



ST MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL BUSINESS MANAGEMENT

**ASSESSING THE EFFECTIVENESS OF INTEGRATED PERFORMANCE
MANAGEMENT SYSTEM IN THE CASE OF WEGAGEN BANK SC.**

BY
MISRAKE ABATE

DECEMBER 2019
SMU
A.A, ETHIOPIA

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BY

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**A THESIS SUBMITTED TO ST MARY'S UNIVERSITY SCHOOL OF GRADUATE
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION IN GENERAL
MANAGEMENT**

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DECLARATION

I, the under signed, declare that this thesis is my original work, prepare under the guidance of Prof. Belete and has not been presented for a degree in any other University, and that all sources of materials used for the thesis have been duly acknowledged.

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December, 2019

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ENDORSEMENT

This is to certify that Misrake Abate Wolide has carried out her research work on the topic entitled “Assessing The Effectiveness of Integrated Performance Management System In The Case Of Wegagen Bank” under my supervision. This work is original in nature and it is for the award of the Masters Degree in Business Administration (MBA) for examination with my approval as a university advisor.

Belete Mebratu (Professor)

December 2019

Addis Ababa, Ethiopia

ACKNOWLEDGMENT

First of all I would like to thank almighty God with whom none of this would be possible. I am very grateful for the support and encouragement from families and friends. I would like to express my deepest gratitude to Prof. Belete), my thesis advisor, for his unreserved support and encouragement throughout the thesis work. I also don't want to pass on expressing my heart gratitude for the Mr. Kaleb Manager of Talent division for their time and willingness to help me in this research.

LIST OF ABBREVIATIONS/ACRONYMS

PM: Performance Management

IPMS: Integrated Performance Management System

BSC: Balanced Scorecard

KPI: Key Performance Indicators

PMS: Performance Management Scorecard

HR: Human Resource

HRM Directorate: Human Resource Management Directorate

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ABSTRACT

Performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization (Aguinis,2013,p.2).

This study offered information on assessment of the effectiveness integrated performance management specifically focuses on Wegagn Bank.

Wegagen Bank, in the past, employed a staff appraisal system that was more reliant on behavioral issues than result orientation. The staff appraisal was heavily dependent on the interactions between an evaluator and the subordinate being appraised. Though personal interactions are highly desirable in any performance management system, it fails to facilitate the integration between employees and the bank's corporate objectives. To this end, Wegagen Bank had adopted and implemented a new performance management system called an Integrated Performance Management System (IPMS) with aim of introducing result based PM system that has the strategic objectives at its core. (Wegagen, Bank 2016/17)

Primary data were collected through questionnaire and interview.302 questioners were distributed to selected employees and out of these 298 were properly filled and returned. The data were analyzed using descriptive method .Interview was held with the director of corporate strategies and change management and Manager Talent division. The finding of the study revealed that lack of top management commitment, and data tracking system was manual, absence of integrated performance system guideline, lack of competency framework dictionary; recognition is not based on the result etc. Based on the findings, the researcher recommended the bank arrange awareness creation session to all employees, automate its data tracking system, allocate integrated performance management system guideline and competency framework dictionary in convenient place where all employees can access etc.....

The study concludes that a Effectiveness of a IPMS program is dependent on the strength of the design and implementation methods. Current literature on PM reveals that an effective performance management is based on Simplistic and user friendly; Communicates vision of its objectives; Considers competency as part of its components; Sets measurable and realistic

targets; Conducts formal review of progress towards targets; Manages performance; Evaluates the whole performance management process for continuous improvement

Key word (Integrated Performance Management System)

CHAPTER ONE

INTRODUCTION

The purpose of this study is to investigate the effectiveness of the implementation of integrated performance management system at Wegagen Bank S.C. This chapter Presents background of study and profile of the organization under study, statement of the problem, research questions , general and specific objectives , significance, scope, and the organization of the study,

1.1. Background of the study

Performance has always mattered, and some historians suspect it goes back to as early as 221 AD, when Wei Dynasty emperors rated their family members' performance. Its origins in workplace settings, however, likely began in the 1800s, when Robert Owen had "silent monitors" observing the performance of his cotton mill workers in Scotland. While this helped assess individual performance, it didn't look at the performance of the cotton mill as a whole (Workfront, 2020).

Performance management systems are now standard in the top organizations in the private sector and right across the public sector around the world. Their value was underlined, which discovered that, setting individual objectives, improving current performance, determining bonuses, identifying training and development needs and motivating staff (Thatcher, 1996). Armstrong and Baron's (2004) subsequent survey also found that 62 per cent of line managers found such systems to be useful. Subsequently, the C.I.P.D.'s (2005) 'Performance Management Survey Report' found that 75 per cent of surveyed companies agreed that the practice motivated staff. More specifically, and perhaps consequentially, Campbell and Garfinkel's (1996) study concluded that firms that have effective Performance management processes in sizeable majorities agreed that such systems are 'Very Good\Good' for reviewing past performance place outperform those without such systems on several critical measures, including profits, cash flow and stock market ratings. Subsequently Bernthal et al.(2003) established that organizations with strong performance management systems are 51 per cent more likely to outperform their competitors on financial measures and 41 per cent more likely to outperform their competitors on non-financial measures (such as customer satisfaction, employee retention, and quality of products or services)(McMahon, G., &McMahon, G. (2013).

Performance management system is defined as a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements (Michel Armstrong, 2006).

Today follows the rapid changing economic environment, which leads into narrowed margins, the need for new banking products, increased competition among banking institutions and increased risks. Banking Institutions need to improve their strategic decision making process in order to satisfy the ever increasing customer requirements.

The management literature brings many new concepts, cases, and experiences. However, companies struggle to neither implement, nor do they succeed in implementing, their strategy effectively. Introducing new management concepts by motivated managers often fails to deliver the expected improvements, sometimes resulting in worse performance and disappointed employees and customers. The Integrated Performance Management Framework helped them to understand the levers of an organization and the need for their integration and balance.

The Integrated Performance Management Framework is integrated, and it allows us to position other management frameworks in a new, holistic context. (kurtverweire and lutgart van den berghe,2004).

Wegagen Bank, in the past, employed a staff appraisal system that was more reliant on behavioral issues than result orientation. The staff appraisal was heavily dependent on the interactions between an evaluator and the subordinate being appraised. Though personal interactions are highly desirable in any performance management system, it fails to facilitate the integration between employees and the bank's corporate objectives. To this end, Wegagen Bank had adopted and implemented a new performance management system called an Integrated Performance Management System (IPMS) with aim of introducing result based PM system that has the strategic objectives at its core. (Wegagen Bank ,2016/17)

Organizational Profile of Wegagen Bank

Wegagen bank S.C. was established on June 11, 1997. It came into being with 16 visionary founding members with an initial capital of from birr 30 million. As of June 30 2018 that paid up capital of the bank reached birr 2.3 billion and the number of shareholders in now 3,199. Based on the 5 year strategic plan 2015/16-2019/2020 competency based human resource management has been strengthened and the bank continued the implementation of integrated performance management system(IPMS) in order to inspire result based performance culture in the bank and to interlink employees' performance to the overall strategy of the Bank. Wegagen Bank is implementing competency based human resource management system in order to develop the knowledge, skill and attitude of its employees in the fiscal year 2017/2018 in which the bank staff stood at 3,656.

The Bank has provided various kinds of training to employees drawn from different levels in order to bridge employees' skill, knowledge and attitude gaps. Hence about 6,127 employees took both local and foreign training on various topics in fiscal year 2017/2018.(Wegagen Bank ,2017/18).

In fiscal year 2017/18, the Bank opened 64 new additional branches in various parts of the country in order to broaden its customer based and reached closer to customer's base and reach closer to customer there by to enhance resources mobilization. This effort brought the total number of branches of the bank to 277 as at June 30, 2018. Year on year, it has shown a growth of 30%. The branch network of the Bank is wide and covers all regions of the country and the capital city. As a result,112 branches are found in the capital city while the remaining 165 branches are found In different region towns.(Wegagen Bank, 2017/18).

1.2. Statement of the problem

A successful performance management program supports and promotes the accomplishment of the bank's objectives and perpetuates the bank towards its vision. With this regards, the IPMS communicates objectives by categorizing them into financial, customer, internal process and organizational capacity perspectives. This enables employees to be aware and take notice of the overall picture and not just focus on the key performance indicators (KPI) which is expressed in terms of measures in the performance management system (PMS) and evaluation templates. Balanced Scorecard Institute (2015).

The E-reward survey (2005) highlights a number of conditions for success in performance appraisal, showing that simplification, user friendliness and the use of competencies are among the most common characteristics of effective performance management (PM) systems. Overall the administrative headache, bureaucracy and paper work of the IPMS was observed to hamper operations at a branch and head office level following that it was conducted on a quarterly basis and that it had a labor intensive tendencies due to lack of a digitalized system. On a related note, though many awareness creation sessions pertaining to the IPMS have been conducted, confusions and mistakes are still observable. With this regard it can be observed that there is still room for improvement.

Target setting is the first component of PM (Keen Alignment, 2020). Within the IPMS, targets for some measures lack standards. For example the proportion of transaction, customer complaint, and number of error etc... don't have a standardized target applicable throughout the bank. This leads to failure in establishing consistency while measuring performance as different work units set different targets and violates the fairness principle set under the purpose section of the IPMS guideline.

As part of its continuous improvement process, an effective PM also conducts a periodic review of measures and monitors the progress made in achieving the KPIs set. With this regard, the experience in the 2016/17 year shows that there was a notable gap in conducting a continuous assessment in work units. The new guideline prepared for the IPMS sets the frequency, both at the branch and corporate level, within which continuous assessment should be made. However, the feasibility of such proposal is unwarranted, as the assumptions for doing so aren't provided. Therefore the gap in continuous assessment and its implementation is apparent and needs appropriate adjustment.

Performance management must embrace how people get things done and what gets done i.e. inputs processes and outputs should be considered under PM system. Employees may be failing to meet targets for various reasons. For example target may not be achieved because of lack of sufficient skills or because of process bottlenecks. In the 2016/17 fiscal year only 8% of the performance evaluations submitted to the HRM directorate came with recognition for good performance or otherwise recommendations on areas of improvement. This notifies that the efforts to establish an interlinked competency based training and developments haven't been fruitful to the required level.

Performance evaluation within the IPMS is based on targets set in the performance planning stage. However, some measures contained in the IPMS are difficult to quantify and measure accordingly. Because of the qualitative nature of the targets, as compared to quantitative targets set at district and branch level, the performance level of employees at the head office seems to be higher than those at branch level. Such system creates double standards in measuring performance and can lead to dissatisfaction during the administration of various incentive schemes of the bank. Room for improvement to bridge that gap between qualitative and quantitative targets should be considered.

Overall, because of the beginner nature of the IPMS, continuous monitoring of its implementation and its outcome, it is necessary to refine the IPMS in a way that it can add benefits to the business value of the bank. Therefore, it's necessary researches and other alike efforts should be conducted to ensure the IPMS fulfill its purpose. Thus the researcher attempt to address the above problems by using the below questions.

1.3. Research questions

1. What is the performance management practice at Wegagen bank S.C.?
2. How is the user friendliness of the IPMS at Wegagen bank S.C.?
3. What are employees 'experiences of IPMS at Wegagen bank S.C.?
4. What are the components of performance management phase that need improvement at Wegagen bank S.C.?

1.4. Objective of the study

1.4.1. General Objective

The general purpose of this is to assess the overall effectiveness of the Integrated performance management system (IPMS).

1.4.2. Specific Objectives

The specific objectives of the research are

1. To assess how performance managed at Wegagen bank.
2. To examine the user friendliness of the IPMS at Wegagen Bank.
3. To evaluate employees experiences of IPMS at Wegagen Bank and
4. To identify components of performance management phase that needs improvement.

1.5. Significance of the study

This study tries to assess overall implementation of the IPMS and explore areas that need further enhancement. Additionally it helps to know the attitude of employees toward the integrated performance management. By doing so, the acceptability and popularity of the IPMS become augmented and it continues to serve as the heart of human resource activities. In addition to the above stated contribution to Wegagen Bank for other private and commercial bank, it is a good reference in order to understand the nature and benefit of integrated performance management system. It's believed that the implementation of a well-designed PM system can strengthen an organization in numerous ways.

1.6. Scope of the study

The study focused on the assessment of the effectiveness of integrated performance management system in Wegagen Bank. The study takes collected data by using questionnaires and interview, one year data which was collected by human resource department 2016/2017 performance evaluation report available in the bank. Additionally I used Wegagen Bank Human resource manual; IPMS guide line and five years strategic plan (2015/16-2019/20).The study focused on Wegagen Bank S.C. located in Ethiopia.

1.7. Definition of Terms

PM: Performance Management

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results (Hr.berkeley.edu, 2020).

PM: Performance Management system

Performance management system is the systematic approach to measure the performance of employees. It is a process through which the organization aligns their mission, goals and objectives with available resources (e.g. Manpower, material etc), systems and set the priorities (HrHelpboard, 2020).

IPM: Integrated Performance Management

Integrated Performance Management IPM is a framework that directs organizations to focus on and assess their current processes and capabilities. It guides the building of a sustainable way of doing the right things in the right way, driving focus and alignment across the organization. It relies on a strong information and technology foundation and cross functional integration to accurately measure outcomes and reward success. In essence IPM is an interrelated set of activities, connecting the metrics, processes and systems used to monitor and manage business performance (Www2.deloitte.com, 2020).

IPMS: Integrated performance management system

Is a system which communicates objectives by categorizing them into financial, customer, internal process and organizational capacity perspectives to help organizations accelerate desired business outcomes(deloitte.2020).

BSC: Balanced Scorecard

Balanced scorecard is a management system that enables organizations to translate the vision and strategy into action. This system provides feedback on internal business processes and external outcomes to continually improve organizational performance and results. (Www3.mruni.eu, 2020).

KPI: Key Performance Indicators

A key performance indicator is a measurable value that demonstrates how effectively a company is achieving key business objectives (Klipfolio.com, 2020)

PMS: Performance Management Scorecard

A scorecard is a statistical record used to measure achievement or progress toward a particular goal over time (Thomasnet.com, 2020).

Organization of the paper

The aim of the study was achieved in five chapters with different sections and sub sections, which is structured as follows. Chapter one gives a general introduction about the study: which include background of the study, statement of the problem ,objectives of the study, significance of the study, its scope and limitations, the definition of terms used in the study as well as the organization of the study. Chapter two reviews the most significant theoretical and empirical literature related to the study. Chapter three deals with Methodology of the study. While Chapter four has the findings under which the data found is analyzed and interpreted. Chapter five presents the summary of findings, the conclusions drawn from the study and makes recommendations and suggestions for future research. In addition, the study will be incorporated list of keywords, acronyms, list of tables and figures, reference and annexes.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical literature

2.1.1. Nature and Aims of performance management

The overall aim of performance management is to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of business processes and for their own skills and contributions within a framework provided by effective leadership. Its key purpose is to focus people on doing the right things by achieving goal specifically, performance management is about aligning individual objectives to organizational objectives and ensuring that individuals uphold corporate core values. It provides for expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be). The aim is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization. Importantly, performance management is concerned with ensuring that the support and guidance people need to develop and improve are readily available (Your Article Library, 2020).

The following are the aims of performance management as expressed by a variety of organizations (source: IRS Employment Trends, 1 August 2003, pp 12–19):

- Empowering, motivating and rewarding employees to do their best (Armstrong World Industries).
- Focusing employees' tasks on the right things and doing they right. Aligning everyone's individual goals to the goals of the organization (El I Lilly & Co).
- Proactively managing and resourcing performance against agreed accountabilities and objectives (ICI Paints).
- Linking job performance to the achievement of the council's medium term corporate strategy and service plans (Leicestershire County Council).
- The alignment of personal/individual objectives with team, department/divisional and corporate plans. The presentation of objectives with clearly defined goals/targets using measures, both soft and numeric.
- The monitoring of performance and tasking of continuous action as required (Macmillan Cancer elief).

- All individuals being clear about what they need to achieve and expected standards, and how that contributes to the overall success of the organization; receiving regular, fair, accurate feedback and coaching to stretch and motivate them to achieve their best (Marks & Spencer Financial Services).
- Systematic approach to organizational performance aligning individual accountabilities to organizational targets and activity (Royal Berkshire and Battle Hospitals NHS Trust).
- The process and behaviors by which managers manage the performance of their people to deliver a high-achieving organization (Standard Chartered Bank).
- Maximizing the potential of individuals and teams to benefit themselves and the organization, focusing on achievement of their objectives (West Bromwich Building Society) (Your Article Library, 2020).

2.1.2. Overview of the performance management process

While research and experienced practitioners have identified several characteristics that are prerequisites for effective performance management systems, there are also many decisions that need to be made to design a system ideally suited for a given organization's needs. One such decision is what purpose(s) the system will serve. For instance, performance management systems can support pay decisions, promotion decisions, employee development and reductions in force.

A performance management system that attempts to achieve too many objectives is likely to die of its own lack of focus and weight. There is no one type of system or set of objectives that is best suited for all organizations. The purposes for a given performance management system should be determined by considering business needs, organizational culture and the system's integration with other human resource management systems.

One important caveat to consider is that while performance management for purposes of decision-making and employee development are certainly related, these two objectives are rarely supported equally well by a single system. When a performance management system is used for decision-making, the appraisal information is used as a basis for pay increases, promotions, transfers, assignments, reductions in force or other administrative HR actions. When a performance management system is used for development, the appraisal information is used to guide the training, job experiences, mentoring and other developmental activities that employees will engage in to develop their capabilities. Although it is theoretically

possible to have a performance management system that serves both decision-making and development purposes well, this can be difficult to achieve in practice. In addition, research has shown that the purpose of the rating (decision-making versus development) affects the ratings that are observed. Ratings used for decision-making tend to be lenient, with most employees receiving ratings on the high end of the scale. Ratings for developmental purposes tend to be more variable, reflecting both employee strengths and development needs.

An example will illustrate why it can be difficult to emphasize equally decision-making and development within the same system. Managers in this organization evaluate their employees and then meet to calibrate their ratings and make reward decisions.

Managers then conduct review sessions with every employee to discuss the employee's performance, pay increase and stock option grant. Developmental feedback is supposed to be included in the meeting. However, the range of percentage increases and stock options is large, thereby allowing managers to link performance with rewards effectively. With so much at stake, the majority of the meeting typically focuses on justification by both parties, rather than on how the employee can develop.

The climate of the meeting is not conducive to giving and receiving feedback, and employees are reticent to discuss their development needs for fear this will negatively impact their rewards. Even in the strong performance-based culture of this organization, the decision-making aspect of performance is, by default, given more emphasis.

Effective performance management systems have a well-articulated process for accomplishing evaluation activities, with defined roles and timelines for both managers and employees.

Especially in organizations that use performance management as a basis for pay and other HR decisions, it is important to ensure that all employees are treated in a fair and equitable manner (Shrm.org, 2020).

2.1.3. Five Phase Performance Management Process

Based on examination of performance management processes in several organizations, most contain some variation of the process shown below (Kurt Verweire & Lutgart Van Den Berghe, 2004).

Figure 2. 1. Performance management process



The following sections describe each phases of his process in more detail.

2.1.3.1. Performance Planning

At the beginning of the performance management cycle, it is important to review with employees their performance expectations, including both the behaviors employees are expected to exhibit and the results they are expected to achieve during the upcoming rating cycle. Behaviors are important because they reflect how an employee goes about getting the job done—how the individual supports the team, communicates, mentors others and so forth. We are all familiar with employees who may achieve exceptional results but are extremely difficult to work with, unhelpful or exhibit maladaptive behaviors at work. Because such behaviors can be extremely disruptive, behavior is important to consider in most work situations. On the other hand, an employee can be extremely helpful, considerate and interpersonally effective, yet never achieve any important results.

2.1.3.2.Ongoing Feedback

During the performance planning process, both behavioral and results expectations should have been set. Performance in both of these areas should be discussed and feedback provided on an ongoing basis throughout the rating period. In addition to providing feedback whenever exceptional or ineffective performance is observed, providing periodic feedback about day-to-day accomplishments and contributions is also very valuable. Unfortunately, this does not happen to the extent that it should in organizations because many managers are not skilled in providing feedback. In fact, managers frequently avoid providing feedback because they do not know how to deliver it productively in ways that will minimize Employee defensiveness.

