A COMPARATIVE ANALYSIS OF PERFORMANCE MANAGEMENT SYSTEMS IN THE MALAWI PUBLIC AND PRIVATE SECTOR: THE CASE OF SOUTHERN REGION WATER BOARD AND NATIONAL BANK OF MALAWI

MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS THESIS

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UNIVERSITY OF MALAWI

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MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS THESIS

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DECLARATION

I hereby declare that the work presented in this paper is my original work and that it has never been submitted for any academic award at this or any other institution. Where other sources have been cited such sources have been fully acknowledged.

Signature: ________________________________

Lewis Dzimbiri Junior

Date: ________________________________

CERTIFICATE OF APPROVAL

The undersigned certify that this thesis represents the student's own work and effort and has been submitted with our approval.

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Second Supervisor

DEDICATION

This paper is dedicated to my family; my wife, Naomi Dzimbiri and my son, Lewis Dzimbiri III. You are my pride and joy.

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They say it takes a village to raise a child; so too this dissertation which could not have been written without the collective effort, moral support, and encouragement of those closest to me. I say thank you for sharing with me your precious time, being patient and investing your mental energies into this study.

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ABSTRACT

Perplexed as to why despite embracing Performance Management Systems (PMS) the public sector is still not performing, this research set out to answer this question. The research examined the phenomena not in isolation, rather, as a comparative case study. It examined PMS as approached, perceived and managed through the lens of two institutions; those who have found success (the private sector) versus those who have not (the public sector). The research used a mixed methods approach in that mixed questionnaires were given to general staff in a bid to gauge their perception whilst in-depth key informant interviews were conducted on line managers and human resource practitioners so as to understand how they are managing the process, the specific performance evaluation tool(s) used, the challenges they are facing and how they are using performance management data. Through the analysis done, comparisons were drawn which revealed that PMS is a complex and multifaceted machinery replete with multiple moving parts whose interactions have a bearing on the overall performance of the organisation. To that extent, it revealed that performance is the aggregate of all these structures, processes, actors and their interactions, employee perception and a plethora of other factors. As such, the study found that the private sector is successful as it is deliberate and purposeful in its practice of PMS as it approaches it in a systematic, transparent, consistent and predictable manner whose main aim is to enhance productivity and maintain competitiveness. On the other hand, the study concluded that the public sector’s failure to perform is as a result of its lax approach as PMS is done in a haphazard manner without any seriousness, predictability or continuity attached to it nor a clear endgame in mind. The study, therefore, argues that for PMS to be effective, it has to ably manage intricate moving parts that make up and influence performance as well as being purposeful and deliberate in its structure and operations.

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ABBREVIATIONS

ATM	Auto Teller Machine
BWB	Blantyre Water Board
BSC	Balanced Scored Card
BPR	Business Process re-Engineering
CEO	Chief Executive Officer
DPP	Democratic Progressive Party
ESCOM	Electricity Supply Commission of Malawi
HR	Human Resource
HRM	Human Resource Management
KPA	Key Performance Area
KPI	Key Performance Indicator
MBC	Malawi Broadcasting Corporation
MBO	Management by Objectives
MPC	Malawi Posts Corporation
MSE	Malawi Stock Exchange
NPM	New Public Management
NBM	National Bank of Malawi
O&M	Organisation and Methods
PBRS	Performance Based Reward System
PMS	Performance Management System
SRWB	Southern Region Water Board
TMQ	Total Quality Management
UNECA	United Nations Economic Commission for Africa
UNIMAREC	University of Malawi Ethics Committee
WITS	Work Improvement Teams

CHAPTER ONE

INTRODUCTION

1.1 Introduction and Background

Regardless of size, location, or orientation, organisations exist and are guided by a specific goal, mission or purpose (Dzimbiri, 2015). Such underlying philosophy is not achieved without deliberate and conscious thought by organisations with regards to who shall do what, when and how. However, 'organisations' do not achieve goals, people (employees) do. People as stated by Armstrong (2006) are "an organisation's most valued asset" (p. 3). Similarly, Cummings and Worley (2015) add that the performance of employees is very important in developing the effectiveness and success of any organisation. Therefore, it can be argued that the success of any organisation lies in managing the performance of their employees. From this, several questions can be asked. Firstly, how best can we manage performance? Secondly, is the presence of PMS a sure indication of organisational success? Lastly, literature offers numerous performance management tools but provides little context guiding which tool is most applicable to what situation, group of people, organisational culture and so on. Therefore, can a universality thesis of one size fits all be advanced? It has, however, been noted that despite both the private sector and public sector embracing PMS whose sole purpose is to enhance performance, the public sector is still below expectation contrary to how the private sector is performing (Fryer, Anthony & Ogden, 2009). This again begs a few questions to be asked; what is the private sector doing right? What is the public sector doing wrong? And lastly, what can the public sector learn from the private sector? These pertinent questions are what motivates this research. This research therefore, endeavours to analyse PMS in the public sector and private sector through the lens of two institutions. Specifically, it shall evaluate how PMS is implemented, approached and the experiences facing the two organisations operating within distinct sectors of the economy.

1.2 Study Setting

The study is set in Malawi, a landlocked country in Southern Africa, home to 19 million people who share borders with Mozambique, Zambia and Tanzania. Malawi is an agrarian economy, employing 80% of the population and remains one of the poorest countries in the world despite making significant economic and structural reforms. The nation's vision is to become a wealthy, self-reliant and industrialised upper middle income country by 2063 (The World Bank Group, 2022). To achieve this, Malawi has embarked on a series of reforms, one of which is performance management (Office of the President and Cabinet, 2018). The research studied PMS through the perspective of two organisations. The first being SRWB, a parastatal institution established through the Water Works Act of 1995 which gives it exclusive mandate to supply water in the Southern Region of Malawi with the exception of Blantyre City. SRWB is a commercial institution that is incentivised to make its own money as it receives no government subvention to meet operating expenses and funds a good number of its own development projects and initiatives. It has a workforce of around 370 people spread across 26 water supply centres in 14 districts.

The second organisation this study examined is NBM, a financial institution that was established in 1971 as a result of a merger between Barclay's Bank and Standard Chartered Bank. NBM listed on the Malawi Stock Exchange (MSE) in the year 2000 and currently has K572 billion in assets. NBM operates in a competitive market economy with 7 other commercial banks and a plethora of other financial institutions. It has a workforce of over 1000 employees spread across 33 service centres nation-wide.

The study chose NBM as it is one of the oldest private institutions in Malawi and ranks amongst the most profitable and largest financial institutions by market capitalisation (Malawi Stock Exchange, 2021). On the other hand, SRWB was chosen as the water sector faces various challenges such as bankruptcy, high non-revenue water and a lack of investment (Mkweu, 2021).

1.3 Problem statement

Organisations are purposeful collectives oriented towards the pursuit of collective goals (Dzimbiri, 2015). In their pursuit of said mission, organisations define their vision, objectives and strategy (Hunger & Wheelen, 2011). However, though organisations can plan where they want to go or what they want to achieve, ultimately, it is people (employees) that implement and are the drivers behind organisational effectiveness (Cumming & Worley, 2015). Armstrong (2006) argues that if an organisation is to realise its goals, it must manage performance. Traditionally, performance was viewed merely as the interaction between an individual's ability and motivation (Torrington & Hall, 1995). Consequently, it was assumed that so long as the right people are employed and inspired, performance is guaranteed. Increasingly, however, organisations are realising that a cohesive and systematic approach to planning, defining and clarifying performance standards, provision of adequate resources, guidance and support are critical in the performance of individuals, teams and the institution as a whole (Torrington & Hall, 1995). Therefore, it is paramount that if an organisation is to excel in its operations, it must have in place mechanisms and systems for planning, organising, monitoring and evaluating the contribution or impact an employee makes towards the organisation and reinforcing the same. That is, there is need for organisations to have PMS.

PMS is neither a new concept nor practice. Its roots can be traced as far back as with early management authors. Classical Management scholars such as Taylor and Gantt advocated for a top down management style towards managing employee performance whilst Behavioural Scientists such as McGregor and Argyris argued for a more organic and participatory approach (Mullins, 2010; Dzimbiri, 2015). This contrast in viewpoints provokes the research to ask several questions; firstly, how should performance management be approached? Secondly, do contextual factors such calibre of the employees, organisational culture or type of organisation matter in answering this question? Furthermore, can the same approach used in the private sector be used in the public sector or non-governmental organisations and still give similar results or the format has to be varied?

As a practice, both the private and public sector engage performance management albeit to varying degrees of success (Fryer et al., 2009). The private sector was the first to fully embrace it as an essential organisational tool in the 1950s and has since seen a boost in productivity, resource optimisation and improved service delivery (Nartisa, Putans & Muravska, 2012). Most recently, for example, amid economic uncertainty and a worldwide pandemic in 2020, the private sector remained resilient, profitable and gained investor and market confidence, both locally and internationally (Sabola, 2021; Airtel Malawi PLC, 2021; Shaban & Long, 2020). Having seen the success the private sector has enjoyed over the years, the public sector also followed suit towards the 2000s as it attempted to reform itself from an inefficient machinery to one that emphasises service delivery, efficiency, productivity and accountability as influenced by New Public Management (NPM) principles (Durevall, 2001). NPM was primarily characterised with cutting red tape, shifting from systems in which people are accountable for following rules to systems in which they are accountable for achieving results (Dzimbiri, 2008). However, despite embracing strategic planning and PMS, the public sector has been marred with lacklustre performance (Fryer et al., 2009). Of recent in Malawi, the Vice President who also doubles as Minister of Economic Planning and Public Sector Reforms, Dr Saulosi Chilima, went on record lamenting how poorly parastatals are performing in Malawi citing that they continue to accumulate debt and fail to achieve their intended mandate (Kumbani, 2020). Similarly in South Africa, Cameron (2015) notes that public service reforms have failed to achieve the same results that the private sector has.

Such glaring differences in performance only agitates the need to ask further questions. What is the private sector doing right? What are public sector organisations doing wrong? How are public sector organisations approaching and managing performance? How do employees perceive PMS? What are the challenges being faced in the implementation of PMS? What can the public sector learn from the private sector? These are some of the pertinent questions that motivates this research. This study seeks to build on previous researches done on PMS by Fryer et al., (2009), Zulystiawati (2011), and Rachna and Snigdha (2015) among others in that it contributes to literature on PMS as it attempts to study and examine the phenomena not in isolation, rather through the lens of two institutions; NBM and SRWB.

1.4 Main Objective

The main objective of the study is to compare and contrast PMS in the Malawi public and private sector.

1.4.1 Specific objectives

In order to achieve its main objective, the research shall specifically attempt to:

a) Examine the processes undertaken in the implementation of PMS
b) Analyse the specific tools used in performance evaluation
c) Determine if PMS provides input for other human resource functions
d) Examine the perception of staff towards PMS
e) Assess the challenges faced in the implementation of the performance systems

1.5 Main Research Question

How do PMS in the Malawi public sector compare and contrast with those found in the private sector?

1.5.1 Specific Research Questions

Owing to its main research question, the research shall ask the following specific questions:

a) What processes are undertaken in the implementation of PMS?
b) What specific tools are used in performance evaluation?
c) Does PMS provide input for other human resource functions?
d) What is the perception of staff towards PMS?
e) What are the challenges faced in the implementation of PMS?

1.6 Significance of the study

Firstly, the very nature of this research (being that it is a comparative analysis) provides profound insights in the area of PMS in that it attempts to provide answers to the question, why despite the adoption of PMS is the public sector still falling short of expectation. That is, it shall help explain how the same concept applied in one setting can yield satisfactory results yet applied to a different context proves unsatisfactory. The research, therefore, attempts to fill this gap. The existence of a Government Ministry in Malawi whose sole responsibility is public sector reforms shows Government's commitment towards improving the accountability, efficiency and service delivery of the public sector. Consequently, the research is aligned and compliments Government's efforts in that it not only attempt to fill a research gap, but also provides a framework on how to approach and manage performance.

Secondly, the research attempts to help provide context on the applicability of the various mechanisms for appraising performance. A wrong system selection, poor understanding and badly managed performance system results in low morale and bad performance of the employee which in turn affect the overall performance of the organisation. To that effect, the study will help shed light to which techniques are useful to which situation, group of people and other contextual factors.

1.7 Organisation of Chapters

This thesis is segmented into 5 chapters. The first chapter, the introduction, informs the reader of the research phenomena and defines the objectives of the study. The second chapter, literature review, presents both the conceptual framework (what is known and has been written about the research phenomena) and the theoretical framework. The third chapter, research methodology, informs the reader how the research was carried out. The fourth chapter presents and analyses the research findings whilst the final chapter concludes with implications and recommendations.

1.8 Conclusion

This section introduced the problem at hand as well as defined the scope and context of the research. In its pursuit to realise the main research objective of comparing and contrasting PMS in the Malawi public and private sector, the research has 5 specific research objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the available literature on PMS. The literature under discussion maps one to one with the specific objectives as it attempts to provide a comprehensive framework on what is known regarding the subject matter. The chapter presents both the theoretical and conceptual framework.

2.2 Theoretical Framework

This section presents the theoretical framework. It advances the Goal Setting Theory and the Expectancy Valence Theory as a theoretical framework that inform the research.

2.2.1 Goal Setting Theory

Goal setting theory is a motivational theory advanced by Edwin Locke (Dzimbiri, 2015). Mullins (2010) argues that motivation is concerned with examining why people behave in the manner that they behave; that is, what drives their actions? He defines it as 'the direction and persistence of action' (p. 253). This theory therefore makes the argument that goals guide and direct employee behavior which in turn impacts the performance of an organisation.

The theory suggests that goals form a driving force that gives one purpose. As such, it proposes that for an organisation to be effective, it must set clear goals which defines what must be done, by who, by when and to what extent or quality standard. Torrigton et al. (2014) argues that goal setting theory forms the fundamental basis of performance management in that the first step in the performance management cycle is defining expectations, or in other words, stating desired outcomes. Similarly, Mullins (2010) concurs with this assertion in that he argues that goal setting is linked to performance in that research has shown that organisations which set goals generally perform better than ones which do not. Dzimbiri (2015, p. 83) defines goal setting as 'the process of improving individual or group performance by formally setting objectives, deadlines or quality standards.' However, though it has been established that goal setting directs or dictates the desired behaviour of employees, questions still arise as to how goals must be set or the factors which moderate employee performance in as far as goal setting is concerned. Figure 2.1 below summarises the variables which moderate performance, these being; employee participation, goal difficulty and clarity, commitment, self efficacy and national culture.

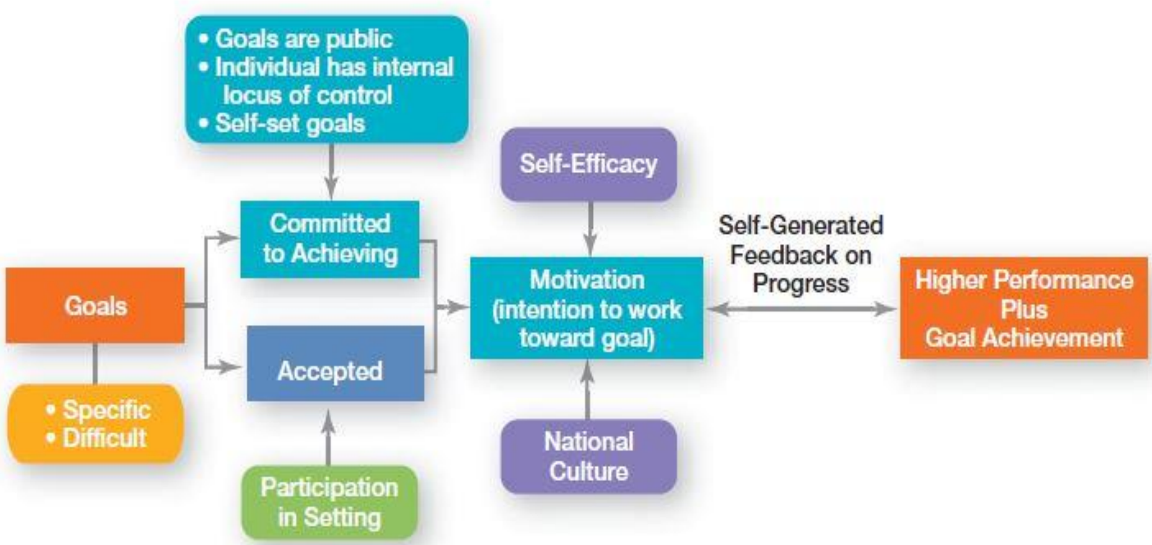

Figure 2. 1; Goal setting variables

Source: Robbins and Coulter (2012, p. 437)

Dzimbiri (2015) argues that for goal setting to be effective, it must be done in liaison with employees. That is, employees have to take an active part in setting goals and performance standards akin to what MBO proposes. Therefore, goals must not be cascaded down the organisational hierarchy where they are imposed onto employees, rather employees and subordinates must jointly discuss in line with an organisation's strategic plan, what must be done, how it must be done, by when it must be done, to what standard it must be done in and how they can assess the quality of work. Daft (2010) summarises this in that he adds that goals have to be clear and specific and that a shared understanding has to be established. He further adds that joint goal setting creates ownership and thus drives employee commitment. On another note, Mullins (2010) adds that high performance can also be achieved when goals are challenging but realistic and also when feedback is given in a timely fashion. Robbins and Coulter (2012), however, adds to goal setting theory in that they argue three factors moderate the strength of one's motivation. These factors are; commitment, self-efficacy and national culture. On commitment, they argue one is more likely to commit when goals; are self-set (as opposed to imposed), are made public and employees have an internal locus of control. On Self-efficacy, they advance that self-efficacy is concerned with confidence or belief in one's abilities. They argue that individuals with high self-efficacy perform better than those with low efficacy. Lastly, that national culture mediates performance in that other cultures are more receptive to challenging goals and in fact pursue them whilst others shy away.

All in all, the above literature provides a framework through which performance management should be approached. The goal setting theory is thus important in this research in that it forms the fundamental building blocks of performance management (Torrington et al. 2014; Armstrong, 2006). This research among other things seeks to examine the processes undertaken in the implementation of PMS. That is, how is performance management approached in terms of who is involved, how are they involved, at what stage are they involved, whether or not the process is democratic and open, how employees feel about the system and what are some of the major processes and so.

Furthermore, this framework shall prove invaluable in that it explains performance discrepancies as arising from a lack of goal setting, lack of employee participation and goal ambiguity just to name a few. So too, this research endeavours to explain why the private sector performs better than the public sector. As such, this theory is linked to specific objective 1 and 4. However, though this theory suggests that jointly conceived goals drive commitment and thus direct employee behaviour which ultimately impacts organisational performance, it fails to explain how or whether in light of all tenets of goal setting theory being followed, performance can still be lacklustre. It is for this reason, the research advances another theory.

