high quality work/results of work assignment	1(1.0%)	1(1.0%)	4(3.9%)	75(72.8%)	22(21.4%)	4.1
I always focus at clients' satisfaction when doing my work	2(1.9%)	1(1.0%)	4(3.9%)	44(42.7%)	52(50.5%)	4.4
Average Mean						4.2

*Source: Primary Data (2017)*

Findings for Table 4.10 reveal that respondents attended to the clients of UNRSCE as mentioned by 80(77.7%) and 18(27.5%) by show of agree and strongly agree respectively. However, 2(1.9%) of the respondents were undecided, 2(1.9%) disagreed and 1(1.0%) strongly disagreed with a mean score 4.0. The mean score implies majority of the respondents agreed they attended to clients as expected of them. The results also imply that most of the respondents achieved performance through paying attention to clients and focusing on their satisfaction with services offered by UNRSCE.

Findings about whether respondents aimed at accomplishing job tasks showed that 54(52.4%) and 43(41.7%) of the respondents agreed and strongly agreed respectively that they could accomplish their tasks as required. However, 2(1.9%) of the respondents were non-committal and the same percentage disagree and strongly disagreed mean score 4.3. The obtained mean score implies that majority of the respondents agreed and were focused on the requirements of

their jobs in terms of accomplishment and findings offer an implication that the study respondents would achieve set performance targets by finishing assigned tasks in the stipulated time using the available resources in a given time framework.

Respondents were also asked if they aimed at attaining higher quantities from work and results showed that 63(61.2%) and 24(23.3%) of the respondents strongly agreed and agreed respectively. However, 6(5.8%) were undecided and 5(4.9%) of the respondents either disagreed or strongly disagreed with mean score 4.3. The mean score means that respondents preferred attaining higher quantities of work and their performance was satisfactory. Results also offer the implication that employees could raise the required quantities of work to achieve the demand and requirements of the job as well as the organization's clients/stakeholders within and outside the organisation environment.

Results from Table 4.10 also present 75(72.8%) and 22(21.4%) of the respondents agreeing and strongly agreeing respectively that they produced high quality work. It was found that 4(3.9%) were non-committal, 1(1.0%) of the respondents either disagreed or strongly disagreed, mean score 4.1 which reflects satisfaction with the quality of work produced by employees at UNRSCE and therefore, with such results, it can also be noted that high quality work output in terms of reports could be delivered as required by management and this would facilitate service delivery for UNRSCE among its clients in different areas of operation.

Client satisfaction is vital for every organisation. Results indicated that 52(50.5%) and 44(42.7%) of the respondents strongly agreed and agreed respectively that this was achieved, 4(3.9%) of the respondents neither agreed nor disagreed, 1(1.0%) and 2(1.9%) of the respondents disagreed and strongly disagreed respectively, mean score was 4.4.

The mean score results imply that majority of the respondents agreed and preferred serving clients to achieve performance levels set in the organisation. The average mean score was 4.2 for all items of the variable (Employee performance) which reflects agreement and positive responses regarding the items used to measure employee performance at UNRSCE.

During the interviews with key informants, it was revealed that the performance of employees had improved ever since the performance management system where performance planning monitoring and evaluation had been started by management of UNRSCE.

*....We had challenges with employee performance and this was partly attributed to the manner in which we conducted performance management but since we established a policy and performance management systems we are doing better and performance among employees is good... (Senior staff).*

It was also revealed that employee performance had improved at UNRSCE and this was attributed to the performance management system in place since it came about with facilities such as a policy, use of technology during the planning, monitoring and evaluation phases.

*...Currently employee performance can be rated high and this is attributed to management support with policy, ICT and coordination of related organisational activities in line with employees and their performance... (Senior staff).*

Therefore, with quantitative and qualitative information given, results offer an implication that the degree of employee performance in terms of clients' satisfaction, quality work output and achievement of targets among others were as a result of the established performance

management system at UNRSCE as most employees were conscience about delivering what is right to the clients in the right time and place; and management had a proper means through which performance of their employees would be assessed in a given time period.



## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of results derived from chapter four, conclusions and recommendations based on the objectives as per the analysis and interpretation made for findings.

#### **5.2 Summary of Results**

The summary below is presented based on the study objectives and with a subheading about the dependent variable.

