



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**PRACTICES AND CHALLENGES OF EMPLOYEES'
PERFORMANCE AND ITS EFFERCT ON PRODUCTIVITY AT SAVE
THE CHILDREN – ETHIOPIA, COUNTRY OFFICE**

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**JUNE, 2017
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REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION**

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DECLARATION

I, Tewodros Worku Gemechu, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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1 June, 2017

ENDORSEMENT

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ACRONYMS/ABBREVIATIONS

CO: Country Office

CSA: Charities and Societies Agency

HR: Human Resources

HRM: Human Resources Management

KPI: Key Performance Indicator

PM: Performance Management

PMS: Performance Management System

SC: Save the Children

SCI: Save the Children International

SC-UK: Save the Children, United Kingdom

SC-US: Save the Children, United States

SPSS: Statistical Package for Social Sciences

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Abstract

Performance management system enables organization to measure the performance of the organization itself, organizational members and the team as well. Save the Children International has establish the current performance system on October 2012. However is it not well understood by most of Save the Children International employees. This study therefore was undertaken to assess the overall employee performance management practices at Save the Children International. For the data collection, questionnaires were distributed to 68 selected employees uses simple random sampling technique and interview was undertaken with 5 senior management staffs of SCI. The literature review part of this study shows the purpose of performance management, its components and empirical studies. The research design employed in this research is a descriptive survey research using both qualitative and quantitative approach to collect data. This research draws upon the data collected using the designed tools and secondary sources available in the organization under study. For the data summarization SPSS software was used. The research findings shows that challenges that includes; employees not participating in formulation of their own performance plan together with their supervisor, lack of sufficient resources to excite the expected job, chance not given to assess own performance, biasness during the performance monitoring, insufficient capacity development facility, unfair rating, rewarding culture not usual in the organization and they believe the practice is to fulfill the requirements of submitting to the human resource department. As a result it is concluded that the practice of employee performance management is bad. All the main findings of this study are summarized, conclusions drawn and recommendations given to improve the practice of the employee performance management system which has the potential to significantly contribute to the development of the organization.

Keywords: Performance Management, Performance Planning, Performance Evaluation, Feedback.

CHAPTER ONE

INTRODUCTION

The study focuses on the practices and challenges of employees' performance and its effect on productivity at Save the Children International-Ethiopia, Country Office. This chapter deals with the background to the study, definition of terms, statement of the problem, research objectives and questions, significance of the study, scope of the study and limitation of the study.

1.1 Background of the Study

Among different resources found in every organization, human resource is one of the most important assets with the responsibility of managing other resources like financial, material, technological and other monetary or non-monetary resources. The human resource can be said a backbone of any organization in coordinating and controlling the whole activities of the organization directly or indirectly to ensure achievements of organizational goal. Unlike other resources, human resource can develop sustained competitive advantage by creating values which cannot be imitated by competitors. Without good human resource, an organization cannot build a good team of working professionals and environment. Successful organizations do not owe their success solely to market realities and sustainable competitive advantages. Actually, there is a lot more. Successful companies are those that consider their human capital as their most important asset.

In the eyes of an organization employees are viewed as assets whose value is enhanced by development. For this reason, companies will engage in practice of human resource management to capitalize on those assets. Human resources management (HRM) is all about managing employees strategically who contribute to the achievement of the strategic objective of the organization individually or collectively. Assuming that the employees of an organization are individuals with own mental maps and perceptions, own goals and personalities they cannot be perceived as a whole, HRM holds that the

organization should be able to employ both individual and group psychology in order to commit employees to the achievement of organizational goals (Armstrong 2006).

Human resource management (HRM) is a process that links the goal of the organization together with the goal of the people by securing the best people and winning their wholehearted cooperation to attain organizational goal in an effective and efficient manner.

Employees' performance management as one of the aspects of HRM is a process of advancing the performance of the organization to the higher expectation by developing the performance of individuals and teams in a systematic way. It is the process of cascading the goal of the organization down to teams and individuals with the aim of getting a better result (Armstrong 2009).

With effective employee performance management system, it is easy for managers to evaluate and measure individual performance and increase productivity by aligning individual and strategic objective, providing visible and clear performance expectation, documenting individual's performance for future decision and focusing on skill development plan. Having the right employee performance management is a concern of every organization because it is an important gear of any organization to be a front runner in the market by evaluating and developing employee performance in order to enhance organizational success.

Save the Children International - Ethiopia is registered by Charities and Societies Agency (CSA) started operating since October 1, 2012. Previously there were seven Save the Children (SC) organizations (namely, SC-Canada, SC-Denmark, SC-Finland, SC-Norway, SC- Sweden, SC-UK and SC-US) which had been operating in Ethiopia for couple of years. After SCI's establishment, they merged into one organization and registered as SCI-Ethiopia. SCI- Ethiopia now has 2,182 permanent staff members and implements different programs all over Ethiopia under its 50 field offices and an annual budget of USD 117 million. SCI-Ethiopia Country Office (CO) is based in Addis Ababa located at Sar-Bet holding 474 staff at the country office.

With these backgrounds the study attempted to explore the employee performance management practices of SCI – Ethiopia, Country Office. It assessed the whole process of the performance management of the organization, evaluated whether it facilitates the achievement of objectives and whether employees are motivated by the performance management process of the organization by referring to relevant literatures, articles, journals, and by analyzing employee's feedbacks, and finally reached to conclusions to give recommendations.

1.2 Statement of the Problem

Performance management connects organizational objectives and individuals objectives that facilitates definition of expectations and agreements of role's responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be). The aim of employee performance management is to capacitate employees with the skill and knowledge needed to meet or exceed the desired goal and achieve their full potential to the benefit of themselves and that of the organization. Providing support and guidance that employees need to develop and improve in their skill is one of the significant objectives of employee performance management.

“In organizations, accountability of employees is managed through performance appraisal system, which is an important tool for evaluating on-the-job performance of employees. Information obtained from such evaluation is recorded and subsequently utilized for managing the human resource management activities such as employee motivation and reward, training and development, and compensation management” Akhtar, Nath and Kalita (2014).

As stated by Akhtar et al. (2014) effective PM supports in clarifying the employees' responsibilities, facilitates performance evaluations against the pre-agreed objectives, support, mentoring and coaching by managers, enables to design of motivation and reward systems, identification of skill and knowledge gap and planning for training and development schemes and compensation management.

SCI has been audited by different audit firms at different times since its establishment in

October 2012. In 2014, the audit included assessment of HR department operations. The researcher has reviewed the audit reports for the year 2014 by global assurance Audit group which includes findings. According to the Auditors' report, they witnessed that PM policy and the templates are in line with the organization's global guidelines. However, there are variations in the application of the policy and guidelines. And the performance review formats that they have reviewed were not as per the standard stipulated in the guideline. They also mentioned that the performance process is not consistently completed in the organization and they recommended the PM process requires improvement.

This research looked into the designed performance management employee process, assessed the actual practices, identified gaps and gave recommendations to improve the practice.

1.3 Research Questions

This study is designed to access issues related to practices and challenges on employee performance and its effect on productivity at Save the Children, accordingly, the study focuses in order to answer the following basic questions.

1. How does the organization strategic mission linked with individuals' performance objective?
2. To what extent the employees are aware of strategic objectives of the organization understood by the employees?
3. How is employee performance management practice carried out in the organization?
4. What are the major employee performances challenges faced by the organization?

1.4 Objective of the Study

1.4.1 General Objective

The main objective of this study to assess practices and challenges of employee performance and its effect on productivity at SCI-Ethiopia, Country Office and to

forward possible solution for the actual problems.

1.4.2 Specific Objectives

The specific objectives of the study includes the following.

1. To identify the link between individuals' performance and organization strategic mission.
2. To assess the awareness of employees about strategic objectives.
3. To explore the practice of employee performance management at save the children Ethiopia country office.
4. To find out what are the major challenges in the process of employee performance practice faced by the organization.

1.5 Significance of the Study

Performance Management systems enables organizations to clarify the desired outcomes, identify gaps and find a way of filling a gap, which leads organizations to achieve the intended objective.

Hence, the outcome of the study have the following practical significances.

- It provides the best ways of PM implementation from literatures which enables to strengthen the existing PM practice to the organization.
- It identifies the root cause for the existing gap that meets the requirements of the performance management system.
- It supports the organization to take corrective actions for the future implementation and effectiveness of the system.
- It enables employees to inspire by the effective practices of the PM which will make the job expectations clear and will be a means for provision of training and development.
- It will results employees motivation and productivity when understanding effective PM practice leads to recognition of individuals.
- In addition researchers can use this study as a spring board for future research

work in similar field of study.

1.6 Scope of the Study

Performance management system in general terms focus on performance of the organization, employees and team in the organization. However, this study focused to actual practices and challenges of employee performance and its effect on productivity at SCI-Ethiopia, Country Office only. It is limited to Ethiopia country, Addis Ababa office only, because of the availability and accessibility of information. This makes reaching the target population easy as well as to cut down cost reasonably. Other factors like shortage of time and convenience were also take into consideration.

1.7 Definition of Terms

Performance management – is a strategic and integrated process that delivers sustained success to organizations by improving the performance of the people. (Armstrong, 2007)

Feedback – is the process of evaluating and discussing the performance of both employees and managers with suggestions on how to improve upon weaknesses. (Harms & Roebuck, 2010)

Performance Objectives – are statements of important and measurable outcomes. (Smither & London, 2009)

Human resource development – is a planned and continuous process of helping employees to become better at their tasks through training. (Mondy & Noe, 1990)

1.8 Limitation of the Study

The study was delimited to Save the Children, Ethiopia CO because the cost involved in undertaking a full research covering the entire field offices, the topic was enormous and beyond the researcher's financial resources. It is important to note that, although the research was conducted focusing on country offices, Save the Children covers several geographical regions within Ethiopia. However, the researcher believe that the output of

this research would be more clear and tangible, the data obtained been analyzed by comparing and contrasting the opinion of respondents working at managerial position from individual employees.