2.1.3.3.Employee Input

Employee input has been used effectively in many organizations. It sometimes takes the form of asking employees to provide self-ratings on performance standards, which are then compared with the manager's ratings and discussed. However, experienced practitioners have found that this type of process and discussion can lead to increased defensiveness, disagreements and bad feelings between employees and managers, if managers ultimately rate employees less effectively than they have rated themselves. An alternative way of collecting employee input is to ask employees to prepare statements of their key results or most meritorious accomplishments at the end of the rating period.

2.1.3.4.Performance Evaluation

Today, many organizations are using competency models as a basis for their performance management systems. Competency models articulate the knowledge, skills, abilities and other characteristics that are deemed to be most instrumental for achieving positive organizational outcomes. Job analysis techniques, such as job observations, interviews, focus group sand surveys, are used to identify key competencies and associated critical work behaviors.

2.1.3.5.Performance Review

Assuming that feedback has been provided on an ongoing basis, the formal performance review session should simply be a recap of what has occurred throughout the rating period. In other words, there should be no surprises in the performance review. During this meeting, managers should discuss with employees their ratings, narratives and rationale for the evaluation given (Shrm.org, 2020).

Even though there are different processes of performance management system indicated by different authors as we see in the above, the most common and concrete one is a process which performance management systems four phases which are performance planning, performance execution, performance assessment and performance review stages. Each phase will be discussed briefly as follows.

2.1.4. Four Phase performance management process

2.1.4.1. Performance Planning

According to Smither and London (2009), the performance planning cycle of performance management system is the first stages where employees will be enabling to have a clear knowledge about the system. It is the first cycle where supervisor and employee meet to discuss and agree on what is to be done and how it is to be done by combining the result, behavior and development plan. By results we mean the outcomes that an employee must perform quality products and services with time in accordance to personal accountabilities. On the other hand, behavior is an important measure of results on how employees do their job by discussing on competencies, which are measurable clusters of knowledge, skills, and attitudes (KSAs) that are critical in determining how results will be achieved. The third component of a planning phase is development plan. It is identifying areas of improvement and setting goals to be achieved in each area. It usually includes both results and behaviors. Such plans highlight an employee's strengths and the areas in need of development, and they provide an action plan to improve in areas of weaknesses and further develop areas of strength. And it helps employees to identify how continually learn and grow, to see the possibility of being better in the future and helps them to avoid performance problems faced in the performance management systems.

Performance planning is a discussion between supervisor and employee with the agenda of coming to agreement on individual's key job responsibilities, developing a common understanding of the goal and objective that needs to be achieved, identifying the most important competencies and creating an appropriate individual development plan (Grote, 2002). While conducting the performance planning cycle, there are some responsibilities which will be expected both from the supervisor and the employee before the discussion and during the discussion. The responsibilities of the supervisor before the meeting is first to review the organization's mission, vision and values statement and performance management system's goal, the second one is reading the individuals job

description and thinking about the goals and objectives which the employees is expected to achieve in the appraisal period. The third and the fourth responsibilities of the supervisor is identifying the most important competencies and determining what consideration should be taken to the successfulness of performance in each area respectively.

2.1.4.1.1. Components of Performance Planning

In general, according to Armstrong (2009) performance planning among others includes: agreement on goals/objectives, performance standards, performance measures, key result areas, and agreement on personal development needs.

A. Goals/ objectives

According to Grote, 2002 goal setting is one of the key elements of performance planning. In addition to identifying the key responsibilities of the individual's job and the competencies or behaviors that the organization expects everyone to display, another critical element is setting appropriate goals for the upcoming year.

B. Performance standards

Performance standards are management approved expressions of the performance threshold(s), requirement(s), or expectation(s) that employees must meet to be appraised at performance management system levels of performance (United States Office of Personnel Management, January 2001). Standards of performance are different from objectives. Objectives should be set for an individual, rather than for a job. Therefore, a manager who has several employees who do the same job will have one set of standards for the job but may have different objectives for each person (for mediocre or outstanding), based on that person's experience, skills, and performance management system performance

C. Performance measures

In identifying what the key responsibilities of a position are; the manager and the individual need to discuss how the person's performance will be measured and evaluated. There is a difference between output measures and outcome measures. An output is a result that can be measured quantifiably, while an outcome is a visible effect that is the result of effort but cannot necessarily be measured in quantified terms. According to Grote, (2002) there are four general measures of output: Quality, Cost, and Timeliness. Armstrong (2009)

suggested that measures of outcome include: changes in behavior; completion of work/project; acquisition and effective use of additional knowledge and skills etc.

D. Key performance indicators

KPIs define the results or outcomes that are identified as being crucial to the achievement of high performance.

2.1.4.2. Performance Execution

Once the performance-planning phase has been completed, it's time to get the job done to execute the plan. Performance execution is the second phase of an effective performance management process. For the individual, the critical responsibility in phase two is getting the job done achieving the objectives. Even if the line share of this phase will be taken by the employee, but the appraiser have also two major responsibilities: creating the conditions that motivate, and confronting and correcting any performance problems. In an effective performance management system, performance execution also includes a midterm review to ensure that performance is on track (Grote, 2002).

Smither and London (2009), has also mentioned the following responsibilities of supervisor in the execution stage of performance management system.

1. **Observation and documentation:** - it is an observation and documentation of employee's performance in a daily basis which helps to keep track of both good and poor performance.
2. **Updates:** - when there is a change in organizational goal, supervisors must update and revise the initial planned objectives, standards, key accountabilities and key competencies accordingly.
3. **Feedback:** - in order to improve performance, feedback should be provided regularly before the time of assessment and also supervisors should coach and mentor employees every time.
4. **Resources:** - without sufficient resource it is difficult for employees to achieve the planned objective. Thus, supervisors have a responsibility of ensuring the availability of the necessary supplies and funding to perform the job properly.
5. **Reinforcement:** - supervisors must let employees know that their outstanding performance is noticed by reinforcing effective behaviors and progress toward goals. Also, supervisors

should provide feedback regarding negative performance and how to remedy the observed problem. Observation and communication are not sufficient. Performance problems must be diagnosed early and appropriate steps must be taken as soon as the problem is discovered.

As the responsibility of supervisors was cited by Smither and London, Dick Grote states the responsibilities of employees as follows.

- **Get the job done:** - performing the agreed objectives, competencies and development plan at the performance planning stage is solely the responsibility of the employee by carrying out them on a daily activity.
- **Solicit performance feedback and coaching:** - even though giving feedback is the responsibility of supervisors, employees have to also ask for feedback on their performance and plead for coaching and mentoring while they face some problems in executing their day to day job.
- **Communicate openly with appraisers on progress and problems in achieving objectives:-** at the performance execution stage, employees should feel free to communicate with their supervisors regarding their progress as well as problems while trying to achieve their objectives.
- **Update objectives as conditions change:** - whenever there is a change in organizational objective, employees should update their objectives as well in order to comply with the new change.
- **Complete the development plan:** - once employees put their development plan in the planning process, they have to complete it before the performance assessment stage. This is because without employees' development, performance management system is like a bird with one wing that does not able to fly.
- **Keep track of achievements and accomplishments:-** employees should register their achievements and accomplishments while performing their job. This will help them to point out the major achievements at the time performance assessment with their supervisors.
- **Actively performance management system in the midterm review meeting:-** this is the chance where employees can reach on an agreement with their supervisors about their

performance in the performance management systems and the areas of improvement for the future (Smither and London, 2009).

2.1.4.3. Performance Assessment

In the assessment phase, both the employee and the manager are responsible for evaluating the extent to which the desired behaviors have been displayed, and whether the desired results have been achieved. Although many sources can be used to collect performance information (for example, peers or subordinates), in most cases the direct supervisor provides the information. This also includes an evaluation of the extent to which the goals stated in the development plan have been achieved. It is important that both the employee and the manager take ownership of the assessment process. The manager fills out his or her appraisal form, and the employee should also fill out his or her form. The fact that both performance management system is involved in the assessment process provides better information to be used during the review phase (Smither and London, 2009).

2.1.4.4. Performance Review

The performance review stage involves the meeting between the employee and the manager to review their assessments. This meeting is usually called the appraisal meeting or discussion. The appraisal meeting is important because it provides a formal setting in which the employee receives feedback on his or her performance. Despite its importance in performance management, the appraisal meeting is often regarded as the most difficult of the entire process because many managers are uncomfortable providing performance feedback, performance management systematically when performance is deficient.

This high level of discomfort, which often translates into anxiety and the avoidance of the appraisal interview, can be mitigated through training those responsible for providing feedback (Smither and London, 2009). Providing feedback in an effective manner is extremely important because it leads not only to performance improvement but also to employee satisfaction with the system. At this point, however, let's emphasize that people are apprehensive about both receiving and giving performance information, and this apprehension reinforces the importance of a formal performance review as performance management system of any performance management system. The performance review meeting is the basis for assessing the three key elements of performance (the three Cs), namely contribution, performance management system and continuous development. Such

meetings are also the means through which the five primary performance management elements measurement, feedback, positive reinforcement, exchange of views, and agreement can be put to good use (James W. Smither,2012).

2.1.5. Effectiveness of Performance management systems

To meet the vision, mission, objective, goals and targets of an organization or an institution, everyone should set clear and precise methods of performance management system objectivity. If so, effective output of performance management system leads an organization to prosper specially, in the environment where formal learning and other similar activities are held. Because of, every employee's awareness leads to set and control how to implement effective performance management system. Nelson and et.al (1997) discusses that an effective performance management system has about five main characteristics.

- **Validity:** Comes from capturing multiple dimensions of person' job performance.
- **Reliability:** comes from capturing evaluation from multiple sources and at different times over the course of the evaluation period.
- **Responsiveness:** allows the person being evaluated some input in to the outcome.
- **Flexibility:** it opens to modification based on new information such as legal requirements.
- **Equitableness:** results in fair evaluations against established performance criteria, regardless of individual differences.

Again, clear and very important statements, about the effectiveness of performance management system are expressed by Mathis and Jackson (1997) as follows. An understanding what an appraisal is supposed to do is very critical whichever of the method is used. It usually works if performance management systems used to develop employees as a source. When management uses appraisal as a punishment or when raters fail to understand its limitations is fails.

What and whichever the appraisal method is used; the main point is that managers and employees must understand the purposes of performance management system. So, consistent with the strategic mission of the organization, useful as an administrative tool, legal as development tool, as documentation of employees' performance are points of chances to be obtained if and only if performance management systems practiced properly.

2.1.6. Factors for effective Performance Management

(Chubb 2011) takes the following as factors; -

A. Simplification

As described earlier, in many organizations performance management systems are designed to fulfill various objectives. Whilst there has been greater use of input measures, such as competencies and increased adoption of aspects of personal development, there is still more work to be done with respect to process simplification. The perception of employees in many organizations is that performance management continues to be very bureaucratic and a time-consuming exercise (Chubb, 2011).

B. Alignment with organizational goals

In order to reach long-term success and improved effectiveness, the performance management system of an organization must be linked to its strategy. Understanding the organizational strategic context of a performance management programme is essential to maximize the value from process improvement. In addition to the importance of aligning employee's efforts with organizational objectives, there is also a great need to clearly communicate the organization's expectation of its employees. On the other hand, a lack of connectivity between organizational strategy and performance management systems was found to be one of the main reasons for failures (Bandara, Indulska, Chong & Sadiq, 2008). Moreover, a unified approach to performance management is needed in order to achieve an alignment of the objectives, resources and activities of the organization to the goals and opportunities of individuals within the organization

C. Integration with organizational culture

A key to the success of effective performance management systems appears to be its integration into the culture of the organization and building a culture of continuous performance appraisal. De Waal (2003; cited in Chubb et al., 2011) reported that a culture of organizational that is focused on using the performance management process to improve the business of an organization is a key behavioral factor in the effective implementation of performance management processes. In this regard, open communication and trust in performance management systems is critical. It was also highlighted that one of the benefits of implementing a performance management system a change in employee behavior that

promotes a tolerance for failure, improved transparency of information and improved vertical and horizontal cooperation. As a result, the organizational culture is expected to move from a reactive and command-and-control culture to an open and proactive one (Chubb et al., 2011).

D. Use of technology

Technology is being used to engage employees' trust and help them enjoy the performance management process. However, simple automation of the process in the form of e-performance management will only replace the paper-based process with an electronic format. McGregor (2009; cited in Chubb et al., 2011) reports that some companies have introduced social media style programs where employees post status updates and personal weekly goals. Other companies encourage employees to post short questions about their performance for anonymous feedback and software is used which replaces the standard annual review with quick monthly surveys and discussions. (Mc Gregor, 2009) (Edessa Woyessa,2020).

2.1.7. Integrated Performance Management

The business world is changing at an ever-increasing pace. The globalization of markets, the revolution in information and communication technologies, the increasing importance (and volatility)of financial markets, and the war for talent are only a few of the change drivers in our current business climate. In this ever-changing world, today's managers are confronted with a number of daunting challenges in their quest for creating value. Business is becoming more and more complex. Newly trained and empowered employees have implemented many innovative practices, including continuous improvement, empowerment, Activity-Based Costing, re-engineering and quality management. Companies are looking for new forms of relationships with customers, suppliers, employees and other stakeholders. Intangible assets have become the major source of competitive advantage. As a reaction, companies have been changing their operating assumptions to include the development of closer value chain relationships, customization of products and services, reliance on knowledge workers, and an intense focus on innovation. At the same time, companies have been downsizing, de-layering and outsourcing strategically non-relevant activities. And all these new trends are occurring against a background of intensified competition. Managers are thus confronted with greater uncertainty and unpredictability, leading to greater risk in decision-making. In such a rapidly changing and complex

environment, past performance becomes less valuable for guiding future strategic options. Furthermore, the consequences of making ‘wrong’ decisions can be disastrous. Effective risk management is becoming increasingly key to successful business. In the current Information Age, the rising activism of all kinds of stakeholder puts further pressure on managers, and new codes for corporate governance create additional responsibilities for the directors and managers. The management of any organization (whether private or public, for-profit or non-profit) is held accountable for more than just financial bottom-line results.

All these changes in the business context impose new challenges on the management of today’s organizations. Academic and consulting professionals are responding with an ever-expanding range of new tools, usually encapsulated in nice three-letter acronyms (BPR, TQM, EVA®, and many others). In many cases, the results have been disappointing – particularly when the initiatives have been attempted without linking them to corporate strategy (Stivers and Joyce, 2000). Research at the Strategos Institute, Gary Hamel’s international consulting company, has shown that only a small number of companies were able to provide sustained high returns to their shareholders in the last decade. The research indicates that not even 20 US companies were able to provide high shareholder returns for five consecutive years. Only four companies were able to show these returns for seven consecutive years. Why do so many organizations have difficulty delivering sustained performance?

What is lacking?

There are, of course, many reasons why organizations are not able to meet their performance expectations. One of the most obvious reasons is the inability of companies to efficiently and effectively define and create customer (and hence, shareholder) value. The idea that companies succeed by selling value is not new. But companies find it extremely difficult to define a unique strategic position in an ever-changing competitive arena. However, having a clear vision and a well-defined strategy are not enough. Business observers are more and more convinced that the ability to execute strategy is more important than the quality of the strategy itself.

In their most recent book, *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*, Robert Kaplan and David Norton (2001) see the ability to execute the strategy as an even bigger management challenge than determining the right vision and strategy in the first place. Kaplan and Norton point to the

importance of adequate performance management systems as a critical success factor for implementing strategy: 'Strategies are changing, but the tools for measuring strategies have not kept pace' (2001: 2). Consultants and academicians are aware of this and have started a quest for the appropriate performance measures. For a long time, companies have used financial accounting-based performance measures to track how well the organization is doing. Financial control systems emerged when international conglomerates were created at the end of the previous century. The managers of these conglomerates focused on controlling costs and installing efficient production processes. These financial control systems were adequate for such industrial economies. The picture changed when new elements, such as quality and service, started to determine the competitive advantage of firms and when the Total Quality movement conquered the world. However, the management control systems did not change and financial control systems stayed in place (although some of them captured some aspects of quality as well). Criticism of conventional performance measurement systems grew in the mid-1980s. Critics charged that financial performance measures lack the requisite variety to give decision-makers the range of information they need to manage processes. Performance measurement systems based primarily on financial performance measures lack the focus and robustness needed for internal management and control (Atkinson et al., 1997). Andy Neely and Rob Austin (2002) have called this first measurement crisis measurement myopia, which essentially stems from the fact that the wrong things were being measured. Hence, the call for more strategic types of management control. One of the first definitions of strategic control goes as follows: 'Strategic control focuses on the dual questions of whether: (1) the strategy is being implemented as planned; and (2) the results produced by the strategy are those intended' (Schendel and Hofer, 1979). According to this definition of strategic control (and other, similar definitions), there should be a clear link between an organization's strategy and its performance measures. Good performance measures should predict the long-term financial success of the business. More and more companies are acknowledging that performance measurement systems need focus by linking them to the strategy of the organization. Often, managers are confused by changing priorities. This, a company may focus on Business Process Re-engineering (BPR), next year on capabilities enhancement, and the year after that on Total Quality Management (TQM). Without a clear strategy, managers will remain confused and skeptical about new strategic initiatives. An international survey by The Conference Board of 113 chief financial officers (CFOs) and corporate strategists revealed that the lack of organizational focus is the major reason for having a formal strategic performance measurement system. Furthermore,

the respondents believe that strategic performance measurement systems could be very helpful for implementing strategy more effectively (Gates, 1999). Many academicians and performance management consultants see a solution in new performance measurement systems, as demonstrated in the following statement:

The global market and its rapid pace of change have increased the demand on measurement systems in modern corporations. The ‘command and control’ function (previously served by performance measurement systems) has been transformed into a need to ‘predict and prepare’ the organization to meet the next challenge and to create the next opportunity. Changes to the business context are also changing the nature of measurement. Process management emphasizing value and service to the customer is replacing traditional vertical and functional structures. Decision-making is increasingly being moved lower in the organization; self-directed teams rather than individual managers now make decisions. Virtual corporate structures are creating the need to manage and measure performance across the value chain. Each of these shifts has implications for the performance management system and its ability to effectively serve the organization and its stakeholders. (Institute of Management Accountants and Arthur Andersen LLP, 1998: 1–2) society is obsessed with measurement. The desire to measure and quantify has become overwhelming. Organizations are seeking to value their intellectual assets, their brands, their innovative potential, in addition to their operating efficiency, their economic profit, and the satisfaction of their employees, customers, and shareholders. Today the old adage, ‘if you can’t measure it, you can’t manage it,’ has been taken to a new extreme and in many organizations the result is confusion. (Neely and Austin, 2002: 42–3). Therefore, rather than developing new performance measures or measurement systems, we need a more integrated approach towards performance management. how we define the concept of Integrated Performance Management.

2.1.8. Integrated Performance Management: what’s in a name?

Integrated Performance Management or IPM (a new three-letter acronym indeed) is not a new term. It is being used with increasing frequency in the performance management literature but, as is the case with many widespread management concepts, there is confusion about what it exactly stands for. This can partly be ascribed to the fact that performance management processes manifest themselves in many different ways and those contributions to performance management come from many different angles: strategy, finance, management accounting and control, operations management, and human resource

management (HRM). Still, the concept has great potential for helping to solve some of the issues. But then we need to define what we mean by ‘performance’ and ‘performance management’, and we should explain what makes performance management really ‘integrated’.