##### **5.2.1 Relationship between Performance Planning and Employee Performance at United Nations Regional Service Center-Entebbe**

With performance planning variable, the average mean score of 4.0 was obtained from its items which showed that most of the respondents were positive and satisfied with the manner in which performance planning was conducted at UNRSCE. The results also showed that there was positive significant relationship between performance planning and employee performance [ $r = 0.691$ ,  $p$ -values  $0.004 < 0.05$ ] and regression findings indicated that performance planning had a positive low and significant effect with employee performance [ $r = 0.568$ ,  $p$ -value,  $0.007 < 0.05$ ].

##### **5.2.2 Relationship between Performance Monitoring and Employee Performance at United Nations Regional Service Center-Entebbe**

Descriptive findings for the study items about performance monitoring and employee performance showed that there was an average mean score of 3.9 which implies that respondents agreed that respondents' expectations with regard to performance monitoring were attained by

employees in line to performance. There was a positively and statistically related with employee performance [ $r = 0.519$ , p-value  $0.009 < 0.05$ ] and regression results showed that the variables of performance monitoring and employee performance had a positive moderate and significant effect towards employee performance [ $r = 0.690$ , p-value,  $0.003 < 0.05$ ].

### **5.2.3 Relationship between Performance Evaluation and Employee Performance at United Nations Regional Service Center-Entebbe**

Results for performance evaluation and employee performance showed the average mean score of 3.9 which implied that there was agreement with items for performance evaluation in relation to employee performance at UNRSCE. The Pearson Product Coefficient Moment showed that there was a positive significant relationship with employee performance [ $r = 0.381$ , p-value,  $0.008 < 0.05$ ] and regression results reflected that performance evaluation had a positive high and significant effect towards employee performance [ $r = 0.744$ , pp-value,  $0.002 < 0.05$ ].

## **5.3 Discussion**

### **5.3.1 Relationship between Performance Planning and Employee Performance at United Nations Regional Service Center-Entebbe**

Study results showed that there is positive significant relationship between performance planning and employee performance. The hypothesis set was accepted and this implies that increased performance planning leads to high degree of employee performance, results also implied that performance planning relates with employee performance in an organisation. The qualitative information also revealed that performance planning is related and influences employee performance.

Study findings showed that performance planning influenced employee performance. This finding can be attributed to the fact that a policy for performance planning was in place and followed. The positive relationship and influence between performance planning and employee performance agree with the literature by United Nations Report (2009) where it was noted that performance planning is key to the development of the organisation since it enhances employee skills which results into performance of the assigned duties in relation to the attainment of the organization objectives.

The study results showed that majority of respondents strongly agreed that a performance planning policy existed. Results agree with Zhang (2014) who expressed that in an organisation a policy statement can be in place to guide matters related to employee performance. Therefore, with UNRSCE, existence of the policy was instrumental in making work for employee performance and planning easy for the management and administration. This would result into consistence during the planning process for the employees together with the administrative staff.

Based on quantitative and qualitative findings, it was found that performance planning was regularly carried out as majority of the respondents either agreed or strongly agreed. The results agree with United Nations Report, (2009) where it was noted that performance planning can be done monthly, annually or any time deemed right by the organisation management. Therefore, with UNRSCE, performance planning would make able to make projections of the future performance levels of employees and make required human resource functions such as recruitment of more staff or training existing staff for more skills acquisition.

The study found that at UNRSCE, individual and organisational goals are matched during performance planning as majority of the respondents indicated. Such results agree with Suutari

and Tahvanainen, (2002) who clarified that in an organization, both staff and organization goals need to be matched or infused to be able to make employees and the organization at large benefit from the performance planning initiative. For the side of the employees, therefore, this would increase their acceptability to the performance planning exercise undertaken by management since employees' aspirations and objectives would be considered. This further would show a humanistic approach to dealing with employees in UNRSCE thus making staff motivated to serve diligently.

It was found that majority of the respondents agreed and strongly agreed that there is joint making of performance planning work plan with management. Such a finding agrees with Nyembezi (2009) who noted that in an organization performance planning exercised need to be conducted jointly with employees in the organization. Therefore, if this is done it will make employee belief that they are valued and their input for performance planning is vital for the success of the organization.