2.2.2 Expectancy Valence Theory

This is another motivational theory. Advanced by Victor Vroom, it asserts that people are motivated by the expected outcomes of their behaviour (Dzimbiri, 2015). That is, behaviour is not random, it is in response to something. Similar to Maslow's Hierarchy of needs, this theory coincides with the notion that people are motivated by what they do not have, and that this 'need' acts as a driving force, hence, creating the expectation that upon the completion of a certain task or fulfilment of specific requirements can an employee's needs be satisfied.

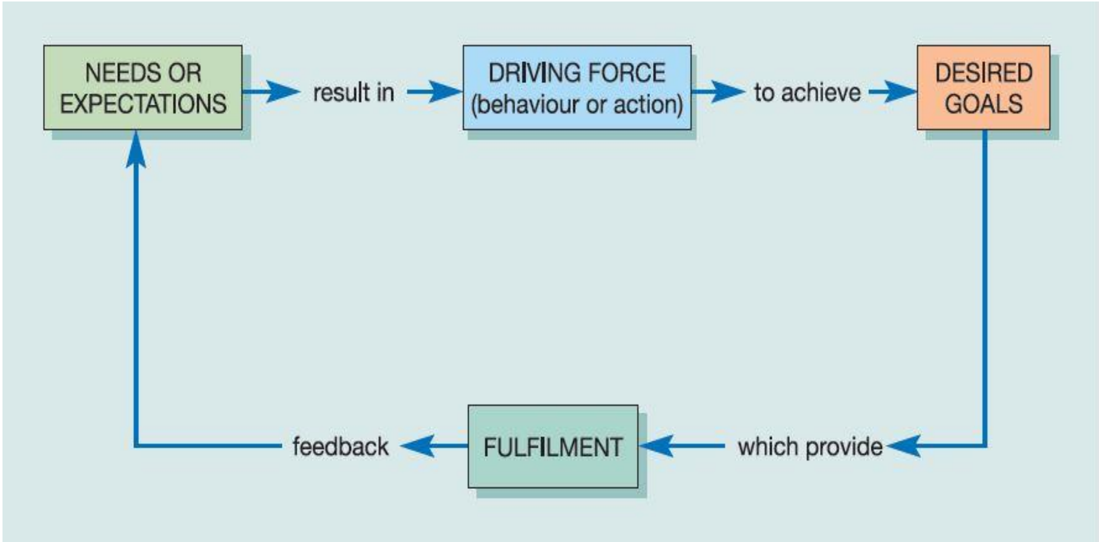

Figure 2. 2; Standard Model of Motivation

Source: Mullins (2010, p. 253)

Robbins and Coulter (2012) argues that motivational strength and thus performance is a function of valence (attractiveness of a particular reward), instrumentality (the degree or probability to which employee performance will result in the employee acquiring desired reward) and expectancy (the relationship between a chosen course of action and its predicted outcome.) Similarly, Sarma (2003) advance that employee performance depends on their perception of the likelihood that meeting a certain performance quota will result in them acquiring their desires. As such, this framework advances the notion that an employee shall only be motivated and thus perform where they believe that achieving organisational goals will lead to them meeting their personal needs. Similarly, employees will also not perform where they see no benefit for them. As such, behaviour has to be reinforced if it is to be sustained. Figure 2.3 summarises what has been discussed above; the relationship between expectancy, instrumentality and valence.

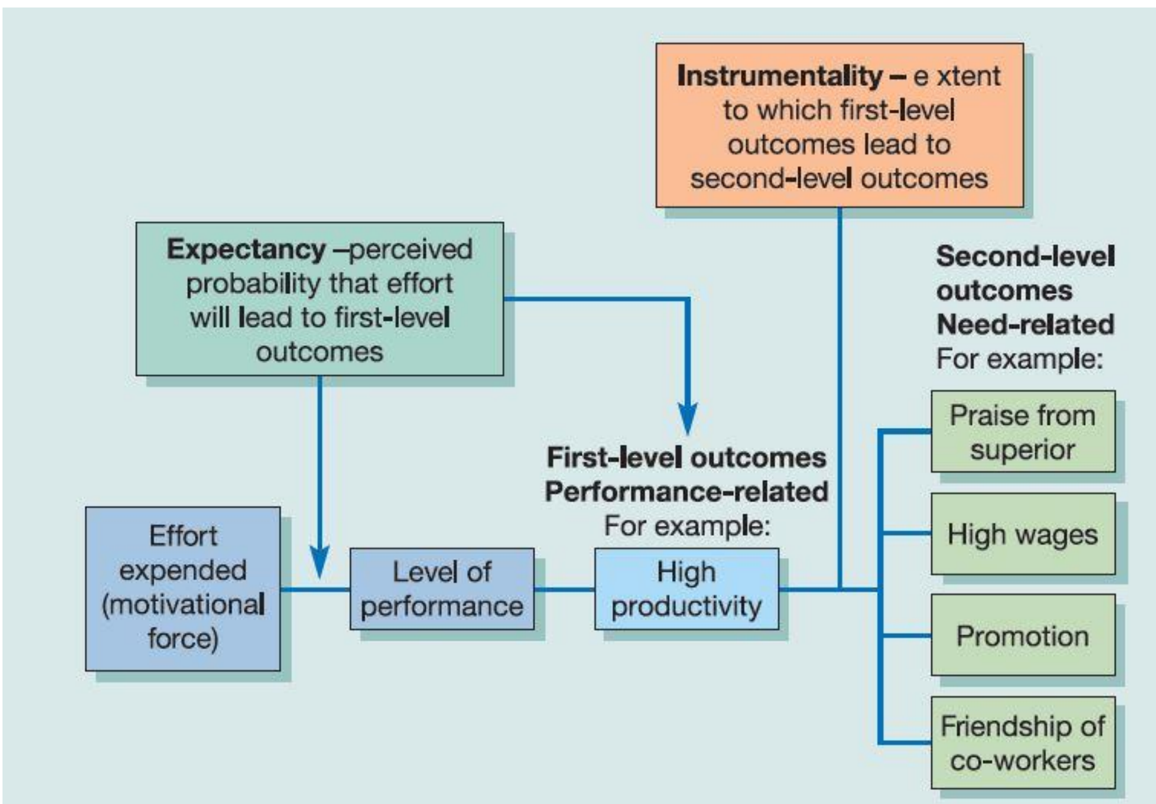

Figure 2. 3; Relationship between Expectancy, Instrumentality and Valence

Source: Mullins (2010, p. 270)

Torrington et al. (2014, p. 89) merit this theory in that they argue that just like goal setting theory, the Expectancy Valence Theory forms the theoretical basis for performance management in that 'some Performance Management Systems are development driven and some are reward driven.' As such, in designing a PMS, there is need for a feedback mechanism that reinforces organisational standards. Therefore, it demands that performance must follow reward. This theory explains poor performance arises when employees have a negative perception towards the PMS in that they see no clear benefit from it. The Expectancy Valence Theory deals with perception and thus calls for linkages or alignment between organisational goals and attainment of individual aspirations. This research is interested in understanding how PMS are perceived by employees as well as if there exists relationships between PMS and other HR functions which might employees might perceive as beneficial to them such as career progression and promotion, compensation and reward management just to name a few. As such, this theory is linked to specific objective 3 and 4.

2.3 Conceptual Framework

This section presents the conceptual framework. It examines relevant literature in line with the specific research objectives so as to gather insights on what is known about PMS, the gaps that exist in literature and how this research attempts to fill those gaps.

2.3.1 PMS

This section examines literature on PMS and processes undertaken in the implementation of the same. Before an examination can be made into the performance management cycle or rather, the steps (processes) involved in implementing a PMS, an understanding has to be established on what performance management is. Armstrong (2006) defines performance management as 'a systematic process for improving organizational performance by developing the performance of individuals and teams.' (p. 495).

He goes on to cite that there exist processes for establishing a shared understanding about what is to be achieved, who is to do what and by when they are expected to do this. Further to this, he adds that it is championed and owned by line managers who act as coaches than judges. Similarly, Mathis and Jackson (2010) views performance management as a series of activities designed to ensure that the organization gets the performance it needs from its employees. Thus, they argue that PMS consists of the processes used to identify, encourage, measure, evaluate, improve, and reward employee performance at work and that it links organizational strategy to results. Bach (2005) notes that advocates of performance management perceive it as a cycle of integrated activities, which ensure that a systematic link is established between the contribution of each employee and the overall performance of the organization and that line managers, rather than HR specialists, play a significant role in the design and management of the performance management process, emphasizing effective communication and feedback. Fryer et al. (2009) argue that is based on the principle of management by agreement and that it emphasizes development and the initiation of self-managed learning process plans as well as the integration of individual and corporate objectives. Further to this, they advance that performance management is a continuous and flexible process that involves managers and their subordinates within a framework. Dzimbiri (2015) contributes to literature in that he describes performance management as “a process for measuring output in the form of delivered performance compared to expectations expressed as organizational vision, mission, values and strategic goals” (p. 159). He further iterates that there is a link between the performance of individuals to corporate values (mission, vision, objectives and goals).

All in all, the above literature converges towards a central point. This being that Performance management is a systematic, open and continuous process of establishing shared goals, objectives and targets and providing support to ensure that the same is realised in a bid to enhance organisational effectiveness. It has also been noted that it links to the corporate value system of the organization in that the performance of individuals and teams translates to that of the organization as a whole. Line managers play a pivotal role more as a facilitator than a judge and that there is constant interaction between manager and subordinate. As such, performance is regularly be reviewed. It has further been observed that performance management is democratic process in that subordinates take part in setting their annual targets in addition to having a platform to discuss their performance together with their supervisor.

2.3.1.1 Processes undertaken in the implementation of PMS

As stated by many scholars above, performance management is not static; it is systematic and continuous process. Armstrong (2006) describes it as a process involving three stages. These being; performance and development agreement followed by managing performance throughout the year and finally concluding with a performance review. Performance and development agreement involves defining expectations. The supervisor and subordinate sit down, plan and agree activities for the year ahead by means of consensus. Planned activities are expressed as SMART (Specific, Measurable, Achievable, Realistic and Time Bound) objectives. Each performance objective has to be matched with a specific measure. The measure defines how you will gauge or what yard stick will be used to evaluate the degree to which a particular objective has been achieved. Having defined what is expected, performance must be managed throughout the whole year. Unlike performance appraisal in which performance is evaluated at the end of the year, performance management is an active process that happens all year round. This stage requires active support from the supervisor in that they play the role of facilitator to ensure that the subordinate stays on track. Where there are deviations from expected performance, both subordinate and supervisor must again sit down and see where things are going wrong, why they are going wrong and what can be done to change the situation. Simply put, it is concerned with ensuring that subordinates are on track. The last activity is performance review. This phase involves making an assessment between planned activities versus actual performance. This stage involves performance measurement, feedback and reinforcement. All in all, the stages described above are inter-related and they need to be considered in any objective process.

Dzimbiri (2015) on the other hand describes the process of performance management as being approached on two different levels; these being, at micro level and at macro level. He describes macro level as being at the broad organisational level. It consists of 5 stages. The first being scanning the environment. Focus is given to strengths, weaknesses, opportunities and threats that can affect the implementation of the PMS. Having conducted an internal analysis, he adds that it becomes easier to develop a strategic plan as one has a degree of certainty with regards to the situation on the ground. This strategic plan becomes the basis of the departmental plan which in turn becomes basis for individual performance plans and objectives. The second stage is planning and designing of PMS. This follows from the strategic plan in that departmental and divisional plans are developed in line with and on the basis of the strategic plan. After planning and designing the system, the system is ready to be implemented. Implementation is the third stage. The fourth stage is mid-term review. This is like a pilot stage in which assessments are made to ensure there are no deviations or significant anomalies. If such exist, they are immediately rectified or objectives are revised. The last stage is final review and reward. This stage involves evaluation of planned activities and targets against achieved or actual performance. At this stage, rewards are given to reinforce behaviour. On the contrary, sanctions can be given to discourage poor performance. The second level is at micro-level. Micro-level is at departmental level and it stems from the strategic plan. It is composed of six steps. The first step is the development of Key Performance Areas (KPA) which relate to the job under discussion. Thereafter a Key Performance Indicator (KPI) is developed. The KPI relates to the KPA in that it is a yardstick that answers the question how will be measure. The third step is development of objectives. Objectives are the specific targets. The fourth step is performance agreement in that employee and employer agree on what activities are to be undertaken. The last two stages are observing and providing feedback which is an ongoing process followed by making recommendation and rewards for those who have performed.

Table 2. 1 KPA, KPI, Objectives and Measures

KPA	KPI	Objectives
Teaching 45%	1. Teaching load 2. Tests and assignments 3.Students consultation etc	Teach 3 courses per semester (**6** courses per year) 2 pieces of assignments per semester 6 hours per week etc
Research 40%	Book Refereed journal paper Book chapter, etc.	2 chapters per year 2 journal articles sent to editors per year 2 book chapters sent to editors
Service 15%	Departmental responsibilities Moderation of exams etc	Registering students for two semesters 4 sets of Board minutes per semester 3 papers moderated per semester. Etc

Source: Dzimbiri (2008)

On another note however, Torrington and Hall (1995) discuss the performance management cycle as compromising of four stages. He argues that the first step is definition of the business role. In it, departmental expectations are clearly mapped and defined in accordance to the strategic plan of the organisation. The second stage requires clarifying individual roles. This involves setting objectives with subordinates of what they are required to do. Thirdly, individual development plans are developed to support target achievement. This answers the question as to how the subordinate shall achieve the objectives. Lastly, there is assessment. This is an on-going process in which an evaluation is made with regards to how well the individual has performed.

Though the scholars above seem to differ in terms nomenclature used, the guiding principle remains the same. Performance Management Systems are open, transparent and systematic. It takes the approach of management by agreement than dictation. That is to say, the employee has a say in what objectives should be incorporated as well as takes an active part in managing their performance. As summarised by Fryer et al. (2009), literature identifies the key features of a successful PMS as being; alignment of the PMS and the existing systems and strategies of the organization, leadership commitment, a culture in which it is seen as a way of improving and identifying good performance and not a burden that is used to chastise poor performers, stakeholder involvement and continuous monitoring, feedback, dissemination and learning from results.

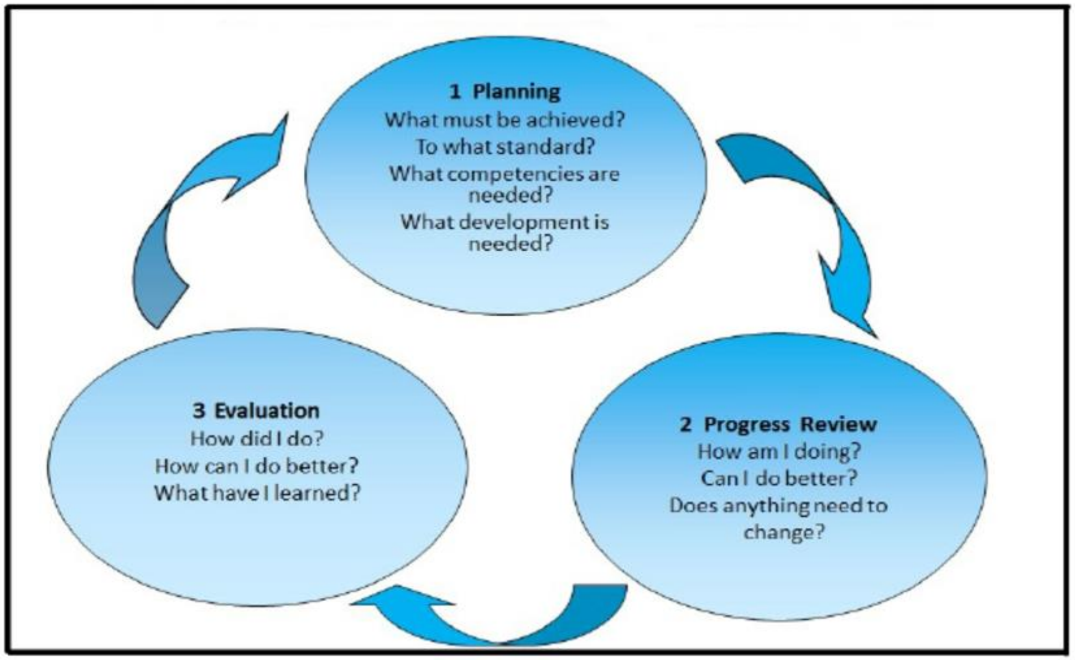

Figure 2. 4; Performance Management Cycle

Source: Waseem, Farooghi and Afshan (2013)

From the discussions above, it has been noted that literature only provides an ideal framework of what PMS is, who is involved at various stages and its cycle. It, however, fails to give an account on the extent to which this framework is actually followed in practice. That is, it does not provide context on whether or not the performance management cycle is a standard format irrespective of the sector or industry in which an organisation is operating. This raises several questions. Firstly, is the formula the same and followed to the rule regardless of whether one is in the private or public sector or one is in the telecommunications industry and another in the transportation industry? Secondly, if there exists differences, why are there such and at what stages do they exist? This distinction is very important in that it can help explain why certain industries or sectors tend to perform better or why others worse. As such, it is imperative to examine how PMS is approached in practice in various sectors of the economy than merely holding the assumption that it is approached uniformly. That is where this research comes in.

2.3.2 Tools used in performance evaluation

This section examines the various tools used in evaluating performance. Though there exist many techniques, this research shall only focus on the techniques the researcher feels are regularly used in organisations. These include; 360 degree feedback, Management by Objectives (MBO), Balanced Score Card (BSC), Narrative methods, Forced Distribution and Paired Comparison.

2.3.2.1 360 degree feedback

In this technique feedback on individual performance is sought from not only your supervisor but a variety of sources such as peers, internal and external customers (Khanna & Sharma, 2014). The value of this technique is that it illustrates just how multifaceted performance is. As espoused by Kotler and Armstrong (2012) through their value chain analysis, the organisation is complex machinery composed of various parts all interacting with each other in that the output of one is input to another. As such, the work of one person impacts that of another in that the poor performance of one employee has ramifications on the whole organisation. Armstrong (2006) notes that though time consuming and has a tendency of being bureaucratic, it helps bring about consistency in that biases are reduced as many persons are involved to evaluate performance. Furthermore, he adds that individuals get a broader perspective of how they are perceived by others. Mathis and Jackson (2010) on the other hand, argue that the purpose of 360° feedback is not to increase reliability by soliciting like-minded views. Rather, the intent is to capture all of the differing evaluations that bear on the individual employee’s different roles. However, they too cite that the process is time consuming. The 360° feedback also contradicts with Fayol’s (1949) Management principle of unity of command in which a subordinate is to report to one supervisor. This becomes a problem in that different appraisers have different expectations and this can confuse subordinates especially where these expectations contradict with one another. For example, if two users of your output require information, who do you prioritise?

