

PERFORMANCE MANAGEMENT SYSTEMS AND EMPLOYEE PERFORMANCE AT  
CORSU REHABILITATION HOSPITAL, KISUBI- WAKISO DISTRICT

BY

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## DECLARATION

I, **Nambi Lydia**, declare that this research report entitled “**Performance Management Systems And Employee Performance At CoRSU Rehabilitation Hospital, Kisubi- Wakiso District**” is wholly my personal original effort, apart from where acknowledgement has been made, and that it has not been submitted before to any other University or Institution of higher learning for the honour of a Master’s Degree.

Signed .....

.....

**NAMBI LYDIA**

Date

## **APPROVAL**

This dissertation has been submitted for scrutiny with our authorization as the candidate's supervisors.

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## **DEDICATION**

To God, whom by His Grace all was made possible and to my husband; Dr. Moses Muhumuza, my supervisors and my place of work (CoRSU) for the support and firm foundation they gave me.

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## **LIST OF ABBREVIATIONS**

CBM	Christian Blind Mission
CMEs	Continuous Medical Education
CoRSU	Comprehensive Rehabilitation Services in Uganda
CVI	Content Validity Index
HR	Human Resource
KMO	Kaiser-Meyer-Olkin measure
MBOs	Management By Objectives
PCA	Principal Component Analysis
SD	Standard Deviation
SPSS	Statistical Packages for Social Scientists

## **ABSTRACT**

### **PERFORMANCE MANAGEMENT SYSTEMS AND EMPLOYEE PERFORMANCE AT CoRSU REHABILITATION HOSPITAL, KISUBI-WAKISO DISTRICT**

By Lydia Nambi

#### **Background**

Employee performance is important to every organization as it is the backbone of an organization's status and can affect productivity. For organizations to know how their employees are performing, there is need for collection of performance information. This study sought out to examine performance management systems and employee performance at CoRSU Rehabilitation Hospital, Kisubi, Wakiso district.

#### **Objectives**

1. To investigate how performance planning influences employee performance at CoRSU Rehabilitation Hospital, Kisubi, Wakiso district.
2. To examine the relationship between performance monitoring and employee performance at CoRSU Rehabilitation Hospital, Kisubi, Wakiso district
3. To find out how performance evaluations influence employee performance at CoRSU Rehabilitation Hospital, Kisubi, Wakiso district.

#### **Methods**

A Cross-sectional survey design was used. The design permitted use of both qualitative and quantitative data collection and analysis methods. 10 participants were interviewed for qualitative data collection using key informant interviews as data collection methods with the help of interview guides as a tool for data collection. Questionnaire surveys as quantitative data

collection method were administered to 74 respondents using self-administered questionnaires as a tool to collect quantitative data. Qualitative data collected was analyzed using thematic analysis. For Quantitative analysis, Factor analysis for data deduction, Pearson's correlation coefficient technique was applied to generate coefficients, which were helpful to show the relationships between variables. Linear regression analysis was applied to show the magnitude of influence of the dependent variables on the dependent variable.

## **Results**

This study revealed that two factors of performance management systems namely; performance monitoring and performance evaluation influenced employee performance at CoRSU Rehabilitation Hospital. However, it was discovered that performance planning had negligible influence on employee performance at the hospital and was statistically not significant. Generally, this study found that performance management systems under study explained a 49.2% variation in employee performance at CoRSU.

Additionally, the key indicators which factored highly indicating the measurement of employee performance at CoRSU Rehabilitation Hospital were; timely achievement of targets; quality care and services; and high employee commitment.

## **Conclusions**

This study has shown that performance planning is very critical to changes in employee performance unfortunately, CoRSU Rehabilitation Hospital was found not to highly prioritize it in its performance management systems. Regarding performance monitoring, it was found to be moderately correlated to employee performance. It was discovered that performance evaluation was the strongest factor associated with employee performance at the hospital.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

Employee performance is important to every organization as it is a backbone of an organization's status and can adversely affect productivity. In order for organizations to know how their employees are performing, there is need for collection of performance information and this is done through having in place a proper performance management system. This research focused on performance management systems and employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district. This chapter addressed the background of the study i.e.; the historical, theoretical, conceptual and contextual backgrounds as well as the problem statement. This chapter also addressed the purpose, research objectives, questions and hypotheses. It also provided the study scope (content, time and geographical), justification, significance and operational definitions of key terms in the study.

### **1.2 Background of the study**

#### **1.2.1 Historical Background**

Performance Management concept dated way back from the 18<sup>th</sup> Century. Kontz (1971), as cited by (Armstrong, 2009), the original acknowledgement of performance appraisal took place in the Wei dynasty (AD 221-65) during the time the emperor employed an 'imperial rater' that was assigned to appraise the performance of the royal family. During the 16<sup>th</sup> Century, a system for formal assessment of the members of the Jesuit Society was established by Ignatius Loyola. The initial formal monitoring methods, however, advanced out of the effort of Fredrick Taylor and

his cohorts before the First World War. It was during the 1920s that the assessments for Officers in the US Armed forces were familiarized and this extended to the UK, as well as some of the factory –based American Systems. Merit Rating originated in the United States and the UK during the 1950s then 1960s when it was every so often re-christened Performance Appraisal. In the 1960s and the 1970s, Management By Objectives (MBO) then emanated and concurrently, experimentations were done with evaluation methods such as Behavioral Anchored Rating Scales. A reviewed form of Result-Oriented Performance Appraisal begun in the 1970s and still exists at present. It was in the 1970s that the term Performance Management was initially used. It did not become a documented process till the latter half of the 1980s (Armstrong, 2009). Armstrong does not exhaustively explain the historical background of Performance Management.

The works of (Pulakos, 2009), gave a detailed and a more systematic description of the historical background of performance management. Formal performance management foundation was credited to the principles of “scientific management” developed by industrial engineers in the early 1900s, through world war 1 (1914-1918) that saw the evaluation of army officers with attention on evaluating officer capability; 1922 when Graphic Rating Scales were introduced to elicit assessments of traits pertinent to a job; 1950-1960s that saw the evolvement of performance measurement to assess work outcomes and behaviors; this resulted into Management By Objectives (MBOs) in 1954 introduced by Peter Drucker that involved the definition of concrete and specific objectives. The inefficiencies in the MBOs led to the development of Behavior –based performance measures that involved assessing work behavior and development of pre-defined behavioral standards against which workforces could be

assessed. In the early 1960s, the Behavioral Anchored Scales (BARS) emerged which concentrated on evaluating performance dimensions that characterize the major job requirements. Several alternatives of the behavioral descriptions emerged in the 1970s and 1980s to address the inefficiencies of the BARS system. The civil rights act of 1964 and later 1979 led to the introduction of performance appraisals. This was to address issues of equal opportunities for minority groups. It emphasized that clear processes to guarantee job relevance were necessary in developing performance management systems. As a result, a system of collecting performance information from rating sources other than managers through a 360-degree feedback in the early 1990s emerged. During the 1990s and late 2000s, competencies took center stage (competency based human capital systems). The incorporation of a “results-focus” is the latest trend in performance management. It advocates for the need for every employee to be liable for yielding results that contribute to organizational goals, which has become best practice today (Pulakos, 2009).

In the Ugandan context, and in accordance to research findings, the performance management concept is said to be comparatively new in the health sector. Within the concept of health care upon which this study was anchored, for nearly two decades, Uganda has been executing health sector reforms. The developments comprised of; the introduction of the results-oriented management in the public sector and the reorganization of the management of health care workers from central to local governments, (Lutwamao, Roos, & Dolamo, 2013).

According to the study by (Lutwamao, Roos, & Dolamo, 2013), the findings showed that to some extent performance management was effected in the health sector; though, there were ambiguities in its execution. The loopholes mentioned encompassed; shortfalls in setting

performance targets and performance management planning were barely done. Despite the fact that many health care workers were found to have job descriptions, the performance indicators and standards were not lucidly outlined and well-known to all workers and managers. The programs for performance assessments were not always followed, there were restricted prospects for professional advancement, incompetent performance feedback and insignificant rewarding mechanisms.

Moving away from the Ugandan health sector to education, particularly public universities, further research by (Karuhanga & Werner, 2013); the findings revealed that the significant challenges impacting performance management enactment in universities in Uganda could be classified as; lack of a proper performance management setting; limited employee engagement/communication problems; institutional systems and organizational constrictions; and institutional governance challenges. Amid the registered challenges the particular items on which respondents had the uppermost level of agreement were: reduced motivation and staff morale; inadequate and unequal cash flows; and meager physical infrastructure. It is for this background that the researcher sought to add to the body of the knowledge more information in regard to performance management.

The performance management evolution led to the development of many theories in regard to performance management and these include but not limited to; the Goal setting theory as developed by Latham and Locke (1979) and the Expectancy theory by Victor Vroom in 1964.

### **1.2.2 Theoretical Background**

This study was steered by the Goal Setting theory as developed by Latham and Locke (1979) because it best highlighted the four mechanisms that connect goals to performance outcomes.



The theory was based on the assumptions that; goals direct attentions to priorities, goals arouse effort, goals task people to improve on their knowledge and skills so as to increase their chances to success and the more challenging the goal, the more individuals will draw on their full variety of skills.

The researcher chose to use this theory because it best underpinned the emphasis in performance management on setting and agreeing on objectives against which performance could be measured and managed (Armstrong, 2009).

The goal setting theory clearly articulated the relationship between performance management and employee performance because it involved the cognizant process of establishing performance goals so as to achieve the required results. If individuals or teams found that their present performance was not attaining anticipated outcomes, (that is, through performance evaluations), they would naturally become driven to increase effort or change their approach (Locke & Latham, 2006) as cited by (Redmond, 2016).

Locke and Latham stated that "the goal setting theory was based on the premise that much human action is purposeful, in that it is directed by conscious goals" (O'neil & Drillings, 2009). The resolution to set a goal is from discontentment with existing performance levels. Goal setting should comprise setting a structure that guides actions and behaviors towards improvement of unsatisfactory performance. This structure as described in the conceptual framework in this study included planning, monitoring and reviewing performance.

Goal setting was assumed to transform an individual's performance in order to exert effort towards attaining the agreed upon goal. The Goal-setting theory predicted that individuals were bound to channel effort toward achieving their goals, thus influenced performance (Locke E.A & Latham, 1990). Locke and Latham's goal setting theory stated that numerous circumstances were particularly fundamental in successful goal accomplishment. These included one's ability to accept and commit to a goal, goal specificity, how difficult a goal is, and feedback (O'Neil & Drillings, 1994).

During the performance planning stage, goals need to be agreed upon and set between the employee and supervisor. The goals should be well specified at the performance planning stage, there should be managerial support and continuous assessment of performance to help the employee achieve the goal and feedback through performance reviews should be attained at the end of each period of performance.