2.1.8.1. A definition of performance

‘Performance’ is a term used in a variety of disciplines. We focus on organizational performance. Organizational performance is at the heart of strategic management and accounting disciplines (Venkatraman and Ramanujam, 1986). Although widely used in theoretical and empirical research, the notion of organizational performance remains largely unexplained and recourse is taken to commonly used operationalization of performance. There is relatively little agreement about which definitions are ‘best’ and which criteria should be used to judge the definitions (Barney, 1997). Moreover, many definitions capture the notion of performance only partially. The reason why organizational performance is so difficult to define is to be found in the multidimensionality of the performance concept. For example, performance can be defined in financial terms (e.g., market value, profitability, value-at-risk) but it is often used in other environments, such as operations (e.g., efficiency, effectiveness, number of outputs, throughput-time, product or service quality), marketing (e.g., customer satisfaction, number of customers retained over a certain period), and others. A conceptual definition of organizational performance was forwarded by Jay Barney, a strategy professor at Ohio State University. The starting point for Barney’s (1997) conceptualization is that an organization is an association of productive assets which come together to obtain economic advantages. For an organization to continue to exist, the owners of these productive assets must be satisfied with their use. The owners will only be inclined to provide these assets if they are satisfied with the returns they are receiving. So, organizational performance is defined in terms of the value that an organization creates using its productive assets in comparison with the value that the owners of these assets expect to obtain. If the value that is created is at least as large as the expected value, then it is likely that the owners of these assets will make them available to the organization. On the other hand, if the value created is less than expected, the owners might look for other alternatives and withdraw their support.

2.1.8.2. A definition of performance management

Apart from the multidimensional nature of the performance concept, the performance management literature also suffers from concentrating too much on finding the appropriate performance measures. That is, there is too much focus on performance measurement. In general, performance measurement can be viewed as the process of quantifying the efficiency and effectiveness of purposeful action and decision-making (Waggoner et al., 1999). Performance measurement should provide the data that will be collected, analyzed, reported and, ultimately, used to make sound business decisions. As such, performance measurement is a process of monitoring and reporting on how well someone or something is doing. In theory, it is a broad concept applicable to people, things, situations, activities and organizations.

Strategic performance measurement is defined as the measurement and reporting system that quantifies the degree to which managers achieve their objectives. However, driving a car entails much more than looking at the dashboard indicators. Today's managers have more trouble managing their business than finding optimal performance measures (and measurement frameworks). Therefore, more attention should be paid to performance management, which we define as a process that helps an organization to formulate, implement, and change its strategy in order to satisfy its stake holders' needs. In other words, performance management is 'a comprehensive management process framing the continuous improvement journey, by ensuring that everyone understands where the organization is and where it needs to go to meet stakeholder needs' (Institute of Management Accountants and Arthur Andersen LLP, 1998: 3). The ultimate goal of performance management is to achieve sustainable organizational performance. Most definitions stress the importance of having formulated goals, objectives and strategies, primarily at the organizational or corporate level. Then, the purpose of performance management is to achieve organizational effectiveness and 'to get better results'. Important aspects of performance management are setting performance goals, developing strategies, and translating them into concrete guidelines for action (i.e. making the strategies operational). Performance management is also about creating commitment and motivation to realize the proposed goals. Communication plays an important role in this process. All this goes to say that performance management is much more than merely measuring performance. The evolution from performance measurement to performance management is perfectly illustrated by the evolution of the Balanced Scorecard, as explained by Robert Kaplan and David Norton: The Balanced Scorecard has evolved since

we first developed and introduced the concept as a new framework for measuring organizational performance. It was originally proposed to overcome the limitations of managing only with financial measures. We quickly learned that measurement has consequences beyond just reporting on the past. Measurement creates focus for the future because the measures chosen by managers communicate to the organization what is important. To take full advantage of this power, measurement should be integrated into a management system. Thus we refined the Balanced Scorecard concept and showed how it could move beyond a performance measurement system to become the organizing framework for a strategic management system. A strategy scorecard replaced the budget as the center for management processes. In effect, the Balanced Scorecard became the operating system for a new strategic management process. (Kaplan and Norton, 2001: 23) Thus, Kaplan and Norton see the Balanced Scorecard as a central management concept for the whole organization. This requires a totally different management approach, and a huge organizational transformation: As organizations managed with the scorecard, they made further discoveries. The speed and magnitude of the results achieved by the early adopters revealed the power of the Balanced Scorecard management system to focus the entire organization on strategy. To achieve such intense strategic focus the organizations had instituted comprehensive, transformational change. They redefined their relationships with the customer, reengineered fundamental business processes, taught their workforces new skills, and deployed a new technology infrastructure. Also, a new culture emerged, centered not on traditional functional silos but on the team effort required to support the strategy. The management system provided the mechanism to mobilize and guide the process of change. But this new culture involved even more than a management system. Companies created a new kind of organization based on the requirements of their strategy – hence the term Strategy-Focused Organization. By clearly defining the strategy, communicating it consistently, and linking it to the drivers of change, a performance-based culture emerged that linked everyone and every unit to the unique features of the strategy. (Kaplan and Norton, 2001: 23–5) Performance management is about ‘running the businesses. Performance management practices must derive from and be tailored to fit each organization’s changing requirements (Armstrong and Baron, 1998). It is about doing the right things, and doing the things right. What this means in practice can differ from organization to organization: there is no one way of managing performance. In some companies performance management is very informal; other companies need more formal performance management systems. All too often, consultants and academicians propose the latter as the ultimate tool for success. Good examples are the many books and tools on the

Balanced Scorecard and value-Based Management. One of the major lessons that we have learned is that these tools and frameworks can be very helpful for some companies, but they are totally inappropriate for others.

2.1.8.3. Performance management: why integrated?

Performance management will only deliver sustained success if it is integrated. The current literature defines integrated as strategically aligned. This means that all (performance management) processes and activities should be linked to the organization's strategy. Integrated Performance Management systems should focus attention on those critical activities that, if done well will lead to competitive advantage and long-term growth. Thus, strategy is a central element for every performance management system. This might seem obvious, but practice shows that this is not always the case. In many organizations, the formulation and implementation of strategy are two separate activities. However, achieving integration between the long-term strategy and operational performance is crucial. Therefore, strategy has to be made operational! Many scholars and business people have pointed to the important roles of evaluating and controlling, but we will show that other (management) aspects are equally important.

Integrated Performance Management is not only about focus, but also about alignment. Integrated Performance Management is only beneficial if the different components of performance management are aligned. All too often, management receives conflicting signals from the performance measures used in each of the various management processes. For example, strategic planning emphasizes growth in a particular market, reporting focuses on the profitability per product line, and compensation is based on still other criteria. Many consultants see alignment as a straight forward process. First, decide on clear strategic priorities; second, translate these priorities into appropriate measures; third, incorporate and integrate them into current management processes, such as strategic planning, compensation and reward. Practice shows that implementing these basic rules is more difficult and often requires a totally different attitude from management and employees. That is why many performance management projects become change management projects affecting the entire organization. Strongly believe in a more focused and aligned approach towards performance management, but acknowledge that implementing Integrated Performance Management is a long and difficult road. Many companies do not know where to start and do not know which elements to consider. Therefore, the purpose of an Integrated Performance Management

framework that provides concrete guidelines and practical recommendations to put the entire organization on the right track. The framework is new and provides a different way of looking at how to manage an organization. We will compare our framework with existing performance management frameworks, and explain what makes ours more integrated than the current models (which most often focus on only a small part of the overall performance challenge). Integrated Performance Management stimulates you to look out of your traditional box and to adopt a more ‘broadening’ perspective towards performance management, and strategy formulation and implementation.

2.1.9. An Overview of Traditional Performance Management Frameworks

2.1.9.1. Performance management approached from different perspectives

If we want to develop a good understanding of the scope of Integrated Performance Management and its implications for an organization, we must understand the different dimensions of performance and evaluate the strengths and weaknesses of the different contributions in these areas. However, this multidimensionality of performance has not been sufficiently acknowledged in the existing literature. Different frameworks have been developed, which all have contributed to our understanding of performance. Each of these frameworks purports to be unique and comprehensive, but each offers a different perspective on performance (Neely and Adams, 2000). These differences have mainly been caused by the different functional backgrounds of the researchers. The different focus on performance as viewed from a particular functional area. Evaluating the corporate performance of firms is a central theme in *corporate finance*. One of the central ideas in corporate finance is that the firm’s performance depends on the value it creates for its shareholders.

Whether the company is listed or not, managers must ensure that the financial returns created by the sustained profitability of their business are meeting the expectations of owners and potential owners.

The management accounting and control perspective on Integrated Performance Management. This is one of the most developed perspectives in the field. The measurement of firm performance has always occupied a central place in the management accounting and control literature. The development of the Balanced Scorecard, by Robert Kaplan and David Norton, has further boosted the interest in this theme. The Balanced Scorecard is a very popular measurement and management framework, originally aimed at offering a more

integrated view on business unit performance. Nowadays, it is translated to the corporate ('corporate scorecard') and the individual level ('individual scorecard') as well. Chapter 3 offers an overview of the literature on the Balanced Scorecard, the different performance objectives of the *operations* function. The operations function has always paid particular attention to the performance of products, services and processes. Quality is a central concept in this literature and many of the principles of Total Quality and components of organizational infrastructure can be found in integrating frameworks for achieving Total Quality and Performance Excellence, such as the European Foundation for Quality Management (EFQM) Excellence Model and the ISO quality systems. How *risk management* can contribute to Integrated Performance Management. Managers are increasingly aware that managing (shareholder) value also implies managing risk. A company can create value by controlling or significantly reducing the possibility that harmful events occur. This is the more traditional definition of risk management. Risk management has increasingly been approached from a more opportunistic perspective. It is shown that a company's share price is significantly influenced by the way it is able to anticipate and to manage an uncertain future. The new trend towards strategic risk management adopts this point of view.

2.1.10. The Integrated Performance Management Framework:

Constituent Elements integrated Performance Management: towards a more integrated framework the overall picture.

In order to develop this more integrated framework, we return to the concept of Integrated Performance Management, which we defined as the process that helps an organization to formulate, implement and change its strategy to satisfy its stakeholders' needs. Our starting point is that organizations that develop good strategies and implement them properly will achieve superior long-term performance for their various stakeholders. Which indicates, achieving superior *performance* is the ultimate goal of every (performance) management system? The success of an organization depends on the presence of a sound, well-formulated and effectively implemented *strategy*. This does not necessarily mean that the strategy has to be written down in detailed plans, but an organization needs to develop a 'consistency of direction, based upon a clear view of the "game" being played and guidelines for competing in order to achieve a position of advantage' (Grant, 1995: 10). Good strategies yield a unique strategic position in the market. Companies that are successful in the long run choose a strategic position that differs from that of their competitors.

This unique position allows the companies to charge better prices for their products and services, resulting in superior performance. In the short term, performance is also influenced by other factors (such as general economic conditions or unexpected economic shocks). We believe that these factors have only a modest impact on long-term performance; hence our focus on strategy as the major determinant of an organization's performance. There is often the misconception that a strategy is the result of rational decision-making process, whereby the managers of an organization first decide on the best strategy and then take actions to implement the strategy. However, this rational decision-making process is not always observed in practice. In many cases, managers or employees undertake actions that, over time, evolve into some form of strategy. In this situation, organizations formulate strategy after they implement it, not before. They undertake a number of actions, then look back over them and conclude that what they have implemented is a strategy. Strategic planning and strategic exercises are then used to discern a pattern in past actions which is called the strategy (Chakravarthy and White, 2002). However, whichever come first – decisions or actions – these two elements are viewed as the core elements of the strategy-making and implementation process. Thus, the strategy grows out of the interplay between decisions made and actions taken in *all* the components of the Integrated Performance Management Framework. This framework consists of the organizations:

- Direction and goal-setting processes;
- Operational processes;
- Support processes;
- Evaluation (monitoring) and control processes;
- The processes, systems and structures that create commitment and motivation (which is the organizational behavior component).

2.1.10.1. The Integrated Performance Management Framework: five major components

Before we investigate the role of Integrated Performance Management in this broader context, it is necessary to study the Integrated Performance Management Framework in greater detail. The five components of the model are

- **Direction and goal-setting** involves all processes and actions that lead to the formulation and communication of the organization's mission and vision, and their translation into concrete strategies and performance goals. Direction setting is the most widely recognized managerial activity and involves charting an organization's course, mobilizing support and ensuring alignment with stated goals (Garvin, 1998). It is intuitively

clear that at the business unit level, strategy development is an important aspect of direction and goal-setting. But direction and goal-setting is broader because it also involves translating the strategy into concrete goals and targets, communicating these goals, mobilizing support and allocating resources.

➤ **Operational processes** are those activities and processes that are concerned with the creation or delivery of a product or service. Operations are more than just production activities; they also include logistics, marketing and sales, and service activities. Michael Porter has called these operational processes ‘primary activities’. These activities/processes produce goods and services that external customers consume, and they generate the revenues for an organization (Porter, 1985).

➤ **Support processes** help to improve the effectiveness and efficiency of the operational processes. They do not produce output for external customers, but are necessary to running the business. Support activities include purchasing and procurement, technology development (to improve the products and the processes), finance, accounting, legal and governmental affairs, etc.

➤ **Evaluation (monitoring) and control processes** are designed to ensure that the organization is performing as planned. These processes detect perturbations, initiate corrective action and restore the organization to its previous equilibrium (Garvin, 1998). Audit, risk management and management control are examples of these types of process. It is worth mentioning that the new view on control also attributes a more proactive approach to the controlling function. As we have said in the ‘command and control’ function, previously served by performance measurement systems, has been transformed into a need to ‘predict and prepare’ the organization to meet the next challenge and to create the next opportunity (Institute of Management Accountants and Arthur Andersen LLP, 1998).

➤ **Organizational behavior** is the last component of the Integrated Performance Management Framework. This component aims to create commitment and motivation across all employees and managers within the organization. The organizational behavior component not only consists of processes but also encompasses structural elements. For example, the organizational design is an important determinant of organizational behavior, yet this is often overlooked in the performance management literature. In addition, we include HR systems, reward systems and leadership issues in this component. The new framework is designed for business unit managers who are responsible for developing a strategy that is in line with the overall goals, mission and vision of the entire organization. They need to develop more concrete goals and targets, and allocate their resources to realize

these goals. The business unit manager is responsible for the operations and support processes (although he or she does not always have full control over some of them) and has to ensure that the business unit performs as planned. The manager has an arsenal of organizational behavior tools to motivate his or her subordinates and employees and to create commitment to reach the stated goals. This framework, however, is also useful to corporate managers. Of course, their focus is less on the operational (and support) function and more on direction-setting and monitoring and control. That is, corporate management is involved in developing the overall mission and vision, preparing the business unit plans, and monitoring and controlling these business units. A major task of corporate management is to stimulate business unit managers to act in accordance with the corporate goals. Organizational design, HR practices and reward systems are important tools for creating this goal congruence. It is clear that leadership skills are equally essential. This framework can also be applied to the functional level in the organization. Functional managers are more involved with operational (and/or support) processes and activities. Their goals are derived from the business unit strategy, and they have to verify whether or not the process yields the expected results. Their arsenal of motivation tools is more limited, but functional managers can and must create the necessary commitment from their employees, and their leadership skills are very important. (Kurt Verweire And Lutgart Van Den Berghe, 2004)

2.2. Empirical Literature

A study on proposed performance management system using integrated performance management system (IPMS) said/Conclude that integrated performance management system (IPMS) is a chosen as framework to develop the performance management system at PT PosLogistik Indonesia due to its advantages of simplicity design, yet its complete nature to facilitate the stakeholders' needs. By implementing IPMS framework, PT Pos Logistics is expected to have better performance through the ease of identification area of improvement thus the company can achieve its goal to increase the market share. In order to implement IPMS framework, it required strong commitment and teamwork from the entire company, from the executive level until operations level. Further, the designed IPMS needs to be cascaded until operational level so the measurement, evaluation, diagnosis, and follow up can be done as a whole close loop within the all elements of the company. As PT PosLogistik has many branches throughout Indonesia, it is important to have strong communication systems and placement of agent of change in each branch of the company to ensure that the performance management system is applied in appropriate manner.

To sum up Performance Appraisal is a continuous process which includes definition of standards, measurement and tracking of progress and identification of developmental needs that are all geared towards meeting strategic goals of the organization. PM measures, monitors and enhances the performance of employees, as a contributor, to overall organizational performance.

2.3. Conceptual framework

The IPMS is developed with the help of an accepted BSC and addressed the performance management process which boils down into performance planning, continuous assessment, performance evaluation and performance re-contracting phases. The performance planning phase sets targets while also planning on how the continuous assessment will be conducted through the use of data definition table. The continuous assessment uses various templates and is set to be conducted in a weekly, fortnight and monthly basis at a branch and corporate level. The performance evaluation is to be conducted accordingly through the use of templates that are created for each job category on a quarterly basis. The performance re-contracting phase sets baselines of past performance as a benchmark to provide initial efforts to set target for the forthcoming fiscal year.

The IPMS cascades the corporate objective to work units and individual employees by linking the bank's corporate strategy to the job description, roles and responsibilities of each staff. In doing so, the IPMS communicates a shared vision of the purpose, aims, goals and top management intention of the bank and hence, helps each employee understand and recognize their contributions towards the achievement of the overall bank's corporate objectives. The IPMS also provides a platform for competency based training and development. Furthermore, the IPMS is the heart of the differentiation & reward schemes and marks the commencement of the long journey to build a result based management culture within the bank.

2.3.1. Model for Effective Performance Management System

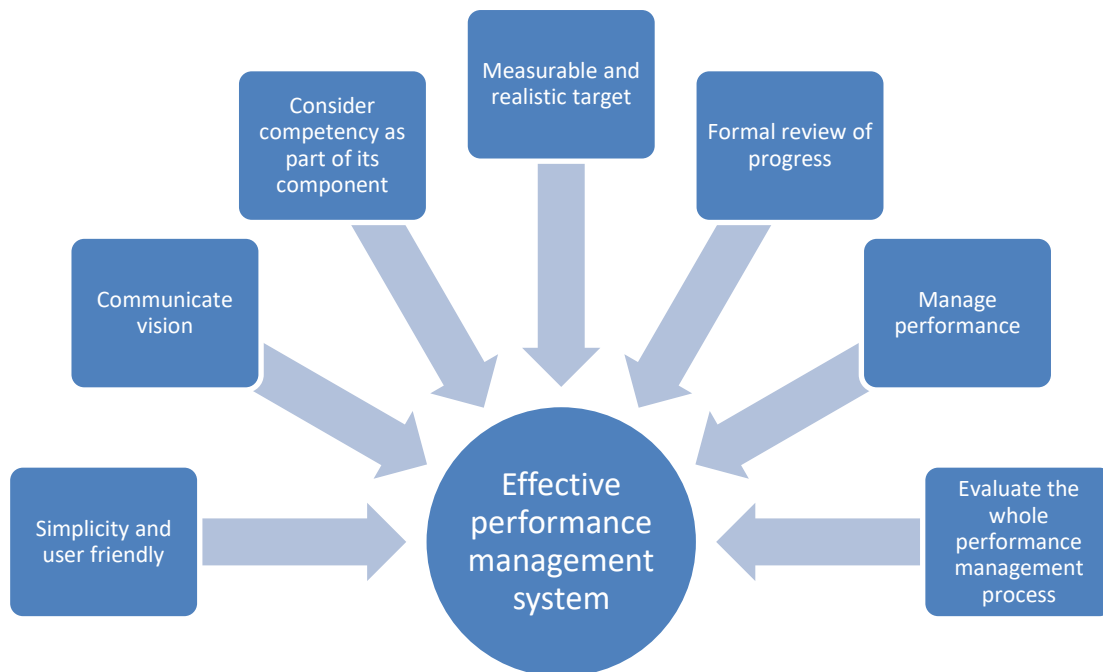
PM serves as the center of many HR functions and is a means for building a result based culture within the bank. Therefore, it is imperative to ensure that the Bank performance management system fits the model for what is perceived as an effective performance management system.

Effectiveness of a PM program is dependent on the strength of the design and implementation methods. HRM directorate has overseen the implementation of IPMS and has

already made amendments to ensure its smooth implementation. However the design in the IPMS hasn't been subjected to any scrutiny. Current literature on PM reveals that an effective performance management is

- ✓ Simplistic and user friendly;
- ✓ Communicates vision of its objectives;
- ✓ Considers competency as part of its components;
- ✓ Sets measurable and realistic targets;
- ✓ Conducts formal review of progress towards targets;
- ✓ Manages performance
- ✓ Evaluates the whole performance management process for continuous improvement.

Figure 2. 2 Model of effective performance management system



A. Simplistic and User Friendly

Simplification in this connotation refers not only to the difficulties encountered during the deployment of PM systems but also to the extent to which all of the components of PM system are understood by all parties taking part in the PM system. Simplification also extends to include the level of bureaucracy and paperwork involved in the overall system.