1.9 Organization of the Study

The study organized under five chapters. The first chapter dedicates to the background, statement of the problem, basic research questions, objectives of the study, significance of the study, and delimitation of the study. Chapter two is concerned all about the related literature on the research subject and has parts that define some concepts in the research. The third chapter explores the methodology used for the research and the data analyzed in the fourth chapter of the report. Finally, there are summary of the major findings, conclusions and recommendations in the fifth chapter of the report.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This Chapter revises literatures which are related to the subject matter of the study. From related literatures and other sources, important ideas related to performance management are incorporated in the study. Under this chapter performance management, purpose of performance management, performance management process, effective performance management system, empirical studies on performance management, challenges of performance management system and performance management system of SCI are discussed and presented in detail. Therefore, theoretical, empirical and conceptual part of this chapter were presented as follows.

2.1 Theoretical Literature

2.1.1 Performance Management

Mostly performance management system and performance appraisal are used interchangeably with each other. However, performance management system is the broader one which identifies measure, manage and develop performance of the human resource in an organization continuously whereas performance appraisal is the sub set of performance management system in which we use it for evaluating the competence of employee's quarterly or semi-annually.

Performance management is a method for understanding so as to show signs of improvement results and overseeing execution inside of a concurred system of arranged objectives, guidelines and competency necessities. (Armstrong, 2006)

Performance management is a method for connecting business system and targets by means of objectives and measures for individual execution. (Bratton and Gold, 1999).

Performance management process has its own elements such as agreement, measurement, feedback, positive reinforcement and dialogue (Armstrong, 2006).

In addition, the process is concerned for knowledge, skills and behaviors, that are inputs and values, and the results delivered.

Luecke (2006) has also defined performance management as a method used to measure and to improve the effectiveness of people in the workplace. He also indicated PM as a core skill for a manager or executive that can be used throughout her/his career.

Performance management process inspires workers if completed legitimately. The accomplishment acknowledgement through input, the chances of accomplish, the base to create and direction to bearer ways are non-money related prizes that are enduring and more capable than budgetary prizes. It urges workers to be occupied with their occupations with improved duty.

Aguinis (2009) also defined performance management as “a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization”.

According to the above definition, performance management is a continuous process, not a one-time year start or end activity, which is aligned with strategic goals.

2.1.2. Purposes of Performance Management

The most important purpose or goal performance management is to improve performance in the future and not just for the employee. Managers can get valuable information from employees to help them make employee's jobs more productive. Work units and organizations can identify problems that interfere with everyone's work.

Luecke (2006) stated that competitiveness in many industries is based on effectiveness of human assets and in order to make the most out of the human assets there should be effective performance management.

In 2009, Aguinis has indicated the following six purposes of performance management.

Strategic: PM is a means to link the organization's goals with individual goals that can reinforce behaviors consistent with the attainment of organizational goals. Linking

it with strategic goals serve as a means to communicate the most crucial business strategic initiatives and objectives and achieve them.

Administrative: It serves as a based to make decisions on salary adjustments, promotions, employee retention or termination, recognition of superior performance, identification of poor performers, layoffs, and merit increases.

Communication: It is a means to employees to identify the areas that they are doing right, and the areas that they should improve. It also allows them to understand the organization's and the supervisor's expectations and the most important parts of their work.

Developmental: It is a means to give regular feedback to employees by managers on how they are performing and as a result it allows managers to coach employees and help them improve performance on an ongoing basis.

Organizational maintenance: It is a source of information about skills, abilities, promotional potential, and assignment histories of current employees to be used in workforce planning as well as assessing future training needs, evaluating performance achievements at the organizational level, and evaluating the effectiveness of human resource interventions (for example, whether employees perform at higher levels after participating in a training program).

Documentation: It is a source of data that can be used to assess the predictive accuracy of newly proposed selection instruments as well as important administrative decisions. This information can be especially useful in the case of litigation.

Similarly, Kruasert (2009) indicated that PM enables employees to identify the knowledge and skill that are required to perform their job. Effective PM system boosts performance which resulted in empowerment, motivation and implementation of an effective reward system. It is also a means to identify and resolve obstacles of PM through monitoring, coaching and capacity building. In addition, PM helps managers on making administrative decisions, promoting a two-way communication with their subordinates and on managing and clarifying expectations about the roles and

accountabilities required to attain the standard of work (Cardy & Dobbins, 1994) as cited by (Denisew, 2014).

Indicating the purpose of PM as a means to make administrative decisions concerning pay, promotions and careers, and work responsibilities; and to enhance performance by identifying development needs, providing training and development opportunities.

2.1.3. Performance Management Process

Performance management is a management style that has grown increasingly popular and It involves a process in which a company, organization, or institution creates a work environment that empowers employees to work to the best of their abilities. The process that an employer uses to accomplish this often varies from one business to the next. Despite these variations, the performance management process generally involves some form of goal setting, evaluation and reward. In addition, coaching is often offered throughout the process.

Luecke (2006) indicated the process of PM as goals setting, tracking changes, coaching, motivation, appraisal and employee development.

Goals setting – it is defining the results that employees aim to achieve. It should be top- down process which begins from the company’s strategy towards operation level strategy and individual employee level objective. This clearly indicates the alignment of goals to the organization strategy.

Tracking changes – it is monitoring performance and detecting gaps which includes understanding the situation, the person and the work being done. It is checking performance against agreed milestones.

Coaching – it is an interactive process between an employee and a manager in closing gaps and improving performance. It also includes overcoming personal obstacles, achieving new skills and competencies, prepare employees for new responsibilities, motivating employees and help them to get skill in managing themselves more effectively.

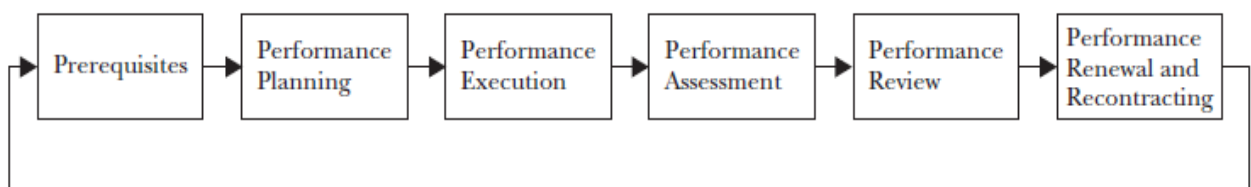
Motivation – it is making employees interested in their work by applying different mechanisms including, but not limited to, making pay scale faire and competitive, developing trust among managers and employees, encouraging in self-development, avoiding all fears at work place, empowering and avoiding micromanagement. Motivation is the heart of performance management system and must be conducted throughout the performance year.

Appraisal – it is a formal way of assessing an individual employee’s performance against predetermined goals. In addition, the main purpose of appraisal is to motivate good performance, provide constructive feedback and agree on effective development plan. Appraisal is conducted on a yearly basis.

Employee development – it is understanding employee’s aspirations and current state of workplace know-how and then design a plan on building their capacity that serves their aspirations and the interest of the organization. It is building the productive assets of human resource.

In addition to the above, Aguinis (2009) identified another PM process (cycle) and are illustrated in the below paragraphs.

Figure 1. Flow of the Performance Management Process



Source: Aguinis, (2009)

Stage 1: Prerequisites – At this stage the organization’s mission and strategic goals has to be understood and the specific jobs should be well known. Afterwards, the strategic goals should be cascaded at organization level, departmental level, supervisor level and employee level.

Stage 2: Performance Planning – At this stage discussions will be focused on results, behaviors and development plan. Results are the outcomes that an employee is responsible for based on the objectives; behaviors is about the knowledge, skills and attitudes (KSAs) which determines how the job is done. Development plan is about identifying areas of improvement and how the identified tasks can be improved.

Stage 3: Performance Execution – At this stage employees exert effort to get the intended outcomes and display the pre-agreed behaviors. Although the owner of this stage is the employee, the manager has a role of observing and documenting the performances on a daily basis, updating the employee in organizational changes, providing regular feedback, providing resources and opportunities to develop, and reinforcing effective behaviors which lead towards the intended goals.

Stage 4: Performance Assessment – At this stage the achievement of the desired behaviors and demonstration of the desired behavior is assessed. This process is actively led by both the employee in making self-evaluation and the manager separately. The manager collects performance comments from peers, subordinates, partners, and other parties who have work relationship with the employee and provide these comments to the employee.

Stage 5: Performance Review – At this stage meeting takes place between the employee and the manager to review the assessment done separately on what was done (results) and how it was done (behaviors). This process is “Achill’s heel of the entire process” Kikoski (1999) as cited by Aguinis, (2009). This was said because managers are usually uncomfortable in providing feedbacks, particularly when there is under performance. The discomfort leads to anxiety and avoidance of the review meeting. Besides, development progress and future plans are subjects which are discussed in the review meeting.

Stage 6: Performance Renewal and Reconstructing – This is a final stage of the process and is a time where the objectives are reviewed and if needed changed to the

new direction or focus by using the information and insights gathered from the previous processes.

2.1.4. Challenges of Performance Management System

The major objective of performance management is to develop, improve and exercise the performance effectiveness between team members. The manager and the team member should in collaboration to plan, monitor, review and appraise the latter's work objectives and overall contribution to achieving the organization's goals. In this process various types of tools are used, ranging from traits based or behavior based to result based. Formal and informal communications are used to provide feedback. The feedback could be regular or irregular. A lot of time and energy is spent in getting the goals and measures right, reviewing performance, and appraising it. However, things could go wrong and the required effectiveness of employee performance is not obtained. Some of the major challenges in managing performance could be as follows:

1. Wrong Design

The performance management system and tools must fit with the specific needs of the organization. It cannot be a duplication of a system designed and implemented in another organization, even an organization in the same industry or the same business group. Intense consultation with various stakeholders and users of the system is necessary. User trust is an absolute necessity for the success of the system. The design should be tried out on a pilot basis before it is rolled out to the organization as a whole. All documents and forms must be in place. The system should be fair and equitable.

Performance management should be viewed as a continuous process and not an activity conducted once or twice in a year. The design should also include mechanisms for rewarding performance and handling poor performers.