From this theory the concepts of performance planning, performance monitoring and performance evaluations emerged and were proposed for the study.

### **1.2.3 Conceptual Background**

Performance means the degree of completion of the tasks that make up an employee's job. It's a reflection of how well an employee is achieving the wants of a job. Performance is measured in terms of results (Lloyd L. Byars & Leslie, 2011). (Forrester, 2011), defines performance as a demonstrative act that is concerned with both the productivities of work and the skills, knowledge, proficiencies and actions employed to attain them. Performance includes undertaking

the work and being part of the outcomes attained (Armstrong, 2012). This study adopted both Forrester and Armstrong's definition of performance to mean both process and outcome.

Performance management is management that integrates and uses performance information for decision making (Wouter Van, Boukaert, & Halligan, 2015). "Performance management is the key process through which work gets done; it's how organizations communicate expectations and drive behavior to achieve important goals; it's also about how organizations identify ineffective performers for development programs or other personnel actions" (Pulakos, 2009).

(Bratton & Gold, 2012), define Performance management as a set of interrelated practices devised to guarantee that a person's total competences and potential are assessed, so that appropriate goals can be set for work and development and so that through evaluation, data on work behavior and performance can be gathered and examined. Following the descriptions, it is clear that diverse schools of thought have contradicting thoughts about what performance management is. In this study, performance management was defined as a set of activities or practices aimed at refining employee performance. In this study, performance management systems referred to performance planning, monitoring and performance evaluations that CoRSU Rehabilitation hospital endeavored to put in place in regard to performance management.

Employee performance is a planned and combined approach of increasing the effectiveness of organizations by refining the performance of the individuals who work in them and by developing the proficiencies of teams and individual contributors, (Armstrong & Baron, 2009).

In the study, employee performance will regard to all features, which directly or indirectly influence and relate to the effort of personnel.

Performance planning regards to setting the goals or objectives of the organization and then developing the goals of groups (functions) and personalities in the organization. The intention is to direct each person's energies towards achieving organization's objectives, (Kalyanasundaram, 2013). Performance planning is a performance management phase that recognizes the results that need to be produced by an employee, the manners, and the agreed-upon development plan. It consists of areas that demand development and the goals that need to be achieved in each area, (Musnicka, 2017). For this study, performance planning will refer to an official procedure in organizations for deliberating, ascertaining and forecasting the organizational as well as individual goals, which an employee can or would accomplish in upcoming appraisal or assessment cycle.

Performance monitoring is a period when the goals are observed at to see how well one is going to achieve them (Elnaga & Amen, 2013). In this study, performance monitoring refers to how consistent performance is measured and the ability to provide constant advice or feedback to workforces and work groups on their progress toward attainment of their goals.

Performance evaluations are formal practices that are intended to enable line managers and employees to analyze performance and progress against contracted objectives and to deliberate forthcoming performance (Gilmore & Williams, 2009). Performance appraisal is also known as performance evaluation, progress rating, merit rating, merit evaluation. It is that part of the formal assessment process in which an output of an employee (performance) during a specialized period of time is evaluated in an organization (Chhabra,2008) as cited by (Shikha Raha, 2017)

#### **1.2.4 Contextual Background**

The issue of Performance Management in CoRSU Rehabilitation Hospital is one of the critical aspects of its strategic plan.

CoRSU Rehabilitation Hospital is the only one of its kind specializing in providing rehabilitation services in orthopedics, Plastic and Reconstructive Surgery as well as Community Based Rehabilitation of patients and mainly children with disabilities. CoRSU Rehabilitation Hospital partners with several Non-Governmental Organizations (NGOs) like; Katalemwa Cheshire Home, Inter-Aid Uganda, PLAN Uganda, Interface Uganda, and many others which are distributed around the country and neighboring countries like South Sudan and the DRC. CoRSU Rehabilitation Hospital is an NGO founded and funded by Christian Blind Mission (CBM) and other local and international donors like Brussels Airlines, Smile Train, Interface Uganda and many others.

In reference to the CoRSU 2016-2017 strategic plan, performance management policies in CoRSU include; the development of a Monitoring and Evaluation system to monitor staff work plans so as to enhance regular performance tracking and evaluation. CoRSU has an effective staff-patient engagement system that is geared towards strengthening the customer care service through training staff and carrying out annual satisfaction surveys as well as re-enforcing the key HR competencies and capacities like proper induction, orientation, motivation and retention strategies. Building capacity of staff is key and it is aimed at improving staff performance and productivity through transforming workforce service delivery. CoRSU hopes to achieve this through staff competency profiling, developing personal and career development plans of staff,

strengthening capacity for medical personnel, succession planning for key posts and medical staff training.

The study consequently intended to examine the influence of performance management systems on employee performance at CoRSU and find lasting solutions if any to the existing problem.

### **1.3 Statement of the problem**

Performance management systems at CoRSU Hospital are geared towards improvement of employee performance. Done appropriately, performance management communicates what's key to the organization, drives employees to attain important goals, and implements the organization's strategy (Pulakos, 2009). These include; performance agreements in form of contracts, job descriptions that define performance expectations and targets. Performance assessments and setting of new performance objectives and performance development plans for those employees that fail to meet the expectations is done. Training to inform employees of CoRSU's plans for a patient centered approach of care in form of on-the-job training, coaching, Continuous Medical Education (CMEs) workshops (1 General Hospital CME per month and weekly departmental presentations) and competitive scholarships (at least 2 nurses and 2 doctors per year) based on performance and long service. Incorporation of information Technology (IT systems) that generates data on both the performance of employees (personal data, monitoring attendance) and customer information. Performance appraisal meetings which involve dialogue and feedback on performance and daily monitoring of performance are also carried out.

Despite all these, employee performance has continued to deteriorate in terms of poor time management and lack of goal clarity hence delays in service delivery and loss of 70% man-

power hours per quarter, reported cases of poor customer care and delays in reporting to donors. A customer satisfaction survey (2014-2015) revealed that CoRSU clientele is dissatisfied with service delivery in form of long waiting hours and poor customer care. It is therefore feared that if this continues, there is likely to be a reduction in patient numbers due to poor service delivery. The CoRSU vision of providing accessible rehabilitation services to the disabled communities will be lost and CoRSU, being donor funded, may also lose its donor aid. Henceforth, it is significant to assess the influence of the existing performance management systems on employee performance so as to address the existing problems and find lasting solutions to enable CoRSU Hospital and other similar organizations improve on employee performance and thereby improve organizational performance as a whole.

#### **1.4 Purpose of the Study**

The purpose of this study was to assess how performance management systems influence employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.

#### **1.5 Specific Objectives of the study**

1. To investigate how performance planning influences employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.
2. To examine the relationship between performance monitoring and employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.
3. To find out how performance evaluations influence employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.

## **1.6 Research Questions**

1. How does performance planning influence employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district?
2. What is the relationship between performance monitoring and employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district?
3. How do performance evaluations influence employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district?

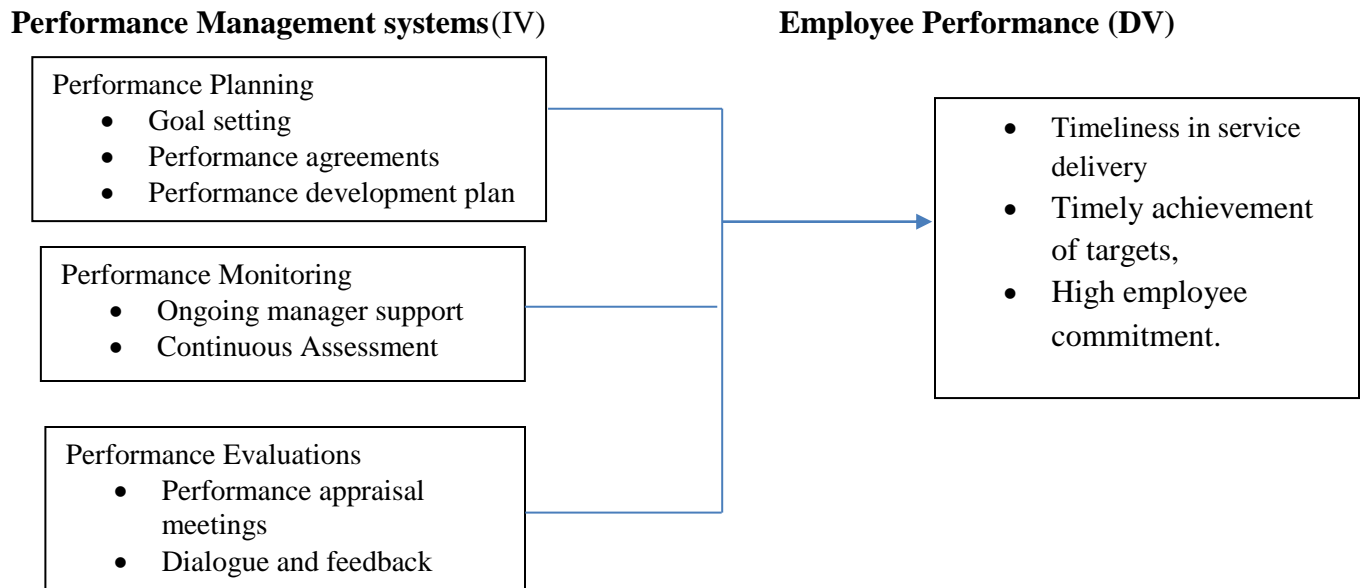
## **1.7 Hypothesis of the study**

1. Performance planning significantly influences employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.
2. There is a relationship between performance monitoring and employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.
3. Performance evaluation significantly influences employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.



## 1.8 Conceptual Framework

**Figure 1:1 The Conceptual framework shows the relationship between Performance Management Systems and Employee Performance at CoRSU Rehabilitation Hospital**



The researcher developed the conceptual framework with views from (Armstrong, 2012), (Wilton, 2013), (Dr. Sahu.R.K, 2009) and Carolyne Bagonza MMS/HRM/26/2013.

The conceptual framework shows the relationship between the Independent Variable (Performance Management Systems) and the Dependent Variable (Employee Performance). The Performance Management systems specify which aspects are important in organizations to effectively manage employee performance. Setting performance goals, agreements and coming up with specific performance improvement plans are part of the performance planning stage and eventually contribute to employee performance. Performance monitoring included on-going manager support and continuous assessment of performance. Performance evaluations included performance feedback sessions (appraisals) and meetings between employees and supervisors to

provide feedback so that employees can adjust their performance on organizational goals. Employee Performance in this study included aspects of timeliness in service delivery, timely achievement of targets and high employee commitment.