Effective performance management system is inextricably linked to the control over the complexity of the scheme. The implementation of PM should be kept as simple as possible and only should go for increased complexity & precision where the effort warrants it. Complex performance management systems will often confuse rather than enlighten managers and employees. An effective performance management should also be user friendly. Both the supervisor and subordinates should be equipped to circumnavigate the performance management processes in a way that is easy for them to comprehend and use.

The E-reward survey (2005) highlights that a simplistic and user friendly PM system enables employees to have a better grasp of what is expected of them as well as communicate how they are to be evaluated. The CIPD's 2005 survey of PM found that over a quarter of respondents thought PM continued to be bureaucratic and time consuming. The frequency of conducting performance planning, continuous assessment and performance evaluation should be considered while focusing on the simplification of the PM system. PM system and its entailed components should be carried out in a way that can support the operational activities of any organization. Too much paper work and bureaucracy can lead to undesirable results and can have de-motivational impact on employees. This in turn can affect the overall performance of the organization.

B. Communicates Vision of Its Objectives

The PM system should establish an alignment between the corporate strategy and individual job tasks in a manner that enables employees to understand how they can contribute to the overall goals of the organization. PM system should establish a platform which ensures that the objectives of the organization as well as top management intent are fully passed to employees so that their effort can be directed towards the achievement of assigned targets.

An effective performance management system intertwines the tasks for a job and the bank's strategic objectives. Alongside the importance of aligning employee's efforts with the bank's objectives is the need to clearly communicate the bank's expectation of its employees. Employees' understanding of performance standards and objectives is more influential than specific features of the PM system itself in driving performance. In general, PM systems should be implemented in a way that can increase employees' awareness of company strategy and business plan goals.

C. Competency

Competencies are described as the descriptors of skills, knowledge and behaviors that employees are expected to possess in order to perform their roles effectively. Competencies have become crucial when establishing how goals should be achieved. Competencies also contribute to development planning.

A study by Incomes Data Services comments that competency frameworks ought not become cumbersome and thus fall out of use. Competency frameworks need to be flexible and manageable so that they can be adapted easily in line with organizational changes and remain fit for purpose of adding business benefit.

D. Target Setting

A successful PM system conducts a periodic review of measures and monitors the progress made in achieving the KPIs set. PM system should be designed in a way that communicates the bank's expectations from employees in terms of clear, measurable performance goals.

E. Formal Review of Progress

Frequently when PM is mentioned, people think of the employee performance appraisal or review. PM, however, involves so much more. Properly constructed appraisals for example should represent a summary of an ongoing review of progress made towards achieving targets. Focusing only on an annual/quarterly appraisal form leads to misunderstanding and under appreciation of the benefits of PM.

Continuous assessment and monitoring of targets provides the opportunity to clearly observe and take note of which targets the organization is steadily achieving, surpassing and slacking behind on. Therefore, it gives the organization and the employees the opportunity to focus on those objectives that they are lagging behind and devise remedial actions accordingly.

F. Managing Performance

An effective PM system regulates both poor and excellent performances. Poor performance is a concern because it is an indicator of how effectively the organization is led and is almost certainly a restriction on organizational productivity. Poor performance can be a

result of number of factors like employee's behavior/ performance failing to meet the required standard, role overload, unclear objectives, process bottlenecks and unrealistic targets.

So when it comes to managing poor performance, the first question for our bank is to clarify when poor performance should be tackled at the employee (as opposed to work environment or job design) level. The developmental approach has a sharper focus on training and development which aims to reward good performance while encouraging and motivating poor performers to improve. In another end is the punitive approach which weeds out those who are seen as not properly contributing.

An effective PM system also manages performance whenever surpassing achievements are exhibited. When performance is beyond expectations, a lesson learned and best practice experiences are extracted, stored in the knowledge management database and communicated throughout the organization. This enables the organization to build up on its strength while simultaneously offering a way to learn and update the skill sets of its employees.

G. Continuous Improvement to Performance Management

PM and appraisal schemes need to be adequately coordinated and monitored. In addition to evaluating employees on a regular basis, the bank should assess the effectiveness of the performance management system periodically.

An effective PM system needs to be dynamic and fluid in order to respond to changing business circumstances so that performance measures always remain relevant. PM systems consist of a collection of five elements: people, procedures, data, software, and hardware and all of these elements need to be monitored to assess the effectiveness of the system.

CHAPTER THREE

METHODOLOGY

3.1. Research design

A research design is a framework or blueprint for conducting a research project. It provides a clear plan of how the research should be conducted and helps researchers in sticking to the plan (Politeknik NSC Surabaya. 2019) .This study followed a descriptive research design; it tries to see core issues within the newly implemented IPMS. As the term suggests, Descriptive research design deals with describing into the phenomenon.

3.2. Source of data

Data is one of the most important and vital aspect of any research studies. Researchers conducted in different fields of study can be used different in methodology but every research is based on data which is analyzed and interpreted to get information. To get the data there are different data sources, which are primary and secondary data sources. (M, M. K. 2013).In this study primary data collected through questionnaires and interview from respondents of Wegagen bank employees and secondary data was used from IPMS data gathered in the 2016/17 fiscal year.

3.3. Population size

Population is the broader group of people to whom the researcher intends to generalize the results of the study. (Anon,2018). Employees of Wegagen Bank the entire population which the result of the study becomes applied. The total population of Wegagen bank is 3,656 employees; they are participated in different position and location of Ethiopia to achieve the organization goal.

3.4. Sampling technique

The way in which the researcher selects a sample of individuals to be research participants is critical. How researcher select participants determined the population to which we may generalize our research findings.

Stratified random sampling is also a form of probability sampling. To stratify means to classify or to separate people into groups according to some characteristics. For a stratified random sample, the population is divided into groups or strata. A random sample is selected from each stratum based upon the percentage that each subgroup represents in the population.

Stratified random samples are generally more accurate in representing the populations than are simple random sample (Annon, 2013). Respondents of the study were employees of Wegagen Bank S.C. In the selection of the sample, a stratified random sampling technique was used to get the sample. Respondents was classified into 10 strata based on the bank's classification of its employee into a district and head office level. The sample size for each stratum was determined using an online sample determiner from National Statistical Service (Stratified sampling | maths calculator. (2019), which works by receiving the information which are, number of strata which was 10 then , again the name of each strata and amount of people for each stratum which are outlined in Annex I and the total population of Bank(3,656) finally the calculator out put the sample size 302 with a confidence level of 95% and confidence interval of 0.05.

3.5. Data collection method

Data collection was a process of collecting information from all the relevant sources to find answers to the research problem. In this study primary data was collected through questionnaires and interview and secondary data from Document review.

Questionnaires were prepared in English and Amharic (Annex II and III) so that inputs of both clerical and non-clerical employees can be included. First section of the questionnaire solicited general demographic data while the second section was more concerned with specific issues regarding the effectiveness of the IPMS. Overall 5 questionnaires each was distributed to selected directorates at the head office and branches. Also each district office received 3 questionnaires. Details of work units selected for the study are outlined in Annex I.

To determine the validity of the questionnaire content validity was done by expertise, exploratory factor analysis, Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity was done to check the adequacy of the sample size for exploratory factor analysis. The reliability of the questionnaire was also assessed using the Cronbach alpha, as a result the researcher found alpha result 0.92 it showed that. There was an excellent internal consistency between questions.

On another side the researcher supported the study by interviewing the employees who was participated on the project to implement integrated performance management system on the Bank (Interview questions outlined in Annex IV)

3.6. Data analysis

Marshall and Rossman(1999:150) describe data analysis as the process of bringing order, structure and meaning to the mass of collected data. It is described as messy, ambiguous and time-consuming, but also as a creative and fascinating process. Broadly speaking while it does not precede in linear fashion it is the activity of making sense of, interpreting and theorizing data that signifies a search for general statements among categories of data (Schwandt, 2007).

Data analysis is based on IBM SPSS version 20.The procedures of data classification and organization were set to validate the data for further analysis. After data classification and organization the statistical analysis become performed in order to accomplish the purpose of the study. The results of the survey are presented in descriptive and quantitative forms.

CHAPTER FOUR

RESULTS AND DISCUSSION

The first section of this chapter presents a demographic description of the sample in terms of gender and position. The second section summarizes the response of participants.

4.1. Demographic Analysis

Out of 302 distributed questioners 298 questioners were collected yielding a response rate of 98.6%. Of the responses gathered, 65.8% of the data collected was from male respondents while 34.2% were females. 14.1% of the data was collected from managerial staff of our bank while 46.3% & 39.6% of the data were collected from clerical and non clerical employees of our bank, respectively.

4.2. Factor Extraction

An exploratory factor analysis using principal component Analysis was conducted on 31 items with Orthogonal rotation (varimax) to extract factors and load variables to those factors since the questionnaire used has been developed internally and needs to be checked for internal consistency. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity (Hair et al., 2010) were used to measure the adequacy of the sample size for exploratory factor analysis. The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis, $KMO=0.95$. Bartlett's test of Sphericity $\chi^2 (528) = 7198.935$, $p<.001$, indicating that the correlation for items were sufficiently large for principal component analysis.

Multicollinearity analysis has been conducted to test assumption and no such significant correlation is observed. An initial analysis was run to obtain Eigen values for each component in the data. There were five factors identified which had an Eigen values over Kaiser's criterion of 1 and in combination explained 67.3% of the variance in the data collected. The factors identified were

- Degree of Awareness of the Mechanics of the IPMS;
- Awareness of Competency Framework;
- Perception of PMS & Continuous Assessment;
- Perception of IPMS Practice and;
- Contentment with the IPMS;

Table 1: Factor Loading Table

No	Degree of Awareness of Mechanics of IPMS (Alpha=.912)	Factor Loading
1.	I fully understand the performance standards and measures set in my performance scorecard	.596
2.	I fully understand how the percentage accomplishment(out of 100%) section is determined in my evaluation	.826
3.	I fully understand how the score(out of 5) is given in my evaluation	.803
4.	I fully understand the rating scale used in my evaluation	.801
5.	I am fully aware the IPMs guideline can be found in my work unit	.581
6.	I have full access to the IPMS guideline	.609

No	Awareness of Competency Framework (Alpha=.884)	Factor Loading
1.	I am aware that the bank has developed " employee competency framework dictionary" which outlines the necessary skills required for each job position	.669
2.	The employee competency framework dictionary is found in my work unit	.819
3.	I have full access to the employee competency framework dictionary of the bank	.813

No	Perception of PMS & Continuous Assessment (Alpha=.899)	Factor Loading
1.	My performance scorecard communicates top management intention and overall objective of the bank	.403
2.	My performance scorecard show how my job tasks relate to the overall objective of the bank	.488
3.	Targets for measures like proportion of transaction, customer complaint and number of error should have a bank wide standard	.643
4.	I believe continuous assessment can help to achieve assigned targets	.824
5.	Continuous assessment can help to deal with challenges encountered	.813
6.	Continuous assessment should be conducted on a weekly basis to secure a better performance	.664

No	Perception of IPMS Practice (Alpha=.927)	Factor Loading
1.	I believe that my competencies are objectively evaluated	0.481
2.	Supervisor discuss with me about targets assigned for my work unit and respond to any questions that i have	0.559
3.	My supervisor tracks progress on targets(every two weeks) throughout the quarter	0.682
4.	My supervisor gives me feedback on my performance	0.636
5.	I was given plenty of opportunity by my manager to discuss the reasons for any of my work problems	0.567

6.	I am fully aware of performance management procedures that are used for transferred, promoted and newly employed staff	0.502
7.	I am allowed to formally communicate with supervisor regarding the appraisal results.	0.591
8.	My supervisor is able to conduct the performance appraisal of employees without showing any biasness	0.612
9.	My supervisor recommended me for training and development tprograms based on my evaluation	0.724
10.	My supervisor recognized my achievements during evaluation	0.689

No	Contentment with IPMS (Alpha=.817)	Factor Loading
1.	Quarterly evaluations don't impact the core operation in my day to day activities	.624
2.	I believe that the IPMS doesn't overload me with paper work and bureaucracy	.634
3.	The IPMS instills a fair and result based performance management system	.498
4.	The IPMS motivates me to improve my performance for the forthcoming future	.612
5.	I am satisfied with the newly implemented IPMS	.676

All variables that had a factor loading more than 0.4 were taken into analysis of the study. Only one variable failed to load to any factor. Cronbach Alpha was used to test the reliability of identified factors and multi-items. Degree of awareness of mechanics of the IPMS has six items with reliability Cronbach Alpha of 0.912; it showed that there is an excellent internal consistency along questions that measure awareness of IPM. Another factor identified as the result of factor analysis was Awareness of Competency Framework which had three items with Cronbach Alpha of 0.884, which means there is a good internal consistency among questions that measure competency frame work. The third factor related to the Perception of PMS and Continuous Assessment which displayed an internal reliability Alpha of 0.899 also a good internal consistency along questions that set to measure continuous assessment. The fourth factor identified was the Perception of IPMS Practice which had a Cronobach Alpha of 0.927 this showed also an excellent internal consistency between questions that set to measure perception of IPMS practice and finally, the last factor identified was Contentment with the IPMS which had Cronobach Alpha of 0.817 which is good internal consistency of question to measure contentment of IPMS. Each variable were tested for internal consistency and the results revealed Cronobach Alpha of 0.962 which showed that there was an excellent consistence and reliable questions to measure the effectiveness of integrated performance management .

4.3. Assessment of user friendliness and complexity of IPMS

A. Performance Measure and Standards

Degree of awareness and understanding about the various features and processes of IPMS is identified as one of the factors that determine its effectiveness in deployment. Hence, an attribute of the level of comprehension on the processes and features of the IPMS related to the extent to which employees understood the performance standards and measures that were set within the PMS.

Accordingly, 31.5% of the respondents choose to disagree or be indifferent when it came to assessing the level of understanding the performance standards and logical framework of the PMS while the rest of the respondents claimed that they had a full understanding on the subject matter. The mean score for degree of understanding the PMS is 3.59 so these showed respondents agree that they understand about the performance standards and logical framework of PMS. .

Cross tabulation using Pearson Chi Square analysis was conducted to uncover relationship between position level of respondents and the degree to which they understood performance standards & measures set within their PMS. The result of Pearson Chi-Square returned $\chi^2(8) = 37.906$, ($p=0.000 < 0.05$). The strength of the relationship was tested using Cramer Phi $V = .252$ ($p=.000 < 0.05$), hence, revealing a moderately strong and desirable relationship.

Within the managerial group of employees, 19% of respondents expressed that they didn't clearly understand the performance standards and measures set in their PMS. Similarly, 28.3% and 18.6% of clerical and non clerical employees, respectively, indicated that they didn't understand the full extent of the details of their PMS within their respective groups of position level. Hence, clerical employees exhibited the highest rate of lack of knowledge of performance standards within their respective groups.

Intergroup comparative analysis that took an account of all respondents that didn't understand measures and standards set in their PMS, those respondents categorized as clerical employees had the highest share which stood at a whopping 46.3% followed by non-clerical employees that comprised of 39.6%. In comparison to the other groups of position level, only 14.09% of those that didn't understand performance measures and standards set within their IPMS were managerial respondents.

B. Performance Threshold

The performance threshold indicates the percentage of target achieved during a certain given period of time and requires comparing actual results to planned achievements. Of the 298 respondents, 296 responses were secured to the question inquiring the extent of understanding how the performance threshold within the IPMS was determined. 66.3% of respondents stated that they had a clear understanding of how the percentage accomplishment section of the IPMS was determined while 13.5% expressed that they were indifferent to the issue at hand. 20.3% of the respondents clearly expressed that they were ambiguous on how the percentage accomplishment section of the IPMS were determined. The average mean score for this item was 3.56 hence this shows research participants agree on how percentage of target achieved during certain given period of time.

Pearson Chi-Square test $\chi^2 (8)=14.572$, ($p=0.068>0.05$) revealed that there is no a statistically relevant association between position level of respondents and the degree to which respondents at various position level were able to understand how their performance threshold were determined. Cramer's Phi $V=.222$ ($p=.068<0.05$) revealed a weak but minimally acceptable strength of relationship between the two variables.

Of the total group of respondents that didn't comprehend how performance threshold were determined for performance appraisal purposes, 51.67% were clerical employees followed by 38.33% that were non clerical employees and 10 % were managerial employees. This pattern is also apparent during the intra-group analysis. Clerical employees exhibited the highest percentage of misunderstanding which yielded that 22.63% of clerical respondents didn't understand how their performance threshold was being determined. Similarly 19.49% of non clerical from the total number of non clerical respondents and 14.63% of managerial respondents from the total managerial responses obtained stated didn't have a clear understanding on the issue within their groups.

C. Scores

The score determines the tally out of 5 point scale that an individual employee receives and is based on the performance threshold. 64% of respondents stated that they have an understanding of how scores for their appraisal were determined while the rest remained either indifferent or expressed that they had some sort of confusion. The average score of respondents for this item was found to be 3.53 this implies that respondent agree on knowing how scores for their appraisal were determined.

A cross tabulation Chi Square analysis $\chi^2(8)=20.83$, ($p=0.008 < 0.05$), indicated that there was a statistically relevant relationship between position level of respondents and the level of understanding on how their scores were determined. Cramer's Phi $V=.265$ ($p=.008 < 0.05$) revealed a weak but minimally acceptable relationship.

Of those respondents who didn't understand the determination of scores within the IPMS, 48.43 47.7% were clerical employees followed by non clerical employees that comprised of 37.5 % and managerial employees which accounted for 14.06 %. Clerical groups also displayed the highest rate of lack of clarity on the issue as 22.46% of respondents from clerical position group expressed their gap on the subject matter.

D. Rating Scales

The majority of respondents (61.7%) stipulated that they have a clear understanding on the rating scales used to classify employees performance to a performances level category. However, 23.5% of respondents expressed that they lack clarity on how the rating scales are used to sort employees to performance level categories while the rest remained indifferent to the issue. The mean score for understanding the rating scale used to group employees to performance level was found to be 3.5, this implies that respondents agree on they have a clear understanding on the rating scale used to classify employees performance to a performance level category.

Like preceding findings, Pearson Chi-Square analysis revealed a significant correlation between position level and degree of understanding how the rating scales are used to establish performance levels as $\chi^2(8) =27.118$, ($p=0.001 < 0.05$). Cramer's Phi test of strength of association returned $V=.213$ ($p=.001 < 0.05$) revealing a moderate and acceptable strength of relationship between position level and comprehension of how rating scales can be used to determine performance level.

Of the 70 respondents who indicated that they had didn't understand the use of rating scale to establish performance level of employees, half of them were clerical employees while 38.57% were non clerical employees. The rest of the respondents were at managerial position.

Intra position group analysis revealed that clerical employees had the highest mix-up rate revealing 25.36% of respondents were vague about how rating scales and performance level were determined. Similarly, 22.88% of non clerical respondents from a total of 118 non

clerical employees weren't aware of the rating scale and performance level determination technique. Out of the 42 managerial employees that took part in the study, 19.05% lacked clear understanding of the subject matter, hence the clerical employees are need more attention to understand about rating scale .

E. Impact of quarterly evaluation

29.4% of respondents stated that quarterly basis of evaluation indeed has impact on their day to day operations while 11.5% stated that they were indifferent. Majority of respondents (59.1%), however, stated that basing evaluation on a quarterly period has minimally affected their daily core operations. Pearson Chi Square test (χ^2) =30.000, (p=0.000< 0.05) revealed that there is strong relationship between position level and the perception of degree of how the quarterly evaluation has affected core operation. Cramer's Phi V=.225 (p=.000<0.05) revealed a moderate and acceptable strength of relationship between level of position of respondents and burden of conducting evaluations on quarterly basis. Accordingly, 35.71% of managerial employees that participated in the study revealed that they consider conducting quarterly evaluations as hectic part of their job. This figure drops to 35.29% and 20.34% to clerical & non clerical employees indicating that the burden of conducting quarterly evaluation increases as complexity of the job increases. The mean score for these 3.42 so participants agree on quarterly evaluation has an impact on their day to day operations.