The results showed that majority of the respondents agreed and strongly agreed that they were committed on the job due to performance planning agreed with Zhang (2014) who reported that in an organization, employees can be committed to the job and organization if they are made part of the performance planning team. Therefore, for the case of UNRSCE, employees would benefit from being involved in planning by having their commitment raised on the job and their opinions taken.

Findings about goal setting where most of the respondents majority strongly agreed that clear goals for employee performance made at performance planning are in line with Korir, Rotich and Bengat (2015) who explained that under goal setting, management with employees can decide on

the various strategies to use for ascertaining performance and these include; total quality management, change management and others. So, in line with UNRSCE, such strategies would be discussed and the best option taken to enable employee attain expected performance levels.

In addition results about goal setting are in line with Osmani and Maliqi (2012) who asserted that in an organization, set goals need to be followed and this leads to their achievement. In this study, performance planning was statistically significant with employee performance with a low significant effect towards employee performance however, the results do not agree with Zhang (2014) who found a positive insignificant relationship with employee performance in China. The positive and significant relationship can reflect that most of the employees in UNRSCE were happy with performance planning made in their organisation.

### **5.3.2 Relationship between Performance Monitoring and Employee Performance at United Nations Regional Service Center-Entebbe**

The study findings showed that performance monitoring and employee performance were statistically related and this means that two variables could relate with each other in an organisation. Thus, the alternative hypothesis was accepted. Qualitative information also expressed that performance monitoring was related to employee performance since the two aid achieving the core objectives and values of UNRSCE. The positive relationship could be attributed to the fact that performance monitoring was carried and feedback given to employees regarding their performance. The results showed that there was a positive moderate and significant effect towards employee performance. The moderate effect can be attributed to the degree in which performance monitoring is handled at UNRSCE, the skills and competencies of the employees conducting and the attitude from the employees.

Further results, both qualitative and quantitative can be attributed to the clear system adopted for performance monitoring that enables employees' competencies to be considered at the performance monitoring exercise. The findings of the study agree with Kolibacova, (2014) who argued that managers need to monitor employee competencies with regard to their respective performance. Therefore, increased performance monitoring at the organisation can lead to increased employee performance however, this can depend on other factors such as availability of support from the management team in terms of work tools/equipment that can enable employees to accomplish their tasks.

Descriptive results showed that the respondents were strongly agreeing that at UNRSCE performance monitoring is conducted. This is in agreement with Zhang (2014) who attested that every organisation ought to have performance monitoring for its employees so that it can ascertain the level in input each individual employee puts on the job.

Findings above also showed that performance monitoring was conducted for employees, as majority of the respondents agreed that performance monitoring followed a clear system. This is in agreement with Byaruhanga and Basheka (2017) who expressed that there should be a system in place for performance monitoring in an organisation with strong internal monitoring and evaluation systems for all the organization's projects. Therefore, with UNRSCE, a system can also involve consultations of employees thorough their supervisors to make them be part of the evaluation exercises of the organisation.

It was also found that performance reviews done regularly for employee performance a results showed that majority of the respondents agreed and strongly agreed respectively. This finding is in agreement with Atkinson and Shaw (2006) who clarified that organisational management

should have regular reviews regarding employee performance to enable the employees adhere to set performance standards.

Findings about competencies where most of the employees showed that competencies were used in performance monitoring, agree with Kolibacova, (2014) who revealed that competencies of employee can be used during performance monitoring and this can help ascertain the level of performance in relation to the knowledge and skills an employee has on the job.

Results showed respondents agreed that feedback was instant during performance monitoring exercises. The qualitative information also revealed that feedback is given to employees of UNRSCE to enable them attain information regarding their jobs and performance. The issue of feedback is vital in the organisation and this is in line with Aguinis (2009) who said that feedback can increase the performance of employees and that management is supposed to provide it during the performance monitoring exercise in the organisation.

### **5.3.3 Relationship between Performance Evaluation and Employee Performance at United Nations Regional Service Center-Entebbe**

The Study findings revealed that performance evaluation has a positive significant relationship with employee performance. Therefore, the stated hypothesis was accepted. The results imply that performance evaluation was fundamental in determining employee performance at UNRSCE. Results showed that performance evaluation has a positive high and significant effect towards employee performance. . The qualitative information also revealed that performance evaluation and employee performance are related in a manner that they make employee motivated and it reduces chances of counterproductive behaviour. This implies that of the three parameters (Performance planning performance evaluation and performance, monitoring),

performance evaluation has a high effect compared to the other two variables/parameters of performance management system.