### **1.9 Justification of the study**

Research on the concept of performance management has been carried out in several organizational settings globally however, Performance Management is still peculiar to CoRSU Rehabilitation Hospital. The issue of employee performance is important for the survival of any organization today. If employees do not perform to the desired expectations, CoRSU Hospital will lose its clientele to other competitors. For employees' performance to be effectively managed there should be a well-designed performance management system in every organization that communicates the desired performance standards and encourages a collaborative employee-employer relationship that will foster performance. The study sought to assess the performance management systems in an organization like CoRSU and its influence on employee performance.

### **1.10 Significance of the study**

The study sought to provide more knowledge to employees about the importance of performance management, knowledge enhancement of performance management to supervisors in organizations, provide more literature on the already existing body of knowledge and also recommendations on performance management improvement measures were given by the researcher.

## **1.11 Scope of the study (Content, Geographical and Time scope)**

### **1.11.1 Content scope**

The study focused on performance management systems as an independent variable which included performance planning, performance monitoring, performance reviews and their influence on employee performance (dependent variable) at CoRSU Rehabilitation Hospital.

### **1.11.2 Geographical Scope**

This study was carried out in CoRSU Rehabilitation Hospital, Kisubi- Wakiso District to assess the influence of performance management systems on employee performance. The organization is located in Wakiso district, which is one of its main areas of influence in regard to carrying out disability prevention and awareness. CoRSU Rehabilitation Hospital is the only one of its kind in the country offering specialized services in Orthopedics and Plastic surgery. It has a population of about 185 both medical and non-medical staff.

### **1.11.3 Time Scope**

The study investigated performance management systems of CoRSU Rehabilitation Hospital from 2013-2015; the period when CoRSU started implementing new Standard Operating Procedures and developed a new strategic plan geared towards improvement of its operating systems. The research literature is dated from 2009 to date.

## **1.12 Operational Definitions of the study**

**Performance management** referred to a set of procedures designed to improve employee performance.

**Performance** means both process and outcome.

A **Goal** is the object of an individual's drive or effort, an intention or anticipated result.

**Feedback** are facts concerning responses to a product, an individual's performance of a task, used as a foundation for improvement.

**Performance Agreement** means an agreed upon plan between a supervisor and subordinate which records what is to be achieved, when or how.

**Performance Development plan** is an opportunity for employees and managers to design an individual's development with an eye toward the unit's or establishment's impending needs.

**Continuous Assessment** means evaluation of a worker's performance carried out on a daily or fixed interval basis.

**Performance evaluation** refers to a constructive process to acknowledge the performance of an employee over a period of time.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter describes the theory related to the study and presents an analysis of the related literature clearly examining the correlation between performance management systems with employee performance as described by the conceptual framework.

#### **2.2 Theoretical Review**

The Goal Setting Theory envisages that; a dedicated individual will augment their performance to deal with with the difficulties of a strenuous job. The researcher's view is that even devoted individuals have their restrictions in regard to performance, which will flatten off, and less devoted people will give the least possible performance and thus not stepping up to the challenge.

Several scholars have criticised goal setting. Goal setting has been said to be complicated and difficult to maintain. It has been proven to works well for simple jobs, but not for complex jobs. Goal setting may encourage game playing and, is feared to be used as a control device to monitor performance hence can turn out to be an obsession (Locke E.A & Latham, 1990).

Despite all the positive results from goal setting, research has shown that there can be difficulties with recording and documenting of goals and accomplishments, which creates overload of paper work. There is also too much focus on rewards and punishments as well as on

top down goals which is easier to achieve individually rather than by team. In addition to this, goals (both individual and organizational) create a special sense of tension between the current employees' position and the preferred one. This tension forms desires or drives of individuals' behavior that leads them towards the goal accomplishment in order to satisfy the aroused tension. If not met, this can be demotivating (Lashchonau, A, 2015). The researcher's view is that goal setting is quite motivational especially when an employee consistently meets set goals but can be demotivating if not met. Therefore, this study sought to ascertain whether goal setting as a theory can effectively describe the relationship between performance management systems and employee performance.

### **2.3 Conceptual Review**

Performance planning and employee performance has been reviewed by the work of (Gibson & Cassar, 2005) in their study entitled "*Longitudinal Analysis of Relationships between Planning and Performance in Small Firms*". According to their findings, the results indorse the association between planning and performance.

Performance monitoring and employee performance has been reviewed by (Larson James R & Callahan, 1990) in their works entitled "*Performance Monitoring: how it affects work productivity*". According to their findings, performance monitoring may also have an independent effect on work behavior (performance).

Performance evaluations and employee performance has been reviewed by (Fletcher, 2001) in their work entitled "*Performance appraisal Management: The developing agenda*".

### **2.3.1 Performance Planning and Employee Performance**

The Performance planning phase is concerned with the setting of performance objectives and expectations for individuals and teams, determining what will be measured and how to measure it (Wilton, 2013). (Armstrong, 2009), added that performance agreements at this phase identify performance expectations (objectives), how performance will be measured and the competencies required. A performance agreement is the consequence of the resolutions made mutually by the supervisor and the subordinate throughout the planning part of the performance management sequence and offers a base for overseeing performance during the year as it acts as a guide for improvement and development activities. When planning and assessing individual performance, performance agreements are used as reference points and are therefore a significant factor of a performance management procedure. They also contain agreements on expectations (outcomes), capabilities and actions required, described as performance and learning goals; and on action plans to foster performance and capabilities (Armstrong, 2015).

Performance planning establishes the anticipated outcomes or specific goals and it is during this stage that it is imperative for supervisors to identify the requirements of employees to be able to achieve laid down targets (Yu, Hamid, Ijab, & Soo, 2009). (Vosloban, 2012), argued that the manner in which tasks and expectations are demarcated are actually hindrances in aggregating the performance levels of employees and that communication of these tasks and its quality has a vital role and the lack of it may result into misunderstanding.

However, despite a common best practice being to ensure employees are cognizant of how their work relates to higher levels and to affiliate the employee's work with the organization's strategic direction and goals; the truth is that organizational goals can be condescending and not

easy to cascade to individuals. It has been proven to be time consuming and complicated to do this. By the time the cascade reaches individual employees, it has sometimes been a number of months in the making. The information flow may have been fragmented along the way. Besides, the goals may not replicate effective goal statements or be the most critical to pursue (Pulakos & O'Leary, 2011). In a study conducted by (Lutwamao, Roos, & Dolamo, 2013), the findings revealed that setting performance standards and targets posed a huge challenge in the districts of Kumi, Mbale, Sironko and Tororo, because performance agreements were incompetently done. The study recommended that performance planning deliberations and agreements amongst the supervisors and the health care workers (employees/ subordinates) ought to tackle performance targets and strategies.

(Ludwig & Goomas, 2009), argued that it is imperative that workers are acquainted with the goal they are working towards as well as the feedback and the bonus contingent on attaining that goal. Performance development plans spell out what employees, together with their supervisors need to do in definite areas of their jobs. This includes goal setting on what has to be done and by when, an agreement reached on how the anticipated outcomes will be attained, plans are also agreed on how behavioral performance problems will be addressed (Armstrong, 2015).

In conclusion, (Martanto & Efendy, 2018), emphasize that for performance to be successful, it should be heralded by good planning which commences with the formulation of strategic plans of an organization that is; setting of the key goals and objectives of the organization. The performance planning stage should have the ability to define what ought be done in accomplishing goals at each unit level. Therefore, the consequences of performance planning



should be mutual understanding and agreement on the goals, objectives, performance standards as well as competency needs approved by both parties which then become the work plans.

(Armstrong M. , 2009), also adds that for goal setting to be effective, its critical that the supervisor sets individual employee's goals for the coming year, and this should be done through negotiations with subordinates, keeping in mind the organization's business strategy and guaranteeing enlightenment of these goals with the department or business units. Armstrong concluded that individuals who have goals work better and are more productive than those that are not given goals.

The researcher concurs with the arguments of Armstrong that there ought to be mutual agreement and understanding of goals and objectives at the performance planning phase to ably guide and influence employee performance because, goals help employees to understand what is expected of them and assist them in planning and prioritising their work accordingly.

Therefore, this study determined the hypothesis;

H1: 'Performance planning significantly influences employee performance.'

### **2.3.2 Performance Monitoring and employee performance.**

Performance monitoring is a period when the goals are observed at to understand how well one is going to meet them (Elnaga & Amen, 2013). This means monitoring performance outcomes on a regular basis against plans and guaranteeing that corrective action is appropriated when obligatory. This means employees monitor and manage their own performance while managers give feedback, support and guidance. It furthermore means updating objectives, and incessant learning on the job or through coaching (Armstrong, 2015).

To its critics, although manager behavior or support during the performance monitoring stage is imperative, it is not the whole answer. Managers cannot take on effective performance management single-handedly thus a blunder to view performance management as something managers “do” to employees. As an alternative, effective performance management is the product of interactions amongst individuals—interactions that thrive or fail every day— in which the parties have combined responsibilities (Pulakos, Hanson, Arad, & Moye, 2015).

Therefore, this study set out to determine the hypothesis;

H2: ‘There is a relationship between performance monitoring and employee performance.’

### **2.3.3 Performance evaluations and employee performance.**

The term performance evaluations and performance appraisal are used interchangeably because they have similar meaning. Performance appraisal is a crucial fragment of performance management (Sobia & Shah, 2016). It is one of the fundamental tools that enforce workers’ efficiency and vigor at work (Wanjiru, Owili, & Ochieng, 2013). Performance appraisal refers to a process of assessing employee work behavior while including both quantitative and qualitative aspects of job performance (Karia & Ondieki, 2015).

(Karia & Ondieki, 2015), argue that employee performance is a major issue in the performance of any competitive organization hence is of top priority to performance appraisal system. (Malik, Ghafoor, & Naseer, 2011), also agree that employee performance is dependent on many aspects such as performance appraisals.

(Makau & Muchangi, 2015), critique that for it to be effective, the system of appraisal should be very transparent in its true sense and hence management's part in designing, execution and implementing the appraisal system are the most important. A well-planned performance appraisal system should be able to cultivate principles for effective performance, provide feedback and permit a more impartial reward system (Wanjiru, Owili, & Ochieng, 2013). Feedback is essential for goals to stay effective and retain commitment. Deprived of it, people are uninformed of their advancement or deterioration. It similarly becomes challenging to measure the level of effort essential to track the goal successfully (Sorrentino, 2006), as cited by (Friedman & Mandel, 2009). Furthermore, feedback enables individuals and teams to recognize any limitations in their present goals thus amendments can be made (Smith & Hitt, 2009).

(Evaline & Bula, 2017), in their study to explore the existing performance appraisal process and system in Commercial banks in Kenya so as to understand their impact on employee performance, the results of the hypothesis tested showed that feedback and fairness of the appraisal system were noted to be highly significant with employee performance.