F. Over load and paper work

28% of respondents stated that they felt the performance management system of the bank is filled with paperwork and has strong bureaucracy dabbed to it while 18.2% remained indifferent. A Pearson Chi-Square analysis (χ^2) =22.309, (p=0.014> 0.05), revealed that there was no significant association between position level and the perception to which the IPMS was filled with paperwork indicating that the notion is widely shared across all position levels. The mean score for this query item was found to be 3.44, hence respondents agree on performance management system doesn't overload with paper work and bureaucracy.

G. Awareness and Access on the IPMS Guideline

The IPMS guideline had been developed and even reviewed for a second edition after which it had been redistributed to work units for easy reference. However, only 58.4% of respondents indicated that they were aware of the IPMS guideline being present at their respective work units while 22.6% stated otherwise. The remaining of the respondents

indicated that they were indifferent to the existence of the IPMS guideline within their respective work units. The mean score for this item was found to be 3.45, this showed that respondents agree on IMPS guide line being present at their respective work unit.

A Chi-Square analysis $\chi^2 (8) = 37.501$, ($p = 0.000 < 0.05$) revealed that there is a significant association between position level and awareness of the presence of the IPMS guideline. The strength of the association was tested using Cramer's Phi that yielded $V = .252$ ($p = 0.000 < 0.05$) indicating that there is a moderately strong and desirable relationship.

Of those respondents who weren't aware about the presence of the IPMS guide line within their respective work units, 52.24% were clerical employees; 37.31% were non clerical employees while 10.45% were managerial respondents. Likewise, of the total number of clerical employees that took part in the study, 25.5% had no idea about the existence of the IPMS guideline within their respective work units. Similarly 21.37% of non clerical respondents and 16.67% of managerial respondents don't have any idea about the presence of the IPMS guideline within their respective work units, hence of all the respondents clerical employees weren't aware about the presence of the IPMS guide line.

H. Access of the IPMS guide line

Respondents were also asked to state whether they had easy access to the IPMS Guideline. Consequently, 44.3% stated that they didn't have or were indifferent as to gaining easy access to the IPMS Guideline. Chi Square test $\chi^2 (8) = 18.857$, ($p = 0.016 < 0.05$) revealed a statistically relevant correlation between gaining access to the IPMS guideline and Position Level. The strength of association using Cramer's Phi $V = .178$ ($p = 0.016 < 0.05$) which indicated weak but minimally acceptable strength of relationship. The average score for this item was 3.39 means respondents agree on there is easy access to the IPMS guideline. Interestingly, of those respondents that were aware of the IPMS guideline, 20% lacked access to the document.

4.4. Alignment of Objective

A. Power Distance Reduction

The IPMS has four perspectives from which performance is assessed. Each perspective has its own strategic objective & measure which are believed to indicate top managements intention and overall direction of the bank by assigning weights to each strategic measure. An

understanding of the logical framework of the IPMS is expected to communicate where most effort should be exerted and how employees can prioritize their focus. Hence, alleviating power distance between top management and individual employees.

40% of the respondents stated that they either didn't perceive or were indifferent to the IPMS being a communication platform that broadcasted the intentions of top management and the overall goal of the bank. However, 60% stated that they could clearly conceive the relationship among their scorecard, top management's intention and overall objectives of the bank. The mean score for this category was 3.45 means respondents are agree on IMPS being communicated the top monument intension and overall goal of the bank to the employees.

Pearson Chi-Square analysis $\chi^2 (8) = 39.987$, ($p = 0.000 < 0.05$) indicated that there was an association between the position level of respondents and their capability to make an assessment of how their PMS were entangled with the overall objective & top management intention of the bank. The strength of the association using Cramer's Phi $V = .259$, ($P = .000 < 0.05$) indicated that the relationship was moderately strong and desirable.

Among the position level considered for the study, clerical employees had the most difficulty in understanding how their PMS were linked to the overall objective and top management's intention. 26.27% of the total clerical employee respondents under category stated that they didn't clearly understand how their PMS portrayed intention of top management & overall strategic objectives of the bank. Similarly of those respondents under all position category who expressed being vague on the link of the PMS as conveying strategic directions, 50% were comprised of clerical groups while 29.16% & 20.83% were non-clerical and managerial employee groups, respectively.

B. Linkage with Job Tasks

The IPMS is expected to link everyday job task to the strategic objectives so that employees can understand how their work contributes to the overall objectives of the bank. Accordingly, 23.5% of respondents stated that they didn't perceive how their job tasks were reflected in their PMS while the majority (64.7%) stated that they were able to conceive how their PMS was tied to their job tasks. The rest of the respondents stated that they felt neutral on the issue. The mean score for this item was found to be 3.51 this implies respondents are agree on they understand how their work contributes to the overall objectives of the bank..

A Chi-Square analysis $\chi^2(8) = 26.797$, ($p = 0.001 < 0.05$) showed that there was a statistically significant correlation between position level and how respondents understood the linkage between their PMS and job tasks. The strength of the association was tested using Creamer's Phi $V = 0.212$ ($p = 0.001 < 0.05$) indicating that a moderate & acceptable level of association.

Of the total number of respondents who didn't understand that the PMS (strategic objectives) were linked to their day to day operations, the majority were clerical and non clerical employees. 52.86% were clerical employees while 35.71% & 11.43% were non clerical and Managerial employees, respectively.

Clerical employees also had the highest mix-up rate during Intra-Group analysis. Out of the total clerical employees that took part in the study, 27.07% didn't understand how their everyday tasks were linked to their PMS. Similarly, non-clerical employees stood second as 21.19% of respondents from the total of non clerical employees were unclear on the subject matter. This figure drops slightly for managerial employees as 19.05% of managerial employees stated that they were unable to understand how their PMS were related to their everyday tasks.

C. Performance score card

The IPMS is expected to link how performance score card help them to understand how they can put their effort to the overall bank objectives so that employees can understand their contribution to the overall objectives of the bank. Accordingly, 22.5% of respondents stated that they didn't understand how performance score card help them how they contribute their effort to the bank overall objective while the majority (64.1%) stated that they were able to conceive how their scorecard help to understand their contribution to the overall bank's objectives.. The rest of the respondents stated that they felt neutral on the issue. The mean score for this item was found to be 3.59 hence employees are able to understand how they can put their effort to the overall bank objectives .

A Chi-Square analysis $\chi^2(8) = 26.561$, ($p = 0.001 < 0.05$) showed that there was a statistically significant correlation between position level and how respondents understood the linkage between their PMS and job tasks. The strength of the association was tested using Creamer's Phi $V = 0.211$ ($p = 0.001 < 0.05$) indicating that a moderate & acceptable level of association.

Of the total number of respondents who didn't how performance score card help them to understand how can they put their effort to the overall bank objectives, the majority were clerical and non clerical employees. 47.76% were clerical employees while 35.82% & 16.42% were non clerical and Managerial employees, respectively.

4.5.Competency Framework

A. Awareness of Development of Competency Framework

The bank has developed a competency set and core competencies required for each position with the expectation that each employee will be aware of skill sets required and all developmental needs to be geared towards those core competencies in a manner that can achieve competitive man power advantage.

28.3% of the respondents stated that they are unaware of the employee competency dictionary that had been developed by the bank while 15.2% remained indifferent. 56.5% of the respondents stated that they were indeed aware that an employee competency dictionary framework which had been developed by the bank. The mean score for this item was 3.33, this implies that employees are aware of the employee competency dictionary that had been developed by the bank.

A Chi-Square analysis $\chi^2 (8) = 24.449$, ($p=0.002 < 0.05$) pointed out that there was a significant correlation between the position level of respondents and their awareness of the employee competency dictionary. Cramer's phi $V=0.203$, ($p=0.002 < 0.05$) indicated a weak but minimally acceptable strength of relationship between the two variables.

A total of 57 clerical and managerial employees clearly indicated that they weren't aware of any employee competency dictionary document prepared by the bank. Of those who weren't aware, 84.21% were clerical employees while 15.52% were managerial employees.

Intra position group analysis revealed that 35.04% of clerical employee respondents didn't have any idea of the efforts made by the bank to come up with dictionary document. Similarly, 21.43% of responses gathered from managerial employees revealed that they have no idea on the competency dictionary of the bank. for this reason clerical employees are need an information path to get such type of documents.

B. Presence and Access to Competency Dictionary

29.6% of respondents articulated that the employee competency framework Dictionary isn't found in their respective work units. A Chi-Square analysis $\chi^2 (8) = 30.051$, ($p = 0.000 < 0.05$) indicated that a statistically significant association existed between position level of respondents and their awareness of the existence of employee dictionary framework within their respective work unit. Cramer's Phi $V = .229$, ($p = 0.000 < 0.05$) revealed that the strength of the relationship between position level of respondents and knowledge of location of employee competency dictionary framework with a given work unit was moderate and acceptable. Accordingly, managerial employees were more aware of the document being found in their respective work units than clerical employees. The average score for this item was found to be 3.26, implies that employees are aware of employee competency framework Dictionary was found in their respective work unit. Of those respondents that were aware of the development of competency document of the bank, 29.63% stated that they didn't have any access to the document.

C. Access of competency dictionary of the bank

32.8% of respondents articulated that the employee competency framework Dictionary isn't accessible. A Chi-Square analysis $\chi^2 (8) = 14.798$, ($p = 0.063 > 0.05$) Cramer's Phi $V = .158$, ($p = 0.063 > 0.05$) revealed that the strength of the relationship between position level of respondents and access of employee competency dictionary framework with a given work unit was weak and minimal acceptable. Accordingly, clerical employees were not more access of the document being found in Bank than managerial employees. The average score for this item was found to be 3.13 as a result this showed that employees agree on competency framework dictionary was accessible.

D. Fair Evaluation of Competency

32.2% of respondents felt that their competencies weren't being objectively evaluated while 16.1% expressed neutrality on the matter. The rest of the respondents 51.7% felt that their competencies were being objectively evaluated. The mean score for this item was 3.23, as a result employees agree on competencies were being without bias.

A Chi-Square analysis $\chi^2 (8) = 33.810$, ($p = 0.001 < 0.05$) indicated that there was statistically significant association between position level of respondents and how they

perceived the objectivity of their evaluation. Cramer's phi $V=.241$, ($p=0.001<0.05$) indicated a moderate and acceptable strength of relationship between the position level and perception of objectivity of appraisal on competency.

Those at managerial positions had the highest degree of perception 37.5% that their evaluation on their competencies didn't reflect objectivity followed by the clerical groups (35.29%). Non clerical employees had the least degree of perception of objectivity of their respective appraisal on their competencies as only 27.58% stated that their appraisals didn't reflect their reflection.

4.6.Target Setting

A. Perception of Value of Continuous Assessment

Participants of the study were asked to reflect their believes on the contribution of continuous assessment in achieving assigned targets in various strategic measures. Accordingly, 298 responses were analyzed and the mean score for the perception of the role of continuous assessment in aiding to achieve targets was found to be 3.54, this implies that employees are agree on the contribution of continuous assessment in achieving assigned targets. 23.3% of respondents reflected that they failed to perceive how continuous assessment can aid in achieving desired targets. The majority 64.9%, however, felt that continuous assessment does indeed have a direct tie with achieving desired level of performance. 11.8% of the respondents remained indifferent.

A statistically significant association was found between the level of position of respondents and the perception on how continuous assessment can aid in achieving desired performance level as Chi-Square analysis displayed $\chi^2 (8) =28.256$, ($p=0.000<0.05$) with Cramer's Phi $V=.218$ ($p=.000<0.05$) indicating a weak and minimally acceptable level of association.

Of those that responded that they didn't feel like continuous assessment had ties with achieving desired performance level were clerical 40.28% and non-clerical 37.5%. The rest were managerial employees. Similarly of the total number of clerical employees that took part in the study, 21.32% felt that they didn't conceptualize the relationship between continuous assessment and achieving targets. This figure high within the managerial and non-clerical groups of respondents to 30.95% and 22.88%, respectively.

B. Measure individual targets

Participants of the study were asked to reflect their believes on the understating measure and respective target that they discharge with each quarter. Accordingly, 296 responses were analyzed and the mean score for measure and respective target that they discharged for each quarter was found to be 3.52, hence this showed that respondents are agree on understanding the measure and respective target that they discharge with ach quarter.. 22% of respondents reflected that they failed to perceive understand measure and respective target that they discharge with each quarter. The majority 62.9%, however, felt that understand measure and respective target that they discharge with each quarter. 15.2% of the respondents remained indifferent.

A statistically significant association was found between the level of position of respondents understand measure and respective target that they discharge with each quarter as Chi-Square analysis displayed $\chi^2 (8) = 35.327$, ($p=0.000<0.05$) with Cramer's Phi $V=.244(p=.000<0.05)$ indicating a moderate and acceptable level of association.

Of those that responded that they didn't feel like understand measure and respective target that they discharge with each quarter where clerical 49.23% and non-clerical 40%. The rest were managerial employees.

C. Discussion and response to any question about the target

Participants of the study were asked to reflect their believes on there was discussion about the target and response for any question that employees have. Accordingly, 298 responses were analyzed and the mean score for measure and respective target that they discharged for each quarter was found to be 3.48, so this implies that respondents agree on there was a discussion about the target ad response for any question that employees have. 22.8% of respondents reflected that they failed to perceive there was discussion about the target and response for any question that employees have. The majority (63.7%), however, felt that there was discussion about the target and response for any question that employee's have. 13.4% of the respondents remained indifferent.

A statistically significant association was found between the level of position of respondents understand measure and respective target that they discharge with each quarter as Chi-Square analysis displayed $\chi^2 (8) = 39.897$, ($p=0.000<0.05$) with Cramer's Phi $V=.259(p=.000<0.05)$ indicating a moderate and acceptable level of association.

Of those that responded that they didn't feel like there was discussion about the target and response for any question that employees have where clerical 48.52% and non-clerical 39.71%. The rest were managerial employees.

D. Successful Implementation and Utilization

One of the effectiveness utilization of the IPMS is the degree of understanding of the PMS and all its content at the target planning stage which is considered to be the inception point of the performance management process. The degree to which employees perceive how the PMS portrays and communicates what he/she is suppose to do (tasks/behavior), the expected results and the measures or standards that will be used to evaluate performance is critical to the overall successful implementation and utilization of the IPMS.

297 responses were gathered to the inquiry regarding the degree to which employees perceived PMS as communication platform of expectations and standards of evaluation appraisal. Accordingly, 23.5% of respondents indicated that they weren't able to understand how the PMS is related to tasks they are expected to perform, expected results and standards against which measurement was made. The mean score of response for this item was found to be 3.40 consequently respondents are agree on employees perceived PMS as communication platform of expectations and standards of evaluation appraisal.

A Chi-Square analysis $\chi^2(8) = 29.240$, $p = 0.000 < 0.005$ revealed that there was a significant association between the position level of respondents and the degree to which they perceived PMS as communication tool. Cramer's Phi $V = 0.222$, $p = 0.000 < 0.005$ indicated that there moderate relationship between the variables. Of those that didn't understand the notion of the PMS as communication platform, majority of the respondents (47.14%) were clerical employees and 37.14% were non-clerical employees while the rest were composed of managerial respondents.

4.7. Perception of Performance Progress and Communication Results

A. Tracks progress on targets

Respondents at various level of position were asked to reflect on supervisors tracks progress on targets (every two weeks) throughout the quarter .The mean score in this area was 3.41, this number showed that respondents are agree on supervisors tracks their progress on targets every two weeks throughout the quarter. 25.2% of respondents supervisors didn't

tracks progress on targets every two weeks throughout the quarter. while 59.1 % stated the different. 15.8% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2(8)= 26.955$, $p=.001<0.05$ revealed that there was a significant association between the position level of respondents and supervisors tracks progress on targets (every two weeks) throughout the quarter. Cramer's Phi $V=.213$, $p<0.001$ indicated that there moderate relationship between the variables. Of those that supervisors didn't tracks progresses on targets every two weeks throughout the quarter, majority of the respondents 48% were clerical employees and 34.67% were non-clerical employees while the rest were composed of managerial respondents.

B. Comment on Presentation

One of the aims of IPMS is to establish a better performance by check the pervious accomplishment and identify the gaps and develop a strategy to fill the gap. The average score gained on this item was 3.53 hence respondents agree on supervisors gave feed bank on the performance they achieve. 23.4% of respondents felt that they didn't receive feedback from their supervisor for the performance that they have achieve, while 12.4% remained indifferent and 64.1% stated that they felt proper recognitions were acknowledged by their supervisors.

A Chi-Square analysis $\chi^2(8)= 20.087$, $p=.010>0.5$ revealed that there was a significant association between the position level of respondents and feedback from supervisor on performance. Cramer's Phi $V=.184$, $p<0.010$ indicated that there week relationship between the variables.

Clerical and Managerial employees had the highest degree of expression that the supervisors didn't give feedback to them. Of all the clerical employees that took part in the study, 24.64% stated that they didn't receive any feedback from their supervisors, while this number drops down to 23.81% & 22.3% for managerial and non clerical employee groups, respectively.

C. Basis for any work difficulty

23.8% of respondents felt that they their manager weren't provide more time to discuss about their problem related to their task that perform while 11.4 expressed neutrality on the matter. The rest of the respondents 64.8% felt that their managers were being discussed about

the problem on the work. The mean score for this item was 3.53 thus this showed that respondents are agree on managers provide more time to discuss about the problem related to their task .

A Chi-Square analysis $\chi^2 (8) = 18.598$, ($p=0.017 < 0.05$) indicated that there was statistically significant association between position level of respondents and how they perceived the objectivity of their evaluation. Cramer's phi $V=0.177$, ($p=0.017 > 0.05$) indicated a weak and minimal acceptable strength of relationship between the position level and perception of objectivity of appraisal on competency.

Managerial and none Clerical employees had the highest degree of expression that the manager's didn't give opportunity to them. Of all the Managerial employees that took part in the study, 26.19% stated that they didn't get opportunity to discuss on the problems that face on their work while this number drops down to 23.73% & 23.19% for non clerical and clerical employee groups, respectively.

D. Continues evaluation and assigned goal

Participants of the study were asked to reflect their believes on the contribution of continuous assessment in achieving assigned targets. Accordingly, 295 responses were analyzed and the mean score for the perception of the role of continuous assessment in aiding to achieve targets was found to be 3.69 so this implies that respondents agree on the contribution of continuous assessment in achieving assigned targets. 20.7% of respondents reflected that they failed to how continuous assessment can aid in achieving desired targets. The majority (74.6%), however, felt that continuous assessment can support the attainment of assigned goal. 6.8% of the respondents remained indifferent.

A statistically significant association was found between the level of position of respondents and they believe continuous assessment can help to achieve assigned target as Chi-Square analysis displayed $\chi^2 (8) = 21.054$, ($p=0.007 < 0.05$) with Cramer's Phi $V=0.189$ ($p=0.007 < 0.05$) indicating a weak and minimally acceptable level of association.

Of those that responded that they didn't feel like continuous assessment had support to achieve the assigned target I were clerical (48.44%) and non-clerical (34.38%). The rest were managerial employees.

E. Perception of Continuous Assessment and Performance Challenges

Respondents at various level of position were asked to reflect on if they felt that continuous assessment is proactive and can aid in dealing with challenges encountered before reaching the final evaluation period. The mean score in this area was 3.67 hence this implies that respondents are agree on continuous assessment help to be proactive for performance challenges. 19.6% of respondents didn't considered continuous assessment as a proactive tool for dealing with challenges while 72.2% stated the contrary. 8.1% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2 (8) = 21.054$, ($p=0.007 < 0.05$) with Cramer Phi result $V=.189$ ($p=0.007 < 0.05$) revealed a weak but acceptable degree of association between position level of respondents and perception of continuous assessment in dealing with challenges. Of those that responded that they didn't feel like continuous assessment aids in dealing with performance challenges encountered were clerical 50.82% and non-clerical 36.07% while the rest were managerial employees. Interestingly, intra-group analysis revealed that the highest rate of rejection with the idea that conducting continuous assessment helps in dealing with performance challenges was reflected in managerial respondents. Of all the managerial position respondents, 20% believed that continuous assessment didn't have any contribution in dealing with hampered performance. Similarly, 22.62% of clerical position respondents & 18.64% of non clerical position respondents shared similar views.