2.3.2.2 MBO

The MBO method democratises the performance management process in that the subordinate and supervisor set goals together and agree on performance standards and indicators (Armstrong, 2006). Ntanos and Boulouta (2012) argue that this helps create a sense of ownership in the subordinate through employee participation. Mathis and Jackson (2010) agree with this assertion in that they assert that since employees take part in the planning process they are more likely to be motivated. MBO traces its roots to behavioural scientists such as McGregor and Argyris in that they argued for a more organic and participatory form of management where subordinates in conjunction with their supervisors agree on performance targets (Dzimbiri, 2015). This tool is most applicable when dealing with mature and self-motivated individual (Dzimbiri, 2015). Furthermore, it helps clear any ambiguity with regards to what is expected and the standard for measuring the objectives. Prowse and Prowse (2009) are in support of this in that they argue it eliminates management control typically associated with performance appraisal. According to Dessler (2003), MBO is characterised by six steps. These are; setting organisational goals, setting departmental goals, discussing departmental goals, defining expected results, conducting performance reviews and providing feedback. On the other hand, Mathis and Jackson (2010) describe it as a four stage process involving job review and agreement of duties, development of performance standards, guided setting of objectives and continuing discussion on performance. Though the number of steps may differ, the logic behind it remains the same. Carroll and Tosi as espoused by Sarma (2003) characterise MBO by mutual goal setting, organisational commitment, setting individual goals in relation to organisational objectives, some freedom in developing and achieving objectives and frequent performance reviews.

However, this technique has a few draw backs. Firstly, Mathis and Jackson (2010) argue that is not appropriate for jobs with little or no flexibility such as an assembly-line worker and manual labour for which standards and objectives are already predetermined such that any deviation can have dire consequences. Dessler (2003) also adds that this technique is time consuming and can result is a tug of war as subordinates and supervisor tussle to agree on standards.

2.3.2.3 BSC

This seeks to move away from largely behavioural and qualitative aspects of performance and instead replace with all-encompassing quantitative metrics of performance. Daft (2010) describes it as “a comprehensive management control system that balances traditional financial measures with operational measures relating to a company’s critical success factors” (p. 540). Developed by Kaplan and Norton, this method is an attempt to shift from traditional appraisal systems which rely heavily on financial measures as a measure of performance (Salem, Hasnan, & Osman, 2012). The BSC has four paradigms, these are customer perspective, internal processes, financial perspective and learning and development (Intrafocus Strategic Consulting, 2016). The financial perspectives tackles financial issues such as return on investment, cost efficiency and productivity just to name a few. On the other hand, internal processes look at value addition activities for customers and stakeholders. Customer perspective is about how your customers perceive you relative to competitors whilst learning and development is concerned with change management and continuous improvement. Kaplan and Norton (1996), developers of the BSC assert that each perspective has accompanying objectives that must be married with a targets and these targets must have a means of measurement and initiatives. Banker, Chang and Pizzini (2004) have praised the BSC citing that it links the strategic objectives of the business to the day to day operations of employees. However, Salem et al. (2012) express that this tool can be overwhelmingly complex such that it cannot just be copied and pasted, it has to be tailor-made. As such, it requires expertise to properly implement and achieve desired results.

2.3.2.4 Narrative Methods.

These are qualitative in nature and seek to describe the qualities, characteristics and quality of work done. Narrative methods exist in a variety of flavours.

Firstly, there is the **essay method**. This is a qualitative appraisal method in which a supervisor fills a form discussing the past performance of the employee. Armstrong (2006) notes that though this method is relatively easy and provides flexibility, ratings are highly subjective and are influenced by the writing skills of the supervisor. On the same, Mathis and Jackson (2010) argue that it is heavily influenced by the appraiser in that the quality of the writing can carry more weight than the performance itself. As such, it is heavily dependent on the writing skills of the appraiser. This suggests that some appraisers who are good at using big adjectives can paint a rosier picture of performance than those who are lazy writers.

Secondly, there is the **critical incident method**. In this appraisal technique, the supervisor keeps a record of positive and negative examples (critical incidents) relating to the performance or behaviour of a subordinate (Abhinav, 2014) Such records are kept all year round and are only brought up during the time for appraisal in which examples are used to reinforce good behaviour or to remind an employee of poor conduct. This entails that a supervisor monitors the performance of subordinates all year round and also has valid examples to explain why he or she has either given either low ratings or high ratings. This technique requires that facts must be brought to the appraisal. That is, ratings must be evidenced by solid information (Mathis & Jackson, 2010). Sarma (2003) adds that in this method, attempts are made to devise for each job a list of critical job requirements. He adds that the merit of this technique is that performance is measured based on objective and well defined standards. However, this has flaws in that it relies of qualitative information such that it is difficult to compare the performance of different employees without an objective standard or quantitative metric. Secondly, Bach and Edwards (2013) contend that this appraisal technique does not provide real time feedback but rather waits till year end. That is, instead of remedying the situation presently, it forces employees to walk on eggs in that are under constant surveillance from the supervisor who keeps a record of wrong as opposed to reinforcing the right works and attempting to remedy defects as they arise.

2.3.2.5 Forced Distribution Method

Dzimbiri (2015) describes it as a form of comparative evaluation in which the evaluator rates the subordinates according to a specific distribution. Mathis and Jackson (2010) add that the forced distribution method assumes that employee performance follows a normal distribution. That is to say, performance distributed along a bell-shaped curve in that employee performance is not homogenous, rather split into various performance bands. The organisation predetermines performance lots which cumulatively equal 100%. Sarma (2003) advances that this method is used primarily to eliminate rating errors such as leniency and central tendency. This method is ideal where you have limited resources to effect specific changes. For example where the organisation has 200 employees but intends to promote some employees, say 5 employees whilst give bonuses to 50 others and train 10 others, it might use this method as a mean of comparison to determine which employees should be given what. This method thus ensures that the employer's prerogative and control is maintained. However, since the employer predetermines performance lots, it has the effect of demotivating staff as high performers can be grouped with average performers because a particular quota or threshold has been reached. Furthermore, it is merely a method of summarising performance but fails to say how the performance appraisal process should be done. That is, should it be done by having the supervisor write essays which discuss the performance of subordinates or use critical incidents or graphic rating scale just to name a few. In other words, it relies on another method to make a performance assessment. Mathis and Jackson (2010), however, note that there are several drawbacks to the forced distribution method. Firstly, they argue that a supervisor may resist placing any individual in the lowest (or the highest) group because they may find it difficult explain or justify to the employee why he or she was placed in one grouping and others were placed in higher groupings. Secondly. They cite that in some cases the manager may feel forced to make distinctions among employees that may not exist.

2.3.2.6 The Paired Comparison

This method provides supervisors with a means of comparing the performance of one employee to that of another (Mathis & Jackson, 2010). For every trait, such as productivity, quality, and accuracy just to name a few, employees are paired and their performance compared. Employees are ranked by making a chart of all possible pairs of the employees for each trait. This technique falls short in that it cannot be applied to an organization with many employees as it would be too time consuming (Dzimbiri, 2015).

All in all, this section has looked the various performance management tools used to evaluate performance. It has noted that to an extent that each performance tool is an attempt to address an organisational objective or be line with a particular set of organisational characteristics. That is, there is a no one size fits all. As such, the wrong choice of performance management tool has implications on the overall performance of individuals and the organisation as a whole. For example, it has been noted that MBO is best suited for organisation with mature and self-motivated individuals, on the other hand, the BSC though links organisational strategy to day to day operations of employees, it requires expertise on the part of the management to fully operationalise it and unfortunately, it cannot just be transplanted wholly from one organisation to another. On the other hand, methods such as forced distribution and paired comparison are comparative methods. Therefore, the choice of performance management tool has to reflect the required organisational characteristics and the rationale must be in tandem with the tool used. However, current literature fails short in that in it does not provide context on when best to use to use tools such as narratives, 360 degree feedback and BSC or what organisational characteristics make these tools ideal.

The examined literature also fails to examine the impact of organisational culture on choice of performance measurement technique as well its performance. That is, it fails to address the question on whether culture has an effect on the overall performance of the organisation or impacts the decisions regarding choice of appraisal technique adopted. Literature has also not examined the performance of various techniques across various industries or sectors. That is, it has not examined whether the same technique is bound to replicate similar results when applied to differing institutions. For example, if both a bank and a water utility company both use the BSC, will they run into the same challenges or will results deviate significantly? If there are bound to be differences what can explain these differences? Can the same solutions be applied in both to remedy defects? Are there techniques which will only yield positive results in private sector institutions such that when the same is applied to employees of similar calibre but operating in a different sector or industry will result in adverse effects? All in all, literature has not examined contextual factors. This research is an attempt at answering some of these questions in that it shall examine the choice of evaluation technique used, why it was chosen and some of the unique challenges each pose all in a bid to explain why there exist performance discrepancies.

2.3.3 Relationship between PMS and other HR functions

This section evaluates various sources of literature in an attempt to establish if PMS aids management decision with regard to other HR functions.

Cummings and Worley (2015) argue that effective PMS is linked to reward systems. In their definition of PMS, they define it as "an integrated process of defining, assessing, and reinforcing employee work behaviours and outcomes" (p. 381). As such, they argue that the 'reinforcement' is through rewards and sanctions. Robbins and Coulter (2012) agree with this assertion as they bring to our attention the Reinforcement Theory and Vroom's Expectancy Theory. The reinforcement theory argues that behaviour is a function of its consequences whilst the Expectancy Theory asserts that people are motivated by the expected outcomes of their behaviour. This suggests that if people expect to be rewarded for good performance, they are most likely to be motivated to perform. The same can also be said where people do not expect to be rewarded regardless of performance in that they put minimum effort. Armstrong (2006) adds that effective PMS systems are linked to rewards systems. That is, where people know what is expected of them and are incentivised to perform through rewards they are more likely to perform. Similarly, he advances that in designing a total reward package, 'contingent pay' (outcome oriented or performance related pay) is crucial as this is the reward given to reinforce the behaviour of performers. In the same light Torrington, Hall, Taylor and Atkinson (2014) advance the notion of incentivising performance through pay decision as they bring our attention to performance related pay systems. Cumming and Worley (2015) add that the ability of rewards to motivate desired behaviour depends on six factors, these are; availability, timeliness, performance contingency, durability, equity and visibility. Rewards can take many forms, a few examples include, contingency based pay, profit sharing scheme and bonuses just to name a few (Cumming & Worley, 2015).

On another note, Dzimbiri (2015) adds that PMS provides input for training and development decisions. He argues that the first step in designing a training programme is identification of a skills gap. PMS helps identify this gap in that if performance is unsatisfactory, it could be an indication that the employees do not have the required expertise in that particular field. As such, if one seeks to improve performance in that area, they must first train the staff. Therefore, this suggests that an organisation's training plan must draw insights from the PMS.

PMS is also linked to motivation. Robbins and Coulter (2012) define motivation as "the process by which a person's efforts are energized, directed, and sustained toward attaining a goal" (p. 430) Management gurus such as Locke and Vroom advance this thought through their motivational theories on Goal Setting Theory and Expectancy Valence Theory respectively. Dzimbiri (2015) defines the goal setting as "the process of improving individual or group performance by formally stating goals, objectives, deadlines or quality standards" (p. 83). On the other hand, the Expectancy Valence Theory asserts that the people are motivated by the expected outcomes of their behaviour (Mullins, 2010). Robbins and Coulter (2012), therefore, advance that taking these two theories into account, organisations have to design systems, jobs and propagate a culture that direct people's efforts towards achieving organisational goals and objectives. They further add that this can only be achieved if employees see a benefit for themselves. As such, it calls for goal setting and reinforcement of desired outcomes through reward management systems. Therefore, effective PMS double as a motivational force that directs employee behaviour towards the pursuit of organisational goals.

Lastly, Armstrong (2006) argues that data derived from PMS is useful in aiding managerial decisions with regards to employee placement. That is, decisions such as who to promote, retain, transfer, train, layoff and discharge just to name a few. Since employees are the drivers of organisational effectiveness and implementers of the organisation's vision, it thus becomes crucial as to where within the organogram they are placed or if at all the employee should be kept during restructuring processes.

The above literature suggests that effective PMS provide input for HR functions such as reward management, training and development, motivation and aiding managerial decision making regarding career progression and promotions, succession planning, employee retention, discharge, transfer and so on. Nonetheless, this is all in theory. This is the ideal situation of how an effective PMS ought to function. But is it like this on the ground? This is where this research comes in. It is an attempt to examine how performance management data is used or influences other HR functions in both the private and public sector. It shall help add to empirical literature in that it shall bring to light whether there exist differences in how PMS data is used and why this is the case. It shall explain how decisions such as who to train, promote, reward and so on are made. That is, are they based on factual data or arbitrarily arrived to? Does the performance of an employee have an impact on decisions management shall take concerning placement of the employee or not.

2.3.4 Employee Perception towards PMS

Employee perception towards PMS is twofold. It can either be a positive reception or take on a negative connotation. How it is perceived ultimately depends on how it is implemented and managed. This next section discusses both perspectives.

On a negative note, Mathis and Jackson (2010) argue that many employees view PMS as a zero-sum game. This means that employees may well see the appraisal process as a threat and feel that the only way to get a higher rating is for someone else to receive a low rating. This win-lose perception is encouraged by comparative methods of rating such as the forced distribution method and paired comparison.

On a similar connotation is the issue of bias. Traditional appraisals systems such as narrative methods or paired comparison method are not immune to bias in that the techniques largely look at qualitative data. Such data has an inherent affinity to subjectivity, prejudice and internal politics. Appraisals tend to influence the quality of the employer-employee relationship. As such, supervisors often tend to exercise lenience in rating their subordinates in a bid to maintain cordial work relations (McGregor, 1957). This avoidance for conflict can also manifest in the form of central tendency. This occurs when employees are given relatively similar ratings. Managers tend to do this when they do not want to be seen to be favouring one employee over the other. Unfortunately, going by the equity theory as advanced by Adams, where people perceive receiving similar rewards despite exercising varying degrees of input can demotivate hard workers whilst compelling lazy employees to continue slacking off (Mullins, 2010). The issue of bias also includes the halo, horn and spill over effect. The halo and horn effect affect the quality of the rating in that a first positive impression (in the case of halo effect) can make an otherwise negative appraisal be good whilst a negative impression or perception (in the case of halo effect) taints the overall imagine of the appraised person such that they are rated poorly. On the other hand, the spill over effect is where recent performance affects subsequent performances. As such, due to the inherent subjective nature of performance evaluation tools, especially the qualitative in nature, it can result in employees not trusting the data and thus viewing PMS as routine paperwork that does not paint a true reflection of things of the ground as the appraisers also have an interest and are not objective.

Dzimbiri (2015) advances that where performance evaluation is one directional, that is, from manager to supervisor and never the other way around, employees can view it as nothing more than management control. This argument gains ground once literature from the radical critique pertaining to performance appraisals is examined. This critical management literature argues that appraisals are flawed and as such, not needed. According to Newton and Findley as espoused in Prowse and Prowse (2009) performance appraisal is more covert form of management control. They argue that that tighter management control over employee behaviour can be achieved by the extension of appraisal to both manual and professional workers. Thus, appraisal is interpreted as ‘a more sinister management regime to control aspects of employee behaviour and ensure that employees adhere to management objectives' (Bach & Edwards, 2005, p. 222-223). For example, looking at the critical incident appraisal method, forces employees to walk on eggs shell all year round. This is because they fear they are under constant surveillance from the supervisor in that every mistake can be recorded. Compounding this issue is the fact that the supervisor does not provide real time feedback but rather waits till year end.

However, though the discussions above have taken a mostly negative association, Armstrong (2006) adds that depending on design, employees can regard PMS in light of self-improvement and skills development.

The above has shown that employee perception is on a continuum ranging from a negative perception to employees holding a positive view of the same. However, this leaves several questions for which literature has left unanswered. For example, Cameron (2015), in his study of PMS in South Africa's public sector noted that there was a strong view amongst the employees he interviewed at the Department of Labour in that the interviewees felt that the PMS was 'inconsistent, subjective and arbitrary' (p. 14). In that regard, does this negative perception help explain why he concluded there is a performance problem in South Africa's public sector? Can one also likewise assert that the private sector has strong organisational performance because the employees view their PMS in high esteem? This conclusion, however, cannot be adopted without further investigation. Firstly, what is the impact of employee perception on the implementation of PMS? Secondly, how are public and private sector employees perceiving it, why are they perceiving it like so and how is this perception affecting the overall performance of the organisation? These are some of the limitations of existing literature for which further studies are required to close the gap in knowledge.

2.3.5 Challenges faced in the implementation of the PMS

There are also a number of challenges associated with the implementation of PMS. The challenges described in this study include bias, inadequate knowledge of appraisal techniques, measurement and design challenges and resources constraints.

The first challenge is that PMS are prone to bias. Bias comes in as people are involved in the evaluation process. Mullins (2010) argues that people tend to perceive the same thing differently. This is especially true when it comes to performance measurement methods that rely on qualitative data as these allow for personal judgement and are thus highly subjective. Armstrong (2006) adds that these biases include central tendency, leniency, halo effect and horn effect just to name a few. Central tendency occurs where employee performance is grouped similarly without much variation (Mathis & Jackson, 2010). That is, all employees are rated as performing similarly despite others clearly being performers and others non-performers. This has an effect on demotivating hardworking employees whilst reinforcing lazy employees to continue with their laziness. Dzimbiri (2015) adds that people are creatures of comparison in that they compare the rewards they get relative to what others are getting given their output. As such, he suggests that where people notice a discrepancy they adjust their performance accordingly. Therefore, if non performers are being rated similar to performers and each receiving the same rewards, then eventually, the performers will exert less effort. Leniency on the other hand, occurs when managers take a gentle approach in that there is a tendency to inflate ratings to give off a more positive picture than is the case. The opposite of this is strictness in which managers give negative or low ratings even whilst performance is fine. Sarma (2003) also notes that often times managers can give high ratings based off of an employee’s one positive trait (halo effect) or negative ratings on the basis of a negative trait (horn effect). Furthermore, there is a tendency by managers to simply copy and paste last year’s performance to the current year under discussion. All in all, these biases do not represent a true imagine of performance. Conversely, they have the effect of demotivating employees.