2. Absence of Integration

The performance management system has to be integrated with the strategic planning and human resource management systems as well as with the organizational culture, structure and all other major organizational systems and processes.

3. Lack of Leadership Commitment

Leadership commitment and support is a must for smooth implementation of the system. Leaders must drive the process and make performance management an integral part of the management of the company. Leaders contribute not only in setting the strategic direction and performance measures but also in monitoring and reviewing performance across the organization. They also reinforce the performance cycle by recognizing and rewarding performance.

4. Ignoring Change Management in System Implementation

Strategic management of change is a vital part of implementing the system. Driven by the top management, it involves careful management of resistance. Communication would be a major intervention and a key tool in managing the change. Implementation milestones and schedules must be followed. Proper documents must be in place.

5. Incompetence

Competence to use the performance management system is necessary to ensure smooth implementation of the system. Some of the major skills would include:

- Defining strategic objectives, performance indicators, core competencies and performance contracts.
- Defining performance measures that correspond to the KPIs.
- Giving and taking feedback, conducting appraisal interviews, and active listening.
- Performance coaching.

The focus would be on designing and implementing training and development interventions that would help in developing the competence of various job holders. Special emphasis

would be on building the behavioral dimensions of performance Krishnan Rajendran (2013).

2.1.5. Performance Management in SCI

a. The Performance Management in SCI

As stated in the manual, the system guides managers and employees to review performance for the year and to set objectives for the following year. The manual states the following appropriate principles that should be applied when managing the process.

- Employees are encouraged to take accountability for their own performance and development, supported by their manager. The attached performance and development review form is designed to encourage employees to own the process
- Managers should discuss and get views from their employees before reaching any conclusions
- Managers should seek multiple sources of input and feedback from peers, direct reports and colleagues

Employees and managers should have honest, open and supportive conversations.

The manual also indicated the preparation that has to be made by both Manager and employees to make the performance discussions successful. It is clearly indicated in the manual about who leads which process and the time table in which each process shall be conducted.

Figure 2. Save the Children Performance Management Cycle



(Source: Competency Framework Guideline, 2013)

The guideline clearly states that the individual objectives should align with and contribute to the Save the Children strategy and the 2017 priority initiatives. It is also indicated that prior to the performance discussion with the employee, the manager must discuss and agree the assessment and provisional performance rating of their direct reports with his/her manager.

2.2. Empirical Review

Performance management practice is handled in a different ways in different organizations. Under this section, practical literatures on performance management system are discussed.

Waal & Coevert, (2007) quoted “performance management is an action, based on performance measures and reports, which results in improvements in behavior, motivation and processes and promotes innovation”. Performance management has significant contribution to individual and organizational learning, it enhances organizational effectiveness and promotes growth (Adhikari, 2010) as cited by Denisew (2014).

Janneta (2003) conducted a survey entitled “assessing the implementation of performance management of health care workers in selected districts of Uganda”. The survey identified that performance planning and setting performance indicators are lacking and performance assessments are not conducted consistently in the study area. It is also mentioned that there are limited prospect for career development, employees were no

provided with proper performance feedback and reward as a result of their performance. (Denisew, 2014)

Addis (2014) indicated that performance management has positive outcome in increasing productivity and quality, customer satisfaction, proper utilization of resources and employee satisfaction. Therefore, effectiveness of performance management system is vital for the proper functioning of an organization.

He also stated the advantages of effective performance management system as well as disadvantages of poor performance systems “Employees tend to show an increase in motivation to perform, self-esteem is increased, managers gain insight about subordinates, organizational s are made clear, employees become more competent, there is better and more timely differentiation between good and poor performer and organizational change is facilitated. These create a sense of belongingness to their organization”. Pulakos (2004) as cited by Addis (2014). This is the advantage of effective performance management system.

On the other hand, according to Pulakos (2004) as cited by Addis (2014) the disadvantages are: “Employees be quite due to results, self-esteem may be lowered, time and money are wasted, relationships are damaged, and motivation to perform is decreased.”

Sound programming, clearly defined roles and responsibilities of managers, employees and departments, and consultative and participatory processes are characteristics of effective performance management system. To attain greater culture of fairness, equality, transparency, factor of motivation and to achieve goals, organizations must pay attention to implement effective performance management system.

Kgantlapan (2009) stated in his study reviews on the performance of individuals must take place quarterly. Proper records must be kept by the employee for the midyear review and annual assessment meetings. Upon completion of the performance assessments, feedback must be based on the employer's assessment of the employee's performance. The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

The employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties. Annual assessment results/raw scores will be presented to the performance management audit committee and the remuneration committee for further processing and consideration.

He also said, while good and excellent performance must be constantly improved to meet the needs of communities and improve their quality of life, poor performance in particular needs to be improved as a priority in order to ensure that service delivery to citizens is continuously provided. In order to do this, it is important that the casual and contributory reasons for poor performance are analyzed.

Poor performance may arise out of one or more of the following: poor systems and processes; inappropriate organizational structure; lack of skills and capacity; absence of appropriate strategy and inappropriate organizational culture.

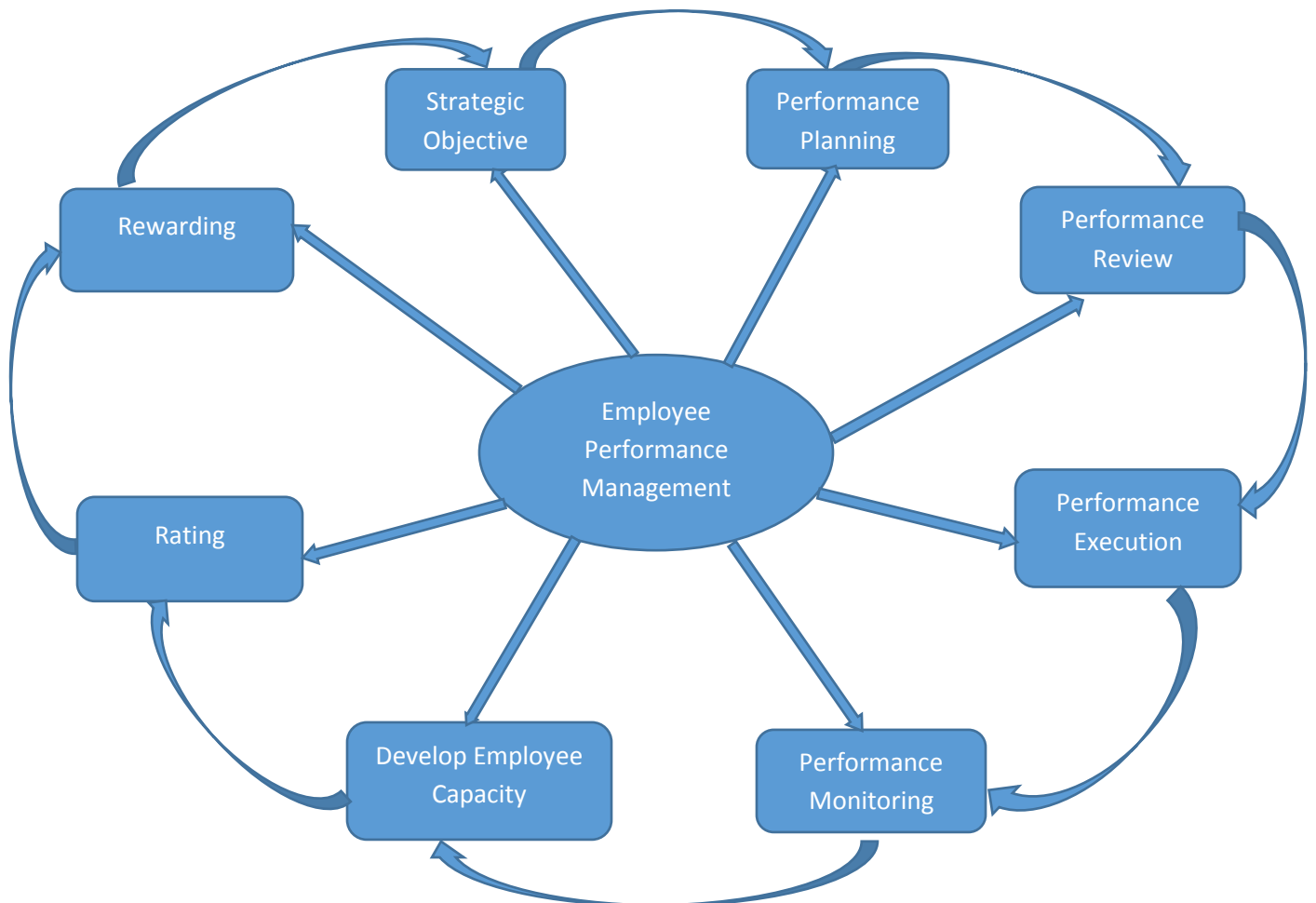
As stated by Kgantlpane, According to Munzhedzi (2011), performance management system in the organization has a valuable impact if the system is well established and common understanding is created between employees and managers and if objective of the organization cascaded accordingly. He has tried to find out that, performance management has a great role on organizational productivity even if it was on government offices other than banks. According to Matlala (2011) is that employees at the organization have a negative perception of the fairness of their organization's performance management system. According to Boipono, Tsomele & Mogadime (2014) a study made on implementation of performance management system (PMS) in Schools states that, though PMS is faced with implementation challenges, participants interviewed appreciated the need for a system like PMS that could be used to measure their performance. However, the feeling is that the system should be redesigned to suit the context of environment and not the current one size fit all approach. Effective communication and timely feedback are also important success factors for a performance management system like PMS as they are formative and help employees to continuously improve their processes towards achieved their set objectives. According to Mughal and

Akram (2014), their study has explored the issues (weaknesses) related with performance management in banking sector. This research shows that the performance management of Alfalah bank lacks motivation and proper reward system. Performance management system is properly implemented in Alfalah but employees should be involved in setting standards of performance management to evaluate the performance of each employee.

2.3 Conceptual Framework

According to the literature employee performance management system contain different segments which are strategic objective, performance planning, performance review, execution, performance monitoring, develop employee capacity, rating and rewarding. In the below figure each stages liked with the following and it is a continuous process.