(Armstrong M. , 2009), reasons that although the feedback process is complex and often shunned by both managers and employees particularly when the manager is required to give progressive feedback, it should be timely because timely feedback can help employees correct performance deficiencies and avert inaccuracies from accumulating. Therefore, feedback should be delivered in a spirit of constructive counselling. (Bratton & Gold, 2012), also recommend that the capability to make judgements about employee's performance that can lead to resolutions about their roles, value, worth, capability and potential has to be considered as a vital dimension of a manager's relationship with those of employees. Feedback should hence be timely and informative for a perception of fairness. (Armstrong M. , 2009), settles that organisations should

or need to foster a culture where feedback is willingly acknowledged by all people concerned as its seen as a crucial portion of performance management.

However, the process of performance evaluation has been criticized to lead to processes that occasionally end up being composite and highly structured rating processes to distinguish employee performance. These procedures necessitate polished up judgments on several rating factors or demand stack grading each and every employee. Forces operating in structural settings that influence ratings are regularly overlooked. Supervisors may complete rankings without regard to objectivity despite the existence of clear rating standards and judgments. The consequence is thus unreliable conclusions or lack of use of distinctive rating criteria. Besides, the ranking task is assumed to be difficult or time-consuming thus making managers exasperated by the encumbrance of coming up with challenging adjudications. It is similarly demoralizing and disengaging for employees to have their performance reduced to just a numeral, with which they are then branded, unless it is the uppermost grade that is obtainable. Since managers do not want to alienate employees unreasonably, ratings are often huddled at the high end of the scale (Pulakos, Hanson, Arad, & Moye, 2015). The negative consequences that arise from performance appraisals are also addressed by (Aguinis.H. & Kraiger, 2009); argue that performance appraisals are likely to lead to destruction of appraiser-subordinate relationships, fostering gamesmanship, undermines teamwork and lowering of morale.

(Lloyd L. Byars & Leslie, 2011), contend that for a successful appraisal meeting, both the manager and employee should devote more thought and preparation. For the appraisal meeting to be successful, the manager or supervisor should be able to answer questions like; what outcomes should the interview accomplish, what worthy contribution is the employee adding, is the employee performing up to his or her potential, is the employee aware about the manager's

performance expectations, what training would the employee need or what strengths does the employee have that can be built or improved?

The researcher, in agreement with (Stokes, Moore, Smith, Rowland, & Peter, 2016), argue that for the successful review of progress, it will require the appraiser to take on a counselling role that focuses on improvement in future performance.

Therefore, this study determined the hypothesis;

H3: 'Performance evaluations significantly influence employee performance.'

## **2.4 Summary of Literature**

The literature reviewed clearly shows that the issue of goal setting has been widely studied and the theory has revolutionized over the years. The importance of managing performance, giving feedback and how to effectively manage performance review meetings is also emphasized. However, there was still a gap in regard to literature of what constitutes effective performance management. There was a noted gap in the literature in regard to monitoring performance. There was also need to differentiate between what performance management was and what it should be for the future. This study helped bridge the gap in literature identified by the researcher.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter details the research methodology that was used in executing this study. This chapter presents the study design, the study area, it explains the population, sampling procedure, the sample size and sampling techniques. It further describes the data collection methods and tools, and provides an explanation of the data quality control measures, data management and analysis techniques and the ethical considerations, which were taken into account while conducting this study.

#### **3.2 Study Design**

Research designs are ideas and techniques for research that span the decisions from broad assumptions to thorough methods of data collection and analysis (Creswell, 2009). The study mainly used a Cross Sectional Survey design that enabled the researcher to gather data once, or over a period of days, weeks or months in order to answer the research question (Sekaran, 2003). The design permitted use of both qualitative and quantitative data collection and analysis methods.

#### **3.3 Study Area**

The study was done at CoRSU Rehabilitation Hospital, located in Kisubi, along Entebbe road in Wakiso districts.

### 3.4 Population of the Study

Population means; whole group of people, events, or things of interest the researcher needs to study (Sekaran, 2003). The population of the study included employees of CoRSU both medical and non-medical staff.

### 3.5 Sampling Procedures

#### 3.5.1 Sample Size

A sample is a subset of the population (Sekaran, 2003). The study used a sample size of 84 respondents. This sample size was representative of the target population and it was deemed easy to manage by the researcher. The researcher adopted a suggestion made by (Sekaran, 2003), that sample sizes larger than 30 respondents as appropriate for most research. Similarly, the researcher considered that the study was to be done in a short stipulated period of time. In addition, concerns about travel and related costs, and call-backs were considered by the researcher in determining the sample size.

**Table 3.1 Sample size and selection**

<b>Category</b>	<b>Target Population</b>	<b>Sample size</b>	<b>Sampling Techniques</b>
Senior Management	11	10	Purposive sampling
Administration & finance	11	10	Random sampling
Orthopedic Department	18	14	Convenient sampling
Plastics Department	3	3	Convenient Sampling
Service Department	12	5	Purposive sampling
Nursing	30	25	Convenient sampling
Rehabilitation	12	10	Random sampling
Anesthesia	7	7	Convenient sampling
<b>Total</b>	104	84	

(Krejcie & Morgan, 1970)

### **3.5.2 Sampling Techniques**

The study used three sampling techniques that is; purposive, convenient and random sampling techniques.

With regard to convenience sampling technique, this method was used to select, the surgeons, anesthesiologists and nurses of the organization. The choice of using this technique was premised on the fact that many of them are considered busy and pre-occupied hence they were conveniently selected putting into consideration their busy schedules. Purposive sampling was used to choose respondents that were interviewed and these included members of the Senior Management Team. They were selected basing on the researcher's intuition of the respondents' understanding of the study. Random sampling technique was used to offer equal chance to respondents to be chosen for the study to avoid bias.

## **3.6 Data Collection Methods**

The methods of data collection included; Key Informant Interviews and questionnaire surveys.

### **3.6.1 Key Informant Interviews**

This method was used to collect primary data from the respondents. It hence allowed for extensive probing and obtaining clarifications on responses as provided for specific questions asked to the respondent (Fisher, 2004). Interviewing enabled flexibility in terms of adapting, adopting and changing the questions as the researcher proceeded (Sekaran, 2003).



The researcher's choice of this method was based on the fact that in-depth data could be easily collected to provide deep rooted information from the respondent's point of view rather than quantifying the information. Therefore, the interview tool was ideal for key informants whose knowledge about the subject matter was considerably informative to the understanding the study phenomenon.

### **3.6.2 Questionnaire survey**

The questionnaire survey was used to help get answers on issues that seemed controversial since the respondents might have preferred anonymity. It was used to reach all the targeted employees within a short period of time and important information was obtained about the population since each question in the questionnaire was developed to target a specific objective.

## **3.7 Data Collection Tools**

### **3.7.1 Key Informant Interview Guide**

The key informant interview guide was the tool used during the interview process of data collection. The tool contained a set of open-ended questions to guide the interview process hence allowing the respondents to express personal attachments, feelings and explanations about the situation of performance Management and Employee Performance at CoRSU. The key informant interview guide was used among respondents that were purposively selected.

### **3.7.2 Self-Administered Questionnaires**

The questionnaire survey was used to collect the quantitative data of the study. The design of the questionnaire survey was derived from the information from the conceptual frame work to get

answers on issues that seemed controversial since some respondents preferred anonymity. Consent was sort from the respondents before the administration of the tool.

### **3.8 Data Quality Control**

#### **3.8.1 Validity of tool**

Validity is the ability to produce results that are in agreement with theoretical or conceptual values (truthfulness), by including all possible items measuring a concept to produce accurate research results, (Sekaran, 2003). A Content Validity Index (CVI) was determined by giving the questionnaires to experts and knowledgeable people to test validity and the test results were used to determine the (CVI). For the instrument to be recognized as valid, this average index should be 0.7 or above (Amin, 2005) and the formula used was;

$$\text{CVI} = \frac{\text{No. of items declared valid}}{\text{Total No. of items used}}$$

#### **3.8.2 Reliability of the tool**

Reliability denotes to how consistent a research tool is (Creswell, 2009). The tools were particularly developed and piloted among a sample of 10% of the desired sample that were purposively selected. The reliability of the key informant interview guide and questionnaire survey was calculated by the Cronbach's alpha coefficient. The scores were used to consider the reliability of the tools to be used in the study. After testing for reliability, the tools were then rolled out for data collection.

**Table 3.2: Reliability test**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.875	34

The table shows that the questionnaire survey was reliable as reflected by Cronbach's Alpha coefficient which is 0.88 which is within acceptable values.

### **3.9 Procedure of data collection**

The researcher sought permission from CoRSU Rehabilitation Hospital to carry out the study and in order to confirm to CoRSU Rehabilitation Hospital that the research was strictly for academic purposes, an introduction letter was obtained from Uganda Management Institute. With authorization from CoRSU Management, questionnaire surveys were distributed to the selected sample population and interviews were carried out as well.

### **3.10 Data Analysis**

Data collected was analyzed both qualitatively and quantitatively.

#### **3.10.1 Qualitative Data Analysis**

The qualitative data was analyzed using both content and thematic analysis. Qualitative data collected through key informant interviews was analyzed using thematic procedures basing on the emerging relevant themes and sub-themes. The data was first edited and revised for chronology, grammatical correctness and coherence. Similar responses were categorized in respect to the developed themes and sub themes and then narratively explained purposely to bring out more vividly the relationship between the study variables. Data obtained from

documents was analyzed using content analysis. The researcher followed the objectives of the study in categorizing the issues presented and these were reported alongside the quantitative data hence helping to emphasize key points arising out of the study. Respondents verbatim responses were quoted where relevant.

### **3.10.2 Quantitative Data Analysis**

Data collected was edited, coded and a Statistical Package for Social Science (SPSS) computer program was used to summarize the coded data and produce required statistics in the study for easy interpretation. The relationship between two variables was determined using correlation analysis as recommended by (Cohen & Cohen 1983). SPSS was used to analyze quantitative data. Data was first analyzed descriptively generating descriptive statistics showing the mean and standard deviations. The study also carried out data deduction analysis using the Factor Analysis technique which generated factor loadings per each variable. Also correlation analysis was carried out using Pearson's Correlation Coefficient technique which generated coefficients which were helpful to show the relationships between the variables. Also linear regression analysis was carried out to show the magnitude of influence of the independent variables on the dependent variables. During analysis the study assumed a confidence interval of 99% and 95% for some variables (margin of error 1% and 5% respectively) to determine the significance of the coefficients.

### **3.11 Limitations to the Study**

The time frame in which the research was done was a major limitation to the study.

### **3.12 Ethical Considerations**

The respondents were conversant with the purpose of the study which was purely for academic purposes at the initial stages of data collection.

Informed consent was first obtained from the participants before they took part in the study. A consent form was designed to this effect by the researcher.