F. Weekly Base continues assessment

Respondents at various level of position were asked to reflect on if they felt that continuous assessment was conducted on a weekly basis to secure a better performance the mean score in this area was 3.52 so this no tell for the researcher respondents are agreed on continues assessment was conducted on a weekly basis help to secure a better performance. 22.5% of respondents didn't took continuous assessment is conducted on a weekly basis while 65% stated the contrary. 12.6% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2 (8) = 25.887$, ($p=0.001 < 0.05$) with Cramer Phi result $V=.210$ ($p=0.001 < 0.05$) revealed a moderate acceptable degree of association between position level of respondents and perception of continuous assessment in dealing with challenges. Of those that responded that they didn't feel like continuous assessment conducted on a weekly basis

in dealing with a better performance encountered were clerical 50% and non-clerical 33.33% while the rest were managerial employees.

4.8. Performance Appraisal and Managing Performance

A. Awareness of performance management procedures

Respondents were asked to reflect if they are fully aware of performance management procedures that are used for transferred, promoted and newly employed staff. Accordingly, 297 responses were analyzed and the mean score for the awareness of management procedure was found to be 3.31 this number said that respondents are agree on they are aware of performance management procedure used to transferred, promoted and newly employed staff. 27.7% of respondents reflected that they failed to know performance management procedure. The majority 54.9%, however, felt that awareness of performance management procedure used for transferred, promoted and newly employed staff. 17.5% of the respondents remained indifferent.

Chi-Square analysis displayed $\chi^2 (8) = 7.971$, ($p = 0.436 > 0.05$) with Cramer's Phi $V = 0.116$ ($p = 0.436 > 0.05$) revealed a weak not acceptable degree of association. Of those that responded that they didn't aware of performance management procedures that are used for transferred, promoted and newly employed staff were clerical (50%) and non-clerical 37.5%. The rest were managerial employees.

B. Evaluation based on quarter target

Respondents at various level of position were asked to reflect their seeing on evaluation was made based on targets given for the quarter. The mean score in this area was 3.55 hence respondents agree on evaluation was made based on targets given for the quarter. 22% of respondents didn't took evaluation based on the quarter while 66.2% stated the contrary. 11.8% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2 (8) = 12.258$, ($p = 0.140 > 0.05$) with Cramer Phi result $V = 0.144$ ($p = 0.0041 < 0.05$) revealed a weak but totally unacceptable degree of association between position level of respondents and evaluation was made based on targets given for the quarter. Of those that responded that they didn't feel like evaluation was made based on targets given for the quarter were clerical 52.31% and non-clerical 35.38% while the rest were managerial employees.

C. Freedom of Communicating Appraisal Results

Respondents were asked to reflect if they feel comfortable in confronting and inquiring their appraisal results with their respective supervisors. The average score based on response obtained was found to be 3.56 so this number implies that they feel comfortable in confronting and inquiring their appraisal results with their respective supervisors. 20.6% of respondents felt that they weren't comfortable in confronting their supervisors about their appraisal results while the majority 66.1% reflected that they are comfortable in communicating and discussing about their appraisal results with their respective supervisors.

A Chi-Square analysis $\chi^2 (8) = 13.426$, ($p = 0.098 > 0.05$) revealed that there was no statistically significant relationship between position level of respondents and degree of freedom to confront & discuss on appraisal results.

D. Performance conduct without any biasness

Respondents at various level of position were asked to reflect their understanding on their supervisor performance appraisal conduct without doing any prejudice. The mean score in this area was 3.55 this number showed that respondents were agreed on performance appraisal conducted without doing unfairness. 19.5% of respondents didn't say their supervisor evaluate the employees under them without any biasness while 61.8% stated the contrary. 18.8% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2 (8) = 8.179$, ($p = 0.416 > 0.05$) revealed that there was no statistically significant relationship between position level of respondents and supervisor conduct in performance appraisal of employees without showing any biasness.

E. Training and Development program

Respondents were asked to reflect if they are recommended for training and development based on their evaluation. Accordingly, 293 responses were analyzed and the mean score for the training and Development based evaluation found to be 3.29 so based on the mean score respondents agreed on training and development are based on their evaluation. 24.6% of respondents reflected that they failed to get Training and Development based on the evaluation. The majority 49.9%, felt that they get training based on their evaluation result. 25.6% of the respondents remained indifferent.

Chi-Square analysis displayed $\chi^2 (8) = 3.049$, ($p = 0.003 < 0.05$) with Cramer's Phi $V = 0.198$ ($p = 0.006 < 0.05$) revealed a weak minimal acceptable degree of association. Of those that responded that they didn't get any training based on their performance evaluation clerical 47.22% and non-clerical 38.89%. The rest were managerial employees.

F. Recognition of Achievements

One of the aims of IPMS is to establish a differentiation scheme where recognition based on result and achievement is rendered to those that have high achievements. The average score gained on this item was 3.41 based on the mean score respondents are agreed on recognition was given based on their result and achievement. 24.2% of respondents felt that they didn't receive proper recognition from their supervisor for the performance that they have displayed while 15% remained indifferent and 60.9% stated that they felt proper recognitions were acknowledged by their supervisors.

Clerical and non-clerical employees had the highest degree of expression that they felt like they didn't gain any acknowledgement from their supervisors for a job well done. Of all the clerical employees that took part in the study, 25.55% stated that they didn't receive any form of recognition for their performance while this number drops down to 23.07% & 22.5% for non clerical and managerial employee groups, respectively.

4.9. Feelings investigation

A. Fair and result based performance management system

Respondents at various level of position were asked IPMS instills a fair and result based performance management system. The mean score in this area was 3.43. hence the mean score said that employees are agreed on the newly implemented performance management system was fair and result based. 24.2% of respondents didn't considered IPMS is not fair and result based performance management system, while 60.3% stated the contrary. 15.5% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2 (8) = 36.466$, ($p = 0.000 < 0.05$) with Cramer Phi result $V = 0.350$ ($p = 0.000 < 0.05$) strong and disable degree of association between position level of respondents and IPMS instills a fair and result based performance management system. Of those that responded that they didn't feel like IPMS is a fair and result based performance management system were clerical 50% and non-clerical 36.11% while the rest were

managerial employees. Interestingly, intra-group analysis revealed that the highest rate of rejection with the idea that conducting fair and result based performance management system. Of all the managerial position respondents, 24.39% believed that IPMS didn't a fair and result based performance management system. Similarly, 26.08% of clerical position respondents & 22.03% of non clerical position respondents shared similar views.

B. Motivation and improvement

Respondents at various level of position were asked IMPS motivates them to improve their performance for the helpful future. The mean score in this area was 3.39 the mean number implies that respondents agreed on IPMS motivates them to improve their performance for the helpful future. 24.5% of respondents didn't consider IPMS is not motivated and improve their performance for the future, while 58.3% stated the contrary. 17.2% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2 (8) = 43.650$, ($p=0.000 < 0.05$) with Cramer Phi result $V = .271$ ($p=0.000 < 0.05$) acceptable degree of association between position level of respondents IPMS is motivate and improve their performance for the future. Of those that responded that they didn't feel like didn't motivate and improve their performance for the future ,were clerical (49.32 %) and non-clerical (35.62%) while the rest were managerial employees. Interestingly, intra-group analysis revealed that the highest rate of rejection with the idea that IPMS is a motivating and have a future of performance improvement. Of all the managerial position respondents, 24.39% believed that IPMS didn't a motivate and improve performance of the forthcoming future. Similarly, 49.32% of clerical position respondents & 35.62% of non clerical position respondents shared similar views.

C. Satisfaction survey

Respondents at various level of position were asked the satisfaction level by the recently introduced IMPS. The mean score in this area was 3.27 so the mean numbers speak respondents are agreed on they are satisfied by the new IPMS. 27.2% of respondents didn't satisfied by the new IPMS, while 52.4% stated the contrary. 20.2% of respondents were indifferent to the issue.

A Chi-Square analysis $\chi^2 (8) = 36.197$, ($p=0.000 < 0.05$) with Cramer Phi result $V = .247$ ($p=0.000 < 0.05$) acceptable degree of association between position and level of respondents

satisfied by the new IPMS. Of those that responded that they didn't satisfied by the new system, were clerical (51.85 %) and non-clerical (32.1%) while the rest were managerial employees. Interestingly, intra-group analysis revealed that the highest rate of rejection with the idea that satisfaction level of the new implemented IPMS system. Of all the managerial position respondents, 31.71% believed that the newly implemented IPMS didn't satisfy them. Similarly, 30.43% of clerical position respondents & 22.03% of non clerical position respondents shared similar views.

4.10. Interview questions and its Narration

The researcher interviewed different management staffs about the newly implemented performance management system which Integrated performance management system. The researcher put the questions and answer of respondents and the interpretation as follows,

Question 1. What is your role at Wegagen Bank?

Respondent 1: I am the director of corporate strategy and change management

Respondent 2: I am the manager of talent management division

Both interview respondents are in the managerial position, this help for the researcher to get information relevant for the research because as organization developed such type of system a "management team" needs to be pulled together, due to this they got a chance to practice both the good and the challenged experience.

Question 2. Do you think the performance management system is used strategically by the organization to improve performance?

Respondent 1: No, because of different reasons the management are not used the performance management system strategically to improve the organization performance.

Respondent 2: He said Absolutely No, because the top management focuses on Resource Mobilization, they think separately the bank performance management from its strategic objective.

The researcher understood that there was lack of alignment or integrity between the corporate strategy and individual job task in a manner that enables employees to understand how they can contribute to the overall of the organization.

Question 3. What was the big challenge for you when the bank implemented integrated performance management system?

Respondent 1: The big challenge at that time for me was lack of top management commitment, after they decide the bank implement the integrated performance management system (IPMS), actually they were not in position to make it effective and efficient also employees was viewing the new system as additional work burden not like part of the day to day operation and there was also a skill related challenges we faced.

Respondent 2: The talent manger explained the big challenges was him as follows, Subjective performance measure, inconsistent application of performance management system and finally he mentioned luck of mangers skills to use the system.

The researcher understand that there was a problem on target setting because Performance management system should be designed in a way that communicate the bank's expectations from employees in terms of clear ,measurable performance goal, also there was lack of competencies to use the system also there was lack of simplicity because employees took the system as an additional burden.

Question 4. What do you expect from the system and what you want to add about the integrated performance management system that the bank implemented?

Respondent 1: I expect from the system, A successful performance management program supports and promotes the accomplishment of the bank's objectives and bring about the bank towards its vision, and I want to add about the system is to be automated.

Respondent 2: my expectance from the system is, it should be achieve the target that plan before implementation and well accepted system in the Bank and I want to add something which is very important for the success of IPMS is awareness creation. So every stake holder of the bank should work on that

The researcher took the ideas which is important for the bank and also respondents stated that to attain the target of the newly implemented performance management system, the performance management system need to be automated and to put employees on the same page about the system ,concerned parties must think to prepare awareness creation program.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

In the previous chapter the researcher has attempted to present findings of the data collected through questionnaire completed by Stratified random sampling selected respondents with complementation of data gathered through interview. The questionnaire and the interview were designed in line with the research questions and effective performance management system frameworks. This section deals with the summary of the findings, conclusion and recommendations by putting the research topic and research questions into the account.

5.1. Summary of findings

The main objective of this study was to assess the effectiveness of integrated performance management system in the case of Wegagen Bank S.C. by having the following basic questions to be addressed

1. What is the performance management practice at Wegagen bank S.C. ?
2. How is the user friendliness of the IPMS?
3. What are employees 'experiences of IPMS?
4. What are the components of performance management phase that need improvement?

In order to address the above basic questions, descriptive research design was employed by using mixed research approach which comprises both quantitative and qualitative methods of data gathering. Data was gathered through questionnaire, interviews, and document review was made to increase the validity of the data obtained. To collect representative data, 302 questionnaires were distributed. Out of which, 298 of the questionnaires were collected. The data collected from target respondents through questionnaire was compiled and summarized by using SPSS statistical software. The variables were analyzed by using frequency counts, crosstabs. Finally, information obtained through interview was descriptively analyzed and interpreted.

Findings

According to the data analysis presented in previous chapter, there were both positive and negative findings concerning the effectiveness of integrated performance management system in the case of Wegagen Bank S.C. Almost all respondents agree on the recently implemented performance system is effective, The strong points of Wegagen Bank include;

- Employees are aware about the various features and processes of integrated performance management system (IPMS).
- Employees had a clear understanding of how the percentage accomplishment section of the IPMS was determined.
- They know respondents stated that they have an understanding of how scores for their appraisal were determined out of 5 point scale.
- The majority of respondents 61.7% stipulated that they have a clear understanding on the rating scales used to classify employees performance to a performances level category.
- Employees can understand how their work contributes to the overall objectives of the bank.
- The Employees understand the measure and respective target that they discharge with each quarter.
- Employees understand the aims of IPMS , which establish a better performance by check the pervious accomplishment and identify the gaps and develop a strategy to fill the gap.
- Managers provide more time to discuss about their problem related to their task that performs.
- Employees feel comfortable in confronting and inquiring their appraisal results with their respective supervisors.
- Supervisor performance appraisal conduct without doing any prejudice.

On the other hand the contrary findings obtained from respondents that need the attention of Wegagen Bank management are presented below:

Based on the interview respondents, the following findings are reported:

- There was less employee participation in the planning stage.
- There are lack of management skill on Quarterly basis of evaluation
- The performance management system of the bank is full of paperwork and has strong bureaucracy.
- The IPMS guideline is not present at all respective work units.
- There is no access to the IPMS Guideline of the bank.
- The bank has developed a competency set and core competencies required for each position.
- Employee competency framework dictionary is not found in allrespective work units.
- There is impartiality of appraisal on competency.
- There is lack of awareness of performance management procedures that are used for transferred, promoted and newly employed staff.
- There are absence of recommendation for training and development based on their evaluation.
- The integrated performance system of the Bank needs some improvements.

Based on the above finding the researcher said that the bank keep the strong side of integrated performance management system and work on the above week parts of the system to achieve the ultimate purpose of the system and strategic objective of the Bank.

5.2. Conclusion

Performance management is a process for setting up a shared understanding of what is to be achieved at an organization level. It involves the alignment of organizational objectives with the individuals agreed measures, skills, competency requirements, development plans and the delivery of results. The focus is on performance improvement through implementing integrated performance management system in order to achieve the overall business plan of the organization. Effectiveness of a PM program is dependent on the strength of the design and implementation methods. Current literature on PM reveals that an effective performance management is based on Simplistic and user friendly; Communicates vision of its objectives; Considers competency as part of its components; Sets measurable and realistic targets; Conducts formal review of progress towards targets; Manages performance; Evaluates the whole performance management process for continuous improvement

From this study, it has been noted that Wegagen bank has neglect the importance of the involvement of employees in the goal setting process of Performance Management System. Based on the evidences obtained from the analysis, employees claimed that they do not understand the performance management and all its contents at the target planning stage. There is also to much paper work and this affect the day to day operation when quarterly evaluation time comes. IPMS guide line is not present at their respective work unit this leads to problem on accessibility of the guideline , no clear mechanism in the bank to address the concern of top management and the overall goal of the bank ,underperformance, core competencies requires for each position,. They are not feeling fairly treated in processes of employee performance management system, and performance evaluation is not attached with training and developmental needs and also is not recognition based schemes .Concerning the practice of performance evaluation in Wegagen bank problems like absence of data tracking format and not using the existing formats to record individuals result, the more manual work that may not help to get accurate data about each individual performer. As a whole they felt about Integrated performance management system, is not motivate them to improve their performance to the future, they said also they are not satisfied by Wegagen bank implanted performance Integrated performance management system.

Performance management system is a globally contemporary practice all over the world which helps the organization, team and individual to be more effective in their day to day activities to bring about the desired objective and for the successful growth and development

of each, one can conclude that even though Wegagen Bank has some good qualities in implementing integrated performance management system, but a lot should be made in making the performance management system to be more useful for the organization

5.3. Recommendations

On the basis of the findings and conclusions drawn from the study, the following points were recommended for Wegagen Bank to take in to account for effective implementation of integrated performance management system(IPMS),

1. The bank needs to give awareness creation trainings for employees in all level for the better understanding and implementation of the system in order to come up with the needed result.
2. The bank needs to automate the data tracking system. The existing manual system is very time taking, tiresome, prone to error and bias. The automation will solve also the problem of documentation of files related to employee's performance.
3. The bank benefits from developing performance intervention plan which is helpful for Performance review meeting, this should be done before conducting evaluation in order to inform employees about their achievements and to look forward to what needs to be done by people to achieve the overall purpose of the job, to meet new challenges, to make even better use of their knowledge, skills and abilities, and to help them to develop their capabilities and improve their performance.
4. It is important that the bank develops quality check guide line which helps to check and balance ,also the other aim is to close the gap between actual performance management and Desired performance management.
5. The bank will benefit if it also develops and enforces panel which helps the bank and every level of employs to clear there doubtful and wrong thought about the system, also helps to control the status of the system in the entire bank community.

In general, it is advisable for the bank to sustain all its current strengths, and improve its limitations mentioned above to achieve better performance so that the bank can comprehend its vision to become a the ten most reputable and competent banks in Africa by the year 2025.

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Annex I: Sample Size Selected For Study

Head Office		West Addis Ababa District	
1	HRM Directorate	1	Meskel Square
2	Treasury Management Directorate	2	Lideta
3	Branch Operation Directorate	3	Merkato
4	International Banking Directorate	4	Weyra Betel
5	Customer Relationship Management Directorate	5	Abakoran
6	Credit Analysis and Portfolio Management Directorate	Mekelle District	
7	Information Technology Infrastructure Management Services Directorate	1	Mekelle Branch
8	E-Banking Directorate	2	EdagaMekelle Branch
9	Marketing & Corporate Communication Directorate	3	Axum Branch
10	Accounts & Reconciliations Directorate	4	Shire Branch
South Addis Ababa District		5	Adigrat Branch
1	Bole Branch	Bahirdar District	
2	WolloSefer Branch	1	Gondar Branch
3	Meskel Flower Branch	2	TanaBahirdar Branch
4	Lebu Branch	3	Mota Branch
5	Lafto Branch	4	DebreBirhan Branch
North Addis Ababa District		5	Shewarobit Branch
1	Balderas Branch	Jimma District	
2	Wosen Branch	1	JimmaAbajifar Branch
3	Megenagna Branch	2	Welkite Branch
4	Kidist Mariam Branch	3	Dimma Branch
5	Cathedral Area Branch	4	Nekemte Branch
East Addis Ababa District		5	Bonga Branch
1	Atlas Branch	Dire Dawa District	
2	HayaHulet Branch	1	Dire Dawa Branch
3	Gerji Sunshine Branch	2	Harrar Branch
4	GurdSholla (ILRI Campus) Branch	3	Tog wajelle Branch
5	Agar Branch	4	Logiya Branch
		5	HaffetIssa Branch
Hawassa District			
1	Hawassa Branch		
2	Arba Minch Branch		
3	Hossaina Branch		
4	Dilla Branch		
5	WoliataSodo Branch		

Annex II: Questionnaire (English)



ST MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL BUSINESS MANAGEMENT

Dear Sir/Madam

Good day to you! I am a graduate student in the postgraduate program of General Business Administration at St.Mary's University, School of Graduates. I am currently undertaking a research project on the topic "Assessing the Effectiveness of Integrated Performance Management system In The Case of Wegagen Bank Sc".; to fulfill the partial requirement for the Master's Degree program.

So please take a few minutes of your time from your busy schedule to fill out this questionnaire by reflecting on your personal and honest experience with regard to the issues raised. Your willingness and cooperation in giving genuine information is well appreciated and the information you provide will only be used for study of the IPMS and will be kept confidential.

If you would like to gain further information or have any queries please contact the Misrake Abate Cellphone no 0939060104/09127369828

Section 1: General information

I. Gender?

Male

Female

II. Job Position

III. Branch/Department

IV. Number of years of experience in Wegagen Bank S.C.

Section II: Please respond according to your first reaction to each statement by putting *X* or .