Figure 2. Conceptual Framework



Source (Own Model, 2017)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter of the research presents the elements of research design and methodology applied in the study. In order to collect and analyze data appropriate to this goal, a combination of qualitative and quantitative methodologies, were used. In addition selection of the study area and sample of the population were also making. This chapter, therefore, discusses the research methods that were employed, the data collection instruments, procedures followed in gathering the data, the study area, and sampling decisions. Data analysis methods while undertaking the study discussed briefly as follow.

3.1 Research Design and Approaches

The research design in this study was descriptive design. The research was design in the way that questionnaires and interview were conducted to sample respondents and the design was particularly important for the study because it helps to describe and interpret the actual events that exist now and existed in the past that influences on the present employee performance management system of SCI-Ethiopia.

The purpose of descriptive surveys, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. Both qualitative and quantitative approach were used to collect data for this research. This is because the use of quantitative and qualitative approaches in combination provides a better

understanding of research problems than either approach alone (Creswell & Clark, 2007) In addition, there has been a growth in the interest in mixed methods research as well as authors advocating for mixed methods research as a separate design in its own (Creswell & Clark, 2007).

3.2 Population, Sample Size and Sampling Technique

The focus of the study is the employee performance management practice and challenges of Save the Children International –Ethiopia, Country Office. Which is found in Nifas Silk Lafto Sub City, Kebele 01, House No. 315 (Dire Complex). Among 50 offices that Save the Children has in Ethiopia, CO. were selected because of its proximity and the availability and accessibility of documents.

According to the human resources data of January 10, 2017, the total number of SCI-Ethiopia CO staff is 474, which is the total population.

This consists 23 staff in award management unit, 37 staff in finance unit, 16 staff in human resource, 5 staff in Internal Audit, 1 country director, 90 staff in national programs operation, 84 staff in program development and quality and 218 program operations. Out of the total population size 110 support staff which are security guards, office attendants, drivers and cooks, who excluded from the study, because of the assumption that they might not easily understand the purpose of this research and might find it hard to read and fill the questionnaire. In addition, those new staff recruited in the period July 2016 – January 2017 were exclude from the study since they have limited experience on the performance management system of the organization. The number of these staff is 30 in number. After excluding some support staff and newly recruited ones, the target population size, i.e. N, is 344.

Accordingly, 68 employees were be selected using simple random sampling technique as a sample based on under mentioned sample size determination table developed by Naresh, (2005).

Table 1: Sample Size Determination

	Sample Size		
	Low	Medium	High
Population Size			
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501- 1,200	32	80	125
1,201 -3,200	50	125	200
3,201- 10,000	80	200	315
10,001 – 35000	125	315	500
35,001 - 55,000	200	500	800

Source: (Naresh, sample determination, Marketing Research, an applied research, 2005)

3.3. Source of Data

Both primary and secondary source of data used in conducting the research. In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted employees of programs and support functions of the organization. The method used in collecting the primary data is questionnaire and Interview. Under secondary source of data researcher used books, any

relevant literature available from the organizations on the company profile, strategies and organization's database, appropriate journals, magazines, company brochures and articles, web sites also used to demonstrate the identified objectives.

3.4 Instrument of Data Collection

Both primary and secondary source of data were used in conducting the research. Accordingly, primary data were collected from employees of Save the Children through questionnaire and through interview of senior management members. The former to get broad range of information from randomly selected staff respondents and the latter to collect deeper and specific information from five relevant senior management members including HR director to give depth to the study as these senior management members have the expertise to shade light on hidden spots in the research area.

For secondary source of data books, relevant literatures, human resources manual, appropriate journals, magazines, articles and other similar studies conducted in the field were gathered, reviewed and used to substantiate the intended objectives.

3.4.1 Questionnaire

In order to gathering primary data ,open and closed ended questionnaire distributed. The researcher adopt the questioner from Melat Yelma research and also Likert Scale questions were distributed to the selected sample which is 70 employees of SCI-Ethiopia CO who work in different support and program office. The reason for using questionnaire were responses are gathered in a standardized way, it is more objective, certainly more than interviews. Generally, it was relatively quick to collect information using a questionnaire. Potentially information were collected from a large portion of a group, and it is also cost effective, easy to analyze and reduces bias.

The questionnaire were given for those chosen 15 employee and interview given to managers who work under senior management team for pilot test. This team were selected because they are members of the performance management system and believed that since they have adequate knowledge of the subject matter and also they are highly involved in the building and implementation process of PMS in SCI-Ethiopia, CO Ababa

the response gained from them helped the researcher to check the reliability of the questionnaire.

3.4.2 Interview

Interviewing was one of the instruments used to collect data that is deep and rich, relevant and adequate. It was the tool that helped to enrich the data fetched through questionnaires in effect adding to the depth and width of the qualitative analysis. It was conducted with key informants: senior and resourceful persons in the HR department and senior supervisors/office bearers and experts with experience in the area of HR management and on issues relevant to performance management systems. Though the interview questions were structured. Therefore, it is the researcher belief that conducting interview were helped to understand the practical implementation of employee performance management system in SCI.

3.5. Procedure of Data Collection

Open and closed ended questionnaire and structured interview in English language was developed. Then, respondents of the questionnaire were given a brief oral explanation about the questionnaire in groups in addition to the instructions that were detailed at the beginning of each questionnaire in writing. The questionnaires were distributed to be filled by each of the participants individually.

Filled questionnaires were collected on the deadline set at the time of distribution. Data were then analyzed, categorized, summarized and presented in the research paper. With respect to senior management interview, one to one interview was held with senior management members. More questions were not raised because the interview nature is inflexible. Likewise, information and insights obtained from Senior Management members were summarized and reported.

3.6 Pilot Testing

3.6.1 Validity

Validity is the degree to which a test measures what it intend to measure (Creswell, 2009). Validity defined as the accuracy and meaningfulness of the inferences which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. It contends that the validity of the questionnaire data depends on a crucial way the ability and willingness of the respondents to provide the information requested.

A pilot study was conducted to refine the test instrument which is a sample of 15 respondent's questionnaires before administering the final phase. Issues raised by respondents were corrected and questionnaires were refined. Finally, the improved versions of the questionnaires were used to ensure the validity.

3.6.2 Reliability

The reliability of instruments measures the consistency of instruments. Creswell (2009) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates.

In this study each statement rated on a 5 point Likert response scale which includes strongly agree, agree, neutral agree or disagree, disagree and strongly disagree. Based on this reliability test was made with a sample of 15 respondents and the Cronbach's alpha coefficient for the instrument was found as 0.869 which reliability is good. Cronbach alpha provides a measure of internal consistency of a test or scale. It is expressed as a number between 0 and 1 and the higher the score of Cronbach alpha, the more the reliable the generated scale is and the closer the alpha coefficient is to 1.0, the greater the internal consistency and the reverse is true. In this case, the researcher used the rule of thumb developed by George and Mallery (2003), where an alpha value ≥ 0.90 is excellent, ≥ 0.80 is good, ≥ 0.70 is acceptable, ≥ 0.60 is questionable, ≥ 0.50 is poor, ≤ 0.50 is unacceptable.

Typically an alpha value of 0.80 or higher is taken as a good indication of reliability, although others suggest that it is acceptable if it is 0.70 or above (Cohen, 2007).

The research instruments were developed by adopting from related studies and

contextualizing based on research questions and objectives, and hence instruments are consistent with the objectives of the study and reliable.

Table 2: Reliability Test

<i>Variables</i>	<i>No. of Items</i>	<i>Cronbach's Alpha</i>
Strategic Objective	5	0.723
Performance Planning	5	0.841
Performance Review	4	0.791
Performance Execution	3	0.760
Performance Monitoring	4	0.744
Capacity Development	3	0.833
Performance Rating	3	0.770
Rewarding	3	0.771
All Variables	30	0.869

Source: Survey (2017)

3.7 Method of Data Analysis

Quantitative data was organized statistically using statistical package for Social Sciences (SPSS) version 20. Qualitative data was also analyzed using descriptive analysis. The data obtained from respondents with the help of chosen instruments were presented analyzed and interpreted. Result described, analyzed and synthesized in tables, percentage, frequency distribution, mean, grand mean and standard deviation with the help of SPSS as applicable to the research question.

3.8. Ethical Considerations

When referring to similar studies conducted by other researcher's ethical consideration were taken into account. The researcher acknowledged the work of other' and indicated the sources in this study. The questionnaire were distribute to all selected staff who were willing to fill in. The purpose of the questionnaire were clearly indicate in the questionnaire covering note. Confidentiality of personal information and anonymity of the respondents ensure.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This study concentrates on the practices and challenges of employees' performance and its effect on productivity at Save the Children International, Ethiopia Country Office. In this chapter data collected through questionnaire and interview were presented, analyzed and interpreted in a brief and an organized way.

4.1 Demographic Information of Respondents

In this section, the general background information of the respondents is summarized by focusing on their gender, age group, educational status, years of service and category of position classification.

Table 3: Demographic Information of Respondents

Gender	Frequency	Percent
Male	47	69.1
Female	21	30.9
Total	68	100
Age Group		
20 – 29	20	29.4
30 – 39	25	36.8
40 – 49	15	22.1
50 and above	8	11.8
Total	68	100
Educational Status		
Certificate	4	5.9
College Diploma	9	13.2
BA/BSC Degree	35	51.5
MA/MSc Degree	20	29.4
Total	68	100
Year of Service in SCI		
Less than 1 year	3	4.4
1 to 3 years	30	44.1
3 to 6 years	13	19.1
6 to 9 years	5	7.4
More than 9 years	17	25
Total	68	100

Source: Survey (2017)

When we see the category of position classification the larger share of the respondents goes to professionals and other support staff members which is 30 (44.1%) and 24 (35.3%) respectively. The remaining respondents fall under the managerial and supervisor/team leader position with their correspondent percent of 5 (7.4%) and 9 (13.2%).

Among the total respondents i.e. 68, 47 (69.1%) of them were male and the remaining 21 (30.9%) were female. This shows that the number of female staff is less by half from the number of male staff in the organization.