The second challenge as espoused by Dzimbiri (2015) is to do with resistance to change. He argues that people rarely want to get out of their comfort zone and seek to maintain the status quo. As such, in an organisation were performance is not embedded in the very fabric of the organisation, it becomes problematic to implement PMS. Durevall (2001) adds that the private sector long embraced PMS, however, the public sector yet to fully institutionalise it. As such, this can easily be a point of friction to transition employees to a performance culture. Kayuni (2016) notes that Malawi's public sector is in a state of transition from ritualist to organisational learning. He adds that this transition is being met with resistance.

The third challenge relates to a lack understanding on PMS. In his 2008 study of PMS in Botswana, Dzimbiri noted that there was an information gap between public servants in lower echelons in that they had little or no knowledge about PMS whilst those who were required to coordinate PMS activities had varying degrees of knowledge. He attests that as such, organisation's found themselves a "learning curve and swimming in a pool of confusion" (p. 53). Therefore, this lack of understanding makes it hard for lower ranking to staff to commit to something they do not know. Likewise, the design of a PMS or choice of evaluation tool becomes problematic if one does not have a concrete understanding on PMS to begin with. Perhaps this why Cameron (2015) noted that PMS in South Africa's public sector have a flawed design. As such, all members of staff must be have an adequate understanding of PMS if it is to be effective. Many organisations choose performance appraisal techniques without really thinking about whether their choice is best suited to the organisational objectives or characteristics and as a result, a wrong assessment criteria is applied that lead to resistance by unsatisfied employees (Cummings & Worley, 2015). Salem et al. (2012) for instance advance that that the BSC requires expertise to implement such that it has to be tailored made to each organisation. Therefore, if an organisation lacks the relevant expertise, but uses the BSC, it would find itself still not performing regardless of the presence of a PMS. Armstrong (2006) notes that regardless of which approach is used, an understanding of what performance management is supposed to do is critical. Thus, the key is not which form or which method is used, but whether managers and employees understand its purposes. As such a comprehensive understanding of PMS is required.

The fourth challenge as advanced by Cameron (2015) is measurement and design. In his study of PMS in South Africa's public service, he noted that PMS are poorly designed in that they have a number of problems. He noted that there are too many performance outcomes and indicators, a lack of clarity on performance expectations and alignment issues between organisational goals to that of respective departments and individuals. Thus, he advanced that a poorly designed and understood system is likely to produce odd results in that whilst individuals can be performing the organisation being far from it. As such, he argues that for PMS to be effective, there must be a clear link between the day to day operations of employees and organisational strategy. Furthermore, there needs to be clarity with regard to what is expected and how this shall be measured.

The fifth challenge as advanced by Dzimbiri (2015) is that PMS is resource hungry. That is, a lot of time, money and energy is needed for system-wide adoption. He adds that this is so because PMS is linked to rewards systems and compensation. As such, once people are evaluated, their performance has to be reinforced through rewards if they are to continue performing. Furthermore, in order to perform, employees need working materials. This is especially true where employees take part in setting objectives as they would like to have the resources they need at the moment they are demanded.

The six challenge plaguing implementation and subsequently continuity of PMS in the public sector of many developing countries as advanced by Dzimbiri (2008) is reform fatigue. There have been an overabundance of reform programmes that have been rolled out in a bid to improve the performance of the public sector. For example, in Malawi there was the Skinner Commission of Enquiry 1964, the United Nations Economic Commission for Africa Public Service Review of 1966 conducted by the United Nations Economic Commission for Africa (UNECA), the Herbecq Civil Service Review Commission which was instituted in 1983, World Bank Malawi Public Sector Review (1991) and various reforms in the Democratic Dispensation Reforms implemented between 1994 to 2014 which according to Durevall (2001) included the adoption of NPM principles. All these reform programmes came with a host of changes the Malawi public sector organisations needed to adopt and embrace. Similarly, in Botswana like most developing countries, Dzimbiri (2008) noted that a multiplicity of reforms were taking place either simultaneously or in quick succession. In Botswana these included "Work Improvement Teams (WITS), Total Quality Management (TQM), Organisation & Methods (O&M), Performance-Based Reward System (PBRS), Business Process re-Engineering (BPR), decentralisation, privatisation, contracting out, and recently PMS and BSC" (p. 55). As such, he argues that this bombardment of new principles, policies and standards coming in quick succession of one another confuses public servants and in the end compels them to not commit themselves entirely as they feel that just like the other reforms, this has come and it will go. Likewise, Bach (2005) reminds us that the performance management cycle is one which is continuous, that is, it does not end at performance evaluation and review. The lessons drawn from the previous year feed into the current year. Therefore, for PMS to be sustained, it must be continuous.

This section has examined some of the various challenges associated with PMS. However, though various scholars have sighted a plethora of challenges, there is little to suggest which challenges are unique or more prevalent to what industry, sector or type of organisation. Therefore, can an argument that all organisations generally face the same challenges be advanced or perhaps they are unique and differ based on context? For example, can we expect that the issue of resistance to change as advanced by Dzimbiri (2015) and further reiterated by Kayuni (2016) is also prevalent in private sector institutions? Perhaps it could be prevalent but maybe not so in banking sector as these are fast paced industries and people are more embracing of technologies and new ways of doing things? Dzimbiri (2015) argues that PMS is resource hungry, but is this true in every industry? Also, just how far reaching or to what extent do the challenges presented above affect individual organisation? Cameron (2015) also looked at design of PMS as a challenge in his study of PMS in South Africa's public sector and attributed it as one of the reasons why the public sector is failing. In that regard, are we right to conclude that the private sector is flourishing because it has a good design? This research is therefore an attempt to bridge these gap in knowledge to replace assumptions with the facts.

2.4 Conclusion

Owing to the research objectives, this chapter has examined existing literature on PMS and its cycle, various appraisal methods, challenges associated with PMS, employee perception towards PMS and how performance management data guides managerial decisions. It has however, noted that though PMS is not a new phenomenon, there still exist gaps in literature which necessitates the need for further research. It has demonstrated that much of the discussions regarding PMS is grounded in theory and how things ought to be done as opposed to a critical evaluation of how things really are on the ground. That is, not much research has been done to compare and contrast how PMS is approached in public and private institutions as well as both within the same and across different industries. As such, this has the potential of guiding one along a myopic and universalist view that things are approached in a similar fashion, challenges are not unique or more prevalent in one setting, sector or industry and that the same means applied in differing contexts can yield similar results. As such, current literature raises many questions for which further research is necessary to provide answers. This research attempts to bridge that gap.

Furthermore, the research advanced two theories which inform its theoretical framework. This has been done as no one theory exhaustively explains how performance management ought to be approached and structured. However, taken as a collective, both theories provide a compelling argument and framework which informs organisations how performance can be improved as well attempts to explain reasons as to why employees can be reluctant to perform.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Having examined the existing body of knowledge on PMS, this chapter describes the type of research and methodology the study employed. It highlights the research approach, sampling methods, data collection methods, data analysis, ethical consideration and limitation of the study.

3.2 Research Approach

This research sought to analyse PMS in the public and private sector through the lens of two institutions in the aforementioned sectors by means of comparison. Specifically, the research intended to:

a) Examine the processes undertaken in the implementation of PMS
b) Analyse specific tools used in performance evaluation
c) Determine if PMS provides input for other human resource functions
d) Examine the perception of staff towards PMS
e) Assess the challenges faced in the implementation of PMS.

Owing to the research objectives above, this study employed a mixed methods research approach. A mixed methods research is an inquiry that involves the collection and integration of both qualitative and quantitative data (Creswell, 2014).

The merit with such an approach is that it provides a comprehensive understanding of the research phenomena as it combines the fundamental tenets associated with both a quantitative and qualitative research (Creswell, 2014).

Kumar (2011) asserts that the main objective of a qualitative study is to describe the variation and diversity in a phenomenon, situation or attitude with a very flexible approach so as to identify as much variation and diversity as possible. A qualitative approach also provides room for participants to give a full and detailed account of some phenomena. It attempts to collect rich descriptive data in a particular phenomenon with an aim of developing an understanding of what is being observed or studied. In other words, it focuses on how individuals and groups view and understand the world and construct a meaning out of their experiences. As such, the qualitative aspect of this research came in in that the study involved interacting with human resource practitioners, line managers and senior management in a bid to provide answers pertaining to the processes involved in the implementation of PMS, specific appraisal methods, challenges and to determine if PMS aids managerial decision making. That is, it provides answers to the first, second, third and fifth objective.

On the other hand, a quantitative research strategy focuses on numbers, percentages or statistics. Dawson (2007) adds that it is concerned with examining how 'many' people think, act or feel in a specific way. That is, it is concerned with providing numerical values on how widespread a particular phenomenon is or to quantify perceptions, attitudes, beliefs and values. One of the objectives of the study (objective number 4) is to examine the perception of staff towards PMS. This objective was answered by adopting a quantitative approach in that numerical values were derived as a measure of prevalence or spread of the variable under discussion. As such, it provided for a richer analysis and extrapolation of PMS between the public and private sector as statistical corollaries were drawn to explain why things are the way they are and how certain factors or conditions affect the overall image being presented.

3.3 Study Design

The study used a case study design. Yin (2003) defines a case study as an empirical inquiry which seeks to investigate a contemporary phenomenon within its real-life setting. He asserts that it is a preferred strategy when; "how' or 'why' questions are being posed, the invigilator [researcher] has little control over events and the focus is on a contemporary phenomenon within some real-life context" (p. 1). In a case study design the 'case' (organisations under investigation) becomes the basis of a thorough, holistic and in-depth exploration of the aspect(s) under investigation (Kumar, 2011). A case study design was used in this study as it helped the researcher carry a careful and complete observation PMS through the lens of the two sectors under study. The design was also useful as it has the ability to make visible the details of social processes and mechanisms by which one factor affects others (Neuman, 2014). As such, the case study design examined both details of each case in an in-depth manner within their real life context.

3.4 Sample Size and Sampling Method

"Sampling is the process of selecting a few (a sample) from a bigger group (population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group" (Kumar, 2011. p. 177). In this research, the population of interest was the staff and management of both organisations under investigation. However, given that both organisations in this study have a regional and national presence, it proved impractical both in terms of finances and time for the researcher to tour the country in a bid to collect data. As such, the researcher targeted specific districts that contain a variety of staff in technical (operational), clerical, supervisory and managerial positions of the respective institutions. To that extent, for SRWB, the study focused on Zomba as it houses the organisation's Head Office, 4 supply centres and a Zone Office that supervises their operations. As for NBM, the study focused on Blantyre City as it contains the bank's Head Office and 6 service centres.

Since the research employs a mixed methods approach (it is both qualitative and quantitative), it used different sampling techniques for each of type of research. In the quantitative research, a sample was selected from the population using stratified random sampling. Stratified random sampling is a technique that divides a population into subgroups based on distinct demographic characteristics. This is vital to this study as it ensured that all segments of the population are represented (Creswell, 2014). Employees were classified based on their seniority (grade), department, education background and work experience. In determining the sample size, the research used a sample size calculator provided by Survey Monkey. The research used a confidence level of 95% and margin of error of 5%. As such, from a sampling frame of 140 at SRWB, the sample size was estimated at 103. On the other hand, from a sampling frame of 180 employees at NBM, the sample size was estimated at 123 employees.

On the other hand, purposive sampling was used to determine who was to be engaged in the qualitative research. In purposive sampling, the researcher choses a sample whose attributes and qualities best position them provide the needed information (Kumar, 2011). The aim is to target particular categories of interest within the population considered as well versed with the issues of (Creswell, 2009). The qualitative aspect of the research engaged human resource practitioners, line managers and senior management. Unlike in the quantitative research, where a sample size was predefined, the qualitative research did not need to have a predefined sample size. The researcher stopped gathering data when a saturation point is reached. Saturation is when the "researcher stops collecting data because fresh data no longer sparks new insights or reveals new properties" (Cresswell, 2014.p. 296). The saturation point was reached when 9 managers were interviewed at SRWB whilst for National Bank it was 12.

3.5 Data Collection

3.5.1 Data Collection Methods

This research employed both primary and secondary data. Primary data is composed of the insights, views, attitudes, perception and information gathered from the subject under investigation (Hofstee, 2006). Primary data from the organisations' employees was collected using both in-depth key informant interviews and a mixed questionnaire (refer to appendix VIII and IX). Dawson (2007) defines an in-depth interview as a repeated face-to-face encounter between the researcher and the informants' perspectives on their lives, experiences or situations as expressed in their own words. Key informant interviews entail targeting well informed persons to gather the information you need. In-depth and key informant interviews were employed and offer an opportunity to obtain detailed data from the respondents as follow up questions were made on the spot. Furthermore Kumar (2011) asserts that the rapport between researcher and informant is enhanced and that the corresponding understanding and confidence between the two will lead to in-depth and accurate information. The interviews answered questions regarding process undertaken in the implementation of PMS, choice of appraisal technique, challenges faced as well as whether PMS guides managerial decisions relating to other human resource functions by providing input. On the other hand, questionnaires were used to answer the question pertaining to the perception of staff towards PMS.

In addition to primary data, secondary data sources were also consulted. Secondary data provides for historical or current narratives on what is known, has been written or how the phenomena is perceived and understood by the entity under investigation or other scholars (Kumar, 2011). In complementing the available literature this research also consulted secondary data sources such as the organisation's annual reports, strategic plans, performance operations manuals and other official documents. This was advantageous as they provided further insights as perceived by the organisations under investigation.

3.5.2 Data Collection Instruments

In accordance with the objectives of the study, a mixed research strategy was adopted. As such, the research employed two distinct data instruments. These being, a mixed questionnaire and semi-structured interview guides. Semi-structured interview guides are flexible set of questions in which the interviewer does not strictly follow a formalized list of questions (Kumar, 2011). The value in using them is that they provide for in-depth discussions, clarity and follow ups (Kumar, 2015). The semi-structured interview guides addressed the qualitative aspects of the research. Specifically it answered the research objectives and questions pertaining to the processes involved in the implementation of PMS, specific appraisal methods, challenges and determination on whether PMS aids managerial decision making. To gather the aforementioned information, the research interviewed human resource practitioners, line managers and senior management. This is because these objectives required a deeper exploration of peoples' experience with regards to the subject matter.

On the other hand, a mixed questionnaire addressed the quantitative aspects of the research. A mixed questionnaire combines elements of both a closed and open ended questionnaire in that it provides a convenient means of analysing data as themes are clearly defined, hence making it easier to quantify aspects a phenomena. That is, in addition to asking yes or no questions, it also provides room for respondents to explain their reasoning thus providing more meaningful insights. The questionnaire was administered to general staff and primarily focused on examining their perception of PMS. However, in so doing, it shall also provided insights as to why they perceive it in the manner they and also to an extent answered some of the research objectives such challenges associated with PMS and influence of PMS on other HR functions as perceived by employees. The questionnaire ably provided this information in that accorded the staff anonymity as well as allow the researcher to cover a wider area as the institutions under investigation has a regional and national presence with offices spread across the country (Kumar, 2011).

3.6 Data Analysis

The research was split into two parts; qualitative and quantitative. Qualitative data collected by means of interviews was analysed using thematic analysis. Braun and Clark (p. 79, 2006) define thematic analysis as a ‘method of identifying, analysing and reporting patterns (themes) within data. The findings of interviews shall be collated and categorised in order to identify the main themes that emerge from the responses given by the respondents or the observation notes made by the researcher. On the other hand, quantitative aspects as collected from the questionnaire used analysed using Statistical Package for Social Science (SPSS) software. SPSS helped quantify (measure) the frequency or extent of views, attitudes and perceptions using statistical measures such as frequencies, cross tabulations and correlations. In addition, it helped explain why things are being perceived as they were, established relationships and make for more informed inferences. The research used a mix questionnaire and responses gathered were used to explain why or how people felt about certain aspects of PMS as well as what can be done to improve the status quo.

3.7 Ethical consideration

Ethics are concerned with morality and doing what is right and acceptable. Nueman (2014) defines it as “what is or is not legitimate to do or what ‘moral’ research procedure involves” (p. 145). Similarly, Blumberg et al. as cited by Saunders et al. (2007) defines it as “moral principles, norms or standards of behaviour that guide moral choices about our behaviour and relationship with others.” (p. 206). In the context of research, it is concerned with how the research it designed, how data is collected and analysed, how findings are presented as well as how the research participants are treated (Saunders et al., 2007). This research endeavoured to be ethical. As such, it employed three tactics to ensure this.

Firstly, informed consent was sought from all the participants of the study in addition to written permission to both NBM and SRWB of the intent to conduct research. The researcher informed the participants and organisation about himself, the purpose of the study, its importance as well as the procedures that will be used to collect data. On the same, participants were not be forced to take part in the exercise as it will be made clear that their participation is purely voluntary (see to appendix I, II, V and VII). As such, permission was granted by the organisations as per appendix III, IV and V.

Secondly, the researcher sought and obtained ethical clearance (see appendix VI) from the University of Malawi Ethics Committee (UNIMAREC). UNIMAREC guided the researcher and ensured that the research upheld ethical standards.

Thirdly, the participant's identity was kept anonymous and confidential. The researcher advised participants not to write their names on the questionnaires so that no reference is made as to who said what. Furthermore, names were not asked during data collection stage so as to protect the privacy of the participants. The information gathered from each respondent was used solely for academic purposes.

3.8 Study Limitation

The research attempted to examine PMS in the public and private sector by taking a comparative approach as it focused on two organisations as case studies. However, there exists a plethora of government institutions, departments and agencies as well as private sector companies operating in various industries. As such, whilst the research can provide insights, it cannot paint a distinct picture from which a conclusive generalisation can be drawn. As such, more than one institution from the two sectors would be needed to make an irrefutable argument. Therefore, this can be an area of further research.

Secondly, though the research attempted to get the views of 103 employees from SRWB and 123 from NBM, the researcher only managed to get 85 responses from SRWB and 100 from NBM. Nonetheless, this represents an average response rate of 81.9%.As such, the findings still present a majority voice from the two institutions which provide for persuasive and representative findings.

3.9 Conclusion

In line with the research objectives, this study adopted a mixed methods approach as it helped maximise the merits of both a qualitative and quantitative approach. As such, the study collected rich descriptive data on the phenomena under study whilst at the same time being able to quantify its spread. The study used a case study design and engaged both primary and secondary data sources. Under the primary data, it used key informant interviews as it interviewed human resource practitioners, line managers and senior management to gather data which informed the qualitative aspect of the research. The quantitative part of the research was carried out by a mixed questionnaire administered to general staff. Since two types of research are being employed using distinct data collection tools, the research used different sampling techniques for each and thus, a different sample size. This same logic applies to data analysis in that each type of research used a different analysis technique.