Information obtained from the participants was kept with utmost confidentiality. This involved coding of questionnaires or interview forms with numbers instead of respondents names to ensure anonymity and confidentiality.

Volunteering in the study was encouraged to avoid bias and the respondents were likewise assured of their free will to pull out from the study at any stage. This also involved encouraging respondents to be co-researchers to enhance a collaborative form of research.

The researcher acknowledged authorship through citing of information retrieved from other scholars and researchers.

Gaining the agreement of individuals in authority entailed the researcher to get a letter of approval from Uganda Management Institute and CoRSU showing that the study was approved and no ethical boundaries are overlooked.

After data had been collected and used by the researcher, it was kept in a private and secure place for a limited time and then later would be discarded to avoid it from being inappropriately used in case it falls into the hands of other researchers that may misappropriate it.

The researcher worked/ works for the organization where the research is/ was to be done and ensured that all issues of bias were duly addressed as mentioned.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS**

#### **4.1 Introduction**

Measuring employee performance is an important aspect in organizational management as it helps identify the performance gaps. Various indicators have been used over the years to measure and ascertain the performance of employees. Critical to this study were performance management systems which were studied to ascertain how much they influenced employee performance. The performance management systems were used in this study to determine the magnitude to which employees at CoRSU Rehabilitation Hospital were performing as results in this chapter detail.

The study achieved 100% response rate for the questionnaire respondents which implies that all the 74 questionnaires distributed were returned. For the case of interviews, the study achieved 60% response rate as 6 out of the target 10 interviews were conducted.

#### **4.2 Employee Performance**

Employee performance in this study encompassed the level and extent to which employees of CoRSU are capable to fulfill their duties and perform the required tasks at work to meet organizational goals and objectives. It also entailed how the employees of CoRSU are assessed in terms of timely delivery of services, customer care and time management. In this regard, employee performance at CoRSU was measured on ten items. The responses were subjected to both descriptive and factor analysis as illustrated in the tables below.

**Table 4 1: Descriptive analysis of employee performance results**

	<b>Disagree</b>	<b>Non-committal</b>	<b>Agree</b>
Service are delivered timely to customers/patients	4 (5.4%)	8 (10.8%)	62 (83.8%)
Departments being able to meet their reporting deadlines	11 (14.9%)	21 (28.4%)	42 (56.8%)
Employees manage time effectively with regard to meeting set targets	3 (4.1%)	17 (22.9%)	54 (72.9%)
Departments usually meet their expected performance targets		4 (5.4%)	70 (94.6%)
Employees provide excellent customer / patient service	11 (14.9%)	7 (9.5%)	56 (75.7%)
Employees strive to offer better and improved customer / patient care	2 (2.7%)	13 (17.6%)	59 (79.7%)
Employees receive good feedback from customers / patients	2 (2.7%)	12 (16.2%)	60 (81.1%)
There are limited complaints about the quality of service from customers/ patients	3 (4.1%)	9 (12.2%)	62 (83.8%)
Employees show high levels of commitment in performing their roles, duties and tasks	9 (12.2%)	17 (22.9%)	48 (64.9%)
Employees are highly motivated evidenced in their rate of performance against timelines and targets	4 (5.4%)	30 (40.5%)	40 (54.1%)

The descriptive results in Table 4.1 above show that a high proportion of staff agreed (94.6%) that they were able to meet their expected performance targets with slightly more than half (56.8%) indicating that the departments are able to meet their reporting deadlines. This implied that the staff were performing as expected and ensured that they meet their targets though not within the set reporting timelines. In line of meeting the expected performance targets, the staff agreed to delivering services to customers/clients in a timely manner (83.8%) which implies that the staff of CoRSU are performing their tasks with a view of meeting customer expectations. Feedback to the staff performance is always given by the customers/clients (81.1%) which further helps the staff to improve on any weak areas. In deed given the good service delivery quality, there are limited complaints which are raised by the customers/clients of CoRSU in relation to the quality of services provided to them (83.8%) which demonstrates high employee



performance levels. Though the results showed high levels of staff performance, some 64.9% noted that the employees were showing high levels of commitment in performing their tasks, roles and duties which suggested that fewer staff are highly committed towards their work. This level of commitment could have been associated with the 54.1% of the staff who agreed that they were highly motivated hence suggesting that there is low motivation among the employees despite demonstrating high performance levels.

In addition to the descriptive results, the study moved further to do a factor analysis in which the employee performance items were deduced in component factors. The component factors generated were then used as predictors of employee performance as results in Table 4.2 below represent.

**Table 4 2: Principal Component Analysis for Employee Performance factors**

Item	Factor Loading		
	1	2	3
Service are delivered timely to customers/patients	.348		
Departments are able to meet reporting deadlines	.732		
Employees manage time effectively with regard to meeting set targets	.657		
Departments usually meet their expected performance targets	<b>.823</b>		
Employees provide excellent customer / patient service	.615		
Employees strive to offer better and improved customer / patient care		.678	
Employees receive good feedback from customers / patients		.686	
There are limited complaints about the quality of service from customers/ patients		<b>.788</b>	
Employees show high levels of commitment in performing their roles, duties and tasks			<b>.817</b>
Employees are highly motivated evidenced in their rate of performance against timelines and targets			.600
<b>KMO (Sig. 0.000)</b>			<b>0.610</b>
<b>Total Variance</b>	<b>23.7%</b>	<b>21.2%</b>	<b>18.2%</b>

Of the employee performance items, the first five items loaded well with Factor One given a total variance of 23.7% (KMO = .610, sig. 0.000). The most important of all was departments meeting their performance targets (0.823), followed by departments being able to meet their reporting deadlines (0.732) with the least measure being services being delivered timely to customers/patients (0.348). This Factor was labeled *'Timely Achievement of Targets'*.

The second factor loaded well with three items with total variance of 21.2% and KMO = 0.610 (sig. 0.000). The items included employees striving to offer better and improved customer/patient care (0.678), limited complaints about quality of services (0.788), as well as employees receiving good feedback from customers/patients (0.686). This factor was labeled *'Quality Care and Services'*.

Two items loaded well with the third factor with a total variance of 18.2% (KMO=0.610; sig. 0.000). The items were; employees showing high levels of commitment in performing tasks, duties and roles (0.817) and employees being highly motivated as evidenced in their rate of performing against timelines and targets (0.600). This factor was hence labeled *'High Employee Commitment'*.

### **4.3 Performance Management Systems**

The study assessed performance management systems using three indicators that is; performance planning, performance monitoring and performance evaluations. Participants' responses to the 24 items comprising planning, monitoring and evaluations elements were subjected to analysis. The analysis was done using both descriptive and factor analysis, with careful rotation of the items

using Varimax technique. Factor analysis involved the use of the Principle Component Analysis. The analysis tested for sampling adequacy using the Kaiser-Meyer-Olkin measure (KMO) as well as the total variance.

#### 4.3.1 Performance Planning factors influencing employee performance

The study examined the performance planning factors which influenced employee performance at CoRSU. Descriptive statistics showing frequencies and percentages were generated. In addition, factor analysis was carried out to deduce the items into factors measuring performance planning in CoRSU. The results are as shown in tables 4.3 and 4.4 respectively.

**Table 4.3: Descriptive Results on Performance Planning**

	<b>Disagree</b>	<b>Non-committal</b>	<b>Agree</b>
Participate in goal setting and performance expectations	13 (17.6%)	10 (13.5%)	51 (68.9%)
Clear understanding of the expected level of performance		11 (14.9%)	63 (85.1%)
Clear understanding of roles contribution to strategic activities	2 (2.7%)	7 (9.5%)	65 (87.8%)
Clear communication of performance target dates	10 (13.5%)	8 (10.8%)	56 (75.7%)
Enough time to achieve targets in specified time	10 (13.5%)	19 (25.7%)	45 (60.8%)
Goals set for performance evaluation are mutually decided	10 (13.5%)	23 (31.1%)	41 (55.4%)
Discuss with supervisor performance improvement	3 (4.1%)	12 (16.2%)	59 (79.7%)
Clear communication of performance measurement criteria	10 (13.5%)	14 (18.9%)	50 (67.6%)
Use systematic process to identify employee development needs & implementation solutions	23 (31.1%)	25 (33.8%)	26 (35.1%)
Participate in developing performance improvement strategies and plans with supervisor	11 (14.9%)	19 (25.7%)	44 (59.5%)
Employees are continually developed through training, education & opportunities for promotion	13 (17.6%)	18 (24.3%)	43 (58.1%)

The descriptive results in Table 4.3 show that a high proportion of staff agreed to having a clear understanding of their roles contribution to strategic activities (87.8%). This implied that the nearly all the staff were aware of how much their roles were contributing to achievement of the strategic activities of CoRSU. Similarly, the staff agreed to having a clear understanding of the expected level of performance during the planning sessions (85.1%) and 75.7% agreed that their performance target dates had been clearly communicated to them which demonstrated some level of active participation of the staff in performance planning within their departments. Nonetheless a smaller proportion (68.9%) of the staff agreed to taking part in setting goals and performance expectations which implies that not all the staff have a chance to actively participate in the decisions over what goals and performance targets they should pursue during a specified time period. In line with limited participation in goal setting, only 60.8% agreed to being given enough time to achieve targets in specified time hence demonstrating that the staff are not given adequate time to achieve set goals.

A very small proportion of the staff agreed (35.1%) that there was use of systematic process to identify employee development needs and implementation solutions implying that there is limited effort to identify the unique needs of the employees that need to be addressed in order for them to perform as expected. In addition, slightly more than half of the staff (59.5%) agreed that they participated in developing performance improvement strategies and plans with their supervisors which demonstrated that the staff have limited contribution and input towards the plans and action points designed to should enable them perform better and as expected.

Having obtained the descriptive statistics, the researcher further carried out data reduction with the help of Factor Analysis so as to load the items under performance planning factors which influenced employee performance at CoRSU. The factor analysis results are illustrated in Table 4.4 below represent.

**Table 4 4: Principal Component Analysis for Performance Planning factors**

Item	Factor Loading		
	1	2	3
Participate in goal setting and performance expectations	.781		
Clear communication of performance target dates	.729		
Goals set for performance evaluation are mutually decided	.820		
Discuss with supervisor performance improvement	.612		
Enough time to achieve targets in specified time	<b>.853</b>		
Clear communication of performance measurement criteria		.495	
Use systematic process to identify employee development needs & implementation solutions		.826	
Participate in developing performance improvement strategies and plans with supervisor		.617	
Employees are continually developed through training, education & opportunities for promotion		<b>.867</b>	
Clear understanding of the expected level of performance			.722
Clear understanding of roles contribution to strategic activities			<b>.798</b>
<i>KMO (Sig. 0.000)</i>			<b>.563</b>
<b>Total Variance</b>	<b>23.7%</b>	<b>19.5%</b>	<b>14.8%</b>

N=74

Using the Principal Component Analysis (PCA), three factors were extracted as shown in the table 4.4 above. The first principal component that was retained was labeled “*Goal Setting*”. Factor analysis generated five principal components for this element. From the table 4.4, it is apparent that the most important goal setting element is giving enough time to achieve the targets in the specified time (0.853) followed by goals set for performance evaluation are mutually

decided (0.820), and participation in setting goals and performance expectations for one's work (0.781). Under this factor, total variance was established at 23.7%.