Regarding the age group of the respondents, the larger portion of the respondents that is 25 (36.8%) falls within the age group of 30 to 39. Age group from 20 to 29 and 40 to 49 hold 20 (29.4%) and 15 (22.1%) number of respondents respectively. Respondents of age group 50 and above contain the least number of respondents, which are 8 (11.8%). From this we can say that SCI is filled with more younger, energetic and productive manpower that can be able to transform the mission and vision of the organization into reality.

Concerning educational status of the respondents, staffs who are degree graduates have the largest portion which is around 35 (51.5%), among the total respondents, 20 (29.4%) of them have master's degree and the rest of the respondents which is 9 (13.2%) and 4 (5.9%) are graduated with college diploma and certificate respectively. The fact that almost all of the respondents being educated in different levels it is believed that they can easily understand the questionnaire as desired by the researcher.

Based on the data collected through questionnaire, the large portion of respondents 30(44.1%) fall within the range of 1 to 3 years of service in SCI, the second highest percent 17 (25%) of the respondents have more than 9 years of experience, 13 (19.1%) of the respondents have 3 to 6 years of service of experience, 5 (7.4%) respondents have an experience of 6 to 9 years and the rest respondents which is 3(4.4%) from the sample size respondents have joined SCI within less than a year.

It is the researcher believe that these combination of the respondents were good enough

in finding the accurate information because the majority of respondents have 1 to 3 years and more than nine years of experience in SCI and this gives them an opportunity to reflect their opinion on the achievements obtained by SCI and clearly understand the current employee performance management practice of SCI to identify the weaknesses and strengths of the system by comparing the previous and the current.

In general the above table which is characteristics of the respondents shows that the study is represented by those who are qualified in understanding the questionnaire as well as the subject matter, most of them are at their younger age which helps them to respond their true feeling and those who have an experience of more than three years in SCI again which helps them to understand the practice of employee performance management system which were implemented in SCI. So, the researcher belief that the study is well represented by the respondents which helps to get the opinion of all which assures the accurate data have been secured from the respondents of the sample size.

4.2 Data Analysis Pertaining to the Study

As it was described in Chapter One, the main objective of this study concentrates on the practices and challenges of employees' performance and its effect on productivity at Save the Children International, Ethiopia Country Office. Both quantitative and qualitative data pertinent to the major objective were collected.

This chapter deals with the presentation, analysis and interpretation of the collected data. Questioners were sent to 70 respondents via email and when respondents were not willing to use emails, hard copies were also used. However some respondents were not willing to respond though, follow-up is made via telephone.

Hence data was collected from 68 out of 70 respondents. Therefore; the overall response rate was 97 percent.

The questionnaire were arranged for all phases under performance management cycle which are strategic objective, performance planning, performance review, performance

execution, performance monitoring, develop employee capacity, rating and reward. In the remaining part of this chapter descriptive statistics in the form of mean and standard deviation (STD) were presented to illustrate the level of agreement of the respondents with their implications of the organization. The responses of the respondents for the variables indicated below were measured on five point Likert scale with: SD= strongly disagree, D= disagree, NAD = neither agree nor disagree, A= agree and SA= strongly agree. But, while making interpretation of the results of mean the scales were reassigned as follows to make the interpretation easy and clear. Used formula adapted from (Vichea, 2005) $N = 5$, $(N-1) = (5-1) = 4 = 0.8$. It means items which fall between the ranges of 4.20 - 5.00 are considered as strongly Agree, 3.40 - 4.19 are considered as Agree, 2.60 - 3.39 are considered as Neutral, 1.80 - 2.59 are considered as Disagree , 1.00 - 1.79 are considered as strongly disagree.

4.2.1 Strategic Objective

Performance management is a powerful business process, which may be used to help implement the organization's strategy. When expectations are clear interims of strategic objective, employees are more likely to take ownership of their work and to be willing to take risks, to put in extra effort and to view their own role as that of a partnership with you and with the rest of the team. With this in mind the researcher tries to access employee's opinion on awareness of strategic objective and the response is analyzed and presented as follows.

Table 4: Respondent Awareness on the Strategic Objective of SCI

No	Statements		Responses								
			Total	SD	D	NAD	A	SA	Mean	STD	Grand Mean
1	Knowledge of strategic objective of the organization	Frequency	68	-	2	5	40	21	4.18	.690	3.68
		Percent	100	-	2.9	7.4	58.8	30.9			
2	Understanding of work unit strategic objective clearly	Frequency	68	-	1	9	36	22	4.16	.704	
		Percent	100	-	1.5	13.2	52.9	32.4			
3	Alignment of departmental goal and organizational goal	Frequency	68	-	23	8	25	12	3.38	1.133	
		Percent	100	-	33.8	11.8	36.8	17.6			
4	Alignment of individual goal and organizational goal	Frequency	68	-	31	4	25	8	3.15	1.136	
		Percent	100	-	45.5	5.9	36.8	11.8			
5	Attainability and realistic of work unit's objective	Frequency	68	-	8	25	26	9	3.53	.872	
		Percent	100	-	11.8	36.8	38.2	13.2			

Source: Survey (2017)

Concerning the question on the awareness of the strategic objective of the organization, 40 (58.8%) agree on the issue, 21 (30.9%) strongly agree on their clear knowledge of the mission and vision of SCI. On the other hand 5 (7.4%) and 2 (2.9%) respondents are neutral and they did not have any information about the objective and existence of SCI respectively. Since employee performance management is a process that enables employees to perform their roles to the best of their ability which are directly derived from the strategic objective of the organization, they should be well informed about where the organization would like to go. From this we can say that even though majority of the respondents know the mission, vision, values and the desired goal of SCI but it is not still quite enough for the effective realization of its objective because when it comes

to knowing where the organization would like to go everybody should talk on the same language. This lack of awareness about the strategic objective might be due to communication gap in the organization as a whole.

Regarding respondent's knowledge about their business process/work unit strategic objective, 22 (32.4%) respondents strongly agree on their knowledge of their work unit objective, 36 (52.9%) of them are agree and the remaining 9 (13.2%) and 1 (1.5%) respondents neither agree or disagree and totally disagree respectively. From this it can be witnessed that majority of them are clear on the contribution of their work unit for the whole picture of SCI but still there are about 14.7% of respondents who did not know where their work unit is striving to go. As a result this will affect the performance of their work unit as well as the organization as a whole since they have no clue what is expected from them and their work unit.

Concerning the alignment respondents were asked about their level agreement on the alignment of their department goal with that of organizational goal. Accordingly, a total of 37 employees which 54.4% of the respondents agreed on the fact that their departmental goal is cascaded from the organizational goal whereas 8 (11.8%) of them have no clue about the issue and 23 (33.8%) of the respondents disagree on that the goal of their department and the organization is not aligned together. This shows that even though the majority of the respondent agreed on it but still there are some who do not believe it is aligned. As pointed out in the literature, integration is a major concern of performance management which could be achieved by ensuring that everyone is aware of the organizational and departmental objectives and by helping employees to know the objectives they agree of themselves are consistent with the organizational goals.

The other question which was forwarded to respondents was the opinion regarding the alignment of individual goal to the departmental as well as organizational goal. As a result, 48.6% responded that their individual goals are congruent with their department and organizational goal, 5.9% were neutral and 45.6% of them replied that there is no clear line of sight between individual goals and organizational goal and it did not support the strategic objective of the organization. From this anyone can understand

that there is no equal understanding regarding the alignment of individual goal to that of department or organizational goal and also it can be understood that SCI did not work too much in cascading its goal to the level of departmental and individual.

The last question on this category focuses on the subject of believing the objective of their work unit is realistic and attainable, even though 9 (13.2%) and 26 (38.2%) respondents strongly agree and also agree respectively on the fact that their work unit objective can be attained if they work hard, but quite a large number of respondents i.e. 25 (36.8%) have no idea whether it can be achieved or not and yet 8 (11.8%) are totally disagree and believes that it is not easy to make it realistic as it seems on the paper. Here also the researcher believes that even if 51.4% of the respondents are clear about the goal of their work unit but for those who do not agree on the attainable rate of their work unit objective it will be a disaster for SCI to have an employee who thinks his/her department will not have a significant contribution for the overall development of the organization.

As per average mean results of the above questions which is 3.68, number of respondents considered as agree on having knowledge about strategic objectives and it can be said that they also understand the alignment of their personal and departmental objective with that of the organization.

4.2.2 Performance Planning

Performance planning is a stage where the supervisor and the employee meet together to discuss and agree on what will be done for the future and how it should be done. With this in mind the researcher tried to access employee's opinion on the first phase which is employee performance planning and the response is analyzed and presented as follows.

No	Statements		Responses								
			Total	SD	D	NAD	A	SA	Mean	STD	Grand Mean
1	Discussion between employees and supervisors while setting goal	Frequency	68	5	19	18	13	13	3.15	1.237	3.09
		Percent	100	7.4	27.9	26.5	19.1	19.1			
2	Clear understanding of Supervisor's expectation from employees performance	Frequency	68	6	17	16	25	4	3.06	1.105	
		Percent	100	8.8	25	23.5	36.8	5.9			
3	Agreement on individual development plan	Frequency	68	6	22	21	16	3	2.82	1.036	
		Percent	100	8.8	32.4	30.9	23.5	4.4			
4	The alignment of the individual goal with the strategic goal of the work unit	Frequency	68	0	14	17	28	9	3.47	.969	
		Percent	100	0	20.6	25	41.2	13.2			
5	Provision of up to date information about a change in organizational Goal	Frequency	68	3	24	18	20	3	2.94	1.006	
		Percent	100	4.4	35.3	26.5	29.4	4.4			

Table 5: Respondent's Opinion on Performance Planning

Source: Survey (2017)

On the first question respondents were asked about the practice of goal setting in SCI and the largest share which is 19 (27.9%) and 18 (26.5%) respondents replied that they are not participants of the goal setting while planning their performance goals and they are

neutral about the subject matter respectively. In addition among the respondents 5 (7.4%) of them are strongly disagree on their participation on performance planning. The equal share which is 13 (19.1%) respondents each goes to agree and strongly agree level of agreement.