CHAPTER FOUR

STUDY FINDINGS AND ANALYSIS

4.1 Introduction

This chapter presents and analyses the research findings. The chapter has been segmented into five sections; each representing a specific research objective. Under each section, the chapter shall first present the findings in each sector. Thereafter, it will engage in discussions whose aim is to evaluate the similarities and differences prevalent in the two sectors with reference to existing literature. This structure has deliberately been adopted to give a comprehensive account of the findings in each organisation to allow for a deeper appreciation of the subject matter before a discussion on the same can be made.

4.2 Demographic characteristics of the sample

Before a presentation of the findings can be made, it is important to appreciate the context within which the findings were made. That is, it is important to know who the respondents were and their characteristics. Being that the research adopted a mixed methods approach, two sets of respondents were targeted. The qualitative aspect of the research targeted HR staff and line managers and used an interview guide to help answer objectives 1, 2, 3 and 5. At SRWB 9 line managers belonging to the Operations, Projects and Infrastructure Division, Human Resource and Administration, Finance and General Management Department were interviewed. In contrast, 12 managers at NBM were interviewed. These belonged to the Human Capital, Credit Management, Digital Financial Services, Finance, Retail Banking and Internal Audit Divisions just to name a few.

The quantitative aspect of the research used a questionnaire and targeted general staff to help primarily answer questions raised in objective 4 as well cement findings in the other objectives. The research endeavoured to interview 123 employees at NBM, however, only 100 respondents answered the questionnaire. On the other hand, the research strove to interview 103 people at SRWB but only 85 answered the questionnaire. The tables below show the demographic characteristics of the general staff the research interviewed at NBM and SRWB.

Table 4.1 summarises demographic data pertaining to the grade of the employees that participated in the research.

Table 4. 1; Employee Grade at NBM and SRWB

NBM		**SRWB**	
Grade	**Frequency**	**Grade**	**Frequency**
Clerical (Junior)	48	Clerical (Junior)	25
Supervisory	18	Supervisory	34
Officer	34	Officer	26

It was established that the research participants possessed various academic qualifications. Table 4.2 (on page 46) gives an overview of this.

Table 4. 2; Distribution of Qualifications at NBM and SRWB

NBM			**SRWB**		
Academic Qualification	**Frequency**	**Percentage**	**Academic Qualification**	**Frequency**	**Percentage**
MSCE	3	3	MSCE	35	41.2
Diploma	14	14	Certificate	2	2.4
Bachelor's degree	75	75	Diploma	17	20
Master's degree	8	8	Bachelor's degree	25	29.4
			Other (below MSCE)	6	7

The respondents joined the organisation at various points in time. Table 4.3 illustrates variations in length of service of the employees.

Table 4. 3**;** Years of Service NBM and SRWB

NBM		**SRWB**	
Years of service	**Percentage**	**Years of service**	**Percentage**
1-3 years	30	1-3 years	20.8
4-6 years	17	4-6 years	13.2
7-10 years	17	7-10 years	20.7
Above 10 years	36	Above 10 years	45.3

NBM staff from various departments took part in this research. Figure 4.1 (on page 47) gives a breakdown of the departments the research participants belonged to. The departments which are not explicitly stated in the below pie chart (those in the “other” category) are risk, legal, human resource and administration, customer service, cash management and digital services.

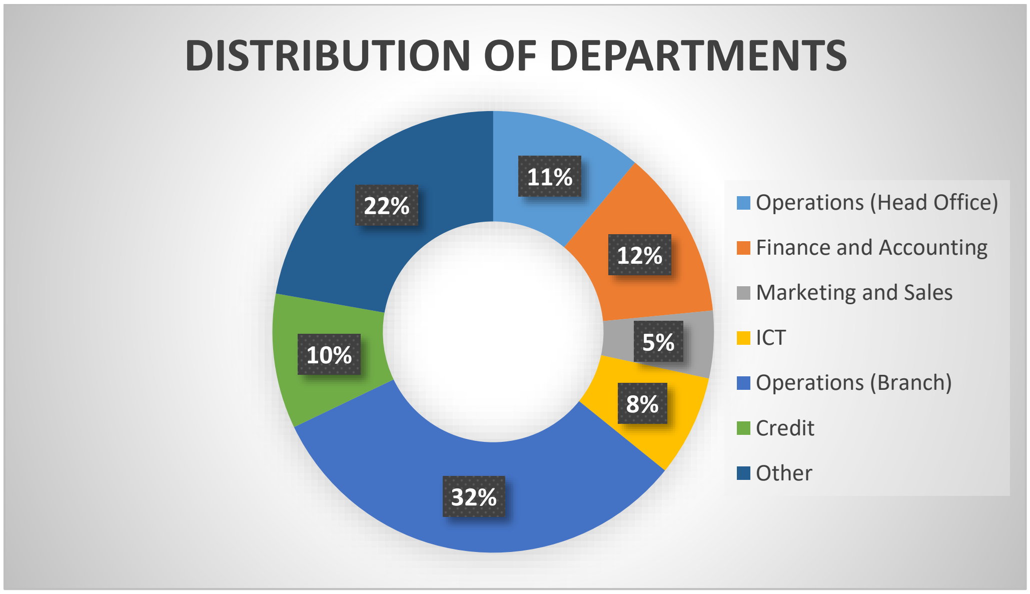

Figure 4. 1; Distribution of Departments at NBM

On the other hand, Figure 4.2 relates to the departments SRWB participants belonged to. The departments which are not explicitly stated on Figure 4.2 are internal audit, human resource and administration and security services.

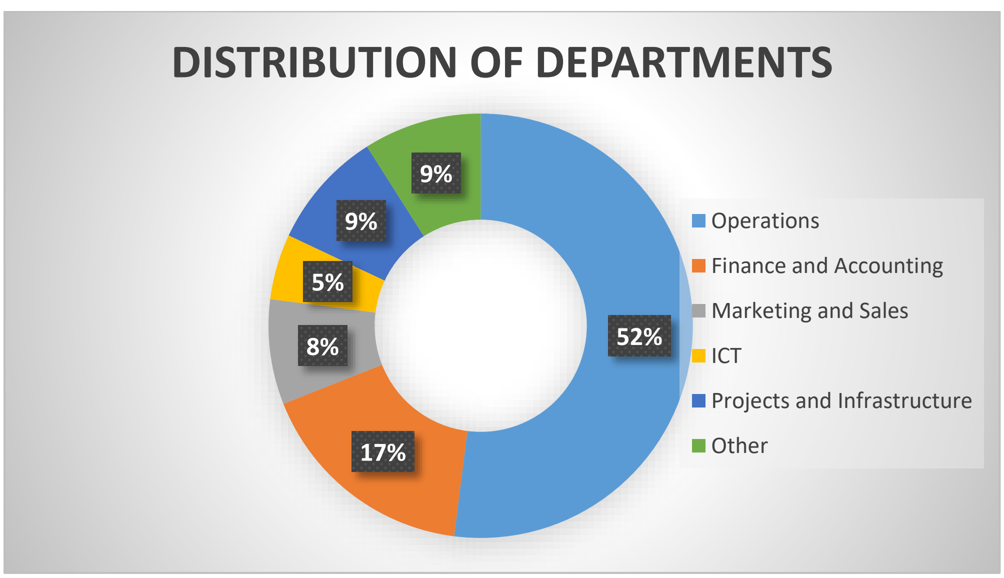

Figure 4. 2; Distribution of Departments at SRWB

4.3 Processes undertaken in the implementation of PMS

4.3.1 NBM

The study established that the performance management cycle at NBM largely follows a consultative process though the tone and overall direction takes a top-down approach. The process itself is comprised of three steps, these being; development of performance contract, continuous monitoring and performance review. It was revealed that each financial year starts with the development of performance contracts. These contracts are drawn from the corporate scorecard of the CEO which itself is drawn from the organisation's strategic plan (a document which was asserted that all employees contribute towards its development) and the collective input and expectations of various stakeholders and shareholders. The corporate scorecard cascades down the organisation's various divisions and departments which in turn guides what is contained in each of the employees' performance contract. The researcher learnt that this is done to ensure cohesion to the mission and vision of the organisation. As one respondent remarked "…*we are all aware of what needs to be done, when and by who*." As such, the corporate scorecard merely sets the tone and guides the overall direction of the organisation, however, individual performance contracts which are drawn from it are subject to discussion, dialogue and negotiation between the line managers and their subordinates. When queried as to why things are approached in this manner, it was revealed that consultation is done to enhance the ownership of goals and ensure that the goals set are within feasible reach of the employee as goals deemed too difficult can deter the employee. Furthermore, it was argued that "*the culture of the organisation facilitates [this] as people are naturally driven by output and are mature enough to plan their own work, take on responsibility and be held accountable for work done.*"

The second stage of the process is continuous monitoring. It was discovered that though this is a daily activity conducted throughout the year by way of interactions between manager and subordinate, performance is nonetheless ceremoniously reviewed on quarterly basis, albeit, qualitatively (without any weights or scores) and again through mid-year reviews. The 3 quarterly reviews feed into the last part of the performance management process which is performance review. This is done year end and scores are attached to the performance of employees. The appraisal process takes a consultative course of action in that a consensus is reached. That is, the employee first appraises themselves before the supervisor does the same and the two agree on a score.

The research revealed that the whole performance process is comprised of three main actors. The first being executive management who sets the overall direction of the organisation (the basis from which all contracts are agreed and developed.) The second actor are the line managers. At NBM, these were revealed to be the champions of PMS in that they are responsible for development, moderation and appraisal of subordinates' performance contracts. The last actor is the Human Resource (HR) department who are custodians of performance contracts. They are experts in the PMS and are responsible for training managers on performance management, setting deadlines for submission of performance reviews and managing performance outcomes (rewards and sanctions).

The discussions with NBM staff, revealed several keys things worth pointing out. These include the HR department's detachment from the performance management process, the system-wide adoption of performance contracts and the seriousness in which the PMS is approached just to name a few.

Firstly, it was noted that the HR department is largely detached from the performance management process as they usually come in at the end (when appraisals have been concluded.) This being said, it is the line managers who manage a significant chunk of the process. As such, other managers and employees argued that as a result of HR's lassies-faire approach, too much power is given to line managers. It was therefore remarked that "…*HR should be more involved to act as an arbitrator/independent judge in the appraisal process*." Nonetheless, the three parties involved (the HR team, line managers as well as their subordinates and executive management) fundamentally feel that the role each plays compliments the performance management process.

The second notable thing was that all employees from executive management down to the rank and file have performance contracts. That is, no employee is exempted or goes without a performance contract.

Thirdly, the performance management process is a systematic and continuous cycle of events that is monitored on a daily basis. As argued by one manager *"[the] lessons learnt from the previous financial year feed into the next financial year*."

Lastly is the fact that performance management is taken very seriously and has a wide range of implications (to be discussed in-depth later in chapter 4.5.1.) The interactions revealed that the organisation's culture is performance driven and as such, employees are governed by deadlines and targets to the extent that employee performance is a key input for most human resource functions and outcomes.

4.3.2 SRWB

The study found that the performance management cycle at SRWB largely follows a top-down approach, though it is currently in transition to make the process more participatory and consultative. It was revealed that prior to this transitionary phase, organisational culture played a role in the choice of approach adopted. It was argued "*the culture of the organisation is not performance-driven*" and that "*the employees view the enterprise more as a social service than a business*." As such, people work according to their own schedule without regard for output or accountability. Therefore, the top-down perspective was adopted as a means to "*force people to work.*" However, overtime it became evident that coercion is not improving performance and as such, attempts are in place to transition from coercion to consultation and consensus in a bid to enhance ownership and responsibility of goals and targets. Though this has been done, performance gains are yet to seen as performance is somewhat the same.

Inquiry into the performance management cycle revealed that the process is comprised of two steps, these being development of BSC and performance review. The cycle begins with development of a corporate BSC for the given financial year. This scorecard is drawn from three key documents, these being; the organisation's strategic plan, approved budget and performance agreement with government. The corporate scorecard cascades down the SRWB's hierarchy which in turn guides what is contained in each of the employees' BSC. The researcher learnt that this is done to ensure that everyone is working towards a unified goal. Having developed a corporate scorecard, the next stage is the development of departmental scorecards and later on that for individuals. However, what became clear is that after goals have been defined, there is no constant monitoring and follow up. BSC are just set and performance evaluated at the end of the year. As such, scorecards are designed now and only looked at towards the end of the year.

The research revealed that the whole performance process described above is comprised of three main actors. The first being executive management who are responsible for mapping the overall direction of the organisation (the basis from which all BSCs are developed and agreed.) The second group of actors are the line managers. However, it emerged that line managers outside of those in the HR department do not own or champion the performance management process, rather, they see it as a HR function. As one manager lamented, "*we are burdened with paperwork…" and another argued "this is an HR job*." Further, there appears to be a gap between executive management and the line managers in that the line managers argued things are done in secrecy and *"... we often times have no idea of the direction of the company and are thus hampered in developing meaningful BSC for both us and our subordinates.*" It was even expressed that there is not much variation between scorecards from one year to another besides a date change. Similarly, others argued that "*the scorecard looks more like a job description than the strategic plan.*" The third actors are HR personnel, these are deemed the experts in the PMS. They are responsible for training managers on performance management as well as setting deadlines for submission of performance reviews.

From the interactions with line managers, several issues were noted. These include PMS done as a mere formality, divisions amongst parties in the performance management process and a lack of system wide adoption and implementation. Firstly, it became evident that the performance management process is approached and managed more as a formality, than a tool for enhancing performance. This became clear as it was cited that performance contracts are not consistently developed and signed on an annual basis as one respondent commented "there have been times we have gone the whole year without having a performance contract." All the same another cited, "*even when we have a performance contract, it is shelved until year end…still, [this] evaluation has no consequences attached to it* (to be expanded on later on in chapter 4.5.2)."

Secondly, it was also observed that there exist divisions between the three actors identified in the performance management process. For instance, executive management is to provide direction and basis from which line managers can develop their own and subordinates contracts. However, line managers argued that often times things are done in "*secrecy*" and documents are withheld such that they are hindered in developing BSC that speaks to the business aspirations of the organisation. On the same, they feel betrayed by HR in that outcomes of one's performance are never concluded; that is, regardless of performance, all employees receive similar rewards with little to no sanctions. It also emerged that line managers do no champion and own the performance management process as they see this as an HR activity. On the other hand, however, HR feels they ought only to be custodians who are consulted as experts than for them to be expected to shoulder what line managers ought to have been doing. Ultimately, these incongruences, as argued by the actors antagonise the whole performance management process as they feel that the other party is not helping them. As such, PMS is done are handled in isolation.

Thirdly, a lack of system-wide adoption. It also emerged from the discussion that not all employees have BSCs. It was discussed that not all employees had performance contracts. Further inquiry revealed that this emanated from the complexity in designing a BSC such that for more routine jobs, it was deemed difficult to execute without simply copying and pasting one's job description. Similarly, new recruits who joined after BSCs have been developed most often, did not have theirs developed.

4.3.3 Analysis and Discussion of Findings

Following the research findings presented above on the processes undertaken in the implementation of PMS as approached, managed and perceived by NBM and SRWB, this section analyses these findings with the aim of drawing out similarities and differences in the two sectors. The section shall make such discussions with reference to existing literature as well as the theoretical framework the research adopted. Further to this, it shall attempt to make inferences to help explain why such differences or similarities exist in the manner that they do.

From the data presented on the two institutions, only one similarity stands out. The research reveals that both sectors follow the same fundamental approach of consultation in the preliminary stage of the PMS. That is, both attempt to involve and engage employees in the planning and development stage. It was established that both organisations start the year by developing a corporate scorecard which is drawn primarily from the strategic plan, key institutional documents and other points of reference. All this is done just as prescribed by Torrington and Hall (1995) and Dzimbiri (2015). The process of defining what needs to be done, how it will be done, who shall do it, when it shall be done and how one is to know or gauge the progress is also conducted in line with the Goal Setting Theory. This theory according to Cummings and Worley (2015) as well as Dzimbiri (2015) calls for a participatory and consultative approach to planning performance. Additionally, Torrington et al. (2014) argue that the goal setting theory forms the fundamental basis of PMS, arguing that performance is improved when goals are jointly set as employees have ownership in them. As such, this theory attributes poor performance to a lack of consultation and participation. Similarly, SRWB which at first imposed goals on its employees, backtracked from this practice arguing that it saw that performance did not improve as employees did not own the goals. The transition echoes the sentiments of Kayuni (2016) who argues that public institutions are in a state of transition. However, SRWB has noted that despite engaging its employees, performance gains are yet to be registered. As such, this calls into question the Goal setting theory which advocates that joint establishment of goals improves performances. This, therefore, suggests that the goal setting theory is inconsistent as there appears to be other variables at play which can plague performance. Similarly, Hollenbeck and Klein (1987) established that several studies which held goal difficulty constant found "no differences in commitment between participative set goals versus assigned goals (Dossett et al., 1979; Latham and Mitchell, 1972; Latham and Saari, 1979; and Latham & Yukl, 1976)" (p.218). As such, it is plausible to suggest that there must be other variables which impact performance than merely joint setting of goals.

Besides the above similarity, the discussion reveals three key differences. These being degree of seriousness and commitment, ownership (who champions the process) and level of adoption. Firstly, seriousness and commitment. It has emerged that although the two institutions both practice performance management, the importance they attach to it and drive differ. SRWB mirrors the sentiments of Kayuni (2016) and Dzimbiri (2008) who argue that PMS in the public sector are done as a mere formality than a serious endeavour. The research uncovered that once performance contracts are drawn at SRWB they are shelved and no reference is made to them with respect to monitoring performance throughout the year. It was noted that in some years people start and finish the year without having a performance contract and even when they do, the only time it is reviewed is at the end of the year, analogous to performance appraisal. However, this defeats the essence of a PMS as performance management is a continuous cycle of day to day monitoring and evaluation before concluding with an overall score at the end of the year (Armstrong, 2006). It must be pointed out that performance management and appraisal are not one and the same. As Armstrong and Murlis (1998) assert, performance appraisal is an annual ritual that is backward looking. In contrast, performance management is a continuous, comprehensive and more natural management process that clarifies mutual expectations, emphasises the support role of managers who are expected to act as coaches rather than judges and focuses on the future (Armstrong & Murlis, 1998). Contrary to the conduct of SRWB, NBM takes PMS very seriously as it approaches the function in a systematic and consistent manner. Performance is monitored throughout the whole year with quarterly and half year reviews made to ensure employees are in line with stated plans. As such, there is continuous engagement, feedback and follow up between supervisor and subordinate. Rachna and Snigdha (2015) also noted the same in their study of PMS in the public and private sector of India citing that whilst the private sector is systematic and consistent in its dealings, the public sector is inconsistent and laissez-faire. Similarly, Spalkova, Spacek and Nemec (2016), in their study of Czech government institutions also found PMS to be non-existent, inconsistent and not transparent (p. 87). As such, the practice of NBM, therefore, embodies the spirit behind PMS, whilst that of SRWB is akin to performance appraisal. On the same, NBM is guided primarily by their strategic plan whilst SRWB focuses more on job descriptions. Lastly, NBM marries rewards, sanctions and management action in accordance with one's performance. On the other hand, for SRWB such as held to be subject to management discretion.