Four items loaded well with factor two which was labeled "*Performance Needs and Strategies Planning*". This entails the supervisors of employees to identify performance needs and develop solutions. This was given a variance percentage of 19.5%. Continually developing employees through training, education and opportunities for promotion (0.867), and use of systematic process to identify employee development needs (0.826) were found the most important elements.

The third factor which was labeled "*Performance Level Planning*" loaded well with two items that is; clear understanding of the expected level of performance (0.722) and clear understanding of roles contribution to strategic activities (0.798).

#### **4.3.2 Performance Monitoring factors influencing employee performance at CoRSU**

The study measured the performance monitoring factors which influenced employee performance at CoRSU. A total of 8 items/questions were put to the respondents to rank them on a Likert scale of 5. The responses were then subjected to two analyses, that is; descriptive and factor analysis. The descriptive statistics are presented in Table 4.6 showing the frequencies and percentages per each item assessed. The factor analysis results are illustrated in Table 4.7 showing the factor loadings.

**Table 4.5: Descriptive Results on Performance Monitoring factors**

	<b>Disagree</b>	<b>Non-committal</b>	<b>Agree</b>
There is common continuous assessment of job performance	5 (6.8%)	11 (14.9%)	58 (78.4%)
Employee provided with required training to complete tasks	10 (13.5%)	19 (25.7%)	45 (60.8%)
Employees proactively seek performance feedback	5 (6.8%)	17 (22.9%)	52 (70.3%)
Employee receive the necessary coaching and guidance from supervisor	3 (4.1%)	15 (20.3%)	56 (75.7%)
Personal support from the supervisor is accorded to staff	3 (4.1%)	21 (28.4%)	50 (67.6%)
Open communication with supervisor about performance	3 (4.1%)	14 (18.9%)	57 (77.0%)
Supervisor is open to suggestions	4 (5.4%)	12 (16.2%)	58 (78.4%)
Supervisor helps me focus on the job	4 (5.4%)	10 (13.5%)	60 (81.1%)

Descriptive results in Table 4.5 show that a high proportion of the staff agreed to being helped by their supervisors to focus on their job and tasks (81.1%) which implied that the supervisors support their teams to accomplish tasks and activities while at job. In the same light, a high proportion of staff agreed to supervisors being open to their suggestions (78.4%) which demonstrated that supervisors listen to the contributions of their junior teams. Similarly, slightly over 70% of the staff agreed to existence of common continuous assessment of job performance which implied that the staff are continuously assessed in their performance. On a lesser note, the results showed that only 60% agreed to the staff being provided with required training to enable them complete tasks and perform as expected. This was further affirmed by the only 67.6% of the staff who agreed that they received personal support from their supervisors in task accomplishment.

It was further noted that about 75.7% of the staff agreed that they received the necessary coaching and guidance from supervisor which demonstrated some level of support being given to

the staff through coaching and guidance in task compliment. The coaching and guidance provided to staff was further affirmed by the slightly over 70% of who agreed employees proactively sought performance feedback which implied that during the feedback, the supervisors extended considerable support to those who sought for it.

In order to reduce the data and come up with single factors which explained performance monitoring, the Factor analysis was carried out. This reduced the data into a few factors under performance monitoring as results show in Table 4.6 below.

**Table 4.6: Principal Component Analysis for Performance Monitoring factors**

Item	Factor Loading	
	1	2
There is common continuous assessment of job performance		<b>.892</b>
Employee provided with required training to complete tasks		.672
Personal support from the supervisor is accorded to staff		.628
Employee proactively seek performance feedback	.711	
Receive the necessary coaching and guidance from supervisor	.700	
Open communication with my supervisor about performance	.811	
Supervisor is open to suggestions	<b>.896</b>	
Supervisor helps me focus on the job	.651	
<i>KMO (Sig. 0.000)</i>		0.729
<i>Total Variance</i>	40.9%	24.5%

Factor analysis results on the performance monitoring factors which influence employee performance at CoRSU, revealed that all the items scored above 0.60. The first principle component loaded well with five items with a total variance of 40.9% (KMO = 0.729, sig. 0.000). The highest factor loading on this component was 0.894; representing the supervisors being open to suggestions, followed closely by open communication with the supervisor about



performance (0.811), thus this was labeled “supervision role”. The second principle component loaded well with three items (with total variance of 24.5%, *sig.* 0.000) and was labeled “continuous job performance assessment”. The most important element under this factor was common continuous assessment of job performance (0.892).

### 4.3.3 Performance Evaluations Factors influencing Employee Performance

Performance evaluations were considered one of the factors which were probably influencing the employee performance at CoRSU. This was premised on the notion that it is often mandatory for employers/supervisors to evaluate the performance of each employee during a specific period of time. In this regard, five items/questions were put forward to the respondents to rank them in terms of importance in influencing the performance of employees at CoRSU. The responses were analyzed using both descriptive and factor analysis methods as illustrated in the Tables 4.7 and 4.8 respectively.

**Table 4.7: Descriptive Results on Performance Evaluation factors**

	<b>Disagree</b>	<b>Non-committal</b>	<b>Agree</b>
Supervisor provides frequent continuous performance feedback	17 (22.9%)	21 (28.4%)	36 (48.7%)
Satisfied with the present performance appraisal system	12 (16.2%)	15 (20.3%)	47 (63.5%)
Agree with my supervisor during performance review meetings	3 (4.1%)	20 (27.0%)	51 (68.9%)
Given frequent continuous timely feedback on performance	15 (20.3%)	20 (27.0%)	39 (52.7%)
Feedback is received on poor performance	10 (13.5%)	16 (21.6%)	48 (64.9%)

The descriptive results in the Table 4.7 above show that only 63.5% of the staff agreed that they were satisfied with the present performance appraisal system which demonstrates that the current system of appraising staff performance is not highly effective. Similarly, slightly more than 60% of the staff agreed to being given feedback on poor performance an indication that not all the

staff of CoRSU are provided with the necessary information regarding their performance especially when it falls below the required standards. In light of the same, a fewer proportion of staff agreed to supervisor’s providing frequent continuous performance feedback a further indication that supervisors were not adequately informing the staff about their performance levels. Slightly more than 60% of the staff agreed that they agreed with their supervisor’s during performance review meetings which implied that it is not always common for both the staff and the supervisor to agree on the outcomes of the performance review.

Factor analysis was also carried out to generate the factors loading well with the items. Five items were used to measure the performance evaluation factors. Out of these, two factors were extracted as performance evaluation aspects which influenced performance of employees at CoRSU as results illustrate in the table 4.8 below.

**Table 4.8: Principal Component Analysis for Performance Evaluation factors**

Item	Factor Loading	
	1	2
Supervisor provides frequent continuous performance feedback	.711	
Given frequent continuous timely feedback on performance	<b>.865</b>	
Feedback is received on poor performance	.861	
Satisfied with the present performance appraisal system		<b>.931</b>
Agree with my supervisor during performance review meetings		.556
<i>KMO (Sig. 0.000)</i>		<b>0.620</b>
<i>Total Variance</i>	<b>44.2%</b>	<b>26.4%</b>

The factor analysis results in table 4.9 show that two factors were extracted using the principal component analysis. Of these, three elements loaded well with factor one (with total variance of 44.2%, KMO = 0.620, sig. 0.000) and this was labeled “evaluation feedback”. The most

important elements were providing frequent continuous timely reports and feedbacks on performance (0.865), closely followed by giving feedback on poor performance (0.861). Two elements factored well with component two with a total variance of 26.4%. The most important element under this factor was satisfaction with present performance appraisal system (0.931). This factor was hence labeled “appraisal systems”.

#### 4.4 Correlational Results

In this section, results on the relationship between the elements of performance planning, performance monitoring and performance evaluation factors and employee performance at CoRSU are detailed. Three independent variable measures were used to establish the relationship. Two of the three performance management systems factors were found to be significantly positively correlated to employee performance at CoRSU as the table below illustrates. The regression model was also used to measure the coefficient of determination of each variable.

**Table 4.9: Correlation analysis results**

		<b>Performance Planning</b>	<b>Performance Monitoring</b>	<b>Performance Evaluation</b>	<b>Employee Performance</b>
<b>Performance Planning</b>	Pearson Correlation	1	<b>.093</b>	.208	<b>.032</b>
	Sig. (2-tailed)		.432	.076	.786
	N	74	74	74	74
<b>Performance Monitoring</b>	Pearson Correlation	.093	1	<b>.479**</b>	<b>.397**</b>
	Sig. (2-tailed)	.432		.000	.000
	N	74	74	74	74
<b>Performance Evaluation</b>	Pearson Correlation	.208	.479**	1	<b>.578**</b>
	Sig. (2-tailed)	.076	.000		.000
	N	74	74	74	74

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

Table 4.9 indicates that two of the three conceptualized performance management systems variables positively and significantly influenced employee performance at CoRSU. All the three variables have a positive sign of the correlation coefficient indicating that increases in their consideration and effectiveness say improvement in planning, monitoring and evaluation aspects will lead to improvement or increases in employee performance at CoRSU.

#### **4.4.1 Performance Planning and Employee Performance**

Performance planning factors were found to have a very low but positive correlation with employee performance ( $r=0.032$ ,  $sig. 0.000 < 0.01$ ). This implies that performance planning is almost non-existent in CoRSU. It further suggests that performance planning is not given much priority though it positively influences the performance of the employees. To reaffirm that performance planning is weak at CoRSU, interviews with the senior management staff revealed the same. Overall, the SMT respondents noted that this aspect was very weak. For instance; one head of department when asked about how performance planning is handled at CoRSU, stated that; *“...I would say every poorly. I don’t think we have a clear structure on job or task knowledge so the planning is almost done ad hoc and we are perhaps firefighting, we have a challenge.”*

In general terms, the respondents referred to performance planning in relation to work plan development and induction of new staff rather than planning for each staff performance. To add to this, another head of department stated that, *“under performance planning there are activities done like receiving a new employee who is given a contract, a job description and then you agree on performance objectives and state the performance timelines.”* Whereas this would

constitute part the performance planning activities, ideally, it would be expected that the employees are engaged in more aspects of goal setting, agreeing on performance targets and coming up with performance development plans, the practice seems to be different.