The results can be attributed to the systematic approach under which it is conducted among employees. The results agree with Kolibacova (2014) who explained that in an organisation, evaluation of employees' competencies can lead to increased performance of the work assignment as discussions are made about how performance standards can be fulfilled in case there were performance gaps among individual employees.

Results for performance evaluation showed that respondents agreeing that at UNRSCE there was performance evaluation undertaken among employees. This was also supported by qualitative results where it was indicated that departmental heads were used to facilitate performance evaluation together with subordinates (UNRSCE employees). The results agree with Aguinis (2011) who expressed that organisation are required to have a performance evaluation strategy in place for employee performance.

In this study, results showed that employees at UNRSCE indicated that performance evaluation considered their behaviors and this is in agreement with Hamzah et al (2014) who revealed that performance evaluation can focus on the behaviors employees portray in the organization. Therefore, for UNRSCE, this would also enable management ascertain the number of employees with compensatable factors or those who could display organizational citizenship behaviors in the effort to deal with current work challenges, competition and global challenges such as technology and terrorism in countries.



Findings about use of competencies for employees showed that majority of respondents were in agreement though with different levels that their competencies were evaluated to determine how this would affect their performance. The results agree with Kolibacova (2014) who noted that in organizations managers can use competencies of employees in relation to the job undertaken. Therefore, it can be argued that this can aid to find out performance deficiencies among individual staff and assist management to rectify them for the good of the organization and employees.

Results about self-evaluation agree with Uddin, Luva and Hossian (2013) who noted at the organization, self-evaluation for individual employee can be done in the effort to improve performance. In this study most of the respondents were in agreement that self-evaluation was done at UNRSCE.

Results showed that there was use of performance evaluation for employee development agree with Atkinson and Shaw (2006) who noted that in an organization performance evaluation can be done for development purposes of employees. Therefore, at UNRSCE, performance evaluation would be used for training of staff especially those found with skill gaps. This would enable employees not only gain more employability but also retention on job would be guaranteed because UNRSCE has invested time and money in such employees.

#### **5.3.3.1 Dependent Variable-Employee Performance**

The average mean score for the items of the dependent variable was 4.2 which implies that most of the respondents were in agreement with items regarding their performance. The average mean score may be attributed to the fact that employees at UNRSCE had focus of attending to clients, accomplishing assignments and delivering high quality work output among other as required by

the management. The results (Quantitative and qualitative) are in agreement with Uddin, et al (2013) who argued that employee performance reflects the effort exerted physically and psychologically/mentally to accomplish a given set of activities in a specified time period using the available resources of the organization. Therefore, such effort would enable employees and UNRSCE to achieve the set objectives and goals through employee performance.

The findings also agree with Cengiz (2010) who said that client satisfaction is a vital component in the organisation and it reflects the extent to which a client perceives an employee, company or organization in relation to delivery of service or product that a client needs at a particular time. Therefore, based on results, client satisfaction achievement by the employees of UNRSCE would indicate that they were performing their duties as expected by both management and clients.

## **5.4 Conclusions**

The conclusions made are based on the correlations; simple regression and average mean results as indicated below.

### **5.4.1 Relationship between Performance Planning and Employee Performance at United Nations Regional Service Center-Entebbe**

Performance planning had a positive significant relationship with employee performance. The effect/influence of performance planning towards employee performance was low. This is because performance planning does not directly link to the performance of employees but rather it is a management initiative.

Regarding means score results; majority of the respondents-employees at UNRSCE had positive results (agreed) with performance planning implementation in relation to their performance.

Performance planning reflects the capabilities of employees to achieve set performance targets in terms of short and long term planning perspectives.

#### **5.4.2 Relationship between Performance Monitoring and Employee Performance at United Nations Regional Service Center-Entebbe**

Performance monitoring had a significant relationship with employee performance and the variable possess a moderate effect towards employee performance. It is the second determinant for employee performance. This is because of a direct effect to employees as an employee who registers declining or poor performance fear to be retrenched or warned by the nature of their performance against the set performance standards.

Performance monitoring was conducted at UNRSCE as reflected by mean score results with positive responses among most of the respondents-employees. Employees therefore, believed that performance monitoring would stimulate employee performance and this would assist the organisation achieve its mission and vision.