Secondly, is the issue of ownership of PMS and synergy. Ownership refers to who takes charge or leads the performance management process. Existing literature on PMS argues that performance management is not an HR function, rather, it is to be owned and championed by line managers (Armstrong, 2006; Bach, 2005). However, this is not the case at SRWB as the line managers feel burdened by what they describe as an "HR activity". On the other hand, line managers at NBM are the ones who own and champion it. The HR department only sets deadlines and comes in at the very end. Furthermore, there is synergy amongst the actors of PMS in the private sector in that everyone is aware of the role of the other and together they work diligently. On the other hand, in the public sector, there exist mistrust amongst the actors and each seems to work independent of the other.

The third difference is level of adoption. At NBM, it was discovered that all employees have performance contracts regardless of rank. This means that all persons at NBM are accountable for their performance and as such, work towards ensuring that the agreed activities are carried out. On the other hand, it emerged that at SRWB not everyone has a BSC. Line managers revealed that they had difficulties operationalising the corporate scorecard in designing BSCs for lower level staff.

Owing to the differences expressed above, this paper would like to theorise that such differences can be explained with reference to institutional orientation and organisational culture. In essence, the argument raised is that innate features or characteristics that arise from a company being either a private or public entity has an impact on how it is managed which in turn, influences the organisational culture. That being said, private companies such as NBM, have identifiable shareholders who above anything expect a return on investment (Wood, 2005). As such, they (private institutions) have an incentive to perform as they are accountable to their owners (shareholders). Further to this, the money required to offset operating and capital expenditure is derived solely from its sales, so, if it cannot make sales, then they may face bankruptcy and exit from the industry. Given this, private sector companies have no choice but to be competitive, efficient and adaptable to their environment. As such, their environment demands they adopt a performance driven culture.

On the other hand, public institutions are owned by government. But who is government? Is government the ruling political party, the elected office bearers or the people who elected them (the voting masses)? Is it one person; the president or a group of persons; elected or appointed cabinet ministers, members of parliament and councillors; or is it permanently employed technocrats such as principal secretaries or is it a group of institutions such as the legislative, executive and judiciary? This ambiguity entails that it belongs to both everyone and no one. As such, there is a diffusion of responsibility akin to the 'tragedy of the commons' as postulated by Hardin (1968). He (Hardin) argues that unrestricted ownership and (or) unregulated access to a common resource results in the exploitation of said resource as individuals act in self-interest. Thus, the ambiguity in what or who government is puts the public sector in an awkward positon of ownership and accountability. Furthermore, government entities often times have their salaries and operating expenditure planned and budgeted for the whole year. It is also for this reason that Dzimbiri (2016) attributes the persistent strikes in government to the fact their salaries are pre-set; as such, there is no notion of wastage, inefficiency or loss, neither is there an incentive to make a profit. However, even when this is not the case, for example, looking at SRWB which is a commercial entity that receives no government subvention, such government institutions are protected by law to operate in a monopoly market as their very existence is to provide an essential service for the citizens of the country Mankiw (2018). In the context of SRWB, it was created by the Water Works Act (1995) which among other things, gives it exclusive mandate to supply water in the southern region of Malawi. As such, being that public institutions operate in monopoly markets, they have no clear incentive to be responsive to consumer preferences, be cost effective or attempt to make money. Ultimately, this has an impact on shaping the organisational culture of the organisation towards laxity and lethargy.

4.4 Analysis of specific tools used in performance measurement

4.4.1 NBM

NBM uses the BSC in developing performance contracts. Further investigation as to why this specific tool is used revealed that this tool hinges on all aspects of business.

It was argued that for the business to succeed it must manage its customers and this can be done by continuously developing the competencies of its employees as well as improving its internal processes. One respondent cited "*the nature of our business demands efficiency and cost effectiveness to remain competitive...*" whilst another argued "*the BSC encapsulates the demands of the business and industry.*" It was again revealed that the BSC ensures cohesion as all scorecards are linked and that the work on one employees feeds into that of the other. As such, all employees work together towards a common objective. When asked on what tool was used prior to using the BSC and why it was abandoned, it was cited that this tool has been used since the 1990s. As such, the employees interviewed had no clue what came before, as one managed cited "*This has been the tool of choice for as long as I can remember…I think the bank has been using this since its establishment.*" Lastly, the research discovered that this tool is in tandem with the performance oriented culture of the organisation and industry.

Further inquiry into this tool revealed a host of benefits as well as challenges associated with the tool. Starting with the benefits, the majority of the line manager who were interviewed remarked that this tool takes a holistic approach towards performance. They argued because performance is the sum of four perspectives; these being internal process, learning and growth, internal processes and financial perspective. Line managers also merited this tool is that it ensures alignment to the strategic plan as all scorecards are borne from the corporate scorecard which itself is derived from the strategic plan. As such, all employees work towards a common purpose. Line managers also credited this tool for providing room for consultation in that targets are agreed and so too performance scores as subordinates are given a chance to negotiate targets as well as appraise themselves. It was further stated that this self-appraisal mechanism also makes it easier for employees to track and monitor their own performance. Lastly, it was argued that the tool is evidenced based.

Despite the benefits mentioned above, it was also argued that the tool posed quite a number of challenges. A good number of line managers argued that the tool becomes harder to operationalise as you move down the hierarchy. They cited that some objectives become 'absurd' as they continue being broken down. Similarly, it difficult to design BSC for lower level employees who do routine jobs such as messengers and drivers. Another challenge that was expressed was dealing with intangible targets which could not be easily measured.

In order to overcome the challenges posed, the common narrative that was advocated was continuous training of BSC by the HR department as well as attempting to automate the performance appraisal process to provide evidence for those targets which are hard to measure. For instance, one manager suggested *"…as a way of monitoring [the] effectiveness in handling customer queries over the phone, calls can be recorded and the system keep track of how long it takes to serve a customer.*"

Regardless of the challenges associated with the tool, it was held that this tool is enhancing organisational performance as employees know what is expected of them. Lastly, it is also important to note that the choice of performance appraisal technique appears influenced by organisational characteristics and culture. Industry seems to play role in choice in that it was hinted that quite a number of financial institutions use the same tool.

4.4.2 SRWB

SRWB uses the BSC. Inquiry into why this specific tool is used revealed that it is the directive of management. It was stated that this tool was chosen as it "*forces people to work… and makes them accountable*". It became clear, however, that there was a divide between line managers and HR personnel in that both had opposing views to the tool. The majority of line managers could not see the importance of the tool as one line manager lamented "*phindu ndi mutu wake sumawoneka* (the importance and direction is not known." The general consensus is that it is like this because of how performance management is approached and managed. They held that performance management is not seriously followed through in that it is neither consistently pursued nor are there consequences and outcomes that follow good or bad performance. As such, most line managers could not see a tangible benefit.

On the other hand, HR personnel argued that this tool aligns everyone to the needs of the organisation and provides an easy means of assessment as objectives, targets, measures and initiatives are explicitly defined. It was again revealed that the BSC ensures cohesion as all scorecards are linked and that the work on one employees feeds into the other, as such, all employees work together towards a common objective. It was also indicated that the tool is holistic in that adherence to all 4 perspectives (customer, financial, learning and development and internal processes) creates for an all-round effective organisation. Lastly, it was revealed that it enhances ownership and relationship between supervisor and subordinate as the two jointly agree, plan and monitor their work. However, the research discovered organisational culture had a role to play in the decision to use in tool, not for the reason of compatibility, rather as a way to force people to work and make them accountable as the corporate culture was laissez-faire.

Prior to using this tool, it was revealed that narrative forms were used to assess performance. However, their qualitative nature made them highly subjective and the move to BSC was a way to bring objectivity, clarity and consensus as to what the objectives and targets are as well as how to measure them. However, despite this shift in performance evaluation tool, line managers credited the BSC only in theory as they cited that in practice, it failed to deliver on its promises, thus, organisational performance remains the same.

Further inquiry into the BSC revealed only two challenges. The majority of the managers interviewed failed to see any tangible benefits associated with the tool. They cited that the tool becomes harder to operationalise as you move down the hierarchy. They cited that some objectives become distorted as they continue being broken down. As one manager put it "*it difficult to design BSC for lower level employees* (those who do routine or manual jobs)" and commented "*most of the activities are just a copy and paste of the job description.*" In order to overcome the challenges posed, the common narrative that was advocated was continuous training of BSC and conducting sensitisation and awareness session in addition to in-house refresher courses by the HR department. Lastly, the research established that the BSC is not an industry standard in that other Water Boards and utility organisations use various other tools.

4.4.3 Analysis and Discussion of Findings

Following the research findings presented above this section analyses these findings with the aim of drawing out similarities and differences in the two sectors. The section shall make such discussions with reference to existing literature. Further to this, it shall offer suggestions as why such differences or similarities exist.

The discussions revealed two similarities, these are, choice of performance appraisal tool and the impact of organisational culture on choice. It was found that both NBM and SRWB use the BSC as a performance measurement tool. On the same, the choice of tool was influenced by organisational culture, albeit in different ways. For instance, it was cited that NBM was driven by the performance oriented culture of both the organisation and industry.

The previous objective (processes undertaken in the implementation of PMS) echoed the same sentiments in that it was stated that the bank is driven by performance and people are bound and accountable to deadlines and targets. As such, the BSC thus makes sense as it captures both these elements. On the other hand, SRWB revealed that the culture is laissez-faire and the choice of tool was an attempt to force people to work by clearly defining what is expected and the standards required. Mathis and Jackson (2010) bring to our attention two kinds of organisational cultures which impacts performance. The first being an *'entitlement approach'* which takes performance management as a routine activity and the other being a *'performance-driven'* which as the name implies is result oriented (p. 323). They further advance that there is need for organisations to be sensitive to culture and adapt their processes to ensure a fit (Mathis & Jackson). This suggests that what may work in one setting may not work in another. This suggestions holds true as the research has also shown that even though both organisations use the same tool is the same, their performance is parallel. Therefore, it means that the choice of tool does not guarantee the success of the organisation. This assertion has also been shared by Arbarzadeh (2012) who cites that the public sector is likely to be ineffective even whilst using the same BSC a private sector organisation is using. Similarly, Chakrabarty (2007) adds credence to this argument as he argues that in its current form, the BSC is largely suited to the private sector and as such, for the public sector to get the most out of the BSC, there is need to modify it. Therefore, it suggests suitability of tool depends on sector and that there are possibly other mediating factors besides the choice of tool that influence performance.

Operationalisation of the tool. Both conceded that the BSC is difficult to implement with lower level staff. This complexity is not a new thing as Salem et al. (2012); Awadallah and Allam (2015) among other scholars attest to this. On the same, Awadallah and Allam (2015) on their critique of the BSC concluded that "the evidence is a greater number of organisations implementing the BSC have either failed to achieve their intended objectives or encountered serious problems during implementation" (p. 98).Nonetheless, whilst NBM has mastered the BSC as all staff have it, it is the same cannot be said for SRWB as not all staff have it.

Despite the two organisations using the same tool and facing similar challenges in operationalising it, there also exist a few differences. These differences are perceived benefits users of the tool see and industry adoption of tool.

Firstly, the perceived benefits users saw with the tool. There is a clear divide in the benefits the users of the tool saw. Discussions made in the first objective revealed that the performance management process is owned and championed by line managers at NBM. Following this, findings from section reveal that line managers see benefits from the use of this tool as they praised it for ensuring cohesion towards a common mission, providing room for consultation, discussion and self-monitoring of performance in addition to being evidence based. Contrary to this, line managers at SRWB felt burdened by what they call a HR activity and as such, saw no tangible benefit from the use of this tool. It was HR that defended the tool for clearly defining objectives, targets and measures, ensuring cohesion and enhancing ownership and relationship between subordinate and supervisor.

Secondly, industry adoption of the tool. The research done at NBM hints to the fact that the BSC has become an industry standard in the banking sector. On the other hand, it was argued at SRWB that the BSC is not a widely adopted tool in the water sector as other Water Boards and organisations in the industry use a variety of different tools. It is also important to be reminded that the banking industry is touted as thriving (Sabola, 2021) and what unifies them is choice of tool whilst the water sector is struggling (Kasanda, 2021) and each use different performance evaluation tools. Perhaps the answer to why one sector finds success is the tool used and the same answer can also explain why another is struggling.

Owing to the differences expressed above (perceived benefit, industry adoption and operationalisation at organisational level), this study would like to suggest that such differences exist due to the factor of time. That is, because PMS has had time to sediment itself in the private sector, they have had time to learn, perfect and see the value of PMS. This proposition tallies with the work of Nartisa et al. (2012) who argue that the private sector was the first to fully embrace PMS as early back as the 1950s. Specifically, the research has shown that NBM has been practising PMS and using BSC since as early back as the 1990s. As such, they have had time to understand, optimise and operationalise it. On the other hand, PMS in the public sector is still in its infancy (Ho & Chan, 2002). SRWB are new to PMS and the BSC in particular and as such are still under a learning curve. Therefore, given enough time, persistence and continuity, the public sector can be at par with the private sector. Akbarzadeh (2012) who studied the BSC in the public and private notes that the using the same performance metrics in the public sector as private sector to gauge performance, the public sector will most likely be inefficient as their goals drastically differ from the private sector. Nonetheless, He argues that there is need for "sustained, long-term commitment at all levels in the organisation for it to be effective" (p. 87).

4.5 Determination on whether PMS provides input for other human resource functions

4.5.1 NBM

The research established that PMS aid various HR functions and managerial decisions at NBM. It was revealed that PMS data provides input for decisions pertaining to rewards and compensation, employee placement, staff retention, training and development as well as motivation.

Firstly, it was discussed that PMS data provides the basis for which decisions pertaining to how people should be compensated. It was revealed that performance is categorised into a series of performance bands with implications for each band. What has emerged from the discussions is that annual increments as well as bonuses are based off of one's performance. Therefore, annual increments are not equal. As one manager commented "…*bonuses are not a guarantee*."

Secondly, employee placement. It was revealed that PMS data provides a basis for promotion as well as transfer off staff. It was revealed that subject to availability of a vacancy, star performers are the first to be considered for such promotions. One manager went further to cite "*the bank strives to make the best productive use of its employees.* [As such] *employees will be placed where their capabilities produce the best result and as well moved from areas where performance is substandard*".

Thirdly, staff retention. What emerged clearly from the research is that performance is taken very seriously. As was discussed in the first point above, employees are categorised into performance bands. The research found that if a person performs below expectation they are put on a performance management programme whose aim is to improve performance to an acceptable standard. The performance management programme has an element of coaching and mentoring in that the employee is closely monitored and guided.

However, should performance still not improve, disciplinary action follows and people can be and have been dismissed on account of unsatisfactory performance. Further to this, in times of downsizing, the first to be considered are the non-performers. As one manager commented "…*we are not afraid to let go of non-performers*". As such, PMS data as used at NBM influences management decision on who can be kept or who should be let go.

Fourthly, training and development. It was discussed that PMS data aids decisions on who to train and what sort of training should be undertaken. It was revealed that at the end of the year, PMS data are analysed and training gaps identified through the remarks made by line managers as well as analysing the areas of poor performance. The two forms the basis of a training needs assessment and subsequently a training programme is developed as the data derived from the PMS helps indicate areas of deficiency.

Lastly, motivation. The general consensus was that the PMS at NBM goes a long way in ensuring that staff are motivated. It was cited that this is because employees clearly know what is expected of them and are part and parcel of each stage of the process. As one manager put it, "*there are clear and consistent outcomes which are made known to the employees. They (the employees) see these outcomes being implemented, therefore, the employees see the value of work hard*"

4.5.2 SRWB

The research established that PMS does not in any way aid any HR functions and managerial decisions. What emerged was that PM is practiced as a formality and an end in of itself than a means to an end. It became clear that PMS data has no bearing on decisions pertaining to rewards and compensation, employee placement, staff retention, training and development as well as motivation.

Firstly, it was discussed that people are compensated the same regardless of performance. This means that salary increments and bonuses are given to all regardless of whether one has performed or not. As cited by one respondent "*The only distinguishing feature in salary* *is the time one has joined the company since new employees earn relatively lower than old ones*."

Secondly, it was upheld that employee placement is not a product of performance. It was revealed that PMS data does not provides a basis for who to promote, move between departments or transfer. It was revealed that subject to availability of a vacancy, the policy of the company is to interview people for promotion. On the other hand, decisions of transfer or movements within and outside a department are perceived to be arbitrarily arrived to dependant on management's view of the person.

Thirdly, it was discovered that staff retention has no bearing on performance. As cited by one of the managers '[the] *Board sichosa anthu* (the Board does not dismiss people)'. This sentiment holds true by all managers interviewed as they cited that no one has ever been dismissed on account of poor performance as people are retained irrespective of their shortfalls. What emerged was that employment was assumed to be until retirement, unless however, where one has been found guilty of serious misconduct. Although it was also revealed that the conditions of service stipulates that people can be disciplined on account of performance, rarely is this done consistently as the outcome is usually a warning at best. The approach towards employee retention is that the company operates more like a social institution than that of a profit driven institution, hence performance, is not the major driving factor. As such, so long as you possess some degree of skill (as substandard as it can be), you are retained.

Fourthly, it also emerged that training and development programmes are perceived to be subjectively drawn in that training is viewed as being concerned with appeasement than a tool to improve the performance of individuals and the company. It was discussed that PMS data ends at filing and that analysis is not made to understand why certain individuals, departments or sections are performing poorly or why and how such deficiencies can be remedied. It was revealed that training is done more to benefit an individual through allowances than to equip them with skills or rectify one's shortcoming. As such, training programmes are held to be done in a biased and often times secretive manner without regard for performance.

Lastly, motivation. The general consensus was that the PMS at SRWB does not motivate staff. It was cited that the performance management process is haphazardly done as at times people do not have performance contracts and even when they do, they are not provided enough working materials. Furthermore, it was cited that because outcomes are inconsistent and often times applied uniformly, it does not motivate people.