Planning is a process by which the manager and the employee get together for a discussion to set a goal which will be performed by the employee with a specific period of time. It is the first cycles where employees will be enable to have a clear knowledge about the system. It is a stage where supervisors and employees 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. If goal setting is not part of a performance management process, the employee will end up on spending time on activities that does not contribute a lot for the organization and also the employee. Hence, making employees to participate in performance planning and setting goal will increase their performance because they will develop a sense of ownership for the work they have agreed on.

The next question which was forwarded to respondents was about their awareness on the expectation from their performance. As a result 29 (42.7%) of respondents agreed that supervisors informed them their expectation from them, 16 (23.5%) remain neutral and 23 (33.8%) replied they did not know about the expectation of their supervisor from their performance. From the responses a large number of respondents have positive agreement. However, performance expectation of the organization from each individual should be communicated well and should be understood equally by all level of employees from the higher to the lower.

The fourth item was about the agreement between supervisor and employees regarding the development plan of employees. As a result 19 (27.9%) agree on their agreement on individual development plan, 21 (30.9%) of the respondents are neither agree or disagree and 22 (32.4%) and 6 (8.8%) of them disagree and strongly disagree on the subject matter respectively. Having an agreed development plan used to enhance the knowledge, skill and attitude of an employee to enhance his/her performance to execute the day to day activities effectively and efficiently as per the desired goal. However, when we see

the data above it shows that SCI did not work enough to set individual's development plan and help them accordingly.

Respondents were also asked about their awareness on the attitude of employee's regarding their performance goal in achieving the strategic objective of the work unit as well as the organization. As a result 9 (13.2%) respondents strongly agree, 28 (41.2%) of them agree, 17 (25%) remain neutral and among the total respondents 14 (20.6%) of them disagree on it. This clearly shows that even though more than half of the respondents agree on but still close to half of the respondents think that the performance goal setted for them did not help to achieve the desired goal of the organization as well as it will not help them to develop themselves in a better way. This is a huge mess for the organization because in order to achieve its mission and vision employees must believe their work make a difference in every aspect of the work unit and the organization's move.

The last question in the performance planning category were also asked to the respondent about their awareness on any changes in organizational goal and 23 (33.8%) of the respondents are agreed that anytime there is a change they will be informed and their unit and individual goal will also be cascade from the new organizational goal whereas 18 (26.5%) respondents seem neutral and 27 (39.7%) of them totally disagree from the previous ones. This analysis shows us that there is no uniform practice all over the organization because some of them are informed and some of them are not and this will affect the performance of the organization because the organization goes in one direction whereas individuals goes in another direction.

When we see the average mean of the above table it is 3.09 that represents neither agree nor disagree, which means majority of the respondents were not satisfied because they are not part of performance planning process.

4.2.3 Performance Review

On the other hand performance review is the meeting between the supervisor and the employee to review their assessment and to be on the same page about the employee's

performance. 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. Hence, the researcher tried to forward the following question regarding performance review and found out the result which is presented below.

Table 6: Respondent’s View on Performance Review

No	Statements		Responses								Grand Mean
			Total	SD	D	NAD	A	SA	Mean	STD	
1	PMS in SCI brings massive work and consumes much time	Frequency	68	-	38	10	14	6	3.59	.851	3.38
		Percent	100	-	55.9	14.7	20.6	8.8			
2	The introduction of PMS creates confusion	Frequency	68	19	20	8	16	5	2.85	1.136	
		Percent	100	27.9	29.4	11.8	23.5	7.4			
3	PMS is a tiresome process	Frequency	68	24	16	22	3	3	3.12	0.970	
		Percent	100	35.3	23.5	32.4	4.4	4.4			
4	PMS is important for the success of individuals and SCI	Frequency	68	-	26	14	20	8	3.94	1.035	
		Percent	100	-	38.2	20.6	29.4	11.8			

Source: Survey (2017)

The above four questions were focused on employee’s attitude towards the existence of performance management system in SCI. The result shows that even if some of the respondents are in favor of having such kind of system for the development of individuals, teams and organization but majorities of the respondents have a negative attitude about the introduction and practice of performance management. They do not believe that first its objective is to motivate employees second it brings massive work and consumes much of their time thirdly it creates confusion and lastly it is a tiresome process.

For a system to be effective the attitude positive of its implementers is the most important input. Without believing and taking the ownership of one system by all stakeholders it will be difficult for an organization to get the desired output from the system. If the introduction of performance management system in SCI is meant to be successful SCI need to work very hard for employees believe in it, to make them active participants, to let them to take the ownership of the system to move the organization strategic goals and objectives. A lot has to be done in changing the attitude of employees toward the system because it will be very difficult to achieve the desired objectives with the support of employees.

Average mean of the above table is 3.38 which falls to neutral (neither agree nor disagree) category as per Vichea’s classification. This figure indicate that lots of employees in SCI are not comfortable with the organization performance review practice.

4.2.4 Performance Execution

Performance execution is getting the job done in order to get the desired objectives in an effective and efficient way. Therefore, in order to gather data regarding the process of performance execution respondents were asked the following questions to see their level of agreement and disagreement.

Table 7: Respondent’s Attitude towards Performance Execution

No	Statements		Responses								
			Total	SD	D	NAD	A	SA	Mean	STD	Grand Mean
1	Provision of sufficient resource to execute the expected job	Frequency	68	1	14	13	35	5	3.43	.951	3.11
		Percent	100	1.5	20.5	19.1	51.5	7.4			
2	Regular feedback about the performance of an employee	Frequency	68	4	30	9	18	7	2.91	1.168	
		Percent	100	5.9	44.1	13.2	26.5	10.3			
	There is support	Frequency	68	5	16	23	23	1			

3	from supervisors whenever there is a challenge	Percent	100	7.4	23.5	33.8	33.8	1.5	2.99	.970	
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Source: Survey (2017)

Participants of the study were asked about the resources provided to them to execute their job and they provided their answer as 5 (7.4%) strongly agree, 35 (51.5%) agree, 13 (19.1%) neutral, 14 (20.6%) disagree and 1 (1.5%) respondent replied as strongly agree. In this regard almost 57.9% respondents got the necessary resources and the rest did not have enough and SCI did not work on it in a better way because without financial, material or human resource it is impossible for a person to discharge the expected responsibility.

Regarding the regular feedback about employee’s performance the researcher forwarded a question to see the respondent’s level of agreement. In addition to the questionnaire the question was also raised on the interview. The result gained from the interview shows that there is a meeting weekly, monthly, quarterly and annually basis to assess the performance of an employee which include a feedback from supervisor and peers in a team. However, the data gathered from questionnaire was a bit different. Most of the respondents which is 34 (50%) replied that they did not get any feedback on how they have to improve their weakness and keep up their strength from anyone. Among the respondents 9 (13.2%) of them were neutral which show they have a negative attitude on the issue and the rest 25 (36.8%) express their level of agreement as strongly agree and agree.

As most authors agreed providing feedback is the most common justification for an organization because employees will learn how well they did the task over the period and then use the information to improve their performance in the future. Therefore from the above data the researcher believes that there is a significant gap between the management and employees on the way they think giving feedback regarding employee’s performance regularly.

For the question raised by the researcher regarding the support from supervisors whenever employees face challenges, 24 (35.3%) believe that they have got the necessary support from their supervisor while they face challenges in their day to day activities and 21 (30.9%) of the respondents did not get the proper support they deserve from their supervisor or peers. The remaining 23 (33.8%) would like to be neutral. The main aim of having a supervisor in an organization is to supervise the work that should be done and to support his/her subordinate in every aspect for the smooth accomplishment of the day to day activities. However, from the data anyone can see that employees are not getting the desired support they should get from their supervisors.

On table 7 the average mean exhibit 3.11 which falls under neutral category, meaning majority of the respondents' attitude regarding performance review is not that much.

4.2.5 Performance Monitoring

Performance monitoring is a process wherein the supervisor ensures that the employee is progressing towards the goals and objectives established during goal setting. Thus, in the following table the data gathered from the questionnaire were presented whether SCI is conducting the monitoring stage correctly or not.

Table 8: Respondent's Belief on Performance Monitoring

No	Statements		Responses								
			Total	SD	D	NAD	A	SA	Mean	STD	Grand Mean
1	There is a chance to assess own performance	Frequency	68	-	11	22	24	11	3.51	.954	3.20
		Percent	100	-	16.2	32.4	35.3	16.2			
2	Before rating the performance supervisors gather information from peers	Frequency	68	5	18	26	13	6	2.96	1.057	
		Percent	100	7.4	26.5	38.2	19.1	8.8			
3	Biasness of supervisors while assessing subordinates performance	Frequency	68	3	14	11	31	9	3.43	1.097	
		Percent	100	4.4	20.6	16.2	45.6	13.2			
4	There is a discussion with supervisors to review performance	Frequency	68	7	22	13	23	3	2.90	1.122	
		Percent	100	10.3	32.4	19.1	33.8	4.4			

Source: Survey (2017)

Item one of the table indicates that 51.5% of the respondents replied that they have given a chance to assess their own performance in a self-appraisal method based on the agreed plan, 32.4% were indifferent and the rest 16.2% were not agreed on it.

Item two refers to a question about having peer's information while evaluating an employee. Consequently 33.9% of the respondents replied that their supervisor did not

ask their peer's opinion about their performance while making a monitoring of employee's performance, 38.2% have no idea whether there is such practice or not and 27.9% of the respondents have witnessed that there is a practice of asking peer's opinion before rating an employee's performance. The data gathered from the interview showed that as a procedure there is a 360° feedback collection policy to use it as an input for rating employee's performance and the management would also believe that this has been done in every department before performance assessment, monitoring and rating had been done.

As stated by eminent management scholars 360° feedback broadens the perspective on evaluating an individual by using multiple data sources which helps to find the results more compelling than a traditional evaluation from a single manager's perspective, improve staff performance and ensure business objectives are attained and identify areas of concern which require management's attention. The accuracy of the evaluation is dependent on the quality of the data gathered. Performance data is obtained through observations of behaviors or, less ideally, by inferring behaviors through knowledge of results. With this in mind the above data show us there is lack of uniformity within departments in SCI on using 360° feedback on the practice of evaluating employees for the performance they have shown during the specific period.