Even in relation to the aspect of goal setting, when a senior management member was asked to comment on it, he stated that; “...we always sit during one of those meetings and we come up with a work plan. So we all sit and contribute to the work plan, we all agree on targets and we assign specific individuals to follow up on those activities” which further showed that goal setting was a weak aspect that was carried out at CoRSU. The respondents instead mentioned ‘development of work plans’ as a way of setting goals, and performance targets yet the two aspects would be viewed differently.

However, all the interview respondents agreed that performance planning had a relationship with employee performance. For instance; one respondent when asked if the two aspects had a relationship at CoRSU, he stated that; “Yes, it definitely has a strong linkage because if you haven’t planned someone’s job as well, then you cannot evaluate them well and they also may not understand the job well and you don’t have any stand point to evaluate because you hadn’t planned it in the first place properly.” Another respondent stated that; “Definitely because if an employee is aware of what is expected of them, then they are kind of given a guide on what they should be working on visa-v if they are not given the specific targets that they are supposed to be achieving at a particular period and so the employees who are quite aware of what they are supposed to be doing, you find that actually their performance is very good because then they know that they have targets that they need to achieve.” The above statements clearly confirm

that the senior managers at CoRSU agreed to performance planning being related to employee performance though they were unable to demonstrate how that relationship existed within the organization since performance planning was noted to be very weak.

Therefore, the findings from the interviews with key respondents who were at senior managerial level confirmed the weakness in performance planning at CoRSU. The statements revealed, that there was limited understanding of what constitutes performance planning yet simple aspects of goal setting are not adequately given attention. What seemed generally practiced was work plan development and use yet this does not clearly spell out each individual staff goals, targets and tasks to accomplish in relation to performance planning. Even when the senior managers agreed to performance planning being related to employee performance, there was still very little effort they had done to materialize this relationship in CoRSU. This hence calls for more efforts and strategies to operationalize performance planning at CoRSU which will cause a direct influence on employee performance.

#### **4.4.2 Performance Monitoring and Employee Performance**

With regard to performance monitoring factors and employee performance, the statistics revealed a low but positive statistically significant correlation between the two variables ( $r=0.397$ , *sig.*  $0.000 < 0.01$ ). The study went further to confirm if this relationship existed by conducting interviews with Senior Management Team. The interview findings were contradictory in nature with some respondents reporting that they practiced performance monitoring while others reported on the contrary. A case in point was one respondent who stated that; *“The monitoring is mainly done by observation of how this person performs their task. It’s also monitored using*

*reports, so at the end of each month; we have a format that the staff use to report on their activities that they have done that month. They discuss with their supervisors and after they have discussed and agreed on the activities for the next month, the supervisors then discuss it with me as their head of department to inform me of what activities are going to happen but the monitoring is done mainly by the primary supervisors.”* On the contrary another respondent when asked about how performance monitoring is done intimated that *“I would say very little of that is happening. I have only just managed to do something I consider performing monitoring by working out one performance task then requesting a particular employee what has been done and what are their particular roles and then looking at it to see how it is moving. But that was done ad hoc...”* the indication of the above statements is that there could be some form of performance monitoring which is carried out at CoRSU but this is mixed up with other aspects.

The performance monitoring was not clearly embedded in the supervisor’s work plans and targets hence one cannot clearly confirm that it’s being carried out. This was well articulated by another senior respondent who instead split performance monitoring into two aspects arguing that it’s done for new staff on one hand and almost not done for other staff. In her own words when asked how performance monitoring was done at CoRSU, the respondent stated that; *“...still I would split that into two; the group that we have that are new and those that are already in the system; the one who are new, we kind of give them like a grace period of when they can make mistakes and we monitor them...”* the above assertion further adds to the earlier statements who prove that performance monitoring is not strongly carried out at CoRSU.

The statements from the interviews hence suggest and reaffirm the correlational statistics which indicated a low though positive relationship between performance monitoring and employee performance at CoRSU. Performance monitoring was not being adequately given priority and attention because there was little understanding and appreciation of its importance in the organisation. In addition, the supervisors and senior managers were not well knowledgeable of what they ought to be doing because clear systems had not been established for effective performance monitoring to be practiced.

#### **4.4.3 Performance Evaluation and Employee Performance**

With regard to performance evaluation and employee performance, the statistics in table 4.10 revealed that the two variables had a moderate but positive statistically significant correlation ( $r=0.578$ , *sig.*  $0.000 < 0.01$ ). This implied that performance evaluation was positively correlated with employee performance at CoRSU which meant that a change in performance evaluation by half was likely to result into a positive and significant change by half in employee performance. In order to validate the statistical information, interviews were also held with the senior managers at CoRSU to establish if performance evaluation was being practiced and if it influenced employee performance.

In general terms, performance evaluation was highly associated with performance appraisal of the employees at CoRSU. The interviews revealed that appraisal was highly conducted for different staff members with support from the HR department. One respondent during an interview referred to a new appraisal tool which had been developed for carrying out appraisal as he stated that; *"...would say that now we have a better appraisal tool, previously, the tool had*



*quite a number of gaps.*” However, the same respondent was quick to assert that some of the team leaders and supervisors were not adequately knowledgeable about the appraisal tool as he added that; “...*we need to definitely train all team leaders so that the appraisals are done uniformly*” an indication that the appraisers had not fully understood some of the sections in the appraisal tool.

Another senior manager when interviewed, he added his voice to that of the latter and acknowledged that appraisal was being encouraged by the HR department and that the heads of the departments were carrying out the appraisals. The respondent in his own words echoed that; “*lately, this process is being encouraged, and the HR department requires that the appraisals are logged in timely...*” a point which confirms that performance appraisals are being conducted at CoRSU.

Contrary to the above assertions, although the respondent acknowledged that appraisals were being carried out, nonetheless, he indicated that the appraisal system was relatively a new practice at CoRSU. He thus stated that; “...*the system is fairly new, we have only had more of the ad hoc appraisal, and feedback from department heads of department.*” Whereas this system was a new development in the organization, what had to be acknowledged was that it was yielding results as depicted in the statistical results which showed a moderate relationship between performance evaluation and employee performance.

In sum, the statistics in table 4.10 show that except for performance evaluation which has a moderate correlation with employee performance, performance monitoring and performance

planning respectively, have low statistical correlation with employee performance. This means that improvement in employee evaluation will also result into better employee performance. While for performance planning and monitoring, a small change in either of them might not result into a significantly high change in employee performance.

A summary of the hypotheses of the major variables (planning, monitoring and evaluation) and employee performance at CoRSU is presented in the table 4.10 below.

**Table 4.10: Summary of hypotheses**

<b>Variable</b>	<b>Performance Planning (PP)</b>	<b>Performance Monitoring (PM)</b>	<b>Performance Evaluation (PE)</b>	<b>Employee Performance (EP)</b>
PP	1.00			
PM	.093	1.00		
PE	.208	.479**	1.00	
<b>EP</b>	<b>.032</b>	<b>.397**</b>	<b>.578**</b>	<b>1.00</b>
<b>Sig. = 0.000</b>				

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

From the Table 4.10, a positive significant correlation was found between employee performance and the independent variables. The study hypothesized as follows;

1. Performance planning significantly influences employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.

Regarding this hypothesis, the study revealed that performance planning factors were positively (but not significantly) correlated with employee performance at  $r=0.032$  ( $sig. 0.000 < 0.01$ ). This implies that this hypothesis was valid those to a very small extent as

performance planning factors had a very low (negligible) influence on employee performance at CoRSU. This means that performance planning aspects are not well considered as major drivers of performance management systems.

2. There is a relationship between performance monitoring and employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.

The study revealed that performance monitoring factors were positively and significantly correlated with employee performance i.e.  $r=0.397$  (*sig.*  $0.000 < 0.01$ ). the statistics show that this hypothesis was valid.

3. Performance evaluation significantly influences employee performance at CoRSU Rehabilitation Hospital, Kisubi- Wakiso district.

Equally, with regard to this hypothesis, the study revealed that performance evaluation factors were statistically significant to employee performance i.e.  $r=0.578$  (*sig.*  $0.000 < 0.01$ ). This implies that the hypothesis was valid and was held correct to explain that performance evaluation significantly influences employee performance at CoRSU.

#### **4.5 Regression Results**

Regression analysis was also carried out to show the extent and magnitude of the influence of the independent variables on the dependent variable. It was aimed at showing how much in terms of percentage change the performance management system variables caused to a change in employee performance at CoRSU. The linear regression analysis was hence carried out as the results show in table 4.11 below.

**Table 4.11: Regression Analysis Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
PP	.032 <sup>a</sup>	.001	-.013	.497	.001	.074	1	72	.786
PM	.397 <sup>b</sup>	.157	.146	.457	.157	13.453	1	72	.000
PE	.578 <sup>c</sup>	.334	.324	.406	.334	36.034	1	72	.000

a. Predictors: (Constant), Performance Planning

b. Predictors: (Constant), Performance Monitoring

c. Predictors: (Constant), Performance Evaluation

By examining the co-efficient of determination ( $r^2$ ) the linear regression analysis results revealed that performance planning factors account for only 0.1% in change in employee performance. On the part of performance monitoring factors, they accounted for 15.7% of the variations while performance evaluation factors accounted for 33.4% of the variations in employee performance at CoRSU. Performance Management Systems hence accounted for 49.2% (0.1+15.7+33.4) of the variations in employee performance and the remaining percentage (50.8%) was due to other factors not included in the model. Further, the total of  $r^2$  is 49.2% implying that these factors are said to have a moderate influence on employee performance at CoRSU.

**Table 4.12: Beta Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.500	.352		1.421	.160
	Performance Planning	.097	.357	.032	.273	.786
	Performance Monitoring	.446	.122	.397	3.668	.000
	Performance Evaluation	.581	.097	.578	6.003	.000

a. Dependent Variable: Employee Performance

Table 4.12, the beta coefficients confirm that performance monitoring and evaluation factors positively influence employee performance at CoRSU. The impact is low for instance PM has a low positive impact on employee performance given  $B=0.446$  (*sig. 0.000, t=3.668*) while PE shows a moderately positive impact on employee performance  $B=0.581$  (*sig. 0.000, t=6.003*). For PP its impact is almost negligible and not significant on employee performance given  $B=0.097$  (*sig.0.786, t=0.273*). In general, performance evaluation factors have a slightly high impact on employee performance than performance monitoring while performance planning is almost none existent in CoRSU.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter presents the summary of key findings of the study, presents discussion of the results in relation to other similar studies, makes conclusions and highlights recommendations that may be taken up by CoRSU and other organizations to improve on employee performance through performance management systems.