#### **5.4.3 Relationship between Performance Evaluation and Employee Performance at United Nations Regional Service Center-Entebbe**

Performance evaluation had a positive significant relationship with employee performance and with a high effect towards employee performance. This is because it is done based on the job specification, description of a given employee. Therefore, it is easy for management to ascertain the degree of input an individual employee allocates/ dedicates for the job to ascertain a certain degree of work output.

Positive results were obtained for performance evaluation from employees in relation to their performance at UNRSCE. Therefore, addressing the forces of the global competition requires management of employee performance through performance evaluation undertaken at different time periods within the organisation.

## **5.5 Recommendations**

The recommendations made are based on the study objectives as presented below.

### **5.5.1 Relationship between Performance Planning and Employee Performance at United Nations Regional Service Center-Entebbe**

It is recommended that management of UNRSCE through the board of Governors should supplement performance planning with performance monitoring and evaluation since findings showed that this variable has proved to have a weak influence/effect towards employee performance. Implementing this, means that performance planning is complete with the said activities of performance monitoring and evaluation. It can be done by creating a good working environment where cohesion and team work. Secondly, jobs should be more tailored to capabilities and qualification of each job-holder at all low, middle and upper levels of the organisational structure.

### **5.5.2 Relationship between Performance Monitoring and Employee Performance at United Nations Regional Service Center-Entebbe**

Performance monitoring should be carried out along with performance evaluation by the management of UNRSCE through its departments to be able to ascertain results in terms of employee performance. This is because the results of this study have indicated that this is a second determinant for employee performance. Feedback should be delivered to employees so that they receive up to date information about their performance and work. This can be done

through establishment of different communication channels such as use of technological and non-technological platforms. Secondly, employees should be reminded of the compensatable factors of UNRSCE before performance monitoring is done.

### **5.5.3 Relationship between Performance Evaluation and Employee Performance at United Nations Regional Service Center-Entebbe**

Management of UNRSCE should invest more resources in performance evaluation of its employees. This is because performance evaluation has been the most determinant for employee performance as per this study. Performance evaluation should be done on a weekly basis in all departments through involvement of department heads and all employees. Top management support should also be seen delivered to heads of departments in relation to performance evaluation activities. This should be championed by top leaders of UNRSCE because the results have showed that performance evaluation has a positive relationship and a high influence towards employee performance.

More performance evaluation standards can set up by the management of UNRSCE through the board of governors to enable employees achieve higher performance targets in terms of clients' satisfaction, quality of individual output, quantity of work, employee tasks and targets accomplishment and attendance to clients. This is because the results have showed that performance evaluation has a high influence towards employee performance.

### **5.6 Areas for Further Research**

A study about the perceptions of employees regarding performance management systems is recommended in terms of how such perceptions affect employee performance at UNRSCE and such results can be compared with those of this study.

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## APPENDICES

### Appendix A: Consent Form

#### PERFORMANCE MANAGEMENT SYSTEMS AND EMPLOYEE PERFORMANCE AT UNITED NATIONS REGIONAL SERVICE CENTER-ENTEBBE

**Researcher Joan Busingye**

Dear respondent, my name is Joan Busingye, a student of Uganda Management Institute (UMI), pursuing a Master's Degree in Management Studies (Human Resource Management). I am conducting an academic research on performance management systems and employee performance at UNRSCE. Being a staff of this organisation, you possess vital information for the accomplishment of this study. The questions will take a few minutes of your time. All the answers you give will be treated confidential.

I have been given information about this study and I accept to be part of the respondents.

Respondent's Signature -----Date-----



*NB: For the items below may you tick or circle the letter or number that best suits your interest using the scale provided.*

<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### **Section C: Performance Planning**

<b>Items</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. UNRSC-Entebbe has a performance planning policy in place	1	2	3	4	5
2. The policy is followed when carrying out performance planning	1	2	3	4	5
3. Performance planning is regularly carried out in this organisation	1	2	3	4	5
4. Performance planning involves Individual employee and organisational goals	1	2	3	4	5
5. The vision of this organization considered in performance planning	1	2	3	4	5
6. Work plans are done jointly with the superiors/supervisors	1	2	3	4	5
7. I feel committed to serve due to joint work plan formulation	1	2	3	4	5
8. Clear goals are set for my performance	1	2	3	4	5
9. I follow set goals to perform my work assignments	1	2	3	4	5