Question three of the above table is concerning the rating errors which lead a supervisor to be biased. Thus, a total of 58.8% of the respondents agreed on, 16.2% seems to be indifferent and 24.10% disagree with the idea. Here the majority of the respondents believe that their supervisors are biased by different reasons when they assess employee's performance. In literatures we can find different kinds of rating errors and among them the inclination to rate people in the middle of the scale, an initial positive or negative judgment by supervisors which distort the real performance, generalizing one aspect of an individual performance to all areas of his/her performance and generalizing across the groups and ignore individual differences are the most usual errors that make a supervisor to be biased on individuals performance. Therefore, from this aspect and from the data shown above SCI has done not much in eliminating these errors.

The last question from the above table focuses on the discussion between supervisors and employees after monitoring have been made. As a result, a large portion of respondents which is 42.7 % and 19.1% replied as disagree and neutral respectively. The remaining 38.2% of them agreed that after assessment has been made they have a discussion with their supervisors on the exhibited performance to be base for the next performance. From this we can understand that still SCI has done little in creating a culture of giving feedback in a continual basis and also after the completion of the performance appraisal period.

In this table also the average mean can't demonstrate the result more than average. Since 3.2 average mean still falls under neither agree nor disagree, this result can be described as most of the respondents are not comfortable about the practice of performance monitoring in SCI.

Feedback toward goals and coaching to improve performance should be provided on a regular basis, and certainly before the review cycle is over. Most importantly giving feedback allows employees to be informed about how well they are doing, to receive information on specific areas that may need improvement, and to learn about the organization's and the supervisor's expectations and what aspects of work the supervisor believes are most important. Getting feedback will let employee's to know how they are performing and they also can clearly know what they all are trying to attain the strategic objectives that satisfy the vision and mission statements.

4.2.6 Capacity Development

Staff capacity building is a key determinant of an organization's success and are often the "face" of the agency to customers and stakeholders. Maintaining a well-trained, well-qualified workforce is a critical function of both individual managers and organization as a whole. Hence, the researcher tried to forward the following question employee on capacity building and found out the result which is presented below.

Table 9: Respondent’s opinion on Capacity Development

No	Statements		Responses								
			Total	SD	D	NA D	A	SA	Mean	STD	Grand Mean
1	The discussion is focused on the contribution and on a continuous development.	Frequency	68	22	21	21	4	22	3.04	.937	3.30
		Percent	100	32.4	30.9	30.9	5.8	32.4			
2	PA and review include future development plan.	Frequency	68	20	19	19	10	20	3.28	1.049	
		Percent	100	29.4	27.9	27.9	14.8	29.4			
3	The performance review enable to do my job in a better way.	Frequency	68	10	14	38	6	10	3.59	.851	
		Percent	100	14.7	20.6	55.9	8.8	14.7			

Source: Survey (2017)

Concerning the first question on table 9 among the total respondents 35.3% of them agreed on that the discussion they had with their supervisors is clearly focused on the contribution they made, capability they had and the weaknesses they faced which needs to be adjusted for the continuous development. 30.9% of them would like to be neutral which leads to say they do not have a discussion with their supervisor and the rest 33.9% of the respondents totally disagree on the issue.

Question two of the above table 9 among the total respondents 33.7% of them agreed on performance appraisal and review include development plan. 27.9% of them would like to be neutral which leads to say they do not have information whether performance appraisal and review include development plan or not and the rest 29.4% of the respondents totally disagree on the issue.

The last question from the above table 9 among the total respondents 64.7% of them agreed on the performance review enable them to do their job in a better way. 20.6% of

them would like to be neutral which leads to say don't believe that performance review enable them to do their jobs in a better way and the rest 29.4% of the respondents totally disagree on the issue.

As it shown in the above table the average mean is 3.30 Vichea's classification the result is under the category neither agree nor disagree. As a result it can be said that majority of the respondents are not happy because there is no much attention given for staff capacity development in order to increase their performance.

According to literatures after monitoring takes place it is recommended that review discussion, it is best to keep the discussion focused on the individual's performance which leads him/her to perform better in the future. Here it can be seen that even though some of the respondent's supervisor have done a tremendous job by emphasizing their discussion for the intended purpose but there are still some who makes the discussion irrelevant which cannot be able to pinpoint the possible strengths to keep it up and weakness to propose a solution and yet some of them are not willing to conduct the discussion at all.

4.2.7 Performance Rating

Performance rating is the step in the work measurement in which the analyst observes the worker's performance and records a value representing that performance relative to the analyst's concept of standard performance.

Performance rating helps people do their jobs better, identifies training and education needs, assigns people to work they can excel in, and maintains fairness in salaries, benefits, promotion, hiring, and firing. Most workers want to know how they are doing on the job. Workers need performance feedback to work effectively.

Table 10: Respondent’s View on Performance Rating

No	Statements		Responses								
			Total	SD	D	NAD	A	SA	Mean	STD	Grand Mean
1	My performance rating is based on agreed performance standard.	Frequency	68	5	19	18	13	13	3.15	1.237	2.98
		Percent	100	7.4	27.9	26.5	19.1	19.1			
2	My supervisor rated me in a fair way.	Frequency	68	3	24	18	20	3	2.94	1.006	
		Percent	100	4.4	35.3	26.5	29.4	4.4			
3	I am satisfied with the performance rating.	Frequency	68	19	20	8	16	5	2.85	1.136	
		Percent	100	27.9	29.4	11.8	23.5	7.4			

Source: Survey (2017)

Concerning the first question on table 10 among the total respondents 38.2% of them agreed on performance rating is based on agreed performance standard. 26.5% of them would like to be neutral which leads to say their performance rating is not based on agreed performance standard and the rest 35.3% of the respondents totally disagree on the issue.

Question two of the above table 10 among the total respondents 33.8% of them agreed their supervisor rated them in a fair way. 26.5% of them would like to be neutral which leads to say they do not agree that their supervisor rated them in a fair way and the rest 39.7% of the respondents totally disagree on the issue.

The last question from the above table 10 among the total respondents 30.9% of them agreed means they are satisfied with the performance rating currently excited at SCI. 11.8% of them would like to be neutral which leads to say they don’t satisfied with the performance rating and the rest 57.3% of the respondents totally disagree on the issue.

Regarding average mean of table 10 it is 2.98 which is much lower than the above

consecutive tables result. 2.98 average mean represent neither agree nor disagree which can explain, most respondents were not satisfied by the rating given from their supervisors.

4.2.8 Rewarding

Employee rewarding is the acknowledgement of an individual or team's behavior, effort and accomplishments that support the organization's goals and values. Rewarding is not one-size-fits all. Thought needs to go into what would be appreciated by the person being recognized. Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. Hence, the researcher tried to forward the following question employee on rewarding and found out the result which is presented below.

Table 11: Respondent’s Attitude towards Reward

No	Statements		Responses								
			Total	SD	D	NAD	A	SA	Mean	STD	Grand Mean
1	SCI recognize me based on my performance result.	Frequency	68	14	26	-	20	8	3.94	1.035	3.37
		Percent	100	20.6	38.2	0	29.4	11.8			
2	Recognition at SCI considered as a culture.	Frequency	68	6	17	25	16	4	3.06	1.105	
		Percent	100	8.8	25	36.8	23.5	5.9			
3	Different type of reward provided by SCI.	Frequency	68	24	16	22	3	3	3.12	.970	
		Percent	100	35.3	23.5	32.4	4.4	4.4			

Source: Survey (2017)

Concerning the first question on table 11 among the total respondents 41.2% of them agreed SCI recognize me based on my performance result. 0% of them would like to be neutral and the rest 58.8% of the respondents totally disagree on the issue.

Question two of the above table 11 among the total respondents 29.4% of them agreed on recognition at SCI now become a culture. 36.8% of them would like to be neutral which leads to say they did not consider recognition as a culture in the organization and the rest 33.8% of the respondents totally disagree on the issue.

The last question from the above table 11 among the total respondents 8.8% of them agreed on there is different kind of reward provided to them. 32.4% of them would like to be neutral which leads to say don't believe that different type reward offered to them and the rest 58.8% of the respondents totally disagree on the issue.

It is clearly shows in the above average mean, majority of respondents were not appreciate the organization way of rewarding practice. The researcher describe like this because the average mean exhibited 3.37 which is still fall under neutral category.

4.2.9 Challenges of performance management

Finally respondents were asked about the major challenges they have faced while implementing performance management system which is introduced by SCI. The majority of the respondents have faced similar challenges which are: - cascading the objective of the organization to department and individual level, planning list of activities which should be performed over the period, performing the planned assignments while executing performance due to unplanned activities, preparing reports which takes much of employee's time about the works that have been done, being confused about the whole system, lack of higher officials and supervisors commitment to support employees to perform better, some of the standard used for measuring performance are unrealistic, bias due to different circumstances, limited participation of employee's in the process, poor development opportunities for employees, lack of accurate data while measuring employee's performance, difficulty on measuring routine works, lack of training and sharing of experience for better result, lack of fair workload assignment, difficulty in observing and documenting employee's daily performance, lack of timely feedback about the strength and weakness of an employee, spending much of time with meetings which leads to failure of doing the planned activities and filling the observed knowledge gap so as to capacitate employees with the desired knowledge, skill and attitude were the

major challenges faced by respondents.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

In this chapter summary and major finding forwarded and based on the collected data and analyzed in chapter four the following conclusions drawn and recommendations are made.

4.1 Summary and Major Findings

During data analysis stage the researcher found that there were positive and negative regarding employee performance management practice. Those findings from respondents presented as follows.

- Majority of the respondent have a clear understanding about strategic objective of the organization and the contribution of their department to accomplish its objective. But there were respondents which do not know what is expected from them to meet the organization objective.
- There were respondents stated that, they are participated in performance planning process and they know what is expected form them. However respondents especially from support department claimed that they are not invited at all in this stage.
- More than half of the respondent declared that there is lack of alliance between individual and departmental goal with organizational goal.
- It is not a few number of respondent replied that there is no provision of up-to-date information about a change in planning.
- The researcher learned from majority of respondent there is no regular feedback on their performance, not much support given when they face challenge and lack of provision of resources to execute their job from their supervisor.
- From the study it was known that not equal chance given to assess their own performance before set down and discuss with their supervisor. This practice help individuals to see their gap with their own eyes before get know from their

supervisor.