4.5.3 Analysis and Discussion of Findings

Following the research findings presented above, this section analyses the findings with the aim of drawing out similarities and differences in the two sectors. In making such discussions, reference shall be made to existing literature as well as the theoretical framework the research adopted. It shall further attempt to make inferences as why such differences or similarities exist and the implications they pose.

The research revealed that there are no similarities between NBM and SRWB pertaining to how PMS data is used. It was revealed that whilst NBM uses PMS data to determine reward and compensation packages, training and development programmes, employee progression and placement to name a few, the same is not true for SRWB. At SRWB, PMS exists outside these the aforementioned HR activities. This contradicts literature in that clear and explicit links need to be there between PMS and outcomes (Ehlers & Kobus, 2005; Cummings & Worley, 2015; Robbins & Coulter, 2012). For instance, when it comes to reward management (compensation), Towers Perrin as cited in Armstrong (2006) talks about total reward package when determining wages. He discusses that on top of a basic wage that is given by virtue of one being employed, there is need for a contingent pay which is dependent on an employee meeting certain performance quotas. Similarly, Scientific Management scholars also argued for a differential pay structure, citing that hard workers should be compensated more for exceeding a set target and added that money is a motivator (Dzimbiri, 2015). The Expectancy Valence Theory as adopted in this paper as a theoretical framework, also cements the need to have clear outcomes attached to performance (Mullins, 2010). This theory, therefore, attributes poor performance to employees not perceiving any rewards they deem desirable emanating from their performance. That is, where employees cannot see a link between performance and reward, they cease performing. The findings, therefore, adds weight to the Expectancy Valence Theory in that as a result of NBM attaching clear and consistent rewards to performance, employees are incentivised to perform than is the case with SRWB where rewards are similar and in some cases arbitrarily given irrespective of performance.

Secondly, where the organisations differ is with regards to training. The manner in which PMS is done at NBM is consistent with what literature entails. This is because performance data feeds into training programmes as it helps identify training gaps (Cummings & Worley, 2015; Dzimbiri, 2015; Daft, 2010). On the other hand, training at SRWB was perceived to be subject to management discretion. As such, there was perceived to be no predictability and objectivity in how training programmes are conducted. Furthermore, the data collected showed that at NBM, the overriding objective of training is to improve performance as training was described to be one of remedies to combat poor performance. On the other hand, training at SRWB was described as a 'reward' meant to appease or employees than a means of improving performance.

The third difference lies with employee placement; that is, career progression and promotion as well as staff retention. What emerged clear is that NBM is driven by performance and as such, it places people where the best possible use of their skill can be exploited. It is for this reason that subject to the availability of a vacancy, they internally promote exceptional staff. Furthermore, they are also not shy from dismissing poor performing employees. On the other hand, SRWB is not driven by performance as it was cited that poor performers are not dismissed. Furthermore, it is the policy of the company to recruit people by way of interviewing them than simply promoting them.

Lastly, in light of the above, it can also be concluded that PMS motivates employees at NBM whilst having the opposite effect at SRWB. Robbins and Coulter (2012) define motivation as “the process by which a person’s efforts are energized, directed, and sustained toward attaining a goal” (p. 430) As such, motivation calls for explicit links between one’s effort and its perceived outcome. Looking at the above analysis of the two institutions it is evident that NBM makes deliberate and explicit links between PMS and the rewards employees receive. These rewards include differential compensation, promotion, and retention as well as sanctions such as dismissal and corrective action such as training. On the other hand, SRWB makes no such attempts as compensation is consistent irrespective of performance, promotions are not guaranteed, rather, employees have to compete, staff are said to be retained even whilst performing poorly and training is done more as a benefit to the individual than the institution. As such, the private sector employees are driven by outcome whilst the public sector employees could be said to be unmoved as performance has no bearing on anything.

The above discussions leads the research to suggest that the differences lies in the innate characteristics of public sector organisation and private sector organisations as earlier espoused in the first discussion of the first research objective. Being that private sector organisations are driven by a profit motive, they are more adaptable and generally more flexible with regards to employment relations. On the other hand, government institutions are said to be rigid and bureaucratic Rachna and Snigdha (2015)**.** This bureaucracy arises from its desire to be consistent and guard against abuse. This is why in government, vacancies are generally filled by way of open and competitive interviews and salaries increments raised consistently across the board.

4.6 Examination of employee perception towards PMS

In order to examine employee perception, this part of the research utilised a mixed questionnaire. The data collection tool provided a means of quantifying aspects of the research phenomena as well as of ascertaining how employees in the two sectors perceive PMS in their respective organisations, why they feel this way and what can be done to remedy this. In order to establish employee perception, the research asked several questions. These questions boarder around whether or not employees understand the PMS, their level of involvement in the process, their view of its impact to organisational performance, perception of fairness and objectivity, satisfaction and correlations they see between PMS and attainment of various outcomes among others.

4.6.1 NBM

Understanding of PMS

It was established that 89% of the participants at NBM have a sound understanding of PMS in their organisation. Further inquiry revealed that the participants understood it as a systematic tool for defining, monitoring and evaluating performance. The participants cited that they are oriented on the tool when joining the company, sign performance contracts annually and participate throughout the process, hence the understanding. On the other hand, 11% of respondents cited they do not understand it citing that they fail to see its impact.

Level of participation

It was discovered that a majority of employees are not involved in the development of performance contracts. Further probing revealed that the supervisor in most cases sets the objectives, targets and defines performance measures and simply informs the employees on what is expected. Only about 30% of the participants, however, consented to being involved in developing performance contracts. Despite the discrepancy between those who responded to jointly drawing up a performance contract with their supervisors and those who are merely told what to do, 90% of the participants agreed that they are involved in evaluating their own performance. Table 4.4 (on page 71) summarises this.

Table 4. 4; Level of Employee Participation at NBM

Level of participation	**Response**	
	Yes (%)	**No (%)**
Setting objectives	29.5	70.5
Setting targets	28.2	71.8
Defining/establishing performance measures	31.6	68.4
Evaluating own performance	89.9	10.1

View of PMS a performance improvement tool

The research revealed that 75% of the respondents viewed PMS as improving the performance of the organisation. Upon further inquiry, respondents cited that this is the case because they know what is expected of them and are thus held accountable for their performance. Furthermore, gaps are identified and thus areas of improvement worked on. On the other hand, the 25% of respondents who argued that PMS does not improve organisational effectiveness discussed that it is subjectively implemented and that because it is linked to bonuses, objectivity is missed.

View of PMS as objective and fair

The research discovered that 73% of participants viewed PMS as objective and fair. In their defence, the cited that they are involved in the process, things are transparently approached, expectations are clearly defined and that reward is based on performance. On the other hand, it was discovered that 27 participants viewed PMS negatively. They attributed this citing that PMS is heavily reliant on employee-supervisor relationship and that once one is in bad books with the supervisor, no matter how hard they can work, they shall always be deemed a non-performer. They further cited that subordinates are not given much room to defend their ratings and thus, supervisors have too much power in the whole process. Lastly, it was discussed that decisions are sometimes arbitrarily made to appease people such as sending a manager to a training abroad when in fact it was junior that was to be trained, or managers wanting to suppress the bonus their subordinates can receive so that they (the manager) can get a bigger piece of the pie.

Satisfaction

Employee satisfaction was categorised into three bands. Figure 4.3 illustrates this. In general, it was found that the majority of staff (which accounted for 68% of the respondents) were satisfied with PMS at NBM. They cited staff involvement, a result oriented approach, transparency and consistency in decision making and objectivity as being key reasons behind their satisfaction with PMS. On the other hand, 16% of participants expressed dissatisfaction, arguing that they saw no impact to both organisational performance and their ability to attain certain organisational rewards. Similarly, 16% of respondents also expressed indifference to PMS at NBM citing the same reason as those who expressed dissatisfaction.

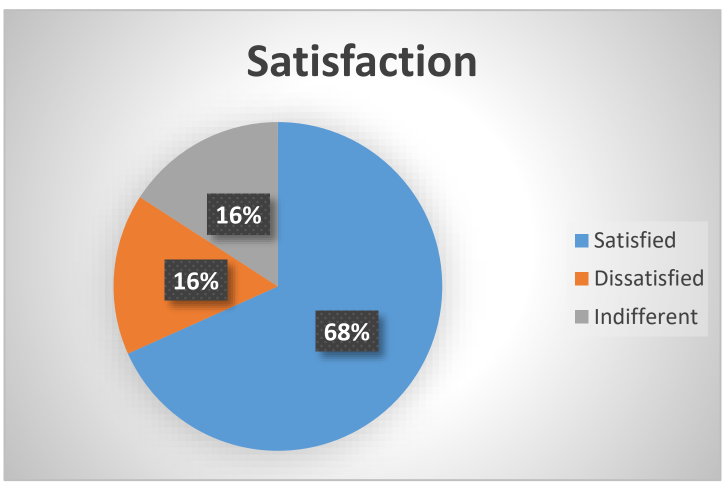

Figure 4. 3; Employee Satisfaction at NBM

Feedback

The research found that 93% of respondents are given feedback on a quarterly basis, mid-year and at the end of the year. On the other hand, only 7% expressed that they do not get feedback.

Link between performance and HR outcomes

The research sought to examine if employees saw a relationship between performance and the attainment of HR outcomes. On average 83% see a link between individual performance and management action pertaining to the distribution of rewards, promotion, training and development, staff retention and motivation. Supplementary explanations revealed that salary and promotion is dependent on performance, non-performers face disciplinary action and that as a result of having the performance contract, employees are motivated as they know what is expected of them.

However, 17% of respondents expressed that they fail to see this relationship. They cited that PMS ends at filing, performance is not considered when promoting employees and that training programmes arbitrarily drawn. Table 4.5 below gives a breakdown of how employees viewed each parameter.

Table 4. 5; Link between Performance and Reward at NBM

Link between performance and:	**Yes**	**No**
Compensation and reward management	89%	11%
Promotion and Career progression	76%	24%
Training and Development	85%	15%
Staff retention	81%	19%
Motivation	87%	13%

In totality, looking at the parameters pertaining to understanding of PMS, view of its impact to organisational performance, perception of fairness and objectivity, satisfaction and correlations employees see between PMS and attainment of various outcomes, it can be concluded that staff at NBM have a positive view of PMS. The research revealed that 89% of staff understand PMS, 75% view it as improving organisational performance, 73% perceived it as fair and objective, 68% expressed satisfaction and 83.7% cited that they see correlations between PMS and attainment of various outcomes However, it also emerged that level of involvement in the process does not appear to have an impact on employee satisfaction. On average, 29.76% of employees cited that they are not involved in setting objectives, targets and performance measures yet it was found that 68% of staff are satisfied in PMS.

4.6.2 SRWB

Understanding of PMS

It was established that only 32 of the 85 participants (representing 37.65%) at SRWB have a sound understanding of PMS in the organisation. Further analysis revealed that the participants understood it as a performance assessment tool geared towards realising the organisational vision through enhancing performance. Furthermore, the respondents cited that management had recently sensitised them on what PMS entails. However, 53 respondents (representing 62.35%) cited they do not understand PMS. Further inquiry by the researcher revealed that participants do not understand it as they cited various reasons. Others cited that it is something that is only talked of on paper and in meetings but is not implemented. On another note, some mentioned that they have not been sensitised on it. On the same, others cited a mismatch between performance and outcome as people are treated the same regardless of performance as well as a lack of feedback. On another note, others cited that PMS is in English (and not in local language) and this makes understanding an issue. Lastly, it was cited that a lack of consistency made understanding it difficult as others have balanced score cards whilst others do not. Similarly, some years they are assessed other years they are not.

Level of participation

Similar to NBM, it was discovered that a majority of employees are not involved in the development of performance contracts. Further examination revealed that the supervisor in most cases sets the objectives, targets and defines performance measures and simply informs the employees on what is expected. Only about 18% of the participants, however, consented to being involved in developing performance contracts. However, a minority of employees, representing about 34% of the participants agreed that they are involved in evaluating their own performance. Table 4.6 summaries the level of involvement at each stage.

Table 4. 6; Level of Employee Participation at SRWB

Level of participation	**Response**	
	Yes (%)	**No (%)**
Setting objectives	19.6	80.4
Setting Targets	19.6	80.4
Defining/establishing performance measures	14.3	85.7
Evaluating own Performance	33.9	66.0

View of PMS a performance improvement tool

The research revealed that only 11% of respondents viewed PMS as improving the performance of the organisation. Upon further inquiry, respondents cited that this is the case because they know what is expected and as thus held accountable for their performance. On the other hand the overwhelming majority, representing 89% of respondents argued that PMS does not improve organisational effectiveness. They discussed that it does not change anything as at the end of the year performers are not recognised and non-performers still get the same benefits as performers. Further to this it was revealed that PMS lacks feedback and a follow up mechanism as outcomes are never implemented. Lastly, it was revealed that it is subjectively implemented.

View of PMS as objective and fair

The research discovered that 10 of the 85 participants viewed PMS as objective and fair; citing that they are involved in the process. On the other hand, it was discovered that 70 of the 85 participants had a negative view of PMS. Inquiry into this attributed it to favouritism, a lack of resources to carry out activities, PMS not impacting their lives in any manner, lack of involvement and not knowing what is expected of them (lack of balanced score card).

Satisfaction

Employee satisfaction was categorised into three bands, Figure 4.4 illustrates this. In general, it was found that the majority of staff were dissatisfied with PMS at SRWB. 64% of respondents expressed dissatisfaction arising from a lack of resources to carry out required activities, a lack of follow up and feedback, haphazard and inconsistent implementation, lack of motivation as outcomes are the same regardless of performance and lack of understanding. 32% of respondents also expressed indifference to PMS citing that its presence is not felt as at the end of the year nothing changes. On the other hand, only 4% of respondents expressed satisfaction in PMS citing that that they are staff involved.

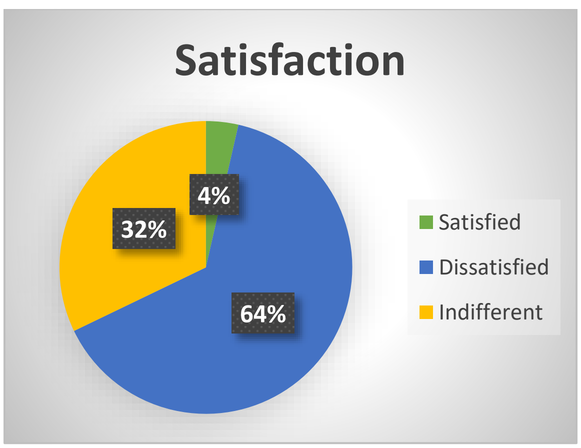

Figure 4. 4; Employee Satisfaction at SRWB

Feedback

The research discovered that 78 of the 80 (representing 97.5%) participants that answered cited that they are not given feedback on their performance year end whilst only 2 of the 80 (2.5%) participants that answered cited they receive feedback.

Link between performance and HR outcomes

The research sought to examine if employees saw a relationship between performance and the attainment of HR outcomes. On average 9.2% cited that they see a link between individual performance and management action on distribution of rewards, promotion, training and development, staff retention and as well, motivation. However, 90.8% of respondents expressed that they fail to see this relationship. They cited that salaries are consistent regardless of performance, training is arbitrarily conducted, promotions are based on vacancies (in that people are first interviewed), functional review and management discretion. Lastly, people are not dismissed or disciplined for people performance.

Table 4. 7; Link between Performance and Reward at SRWB

Link between performance and:	**Yes**	**No**
Compensation and reward management	2%	98%
Promotion and Career progression	12%	88%
Training and Development	14%	86%
Staff retention	7%	93%
Motivation	11%	89%

In totality, looking at the parameters pertaining to understanding of PMS, view of its impact to organisational performance, perception of fairness and objectivity, satisfaction and associations employees see between PMS and attainment of various outcomes, it can be concluded that staff at SRWB have a generally negative view of PMS. The research discovered that 37.65% of staff understand PMS, 11% view it as improving organisational performance, 11.64% perceived it as fair and objective, 4% expressed satisfaction and 9.2% cited that they see correlations between one’s performance in the organisation and the extent to which they can attain various outcomes.

4.6.3 Analysis and Discussion of Findings

Following the research findings presented above this section analyses the findings with the aim of drawing out similarities and differences in the two sectors. The section shall make such discussions with reference to existing literature. Further to this, it shall make inferences and correlations based off of the data presented and in so doing help explain why such differences or similarities exist as well as their implications.

The first part of the discussions shall examine the similarities that exist between the two sectors. Based off of the data presented in this section what has emerged is that employees in both organisations have perceived the respective PMS as not being participatory as employees cited they are not as involved in setting objectives, targets and defining performance measures. On average, 29.4% of employees at NBM cited they are not involved in the aforementioned three things whilst at SRWB an equally low 17.9% shared the same sentiments. This therefore, leads one to argue that PMS in the two institutions is a largely a top-down affair. Legge (1995) and Bratton and Gold (2003) argue that where employees are involved not involved in management processes, they are less likely to perform. Similarly, Armstrong (2006) adds that HRM is concerned with creating a psychological contract and establishing joint ownership in the organisation as employees who willingly offer their services are said to be more productive. Therefore, one can conclude that an organisation whose employees are not involved in the performance management process is less likely to perform. Thus, one would expect both organisations in this study to perform similarly, however, this is not the case as one is vibrant whilst the other faces many challenges.

Further to the discussion above and despite the logical conclusions that can be drawn from the works of the various authors, it was found that 68% of staff at NBM expressed satisfaction with their PMS whilst only 4% at SRWB held their PMS in the same regard. This discrepancy again goes against the goal setting theory which advocates that employee satisfaction and commitment can be achieved where employees are involved and participate in the performance management process (Dzimbiri, 2015). This therefore calls into question the theory as the evidence suggests that there are other variables asides from involvement which influence one's perception, satisfaction and ultimately performance. This proposition is consistent with Hollenbeck and Klein (1987) in that they too saw a number of inconsistencies in various studies between participation and goal commitment. As such, it can be theorised that increasing one's performance cannot be done through participation alone, there are other factors that have an impact on this.

The second part of the discussion shall boarder on the differences. These include; understanding of PMS, view of PMS as performance improving tool, view of PMS as objective and fair and employee satisfaction just to name a few. Firstly, understanding of PMS. The data shows a stark difference between the two organisations in that 89% of staff interviewed at NBM cited they understand their PMS whilst only 37.65% or 32 of the 85 participants at SRWB assented to the same. This difference in understanding could be explained with further examination of the demographic data. Precisely put, by examining the education background of the participants and length of service.