### **Section D: Performance Monitoring**

<b>Items</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. UNRSC carries out performance monitoring for its employees	1	2	3	4	5

2.	Performance monitoring is done through a clear systems	1	2	3	4	5
3.	Initial set objectives are revisited during the performance monitoring	1	2	3	4	5
4.	Regular reviews of employee performance are done	1	2	3	4	5
5.	Competencies of individual employee are considered in performance monitoring	1	2	3	4	5
6.	Due to performance monitoring I focus on performance set standards	1	2	3	4	5
7.	Feedback is instantly given to me regarding my performance	1	2	3	4	5
8.	I feel the feedback given to me has made my performance to improve	1	2	3	4	5

### Section E: Performance Evaluation

Items		SD	D	N	A	SA
1.	UNRSC management carries out performance evaluation	1	2	3	4	5
2.	I feel performance evaluation undertakes a systems approach	1	2	3	4	5
3.	Individual employee self-evaluation is normally used	1	2	3	4	5
4.	My behaviors in relation to my job are examined during the evaluation activity/process	1	2	3	4	5
5.	My job specifications are used in the evaluation of my work	1	2	3	4	5
6.	I am aware about my job due to performance evaluation	1	2	3	4	5
7.	Due to evaluation results, I can make good decisions at the job	1	2	3	4	5
8.	Results of the evaluation are used for employee development purposes	1	2	3	4	5

## Section F: Employee Performance

Items		SD	D	N	A	SA
1.	As an employee, I attend to clients	1	2	3	4	5
2.	I always aim at accomplishing my job task(s)	1	2	3	4	5
3.	As an employee my aim is achieving high quantity(ies) regarding my work	1	2	3	4	5
4.	I normally produce high quality work/results of work assignment	1	2	3	4	5
5.	I always focus at clients' satisfaction when doing my work	1	2	3	4	5

**YOUR CONTRIBUTION HAVE BEEN OF GREAT IMPORTANCE THANK YOU SO  
MUCH**

## **Appendix C: Interview Guide**

### **PERFORMANCE MANAGEMENT SYSTEMS AND EMPLOYEE PERFORMANCE AT UNITED NATIONS REGIONAL SERVICE CENTER-ENTEBBE**

#### **Dear respondents**

This interview seek your response on performance management systems and employee performance, may you use a few minutes to answer the items below. What you will say will remain confidential. Thank you.

1. Do you have a policy in place about performance management system at UNRSCE and if so what does it stipulate?
2. What do you think is the relationship between performance planning and employee performance at United Nations Regional Service Center-Entebbe?
3. How do you think performance monitoring and employee performance at United Nations Regional Service Center-Entebbe are related?
4. In an organisational perspective, do you think performance evaluation and employee performance are related? If yes how? Explain.
5. What challenges do you face in implementing performance management systems among employees?
6. What strategies do you think should be undertaken to eradicate such challenges?

**CLOSSURE OF THE INTERVIEW. THANK YOU FOR YOUR TIME**



### Appendix D: Document Review Check-List

Document Review Checklist					
No.	Document Title	Type	Y	N	Comment
1	United Nations-UN Secretariat-Performance Management and Development Systems-Administrative Document, 2010).	Report	✓		Had good Data
2	UNRSCE-Client Satisfaction Survey Report (2015)	Report	✓		Good
3	Voluntary Action for Development-HR Report( 2015 )	Report	✓		Good
4	Unbound Uganda-Busunjju Administrative Report( 2014)	Report	✓		Good
5	NW&SC, Integrated Annual Report 2014/2015)	Report	✓		Good
6	Performance management and development systems-administrative instruction document (2010)	Report	✓		Good
7	Budget of support accounts for peacekeeping operation/mission (1 <sup>st</sup> July-30 <sup>th</sup> June 2010) Performance Report.	Report		✓	Fair

**Key:** *Y= Document complete and accurate and N= Document Incomplete and inaccurate*

## Appendix E: Sample Determination Table

Sample size (s) required for the given population size (N)

Sample size (s) required for the given population size (N) N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	<b>140</b>	<b>103</b>	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Source: Krejcie, R. V. and Morgan, D. W. (1970).*

## **Appendix F: Introductory Letter**

## **Appendix G: Anti-Plagiarism Report**