No	Assessment of User Friendliness and Complexity of IPM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I fully understand the performance standards and measures set in my performance scorecard					
2	I fully understand how the percentage accomplishment (out of 100%) section is determined in my evaluation					
3	I fully understand how the score (out of 5) is given in my evaluation					
4	I fully understand the rating scale used in my evaluation					
5	Quarterly evaluations don't impact the core operation in my day to day activities					
6	I believe that the IPMS doesn't overload me with paper work and bureaucracy					
7	I am fully aware the IPMS guideline can be found in my work unit					
8	I have full access to the IPMS guideline					
No	Alignment of Objectives	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9	My performance scorecard communicates top management intentions and overall objectives of the bank					
10	My performance scorecard shows how my job tasks relate to the overall objective of the bank					
11	My performance scorecard helps me understand how I can contribute to the overall bank's objective					
No	Competency Framework	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12	I am aware that the bank has developed " <i>employee competency framework dictionary</i> " which outlines the necessary skills required for each job position					
13	The employee competency framework dictionary is found in my work unit					
14	I have full access to the employee competency framework dictionary of the bank					
15	I believe that my competencies are objectively evaluated					
No	Target Setting	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
16	Targets for measures like proportion of transaction, customer complaint and number of error should have a bank wide standard					
17	I fully understand the measures and respective targets I am discharged with for each quarter					
18	Supervisor discuss with me about targets assigned for my work unit and respond to any questions that I have					
19	My performance scorecard clearly outlines the tasks, the expected results and the measures or standards that will be used to evaluate performance					

No	Formal Review of Progress (Continuous Assessment)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
20	My Supervisor tracks progress on targets (every two weeks) throughout the quarter					
21	My supervisor gives me feedback on my performance					
22	I was given plenty of opportunity by my manager to discuss the reasons for any of my work problems					
23	I believe continuous assessment can help to achieve assigned targets					
24	Continuous assessment can help to deal with challenges encountered					
25	Continuous assessment should be conducted on a weekly basis to secure a better performance					
No	Performance Appraisal and Managing Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
26	I am fully aware of performance management procedures that are used for transferred, promoted and newly employed staff					
27	My evaluation was made based on targets given for the quarter					
28	I am allowed to formally communicate with supervisor regarding the appraisal results.					
29	My supervisor is able to conduct the performance appraisal of employees without showing any biasness.					
30	My supervisor recommended me for training and development programs based on my evaluation					
31	My supervisor recognized my achievements during evaluation					
No	Attitude Survey	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
32	The IPMS instills a fair and result based performance management system					
33	The IPMS motivates me to improve my performance for the forthcoming future					
34	I am satisfied with the newly implemented IPMS					

Annex III: Questionnaire (Amharic)



ST MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL BUSINESS MANAGEMENT

ጤና ይስጥልኝ!

እኔ የቅድስተማርያም የጠቅላላ ንግድ አስተዳደር የመጨረሻ አመት የማስተርስ ዲግሪ ዕጩ ተመራቂ ስሆን ፤ የመመረቂያ ፀሁፊን ወገንን ባንክ የተቀናጀ የስራ አፈፃፀም ሥርዓት በትግበራ ላይ የምሰራ ሲሆን ለጥናቴም ለግብአት ይሆነኝ ዘንድ ይህንን መጠየቅ ሀቀኝነት በተሞላበት መንፈስ እንድትሞሉልኝ በማክበር እየጠየኩኝ መጠየቅ ላይ የሚሞሉ ማንኛቸውም መረጃዎች በሚስጥርነት የሚያዙና ለሶስተኛ ወገን በምንም አይነት መንገድ እንደማይተላለፉ አረጋግጣለሁ።

ስለዚህ ጥናት ማንኛውንም መረጃ ለማግኘት በስልክ ቁጥር 0939060104/0912736828 በመደወል ተገቢውን ምላሽ ማግኘት ይቻላል።

ምዕራፍ 1: አጠቃላይ መረጃ

1. ፆታ

ወንድ

ሴት

2. የሥራ መደብ

3. ቅርንጫፍ ስም/ የስራ ክፍል

4. በወገን ባንክ ስር ያለህ/ሽ የሥራ ልምድ

ምዕራፍ 2፡ ከዚህ በታች ለተጠቀሱ ዓረፍተ ነገሮች/ሃሳቦች ዙሪያ ምን በምን ያህል ደረጃ እንደምትስማሙ ✓ ወይም x በማድረግ ጠቁም/ሚ

ተ. ቁ	ለተገልጋይ ለመረገዳት ስላለውቅለት/ውስብስብነት	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
1	በተሰጠኝ ዕቅድ ላይ ስለሚገኙ የሥራ ግቦች ጠንቅቄ አውቃለሁ።					
2	የስራ አፈፃፀም ከመቶኛ እንዴት እንደሚሰጥ/ እንደሚተማመን ጠንቅቄ አውቃለሁ።					
3	የስራ አፈፃፀም ነጥብ (ከ5) አሰጣጥ እንዴት እንደሚተገበር ጠንቅቄ አውቃለሁ።					
4	ስለስራ አፈፃፀም ደረጃና ልኬት አሰጣጥ ጠንቅቄ አውቃለሁ።					
5	የስራ አፈፃፀም ልኬት በየሩብ ዓመቱ በመሆኑ ከዋና ዋና ስራዎቹ አያስተጓጉለኝም።					
6	የተቀናጀ የስራ አፈፃፀም ሥርዓት በውጣ ውረድ በተሞላበት አሰራር (ቢሮ ክራሲ) የተሞላ አይደለም።					
7	የተቀናጀ የስራ አፈፃፀም ሥርዓት መመሪያ በምሰራበት ቦታ እንደሚገኝ አውቃለሁ።					
8	የተቀናጀ የስራ አፈፃፀም ሥርዓት መመሪያ በስራ ቦታ ላይ በፈለኩበት ጊዜ ያለምንም ጫና በማግኘት ለማንበብና ለመረዳት እችላለሁ።					
ተ. ቁ	የግቦች ቁርኝት	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
9	የስራ አፈፃፀም ዕቅድ የበላይ አመራሮች አቅጣጫና የባንኩ ግብ ምን እንደሆነ ይጠቁመኛል።					
10	የስራ አፈፃፀም ዕቅድ የስራዬ ይዘትና ተግባር እንዴት ከባንኩ ግቦች ጋር እንደሚተሳሰር ይጠቁመኛል።					
11	የስራ አፈፃፀም ዕቅድ እንዴት ባንኩ ለስቀመጣቸው ግቦች ለማሳካት እንደማግዝ ለመገንዘብ ይረዳኛል።					
ተ. ቁ	የክህሎት አውታር	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
12	ባንኩ ለየሥራ መደብ አስፈላጊውን የክህሎት ዝርዝር የያዘ መዝገብ/ ሰነድ እንዳዘጋጀ አውቃለሁ።					
13	ባንኩ ባዘጋጀው የሥራ መደብ አስፈላጊ የክህሎት ዝርዝር የያዘ መዝገብ/ ሰነድ በስራዬ ቦታ ይገኛል።					
14	ባንኩ ለዘጋጀው የሥራ መደብ አስፈላጊ የክህሎት ዝርዝር የያዘ መዝገብ/ ሰነድ በቀላሉ በማግኘት ለማንበብና ለመረዳት እችላለሁ።					
15	ሥራዬ በሚጠይቃቸው ክህሎቶች ዙሪያዬ የሚሰጠኝ					

	ግምገማ ያልተዛባ/ ትክክለኛ ነው።					
ተ. ቁ	የግቦች/ ዓላማ አቀማመጥ	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
16	በዕቅድ ላይ የተቀመጡ እንደ ደንቦች ቅሬታ እና የስራ አፈፃፀም ስህተቶች የመሳሰሉ መለኪያዎች በባንኩ ረገድ ወጥ የሆነ ስታንዳርድ/ መመዘኛ ሊበጅላቸው ይገባል።					
17	በሥራ አፈፃፀም ዕቅድ ላይ ስለሚገኙ መለኪያዎችና ግቦች በቂ ግንዛቤ አለኝ።					
ተ. ቁ	የግቦች/ዓላማ አቀማመጥ (ከላይ የቀጠለ)	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
18	የቅርብ ኃላፊዬ በሚሰጡኝ መለኪያዎችና ግቦች ዙሪያ ውይይት በማድረግ ላሉኝ ማንኛቸውም ጥያቄዎች አስፈላጊውን ምላሽ ይሰጡኛል።					
19	የስራ አፈፃፀም ዕቅድ በትክክል የሥራ ተግባራቴን፤ ባንኩ ከኔ የሚጠብቃቸውን ግቦች እና መመዘኛዎችን ያለምንም ብዥታ ያሳያል።					
ተ. ቁ	ቀጣይነት ያለው ክትትልና ድጋፍ ቅኝት	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
20	ቅርብ የሰራ ኃላፊዬ በተሰጡኝ ግቦች ላይ የማደርገውን እንቅስቃሴ በየጊዜው (ቢያንስ በየሁለት ሣምንት) ክትትል ያደርጋል/ ታደርጋለች።					
21	የቅርብ ሰራ ኃላፊዬ በስራ አፈፃፀሜ ዙሪያ ገንቢ የሆኑ አስተያየቶች ይሰጡኛል/ ትሰጡኛለች።					
22	በስራ አካባቢ ስለሚያጋጥሙ ችግሮችና ተግዳራቶች ከቅርብ ኃላፊ ጋር ውይይት በማድረግ መፍታት የሚያስችል አመቺ ሁኔታዎች አሉ።					
23	ቀጣይነት ያለው ክትትልና ድጋፍ ማድረግ የተሰጡኝን ግቦች ለማሳካት ይረዳኛል።					
24	ቀጣይነት ያለው ክትትልና ድጋፍ በስራ ላይ ለሚያጋጥሙ ተግዳራቶች በአፋጣኝ ምላሽ መስጠት ያስችላል።					
25	ቀጣይነት ያለው ክትትልና ድጋፍ በየሣምንቱ ቢከናወን አመርቂ ውጤት ማስገኘት ይቻላል።					
ተ. ቁ	የሥራ አፈፃፀም ምዘና ሂደት ቅኝት	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
26	በአዲስ ቅጥር፣ በዝውውርና በዕድገት ወቅት የሥራ ምዘና እንዴት እንደሚከናወን በሚገባ አውቃለሁ።					
27	የሥራ አፈፃፀሜ የተመዘነው የተሰጡኝን ዕቅዶች መሰረት በማድረግ ነው።					

28	በተሰጠኝ የሥራ አፈፃፀም ውጤት ከቅርብ ኃላፊዬ ጋር ግልፅ የሆነ ውይይት ለማድረግ የሚያስችሉ አመቺ ሁኔታዎች አሉ።					
29	የቅርብ ሰራ ኃላፊዬ የሠራተኞችን ሥራ አፈፃፀም አድልዎ በልተሞላበት ሁኔታ ያከናውናል።					
30	የቅርብ ሰራ ኃላፊዬ የሥራ አፈፃፀም ልኬት/ ውጤቱን በመንተራስ ለተለያዩ ስልጠናዎች እንዳገኝ አስተያየታቸውን በሥራ አፈፃፀም ቅጽ ላይ ያሰፍራሉ።					
31	የቅርብ ሰራ ኃላፊዬ በስራ ላይ ለስሙዘገብኳቸው ስኬቶች አስፈላጊውን እውቅና ይሰጡኛል።					
ተ. ቁ	የአመለካከት ቅኝት	አጥብቄ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	አጥብቄ እስማማለሁ
32	የተቀናጀ የስራ አፈፃፀም ሥርዓት አድልዎ ያልተሞላበትና የሥራ ውጤትን መሰረት ያደረገው።					
33	የተቀናጀ የስራ አፈፃፀም ሥርዓት በቀጣይነት የሥራ ክንውኑን እንዳሻሽል ተነሳሽነት ፈጥሮብኛል።					
34	በተቀናጀ የስራ አፈፃፀም ሥርዓት አተገባበር ዙሪያ እርካታ አለኝ።					

Annex IV: Interview Questions



ST MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL BUSINESS MANAGEMENT

1. What is your role at Wegagen Bank?(Supervisor, Manager, Director, Other)
2. Do you think the performance management system is used strategically by the organization to improve performance?
3. What was the big challenge for you when the bank implements integrated performance management system?
4. What do you expect from the system and what you want to add about the integrated performance management system that the bank implemented?

Annex V: Summary of Response

No	Query Items	Response	Count	Percentage	Cumulative Percentage
1	I fully understand the performance standards and measures set in my performance scorecard	Strongly Disagree	21	7.00%	7.00%
		Disagree	48	16.10%	23.20%
		Neutral	25	8.40%	31.50%
		Agree	143	48.00%	79.50%
		Strongly Agree	61	20.50%	100.00%
2	I fully understand how the percentage accomplishment (out of 100%) section is determined in my evaluation	Strongly Disagree	13	4.4%	4.4%
		Disagree	47	15.9%	20.3%
		Neutral	40	13.5%	33.8%
		Agree	152	51.4%	85.1%
		Strongly Agree	44	14.9%	100.0%
3	I fully understand how the score (out of 5) is given in my evaluation	Strongly Disagree	20	6.7%	6.7%
		Disagree	44	14.8%	21.5%
		Neutral	43	14.5%	36.0%
		Agree	139	46.8%	82.8%
		Strongly Agree	51	17.2%	100.0%
4	I fully understand the rating scale used in my evaluation	Strongly Disagree	15	5.0%	5.0%
		Disagree	55	18.5%	23.5%
		Neutral	44	14.8%	38.3%
		Agree	135	45.3%	83.6%
		Strongly Agree	49	16.4%	100.0%
5	Quarterly evaluations don't impact the core operation in my day to day activities	Strongly Disagree	21	7.1%	7.1%
		Disagree	66	22.3%	29.4%
		Neutral	34	11.5%	40.9%
		Agree	119	40.2%	81.1%
		Strongly Agree	56	18.9%	7.1%
6	I believe that the IPMS doesn't overload me with paper	Strongly Disagree	22	7.5%	7.5%

	work and bureaucracy	Disagree	60	20.5%	28.1%
		Neutral	53	18.2%	46.2%
		Agree	122	41.8%	88.0%
		Strongly Agree	35	12.0%	100.0%
7	I am fully aware the IPMS guideline can be found in my work unit	Strongly Disagree	17	5.74%	5.74%
		Disagree	48	16.24%	22.04%
		Neutral	57	19.34%	41.24%
		Agree	130	43.94%	85.14%
		Strongly Agree	44	14.94%	100.04%
8	I have full access to the IPMS guideline	Strongly Disagree	12	4.1%	4.1%
		Disagree	69	23.3%	27.4%
		Neutral	49	16.6%	43.9%
		Agree	119	40.2%	84.1%
		Strongly Agree	47	15.9%	100.0%
No	Alignment of Objectives	Response	Count	Percentage	Cumulative Percentage
9	My performance scorecard communicates top management intentions and overall objectives of the bank	Strongly Disagree	22	7.4%	7.4%
		Disagree	50	16.8%	24.2%
		Neutral	47	15.8%	40.1%
		Agree	128	43.1%	83.2%
		Strongly Agree	50	16.8%	100.0%
10	My performance scorecard shows how my job tasks relate to the overall objective of the bank	Strongly Disagree	20	6.7%	6.7%
		Disagree	50	16.8%	23.6%
		Neutral	35	11.8%	35.4%
		Agree	144	48.5%	83.8%
		Strongly Agree	48	16.2%	100.0%
11	My performance scorecard helps me understand how I can contribute to the overall bank's objective	Strongly Disagree	24	8.1%	8.1%

		Disagree	43	14.4%	22.5%
		Neutral	31	10.4%	32.9%
		Agree	133	44.6%	77.5%
		Strongly Agree	67	22.5%	100.0%
No	Competency Framework	Response	Count	Percentage	Cumulative Percentage
12	I am aware that the bank has developed “ <i>employee competency framework dictionary</i> ” which outlines the necessary skills required for each job position	Strongly Disagree	25	8.4%	8.4%
		Disagree	59	19.9%	28.3%
		Neutral	45	15.2%	43.4%
		Agree	129	43.4%	86.9%
		Strongly Agree	39	13.1%	100.0%
13	The employee competency framework dictionary is found in my work unit	Strongly Disagree	21	7.3%	7.3%
		Disagree	64	22.3%	29.6%
		Neutral	62	21.6%	51.2%
		Agree	100	34.8%	86.1
		Strongly Agree	40	13.9%	100.0%
14	I have full access to the employee competency framework dictionary of the bank	Strongly Disagree	36	12.2%	12.2%
		Disagree	61	20.6%	32.8%
		Neutral	67	22.6%	55.4%
		Agree	93	31.4%	86.8%
		Strongly Agree	39	13.2%	100.0%
15	I believe that my competencies are objectively evaluated	Strongly Disagree	35	12.0%	12.0%
		Disagree	59	20.2%	32.2%
		Neutral	47	16.1%	48.3%
		Agree	107	36.6%	84.9%
		Strongly Agree	44	15.1%	100.0%
No	Target Setting	Response	Count	Percentage	Cumulative Percentage

16	Targets for measures like proportion of transaction, customer complaint and number of error should have a bank wide standard	Strongly Disagree	23	7.8%	7.8%
		Disagree	46	15.5%	23.3%
		Neutral	35	11.8%	35.1%
		Agree	132	44.6%	79.7%
		Strongly Agree	60	20.3%	100.0%
17	I fully understand the measures and respective targets I am discharged with for each quarter	Strongly Disagree	10	3.4%	3.4%
		Disagree	55	18.6%	22.0%
		Neutral	45	15.2%	37.2%
		Agree	142	48.0%	85.1%
		Strongly Agree	44	14.9%	100.0%
18	Supervisor discuss with me about targets assigned for my work unit and respond to any questions that I have	Strongly Disagree	23	7.7%	7.7%
		Disagree	45	15.1%	22.8%
		Neutral	40	13.4%	36.2%
		Agree	147	49.3%	85.6%
		Strongly Agree	43	14.4%	100.0%
19	My performance scorecard clearly outlines the tasks, the expected results and the measures or standards that will be used to evaluate performance	Strongly Disagree	23	7.7%	7.7%
		Disagree	47	15.8%	23.6%
		Neutral	53	17.8%	41.4%
		Agree	135	45.5%	86.9%
		Strongly Agree	39	13.1%	100.0%
No	Formal Review of Progress (Continuous Assessment)	Response	Count	Percentage	Cumulative Percentage
20	My Supervisor tracks progress on targets (every two weeks) throughout the quarter	Strongly Disagree	20	6.7%	6.7%
		Disagree	55	18.5%	25.2%

		Neutral	47	15.8%	40.9%
		Agree	135	45.3%	86.2%
		Strongly Agree	41	13.8%	100.0%
21	My supervisor gives me feedback on my performance	Strongly Disagree	18	6.0%	6.0%
		Disagree	52	17.4%	23.5%
		Neutral	37	12.4%	35.9%
		Agree	137	46.0%	81.9%
		Strongly Agree	54	18.1%	100.0%
22	I was given plenty of opportunity by my manager to discuss the reasons for any of my work problems	Strongly Disagree	23	7.7%	7.7%
		Disagree	48	16.1%	23.8%
		Neutral	34	11.4%	35.2%
		Agree	134	45.0%	80.2%
		Strongly Agree	59	19.8%	100.0%
23	I believe continuous assessment can help to achieve assigned targets	Strongly Disagree	15	5.1%	5.1%
		Disagree	46	15.6%	20.7%
		Neutral	20	6.8%	27.5%
		Agree	148	50.2%	77.6%
		Strongly Agree	66	22.4%	100.0%
24	Continuous assessment can help to deal with challenges encountered	Strongly Disagree	16	5.4%	5.4%
		Disagree	42	14.2%	19.7%
		Neutral	24	8.1%	27.8%
		Agree	154	52.2%	80.0%
		Strongly Agree	59	20.0%	100.0%
25	Continuous assessment should be conducted on a weekly basis to secure a better performance	Strongly Disagree	22	7.5%	7.5%