#### **5.2 Summary**

The study revealed that two of the three performance management systems factors investigated were found to influence employee performance at CoRSU. These factors were performance monitoring and performance evaluation. For the case of performance planning, it had a very negligible positive but not statistically significant influence on employee performance. The study revealed that the performance monitoring factors which influenced employee performance were; the supervisor's role in monitoring and continuous job performance assessment. On the part of performance evaluation, the study found; appraisal systems and evaluation feedback as factors which were influencing employee performance at CoRSU. Though performance planning was not found to be strongly associated and influential to employee performance, the study found that goal setting, performance needs and strategies, and performance level planning were the factors which required attention at CoRSU. The two factors (performance monitoring and performance evaluation) were found to have a statistically positive significant correlation hence influenced employee performance at CoRSU. Performance planning had a positive correlation but not

statistically significant and was very weak in influencing employee performance at CoRSU. Generally, the study found that performance management systems studied explained a 49.2% variation in employee performance at CoRSU and the 50.8% was accounted for by other factors which were not included in this study.

## **5.3 Discussion**

### **5.3.1 Performance Planning and Employee Performance**

This study has revealed a very weak relationship between performance planning and employee performance at CoRSU. The study clearly noted a no statistical significance of this factor in influencing employee performance. Some scholars (Armstrong, 2009; Wilton, 2013) emphasize the importance of performance planning as a key aspect in setting goals and targets for the employees to achieve. Performance planning yield performance plans which are important in setting expectations that employees should achieve within a specified timeline (Armstrong, 2015). It is hence important that employees are well knowledgeable about the goals they are working to achieve. In fact, such planning is critical to set pace at which organizational targets are achieved and measured as per employee outputs and result performance. While the various scholars hold performance planning as very critical in ensuring high employee performance, nonetheless this study revealed on the contrary.

At CoRSU, the results showed that there is limited performance planning in terms of goal setting, assessing performance needs and setting solutions as well as undertaking performance levels planning. The results are contrary to Ludwig & Goomas (2009) assertion emphasizing setting goals for the employees. It is also contrary to Armstrong's (2015) view of coming up with

performance development plans which set what the employees need to do in specified areas of their jobs. Therefore, much effort may need to be channeled to reestablishing performance planning aspects into managers and supervisor's tasks at CoRSU.

### **5.3.2 Performance Monitoring and Employee Performance**

This study revealed that performance monitoring is a relatively strong factor in performance management systems of CoRSU. The study clearly pointed out that performance monitoring had a positive statistically significant relationship with employee performance. This implies that the more efforts are put into monitoring the performance of the employees, the higher the likelihood of employees performing higher in terms of meeting their targets and expectations. Armstrong (2015) asserted that monitoring of employees is important to motivate them. In monitoring the employees, the supervisors play a critical role of checking progress, supporting to bridge gaps and providing feedback to the employees. Hence Armstrong emphasizes that a good supervisor should be able to scan the work environment in which the junior staff work to ensure that it is supportive enough to enable the employee achieve the set goals and objectives. He further notes that the supervisor must support the juniors to update their objectives and support them to learn continuously on the job and task accomplishment through coaching (Armstrong, 2015).

Furthermore, the study revealed that as part of performance monitoring, there was continuous job performance assessment which significantly correlated with timely achievement of performance targets by the employees. This was an indication that the more supervisors and top management continuously assess the performance; the employees are able to perform to their expectations. This is made possible since assessments tell the performance gaps hence employees are able to



adjust according to match with the goals and targets set for them. Hence the aspect of performance monitoring needs to further be strengthened at CoRSU for better performance results from the employees.

### **5.3.3 Performance Evaluation and Employee Performance**

It was also revealed in this study that performance evaluations are highly correlated with employee performance. Sobia & Shah (2016) confirm that performance evaluations are crucial parts of performance management. Similarly, Wanjiru and others (2013) reaffirm performance evaluation as a basic tool that makes employees very effective and active in performing their tasks and duties in the organization. This study clearly noted that evaluation feedback is often provided to the employees' which helps them to perform their tasks. This feedback is helpful in highlighting any performance gaps that need to be addressed. The results confirm Sorrentino (2006) assertion that feedback is necessary in order for goals to remain effective and to retain commitment, without which people are unaware of their progression or regression. In fact, Smith and Hitt (2009) were right to assert that by providing feedback, it helps the employees to identify those weaknesses in their current performance hence enabling them to make adjustments for purposes of achieving the stated goals and targets.

In addition, performance appraisal is often carried out in CoRSU as revealed by the results though this was not statistically significant with employee performance. Important to note is that performance appraisal is very critical to employee performance (Karia & Ondieki, 2015). By appraising the employees, various performance aspects are generated for management to address. An individual's performance is rated and scored which highlights how they are performing

against the set targets and goals. Critical in this process is that the employee is able to understand his/her weaknesses which have to be worked on. Similarly, the supervisors are able to understand each one's high performing points and weakest points hence devise means of addressing them. In essence, appraisal is healthy as it checks the employee's level of input against the outputs hence resulting into improved performance when weaknesses are addressed. Therefore, it is highly vital for organizations like CoRSU to regularly conduct performance appraisals which has a direct impact on their performance as revealed in this study.

## **5.4 Conclusions**

The study makes the following conclusions as per each performance management system in influencing employee performance;

### **5.4.1 Performance Planning and Employee Performance**

It is evidenced in this study that performance planning is very critical to changes in employee performance. Unfortunately, organizations like CoRSU are not giving it a high priority in their performance management systems. This implies that the organizations are not adequately setting clear goals and targets for the employees, there is less identification of performance needs of the employees hence the failure to develop working strategies and solutions to such needs. In addition, organizations like CoRSU are also not carrying out performance level planning for the employees which factors could be considerably affecting the performance of employees. In fact, the employees are not adequately prepared to achieve certain targets and goals thus lowered performance in terms of performing against tasks and organizational goals. Therefore, organizations like CoRSU if they incorporate performance planning into their performance

management systems by setting clear goals, identifying performance needs and devising solutions as well as clearly conducting performance level planning then it is likely that employee performance will be improved in the organization.

#### **5.4.2 Performance Monitoring and Employee Performance**

The aspect of performance monitoring was found moderately correlated to employee performance. Nonetheless, it is important that before monitoring, organizations first carry out performance planning which aspect was very weak in CoRSU. After setting a clear performance plan, it becomes imperative to supervise its implementation, continuously assess the achievement of the plan and render necessary support to the employees to achieve the set targets and goals. Organizations such as CoRSU while their performance planning aspect is very weak, nonetheless they endeavor to monitor the performance of their employees which aspects needs to further be strengthened for much better results and output from the employees.

#### **5.4.3 Performance Evaluation and Employee Performance**

In terms of performance evaluation, the study finds this as the strongest factor which was influencing employee performance in CoRSU. Evaluation feedback was very critical and was found very highly practiced. In addition, performance appraisal was existing and practiced an aspect which was aiding checking on the performance of the employees over a period of time. Hence combining the different performance evaluation aspects was found to yield better employee performance in organizations. Therefore, the more effort geared towards performance evaluation aspects in an organization, the likelihood of registering improved employee

performance hence organizations like CoRSU must strive to make strong their evaluation systems.

## **5.5 Recommendations**

The following recommendations are derived from the study so as to improve on performance of commercial printing.

### **5.5.1 Performance Planning and Employee Performance**

1. Managers of organizations like CoRSU need to appreciate the importance of designing performance plans. The managers and supervisors need to identify the performance targets for particular employees and set these. However, this must be done in consultation and active involvement of the employees themselves to agree on the goals, targets and the plans.
2. There is need for managers and supervisors to identify the performance gaps and needs of the employees all the time. This should be done by conducting needs assessments periodically so as to find solutions and work out a plan of action to mitigate them if performance of the employees is to be improved.
3. There is always need for managers together with the employees to set performance levels for each one. This should be done at departmental level so as to enable employees work towards fulfilling such performance targets and levels. In this case, the supervisors and managers must set time to support and guide the employees for example through coaching, so as to enable them achieve the targets.

### **5.5.2 Performance Monitoring and Employee Performance**

4. Monitoring the performance of the employees should be a must in any organization. The supervisors and managers should always monitor the progress of the employees in achieving the agreed upon performance targets and goals.
5. The role of the supervisor in supporting the employees during monitoring of goals and target achievement should continuously be undertaken in organizations. The supervisors of the junior employees should make necessary arrangement and design supervisory plans for this purpose.
6. The managers also need to appreciate the need for conducting continuous job performance assessments. These assessments should be inclined to the performance plans and one's job description as well as the job requirements. Through such assessments, identified gaps should be communicated to the employees and charting a way forward should follow.
7. Management should incorporate self-assessments into the performance monitoring activities. The employees should be empowered to do self-assessments on their performance and task accomplishment.

### **5.5.3 Performance Evaluation and Employee Performance**

8. The employers should periodically conduct performance evaluations for the employees to evaluate how far each one has achieved the stated goals and targets which were set during the performance planning phase. The evaluations should be done atleast once every year.
9. Feedback should be a very strong aspect during performance evaluations. After conducting the evaluation, the employees should be provided with the necessary feedback

arising out of their performance. This feedback should provide both the positives and the negatives or the weaknesses.

10. The evaluations should also capture the areas for improvement for each employee and the organization as a whole. The gaps identified should be addressed in joint management sessions and meetings.
11. Performance appraisal systems should also be strengthened in the organizations and should be done more regularly i.e. either quarterly or semi-annually since performance keeps changing during particular times. With regular appraisals, the management is able to determine which employee performance needs should be addressed immediately or later before the next appraisal or the annual evaluation. In this way the performance of the employees will be improved in the organization.
12. Self-evaluations should also be introduced in the organization to help employees identify their weak areas even before the organization evaluations. The self-evaluations could red-flag certain aspects for the employee which they could share with the supervisors and come up with solutions.

## **5.6 Contributions of the study**

The information generated has added to the existing body of knowledge and what is known about performance management systems particular in organizations like CoRSU. This study has generated which can as well be used as a source of reference thereby instigating further research and analysis. In addition, the information generated in this study has shown the extent to which performance planning, performance monitoring and performance evaluation factors contribute to the employee performance thus similar organizations may use the results to make employee

motivational and human resource planning decisions. On the part of the researcher, more knowledge has been gained thus increasing and changing the initial perceptions about what factors contribute to better employee performance particularly with regard to performance management systems hence has made her a better expert to analyze and advise on human resource planning and employee management.

### **5.7 Areas for further research**

The study suggests that more research should be done in the following areas;

1. The other factors besides performance management systems which contribute to employee performance in CoRSU
2. The contribution of employee motivation to employee performance in CoRSU.
3. Managerial and Supervisory roles and employee performance in CoRSU

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## **ANNEXES**

1. Questionnaire survey
2. Key informant interview guide
3. Consent form
4. Document review check list
5. Letter of approval to carry out research at CoRSU
6. Sample Size and Selection table