- It was not a few number of respondents stated that supervisors does not gather information from other coworker about their performance and incorporate it when reached to conclusion.
- From different reason close to half of the respondents believes that their supervisors biased while assessing their performance and that will led their result in a wrong perception.
- From majority of respondents it is clearly seen, enhancing the capacity of employees were not give much attention, even if some of the respondents believe that it happened for them.
- More than half of the respondents says my performance is not based on agreed performance standard and also they claim that they are not rated in a fare way by their supervisors. As a result most of them are not satisfied when they are asked about their rating.
- Majority of respondents have a negative response on performance rewarding. They believe that employee were not rewarded based on performance. In general they don't believe that SCI provided different type of rewards to employees and it is too far to say recognition at SCI considered as a culture.

4.2 Conclusions

In this section and based on the research questions the following conclusions are drown.

Even if all established performance management guideline not used equally during converting employee performance into actual practices, the organization has it in the HR manual which is convenient for everybody. From the finding it can be concluded that the organization fail to address proper employee performance practice in accordance with the manual requires.

In is known that employees performance practice should involve every employees starting from understanding strategic objectives of the organization and developing his/her plan together with their supervisors. However from this study it is understood that SCI has

underestimating the participation of employees input in the performance planning.

From the analysis it is obtained employees are claimed that there is no discussion with their supervisors when individual goal setted or any update regarding setted goal/objective and they are not easily understand what their supervisors expected from them. Since, they don't clearly understand their contribution to the organization objective, they are not motivated to work at the maximum of their potential.

Regarding employee performance review process employees are considered as a tiresome process, because among the respondent majorities are mentioned it is complex and consume much time, sometimes it creates confusion, above all most of them believes that the practice has done for the sake of formality.

If employees' performance practice implemented in the organization it is expected from all supervisors; proper monitoring, plan for capacity development when needed, unbiased way of performance rating and most importantly rewarding of good performers from the organization. Yet, form the analysis the researcher learned that the organization doesn't give much attention, as a result majority of employees give-up on the practice and consider it as unnecessary exercise.

Generally, speaking of the employee performance management practice of the organization, it can be concluded as employee of the organization dissatisfied by the performance management practice of the organization due to different reason such as lack of allowing them to participate in performance planning, not providing sufficient resources to execute their job, not giving a chance for self-assessment, biasness of their supervisor when rating them, lack of training and development to enhance employee performance, unfair performance rating and lack of employee rewards.

5.3 Recommendations

Based on the findings of the study the following recommendations were made for SCI management considerations:

- ✓ The organization should make sure the objective of the organization linked with individuals and departments goal and any change on organizational goal must inform to the employee so that they can adjust themselves accordingly. By doing this it is possible to develop successful management practice and satisfied employee in the organization.
- ✓ It is the organization responsibility to make sure that performance planning practice is properly taken place and also in this stage it is very important to participate employees when the supervisor develop employee performance plan. So, supervisor at SCI should participate their subordinates when preparing performance planning by doing this employee will have a chance to know what is expected from them and it also gives them a chance to ask clarification if any.
- ✓ Every supervisors in SCI should have responsibility to choose the best and attractive ways of performance review practice. The performance process should not consume much time even if performance practices are vital and most important. It must be as clear as possible, so that employee can easily know how to reach to the goal.
- ✓ As we have seen in chapter four the respondents claimed no sufficient resource provided to execute their expected job. In is too difficult to anyone to meet expectations without having sufficient resources, as a result SCI should assess to know what kind of resources needed and try to fulfill them step by step. So that it will defiantly help to the employees in order to work more and possibly it can hit the organization objective without much challenge.
- ✓ Managers should be trained in providing feedbacks, mentoring and coaching their employees, and on improving their time management skills. Employees should be told when they are doing right and when they need to improve their

- performance with the appropriate support from their supervisors.
- ✓ It must have understanding and agreement between supervisors and subordinate when setting individual goal then later the employee performance can be measured on the basis of mutual agreement. This practice make the employee accountable since they were part of it when individual goal sated.
 - ✓ The SMT should enforce the PM system and also identify the supervisors who assessing subordinate in a biased way so that managers dispose their responsibilities in the proper manner.
 - ✓ The organization should ensure trainings are provided to clarify the competency requirements of the roles which are set of behaviors that guide on how the job should be done. All employees at all level should be familiar with the competency standards for their role.
 - ✓ The capacity building plan should be designed to fill the gap of skill, knowledge and attitude that is relevant to the role. Enough capacity building budget should be allocated by the organization to provide the planned development and training activities.
 - ✓ Supervisors should play a major role when rating their subordinates according to agreed performance standard in a fair way, otherwise employee get demotivated to work at most of their effort. As a result meeting the organization goal and objective become a challenge.
 - ✓ SCI should create a culture of rewarding employees those of who meet expectation and beyond expectation. So that the whole staff will get motivated to be recognized and rewarded for the next period, accordingly it is possible to achieve organization objective.
 - ✓ Finally, the researcher observed that the existing PM system is well designed and recommends that so much effort should be exerted in implementing and practicing each stages of the PM system which leads to the betterment of the overall performance of the organization

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Appendix

ST. MARY'S UNIVERSITY
School of Post Graduate Study
Survey questions for Employers

Dear Respondents,

The purpose of this questionnaire is to collect primary data for the research topic entitled, "Practice and Challenges of Employees' Performance and its effect on productivity at Save the children–Ethiopia, Country Office," as a partial fulfillment to the completion of the Master's degree program in MBA-General at St. Mary's University. In this regard I kindly request your time to provide me with reliable information so that the findings of this study would meet the intended outcome. This research will be used for academic purpose, I strongly assure you for the confidential treatment of your responses. I would like to thank your voluntary participation for the success of my research study.

Survey Name: Tewodros Worku

Telephone: 0913 39 19 90

Directions

- No need to write your name,
- If you have any question, please contact me.

Part I – General Information

1. Gender:

(A) Male (B) Female

2. In which age group do you fall?

(A) Less than 20 (B) 20-29 (C) 30-39 (D) 40- 49 (E) 50 and above

3. What is your highest educational status:

(A) Certificate (B) College Diploma (C) BA/BSC Degree
(D) Masters (E) PHD

4. Years of service in SCI.

(A) Less than 1 year (B) 1 to 3 years (C) 3 to 6 years
(D) 6 to 9 years (E) More than 9 years

Part II Performance Strategic Objective, Planning and Execution

What do you think are practices and challenges of performance and its effect on productivity at save the children Ethiopia, Country office? Please indicate your rating on a five point scale from **1(Strongly Disagree)** to **5(Strongly Agree)**.

Strategic Objective

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	I know the strategic objective of my organization.					
2	I am well clear about my business process/work unit strategic objective.					
3	My business process/work unit's objective is aligned with the strategic mission of the organization.					
4	My individual objective is aligned with the strategic objective of my business process/work unit as well as the organization.					
5	My business process/work unit objective is realistic and attainable.					

Performance Planning

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	In Save the Children International objective setting is carried out with the discussion between the employee and the supervisor.					
2	While setting an objective my supervisor clearly tell me the expectation he/she has from my performance.					
3	My supervisor and I reached to an agreement about my development plan to enhance my performance.					
4	The objectives setted for me supports to achieve the strategic objective of the business process/work unit as well as the					
5	I always be informed about a change in organizational objective and the initial objective setted by me and the supervisor is also updated accordingly.					

Performance Review

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	Performance Management System in SCI brings massive work and consumes much time.					
2	The introduction of Performance Management System changes the way I do my job hence, it creates confusion.					
3	The existing Performance Management System in SCI is a tiresome Process so it's better to have other simple tool.					
4	Performance Management System is important for the success of me and SCI, thus it is good to have.					

Performance Execution

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	Save the Children International provides me sufficient resources to execute my job properly.					
2	I have received feedback regularly about my performance from my supervisor.					
3	I always get support from my supervisor while I face challenges in performing my day to day activities.					

Performance Monitoring

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	I have given a chance to assess my performance (self-appraisal method) based on the agreed plan.					
2	Always my supervisor gather information about my performance from my peers or subordinates while assessing my performance.					
3	When my supervisor assesses my performance he/she is biased by different reasons.					
4	There is a midterm review between my supervisor and me regarding my performance in the past months.					

Performance Capacity Development

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	The discussion I had with my supervisor is focused on the contribution I made, the capability I have and on my continuous development.					
2	The performance assessment and review incorporates future development plan.					
3	The performance review focus to enable do my job in a better way in the future.					

Performance Rating

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	My performance rating is based on agreed standards that we do with my supervisor at planning stage.					
2	My supervisor rated me is a fair way.					
3	I are satisfied with the performance rates given to me in the last performance period.					

Rewarding

S.N	Statement	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	Save the Children International recognize me based on my performance result.					
2	It is possible to say recognition at save the children international considered as its culture.					
3	Save the Children International provide both intrinsic and extrinsic type of rewards when performance result reach satisfactory and above.					

38. Which of the steps of performance management system do you find challenging and what makes it challenging?

39. What are the major challenges you faced as a result of Performance Management System?

Thank you!

ST. MARY'S UNIVERSITY
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Interview

1. Are all employees aware of the mission, vision and strategic goals of the organization?
2. Does the specific job performed by employees linked with the strategic objective of the organization?
3. Does the organization successfully handle the planning, execution, assessment and review processes of Performance Management System? If yes, how and if not why?
4. How do supervisors rate and reward their subordinate?
5. What were the major objective/expected/ outputs set by Save the Children International from Performance Management System?
6. Does Performance Management System bring the desired outcome to Save the Children International? If yes, discuss how tangible results were observed?
7. Could it be possible to say that Save the Children International has successfully implemented Performance Management system?
8. Which of the four steps of Performance Management System did you find challenging? And why?