No	Performance Appraisal and Managing Performance	Response	Count	Percentage	Cumulative Percentage
		Disagree	44	15.0%	22.4%
		Neutral	37	12.6%	35.0%
		Agree	141	48.0%	83.0%
		Strongly Agree	50	17.0%	100.0%
26	I am fully aware of performance management procedures that are used for transferred, promoted and newly employed staff	Strongly Disagree	26	8.8%	8.8%
		Disagree	56	18.9%	27.6%
		Neutral	52	17.5%	45.1%
		Agree	125	42.1%	87.2%
		Strongly Agree	38	12.8%	100.0%
27	My evaluation was made based on targets given for the quarter	Strongly Disagree	16	5.4%	5.4%
		Disagree	49	16.6%	22.0%
		Neutral	35	11.8%	33.8%
		Agree	149	50.3%	84.1%
		Strongly Agree	47	15.9%	100.0%
28	I am allowed to formally communicate with supervisor regarding the appraisal results.	Strongly Disagree	19	6.4%	6.4%
		Disagree	42	14.2%	20.7%
		Neutral	39	13.2%	33.9%
		Agree	144	48.8%	82.7%
		Strongly Agree	51	17.3%	100.0%
29	My supervisor is able to conduct the performance appraisal of employees without showing any biasness.	Strongly Disagree	19	6.5%	6.5%
		Disagree	38	13.0%	19.5%
		Neutral	55	18.8%	38.2%

		Agree	125	42.7%	80.9%
		Strongly Agree	56	19.1%	100.0%
30	My supervisor recommended me for training and development programs based on my evaluation	Strongly Disagree	22	7.5%	7.5%
		Disagree	50	17.1%	24.6%
		Neutral	75	25.6%	50.2%
		Agree	113	38.6%	88.7%
		Strongly Agree	33	11.3%	100.0%
31	My supervisor recognized my achievements during evaluation	Strongly Disagree	22	7.5%	7.5%
		Disagree	49	16.7%	24.1%
		Neutral	44	15.0%	39.1%
		Agree	144	49.0%	88.1%
		Strongly Agree	35	11.9%	100.0%
No	Attitude Survey	Response	Count	Percentage	Cumulative Percentage
32	The IPMS instills a fair and result based performance management system	Strongly Disagree	17	5.7%	5.7%
		Disagree	55	18.5%	24.2%
		Neutral	46	15.5%	39.7%
		Agree	142	47.8%	87.5%
		Strongly Agree	37	12.5%	100.0%
33	The IPMS motivates me to improve my performance for the forthcoming future	Strongly Disagree	23	7.7%	7.7%
		Disagree	50	16.8%	24.6%
		Neutral	51	17.2%	41.8%
		Agree	135	45.5%	87.2%
		Strongly Agree	38	12.8%	100.0%

34	I am satisfied with the newly implemented IPMS	Strongly Disagree	23	7.7%	7.7%
		Disagree	58	19.5%	27.3%
		Neutral	60	20.2%	47.5%
		Agree	129	43.4%	90.9%
		Strongly Agree	27	9.1%	100.0%

Annex VI: Chi-Square Analysis

A. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

I fully understand the performance standards and measures set in my performance scorecard

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	6	5	24	5	42
	Clerical	10	29	18	67	14	138
	Non Clerical	9	13	2	52	42	118
Total		21	48	25	143	61	298

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.906 ^a	8	.000
Likelihood Ratio	39.995	8	.000
Linear-by-Linear Association	6.712	1	.010
N of Valid Cases	298		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.357	.000
Nominal	Cramer's V	.252	.000
N of Valid Cases		298	

B. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

I fully understand how the percentage accomplishment(out of 100%) section is determined in my evaluation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	1	5	4	24	7	41
	Clerical	9	22	23	72	11	137
	Non Clerical	3	20	13	56	26	118
Total		13	47	40	152	44	296

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.572 ^a	8	.068
Likelihood Ratio	14.969	8	.060
Linear-by-Linear Association	.364	1	.546
N of Valid Cases	296		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.222	.068
Nominal	Cramer's V	.157	.068
N of Valid Cases		296	

C. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

I fully understand how the score(out of 5) is given in my evaluation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	5	4	4	21	8	42
	Clerical	10	21	27	68	12	138
	Non Clerical	5	19	12	50	31	117
Total		20	44	43	139	51	297

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.830 ^a	8	.008
Likelihood Ratio	21.245	8	.007
Linear-by-Linear Association	2.280	1	.131
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.265	.008
Nominal	Cramer's V	.187	.008
N of Valid Cases		297	

D. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

I fully understand the rating scale used in my evaluation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	6	5	21	8	42
	Clerical	9	26	32	60	11	138
	Non Clerical	4	23	7	54	30	118
Total		15	55	44	135	49	298

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.118 ^a	8	.001
Likelihood Ratio	28.631	8	.000
Linear-by-Linear Association	1.890	1	.169
N of Valid Cases	298		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.302	.001
Nominal	Cramer's V	.213	.001
N of Valid Cases		298	

E. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

Quarterly evaluations don't impact the core operation in my day to day activities

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	11	4	18	5	42
	Clerical	10	38	24	49	15	136
	Non Clerical	7	17	6	52	36	118
Total		21	66	34	119	56	296

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.000 ^a	8	.000
Likelihood Ratio	30.430	8	.000
Linear-by-Linear Association	13.057	1	.000
N of Valid Cases	296		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.318	.000
Nominal	Cramer's V	.225	.000
N of Valid Cases		296	

F. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

I believe that the IPMS doesn't overload me with paper work and bureaucracy

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	10	6	19	3	42
	Clerical	12	27	35	53	9	136
	Non Clerical	6	23	12	50	23	114
Total		22	60	53	122	35	292

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.831 ^a	8	.008
Likelihood Ratio	20.749	8	.008
Linear-by-Linear Association	5.727	1	.017
N of Valid Cases	292		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.267	.008
Nominal	Cramer's V	.189	.008
N of Valid Cases		292	

G. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

I am fully aware the IPMS guideline can be found in my work unit

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	3	4	7	25	3	42
	Clerical	6	28	41	51	11	137
	Non Clerical	8	16	9	54	30	117
Total		17	48	57	130	44	296

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.325 ^a	8	.000
Likelihood Ratio	40.169	8	.000
Linear-by-Linear Association	4.129	1	.042
N of Valid Cases	296		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.364	.000
Nominal	Cramer's V	.258	.000
N of Valid Cases		296	

H. Chi-Square Analysis: Position VS. Degree of Understanding of Measures Under PMS

I have full access to the IPMS guideline

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	7	5	20	8	42
	Clerical	6	39	32	47	12	136
	Non Clerical	4	23	12	52	27	118
Total		12	69	49	119	47	296

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.152 ^a	8	.007
Likelihood Ratio	21.610	8	.006
Linear-by-Linear Association	2.060	1	.151
N of Valid Cases	296		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.267	.007
Nominal	Cramer's V	.189	.007
N of Valid Cases		296	296

2. Chi-Square Analysis: Position VS. Alignment of Objective

A. My performance scorecard communicate top management intention and overall objective of the bank

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	3	12	6	18	3	42
	Clerical	9	27	33	56	12	137
	Non Clerical	10	11	8	54	35	118
Total		22	50	47	128	50	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.987 ^a	8	.000

Likelihood Ratio	40.621	8	.000
Linear-by-Linear Association	14.428	1	.000
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.367	.000
Nominal	Cramer's V	.259	.000
N of Valid Cases		297	

2. Chi-Square Analysis: Position VS. Alignment of Objective

B. My performance scorecard show how my job tasks relate to the overall objective of the bank

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	6	7	24	3	42
	Clerical	12	25	23	64	13	137
	Non Clerical	6	19	5	56	32	118
Total		20	50	35	144	48	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.797 ^a	8	.001
Likelihood Ratio	27.934	8	.000
Linear-by-Linear Association	5.058	1	.025
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.300	.001
Nominal	Cramer's V	.212	.001
N of Valid Cases		297	

2. Chi-Square Analysis: Position VS. Alignment of Objective

C. My performance scorecard helps me understand how i can contribute to the overall banks objective

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	9	4	21	6	42
	Clerical	16	16	22	63	21	138
	Non Clerical	6	18	5	49	40	118
Total		24	43	31	133	67	298

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.561 ^a	8	.001
Likelihood Ratio	26.819	8	.001
Linear-by-Linear Association	5.637	1	.018
N of Valid Cases	298		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.299	.001
Nominal	Cramer's V	.211	.001
N of Valid Cases		298	

3. Chi-Square Analysis: Position VS. Competency Framework

A. I am aware that the bank has developed " employee competency frame work dictionary" which outlines the necessary skills required for each job position

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	7	6	24	3	42
	Clerical	18	30	28	49	12	137
	Non Clerical	5	22	11	56	24	118
Total		25	59	45	129	39	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.449 ^a	8	.002
Likelihood Ratio	24.534	8	.002
Linear-by-Linear Association	3.989	1	.046
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.287	.002
Nominal	Cramer's V	.203	.002
N of Valid Cases		297	

3. Chi-Square Analysis: Position VS. Competency Framework

B. My performance scorecard show how my job tasks relate to the overall objective of the bank

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	3	7	8	17	4	39
	Clerical	14	31	40	37	9	131
	Non Clerical	4	26	14	46	27	117
Total		21	64	62	100	40	287

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.051 ^a	8	.000
Likelihood Ratio	30.828	8	.000
Linear-by-Linear Association	6.265	1	.012
N of Valid Cases	287		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.324	.000
Nominal	Cramer's V	.229	.000
N of Valid Cases		287	

3. Chi-Square Analysis: Position VS. Competency Framework

C. I have full access to the employee competency framework dictionary of the bank

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	5	6	9	16	5	41
n	Clerical	21	32	37	36	11	137

	Non Clerical	10	23	21	41	23	118
	Total	36	61	67	93	39	296

Chi-Square Tests		Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square		14.798 ^a	8	.063
Likelihood Ratio		14.948	8	.060
Linear-by-Linear Association		2.749	1	.097
N of Valid Cases		296		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.224	.063
Nominal	Cramer's V	.158	.063
N of Valid Cases		296	

3. Chi-Square Analysis: Position VS. Competency Framework

D. I believe that my competencies are objectively evaluated

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	10	5	6	16	3	40
	Clerical	17	31	33	41	14	136
	Non Clerical	9	23	7	50	27	116
Total		36	59	46	107	44	292

Chi-Square Tests		Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square		33.810 ^a	8	.000
Likelihood Ratio		34.224	8	.000
Linear-by-Linear Association		11.020	1	.001
N of Valid Cases		292		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.340	.000
Nominal	Cramer's V	.241	.000
N of Valid Cases		292	

4. Chi-Square Analysis: Position VS. Target Setting

A. Targets for measures like proportion of transaction, customer complaint and number of error should have a bank wide standard

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	6	7	4	18	7	42
	Clerical	8	21	27	63	17	136
	Non Clerical	9	18	4	51	36	118
	Total	23	46	35	132	60	296

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.256 ^a	8	.000
Likelihood Ratio	29.246	8	.000
Linear-by-Linear Association	5.373	1	.020
N of Valid Cases	296		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.309	.000
Nominal by Nominal	Cramer's V	.218	.000
N of Valid Cases		296	

4. Chi-Square Analysis: Position VS. Target Setting

B. I fully understand the measures and respective targets i am, discharged with for each quarter

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	7	3	25	4	41
	Clerical	5	27	34	63	9	138
	Non Clerical	3	21	8	54	31	117
Total		10	55	45	142	44	296

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.327 ^a	8	.000
Likelihood Ratio	35.526	8	.000
Linear-by-Linear Association	4.750	1	.029
N of Valid Cases	296		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.345	.000
Nominal	Cramer's V	.244	.000
N of Valid Cases		296	

4. Chi-Square Analysis: Position VS. Target Setting

C. Supervisor discuss with me about targets assigned for my work unit and respond to any questions that i have

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	7	1	9	20	5	42
	Clerical	9	24	28	67	10	138
	Non Clerical	7	20	3	60	28	118
Total		23	45	40	147	43	298

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.897 ^a	8	.000
Likelihood Ratio	45.592	8	.000
Linear-by-Linear Association	5.155	1	.023
N of Valid Cases	298		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.366	.000
Nominal	Cramer's V	.259	.000
N of Valid Cases		298	

4. Chi-Square Analysis: Position VS. Target Setting

D. My performance scorecard clearly outlines the tasks, the expected results and the measures or standards that will be evaluate performance

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	5	6	5	23	2	41
	Clerical	10	23	36	60	9	138

	Non Clerical	8	18	12	52	28	118
Total		23	47	53	135	39	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.240 ^a	8	.000
Likelihood Ratio	28.940	8	.000
Linear-by-Linear Association	5.675	1	.017
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.314	.000
	Cramer's V	.222	.000
N of Valid Cases		297	

5. Chi-Square Analysis: Position VS. Formal review of progress

A. My supervisor tracks progress on targets(every two weeks) throughout the quarter

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	9	9	14	6	42
	Clerical	9	27	32	60	10	138
	Non Clerical	7	19	6	61	25	118
Total		20	55	47	135	41	298

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.955 ^a	8	.001
Likelihood Ratio	29.606	8	.000
Linear-by-Linear Association	7.894	1	.005
N of Valid Cases	298		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.301	.001

Nominal	Cramer's V	.213	.001
N of Valid Cases		298	

5. Chi-Square Analysis: Position VS. Formal review of progress

B. My supervisor gives me feedback on my performance

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	6	8	17	7	42
	Clerical	7	27	23	66	15	138
	Non Clerical	7	19	6	54	32	118
	Total	18	52	37	137	54	298

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.087 ^a	8	.010
Likelihood Ratio	21.035	8	.007
Linear-by-Linear Association	4.188	1	.041
N of Valid Cases	298		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.260	.010
Nominal	Cramer's V	.184	.010
N of Valid Cases		298	

5. Chi-Square Analysis: Position VS. Formal review of progress

C. I was given plenty of opportunity by my manager to discuss the reasons for any of my work problems

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	6	5	7	18	6	42
	Clerical	11	21	22	63	21	138
	Non Clerical	6	22	5	53	32	118
	Total	23	48	34	134	59	298

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.598 ^a	8	.017
Likelihood Ratio	19.455	8	.013
Linear-by-Linear Association	4.372	1	.037
N of Valid Cases	298		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.250	.017
Nominal	Cramer's V	.177	.017
N of Valid Cases		298	

5. Chi-Square Analysis: Position VS. Formal review of progress

D. I believe continuous assessment can help to achieve assigned targets

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	6	4	19	9	40
	Clerical	6	25	14	74	18	137
	Non Clerical	7	15	2	55	39	118
	Total	15	46	20	148	66	295

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.054 ^a	8	.007
Likelihood Ratio	22.751	8	.004
Linear-by-Linear Association	3.019	1	.082
N of Valid Cases	295		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.267	.007
Nominal	Cramer's V	.189	.007
N of Valid Cases		295	

5. Chi-Square Analysis: Position VS. Formal review of progress

E. Continuous assessment can help to deal with challenges encountered

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	6	3	21	8	42
	Clerical	5	23	18	69	20	135
	Non Clerical	7	13	3	64	31	118
Total		16	42	24	154	59	295

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.086 ^a	8	.029
Likelihood Ratio	17.889	8	.022
Linear-by-Linear Association	3.601	1	.058
N of Valid Cases	295		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.241	.029
Nominal	Cramer's V	.170	.029
N of Valid Cases		295	

5. Chi-Square Analysis: Position VS. Formal review of progress

F. Continuous assessment should be conducted on a weekly basis to secure a better performance

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	5	6	4	21	4	40
	Clerical	10	23	27	62	14	136
	Non Clerical	7	15	6	58	32	118
Total		22	44	37	141	50	294

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.887 ^a	8	.001
Likelihood Ratio	26.104	8	.001
Linear-by-Linear Association	8.424	1	.004

N of Valid Cases		294		
Symmetric Measures				
		Value	Approximate Significance	
Nominal by	Phi	.297	.001	
Nominal	Cramer's V	.210	.001	
N of Valid Cases		294		

6. Chi-Square Analysis: Position VS. performance appraisal and managing performance

A. I am fully aware of performance management procedures that are used for transferred, promoted and newly employed staff

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	6	8	19	4	41
	Clerical	13	28	30	53	14	138
	Non Clerical	9	22	14	53	20	118
Total		26	56	52	125	38	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.971 ^a	8	.436
Likelihood Ratio	8.115	8	.422
Linear-by-Linear Association	1.318	1	.251
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.164	.436
Nominal	Cramer's V	.116	.436
N of Valid Cases		297	

6. Chi-Square Analysis: Position VS. performance appraisal and managing performance

B. My evaluation was made based on targets given for the quarter

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	6	3	25	5	41
	Clerical	9	25	23	65	16	138

	Non Clerical	5	18	9	59	26	117
Total		16	49	35	149	47	296

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.258 ^a	8	.140
Likelihood Ratio	12.115	8	.146
Linear-by-Linear Association	1.587	1	.208
N of Valid Cases	296		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.204	.140
	Cramer's V	.144	.140
N of Valid Cases		296	

6. Chi-Square Analysis: Position VS. performance appraisal and managing performance

C. I am allowed to formally communicate with supervisor regarding the appraisal results

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	3	8	6	18	6	41
	Clerical	8	19	26	66	18	137
	Non Clerical	8	15	7	60	27	117
Total		19	42	39	144	51	295

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.426 ^a	8	.098
Likelihood Ratio	14.055	8	.080
Linear-by-Linear Association	3.348	1	.067
N of Valid Cases	295		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.213	.098
	Cramer's V	.151	.098
N of Valid Cases		295	

6. Chi-Square Analysis: Position VS. performance appraisal and managing performance

D. My supervisor is able to conduct the performance appraisal of employees without showing any biasness

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	2	6	20	8	40
	Clerical	8	18	31	58	21	136
	Non Clerical	7	18	18	47	27	117
	Total	19	38	55	125	56	293

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.179 ^a	8	.416
Likelihood Ratio	8.626	8	.375
Linear-by-Linear Association	.003	1	.958
N of Valid Cases	293		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.167	.416
	Cramer's V	.118	.416
N of Valid Cases		293	

6. Chi-Square Analysis: Position VS. performance appraisal and managing performance

E. My supervisor recommended me for training and development programs based on my evaluation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	3	7	15	12	3	40
	Clerical	14	20	44	49	10	137
	Non Clerical	5	23	16	52	20	116
	Total	22	50	75	113	33	293

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.049 ^a	8	.003
Likelihood Ratio	23.868	8	.002
Linear-by-Linear Association	6.104	1	.013

N of Valid Cases	293		
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Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.280	.003
Nominal	Cramer's V	.198	.003
N of Valid Cases		293	

6. Chi-Square Analysis: Position VS. performance appraisal and managing performance

F. My supervisor recognized my achievements during evaluation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	7	7	21	3	40
	Clerical	10	25	23	69	10	137
	Non Clerical	10	17	14	54	22	117
Total		22	49	44	144	35	294

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.351 ^a	8	.241
Likelihood Ratio	10.215	8	.250
Linear-by-Linear Association	1.022	1	.312
N of Valid Cases	294		

Symmetric Measures

		Value	Approximate Significance
Nominal by	Phi	.188	.241
Nominal	Cramer's V	.133	.241
N of Valid Cases		294	

7. Chi-Square Analysis: Position VS. Attitude Survey

A. The IPMS instills a fair and result based performance management system

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	1	9	6	22	3	41
	Clerical	11	25	34	61	7	138

	Non Clerical	5	21	6	59	27	118
Total		17	55	46	142	37	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.466 ^a	8	.000
Likelihood Ratio	38.225	8	.000
Linear-by-Linear Association	6.106	1	.013
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.350	.000
	Cramer's V	.248	.000
N of Valid Cases		297	

7. Chi-Square Analysis: Position VS: Attitude Survey

B. The IPMS motivates me to improve my performance for the forthcoming future

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	2	9	9	20	1	41
	Clerical	12	24	36	59	7	138
	Non Clerical	9	17	6	56	30	118
Total		23	50	51	135	38	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.650 ^a	8	.000
Likelihood Ratio	46.982	8	.000
Linear-by-Linear Association	9.854	1	.002
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.383	.000
	Cramer's V	.271	.000

N of Valid Cases	297
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7. Chi-Square Analysis: Position VS. Attitude Survey

C. I am satisfied with the newly implemented IPMS

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Position	Managerial	4	9	10	18	0	41
	Clerical	12	30	40	50	6	138
	Non Clerical	7	19	10	61	21	118
Total		23	58	60	129	27	297

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.197 ^a	8	.000
Likelihood Ratio	40.237	8	.000
Linear-by-Linear Association	13.693	1	.000
N of Valid Cases	297		

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.349	.000
Nominal by Nominal	Cramer's V	.247	.000
N of Valid Cases		297	