An examination of the education background shows that 83.5% of the research participants at NBM possess a minimum of a bachelor's degree whilst at SRWB it is only 29.4% having a minimum of a university degree with an overwhelming 48.2% citing having a MSCE and below as compared to NBM's 2.5% MSCE holders. It must be remembered that the BSC as a performance measurement tool which has been touted as being a complex tool (Salem et al., 2012). Perhaps then, one can attribute this difference in understanding to education. Thangeda, Baratiseng and Mompati (2016) and Power (2014) validate this proposition in that they argue that education equips one with skills to interpret concepts and expands capabilities. Therefore, one can conceivably argue that there exists a relationship between one's understanding of a concept and how far they have gone with their education. The data suggests that the relationship is directly proportional in that low levels of educational attainment tallies with low levels of understanding. As such, if this line of thought is be adopted, it can be concluded that the performance of the public sector can also be attributed to the calibre of employees maintained in that if the academic credentials are of lower tier, then performance is also likely to be substandard. Ng and Feldman (2009) support this notion as they established that highly educated employees perform tasks better as they are more creative, demonstrate citizenship conduct and engage in less counterproductive work behaviour (p. 109). Consequently, one can further advance that this being the case, one of the solutions to make the public sector more effective is through continued training and capacity building.

However, though there is merit in the arguments raised above, further research is needed to substantiate this position as this to this could be an isolated case. That is, perhaps it is an issue of industry in that the banking industry requires graduates as a minimum qualification for its clerical staff whilst maybe in the water industry where the core staff are plumbers, a degree is not necessary. Furthermore, can we conclude that institutions of higher learning in Malawi are more effective as they have by far the most educated people in the country? Can it also be concluded that highly technical or specialised industries such as health, mining, finance or justice are more likely to perform as these require experts? Despite this critique, it should still appreciated that education does play a part, but it might not tell the full story as there could be other intervening variables.

In addition to education background, another explanation that seeks to account for the difference in understanding is the significance an organisation places in inducting and orienting employees. That is, the level of understanding of new recruits can help suggest whether or not performance management is in the very fabric of the institution to the extent that an organisation takes deliberate steps to inculcate such a culture. This explanation is derived looking at cross tabulations between length of service and one's understanding of PMS. An analysis of the data suggests that NBM is deliberate in its implementation of PMS as new recruits (defined in this research as those having worked in an organisation from between 1 to 3 years) have a superior understanding of PMS in that 85% these employee cited that they understand PMS. This is in sharp contrast to that found at SRWB as none of the new recruits that the research questioned cited that they understand PMS. This comparison shows that NBM is concerned and seriously values performance to the extent that there are deliberate initiatives to ensure that employees understand PMS. On the other hand, the fact that none of the new recruits understand PMS shows that there is something

SRWB is doing wrong or rather, it is not doing. This argument is further illustrated in Fig 4.5.

Further to this, the cross tabulation between length of service as a variable and one's understanding suggests that the longer an employee stays in an organisation, the higher the level of understanding of an organisation's systems, processes and business. However, this is true for the first 10 years of employment as the data shows that beyond this there are diminishing returns. This decline could be as a result of staff disengagement in the affairs of the organisation. That is, the longer an employee stays in one organisation, the more likely they are to be indifferent towards the activities of said organisation. However, this observation requires further research to validate these findings. Nonetheless, it is of paramount importance for organisations to put in place strategies that keep the employees engaged in the affairs of the organisation. According to Armstrong (2006) employees who are engaged in the organisation are more like to and perform. Similarly, Ncube and Jerie's (2012) study on Zimbabwe's hospitality sector found that engaged employees are a source of competitive advantage as they perform better than those who are not engaged.

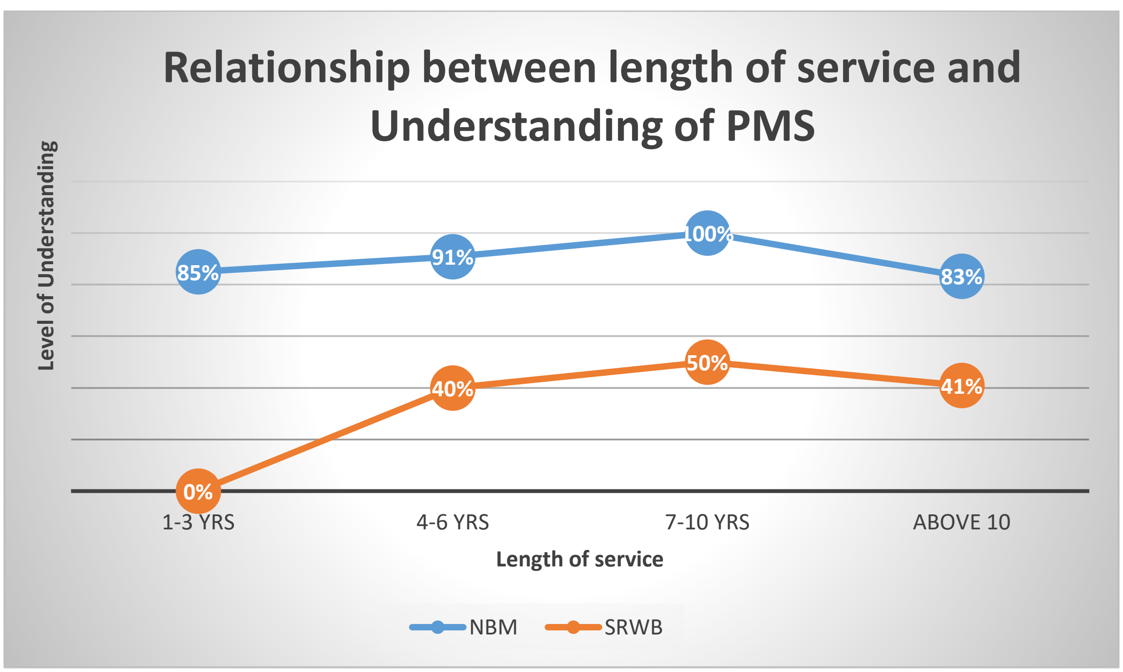

Figure 4. 5; Relationship between length of service and understanding of PMS

The second difference lies with the view of PMS as improving organisational performance. The research revealed that 73% of employees at NBM saw PMS as a tool that improves organisational performance whilst only 11% of employees at SRWB shared the same sentiments. Further investigation into the divergence revealed that NBM staff knew what was expected of them and are thus held accountable. Further to this, gaps in their performance are identified and remedied. On the other hand, the SWRB explained that PMS does not improve organisational performance as there is no feedback and follow-up, suggesting that PMS is done as a mere formality that ends at filing. They also argued that PMS is subjectively implemented and that there is no distinction between the rewards a performer gets from that a non-performer gets. Employee perception of PMS as a performance improvement tool is a multi-faceted affair in that there are many variables which research participants are suggesting as reasons for their position. This entails that organisations must ensure the presence of these conditions such as feedback and reward so that employees hold a positive view of the same.

The third difference is with employee satisfaction. A total of 68% of the respondents at NBM expressed satisfaction with PMS. They cited staff involvement, a result oriented approach, transparency and consistency in decision making and objectivity as being key reasons as why they are satisfied with PMS. On the other hand, 64% of respondents at SRWB expressed dissatisfaction arising from a lack of resources to carry out required activities, a lack of follow up and feedback, haphazard and inconsistent implementation, lack of motivation as outcomes are the same regardless of performance and lack of understanding. As such, only 4% of staff at SRWB expressed satisfaction with PMS.

The reasons mentioned above as contributing to either one's satisfaction or dissatisfaction agrees with some of the research questions asked. These questions include, employees' view of PMS as objective and fair, feedback, the perceived link between performance and HR outcomes and level of participation. Based on the data provided in Table 4.8 below, it does suggest that satisfaction is the average of the above mentioned factors.

Table 4. 8; Measure of Employee Satisfaction

No	Variable	NBM	SRWB
1	Perceived Fairness and Objectivity	73	12.5
2	Feedback	93	2.5
3	Perceived link between performance and HR outcomes	83.6	9.2
4	Degree of participation (average of Table 4.4 and 4.9 with respect to NBM and SRWB)	44.8	21.9
Average (No. 1 to 4)/4		**73.6%**	**11.5%**

The above table shows that NBM has an average score of 73.6% based on the reasons employees gave for their satisfaction of PMS at NBM against an actual score of 68% that was given giving a difference of 5.6%. On the other hand, SRWB's average score as per the same table is 11.5% against a score of 4% which was actually given. This gives a variance of 7.5%. In light of this, the above data makes for a compelling argument that satisfaction can be expressed as a product of many variables such as perception of fairness and objectivity, feedback, perceived link between performance and reward as one's level of participation.

Lastly, the perceived link between performance and HR outcomes. The research revealed glaring differences in how the two organisation's employees perceived a link between performance and the attainment of various outcomes. On average, 83.6% of employees at NBM saw that performance directly ties with rewards, sanctions and management decisions whilst a resounding 9.2% at SRWB agreed to the same. This shows an average variance of 74.4%. Table 4.9 (on page 84) gives a detailed account of the discrepancy.

Table 4. 9; Link between Performance and Reward at NBM and SRWB

Link between performance and:	**NBM**	**SRWB**	**Variance**
Compensation and reward management	89%	2%	87
Promotion and Career progression	76%	12%	64
Training and Development	85%	14%	71
Staff retention	81%	7%	74
Motivation	87%	11%	76
Average	**83.6**	**9.2**	**74.4**

It must be pointed out that the data on SRWB goes against the spirit of PMS in that according to Torrington et al. (2014), Cumming and Worley (2015) and Armstrong (2006) just to name a few, PMS ought to guide management action and underline corporate values. In practical terms, it ought to inform management on employee placement and training and development decisions as well as reinforce employee behaviour through rewards and sanctions. The Expectancy Valence Theory (one of the theoretical frameworks of this research) cements this argument. This theory reminds managers that one's behaviour is guided by expected outcomes (Dzimbiri, 2015). As such, it calls for explicit links between performance and reward or non-performance with sanctions and corrective action. Therefore, performance is attributed to be as a result of rewards and sanctions being tied to output. NBM is a testimony of this in that staff see a relationship between output and reward and are as such driven by this to perform. On the same, because SRWB staff do not see a relationship between their performance and the attainment of rewards, they are indifferent to perform. Locke (1968) as cited by Hollenbeck and Klein (1987) adds weight to this position as he cites that "monetary incentives (or reward structure in general) tends to increase goal commitment"

In the end it has been observed that employee perception the amalgamation of a number of variables. These variables include one's understanding of PMS (concept and system), employee satisfaction, and the extent to which employees see a relationship between their output and attainment of certain organisational outcomes. Furthermore, these variables are also moderated by other factors. As such, it calls for managers to have a robust understanding of their people, culture, systems and processes as well as how they and the other variables and factors mentioned in this section and how these interact with one another.

4.7 Assessment of the challenges faced in the implementation PMS

4.7.1 NBM

The research revealed that three challenges affect the implementation of PMS at NBM. These challenges are subjectivity and bias, untimely distribution of resources and design of the performance contract. The first issue line managers lamented on is that appraisal are subject to bias and prejudice. They argued that it is in human nature to attach emotion to things and that more often than not, appraisals are influenced by the subordinate-supervisor relationship. It was revealed that supervisors have too much power or influence in the appraisal process as HR is largely detached from the process as they only come in at the end to analyse the data. Further inquiry revealed that arising from the fact that performance is tied to monetary incentives, some supervisors in a bid to ensure that their subordinates do not lose out on bonuses inflate performance. This ‘inflation of results’ is nothing new, Torrington et al. (2014) argue that how performance appraisals are managed or perceived has an impact on the morale and motivation of employees, the quality of the relationship between managers and their subordinates and ultimately, future performance. It is for that reason McGregor (1957) contends that supervisors often exercise lenience in rating their subordinates in a bid to maintain cordial work relations. On another note, other managers at NBM were perceived to having a tendency of cutting down the performance of their subordinates in line with the zero-sum notion Mathis and Jackson (2010) advance so that more of the “pie” is shared amongst the performing few. Still more, others argued that often times, it is the same group of people who are rated above expectation, average or poor akin to the recency effect as described by Dessler (2013). As such, the general consensus at NBM is that performance ratings are not really indicative of actual performance as the supervisor has much influence to skew performance ratings.

The second issue lamented on is that of untimely distribution of resources. Line managers argued that for activities to be implemented they required resources. However, often times there is a material delay between them getting the required resources versus when they would have otherwise wanted them. It was however, stressed that though this delay affects the implementation of their respective performance contracts and that of their subordinates, they are still able to achieve their targets, though, not to the quality they would have desired. Upon further investigation as to why the resources are given in an untimely manner, it was revealed that given the nature of their business, efficiency is key. As such, it is not that the resources are not there but that management would like to cut down on expenditures whilst maintaining productivity and as such, allocation of resources are subject to scrutiny.

The last challenge that was raised was that of design of the performance contracts. From this, two things emerged. Firstly, is setting antagonistic objectives. The ultimate goal of the corporate score card is to ensure cohesion and unity. However, it was revealed that certain times the success of one division can cannibalise that of the other. As such, designing scorecards which are in tandem with one another was revealed to be quite challenging. For example, the corporate division is required to bring business to the bank by offering various banking and credit facilities to its clients, however, in a bid to be competitive it may reduce legal fees for instance. On the other hand, the legal department may also have a target to increase the income they generate through corporate fees. On the same, the legal department may be given a target of reducing litigation charges the bank incurs, but if the HR department continuously dismisses employees without due procedure, this would result in the bank being sued and thus the legal department failing to achieve their target as a result of the incompetence of another department.

Secondly, the negative perception associated with hard to achieve or difficult targets. It was argued that targets which are given more weight are usually very difficult to attain, measure and often times ambiguous. For example, one manager commented how tellers are required to take lead in selling Auto Teller Machine (ATM) cards to customers though they (the tellers) are stationed on the counter and thus not in a good position to market and sell them unlike other employees who are more mobile. Furthermore, attributing sales to a specific teller or measuring whether a customer applied for an ATM card on the recommendation of the teller is problematic. As such, such targets are perceived negatively as they are deemed to have been put in place to limit one's performance as performance is directly tied to monetary incentives such as bonus and salary increment. This perception reduces morale and employee drive as they feel such targets have been deliberately put to limit their performance.

Upon inquiry as to the tactics the organisation has employed to mitigate some of the above challenges, it was revealed that two strategies were put in place. These two being an attempt at automating the performance evaluation process in order to remove the 'natural' human tendency of being subjective and biased. The second approach pertaining to design of performance contracts was continuous training of the score cards.

4.7.2 SRWB

The research unearthed a number of challenges affecting the implementation of PMS at SRWB. These challenges ranged from resource constraints, resistance to change, nature of organisation and lack of expertise just to name a few. Firstly, resource constraints. It was discussed that when BSC are designed and signed, an assumption is held that resources shall be provided as and when they are requested in order to carry out planned activities. However, this assumption is detached from reality as line managers stressed that a considerable amount of time is spent negotiating for resources than actually doing the required job. When queried as to why they face these resource constraints, it was revealed that it is as a result of the social obligations for which the organisation was established to fulfil. It was argued that being that the organisation was established to provide a basic and essential resource; water, this carries with it a number of challenges. These include regulatory pricing which hampers the revenue generating potential of the firm and government intervention which can limit business operations. For instance, it was discussed that despite the rising cost of doing business and the Board's various attempts to effect tariff adjustments to circumvent this, government has maintained tariffs only allowing for a tariff adjustment in 2021. Even so, Chadzandiyani (2021) quoted Blantyre Water Board (BWB) as saying that it intends to effect another price hike of 40% (in addition to the 40% it effected in 2021) in 2022 and again a 10% increase in 2023 just so as to meet operating costs. As such, regulatory pricing hampers the revenue generating potential of the firm. Furthermore, in 2020 amidst the Covid-19 pandemic, it was discussed that government issued a statement that water is an essential resource in combating the spread of the virus and as such, Water Boards were directed not to carry out disconnection campaigns. As one manager cited '*the fear of disconnection compels people to pay…without such, we are at the mercy of our customers*.' In addition to government regulation and intervention, government doubles as both the biggest client that accounts for the majority of revenue at SRWB and ironically enough, the sole shareholder of the firm. Thus, if government is not paying its utility bills, it cannot be compelled to do so as it owns the company. These three challenges thus affect the cash flow of SRWB hence also resource allocation. Therefore, in the absence of resources, the whole PMS falls apart as most activities are left on 'pending' and people cannot be held accountable on why they failed to perform certain tasks.

Secondly, resistance to change. This was attributed to the culture of the institution. Performance management is a new concept and as such, has not had enough time to form a fundamental corner stone of the corporate culture. It was argued that PMS was introduced as a way to force people to work and make them accountable for the work done or lack thereof. However, PMS has not been received well both amongst line manager and general staff. Line managers have expressed that to them they see it as unnecessary paper work that gets in the way of them carrying out their core activities. It has been described as '*an HR activity*' which has been forced upon them. On the same, line managers expressed that even their own subordinates fail to grasp what it is all about and as such find excuses to frustrate the whole process. All in all, PMS is not owned and embraced, it is perceived as unimportant.

Thirdly, the nature of the organisation. Managers argued that employees hold a strong view that the organisation is 'too essential to fail'. Being that it is a government entity with exclusive mandate to provide a life sustaining resource; water, the general consensus is that regardless of performance, the organisation shall always exist. Unlike in the private sector where it is survival of the fittest, the general tone here is that irrespective of outcome, government shall, whether it likes it or not, bail out the institution. It is important to note that the issue of bail out in Malawi's public sector institutions is not a new thing nor is it unique to SRWB. Several institutions, commentators and reporters have as of late been citing the same. These include institutions such as BWB, Malawi Broadcasting Corporation (MBC), Electricity Supply Commission of Malawi (ESCOM) and Malawi Post Corporation (MPC) just to name a few (Mkweu, 2021; Kasanda, 2021; Malekezo, 2020; Kumbani, 2020; Chadzandiyani 2021). This general feeling of being too essential to fail is what was described as giving employees a lax attitude towards performance. In the same vein, it was also felt that being that it is a government entity, it is subject to the tone of the ruling regime which can lead them to abandoning certain cornerstones of its strategic plan in favour of appealing to the new government. For instance, it was stated that SRWB's strategic plan which was launched in 2018, during the era of DPP (Democratic Progressive Party) is still running 3 years later in 2021 under the Tonse led Administration whose priorities and agendas could be different. Kayuni (2016) reminds us that politics has an effect on the direction, leadership and tenure of executive management in government institutions. Therefore, such changes tend to disturb an organisation's focus as where there are incompatibilities they are required to change course.

Another challenge is lack of expertise. It was revealed that many managers do not fully understand the fundamental tenets of PMS and the BSC. As such, they have difficulties to design BSC for their subordinates, especially, those in the lower echelons of the organisation. This was attributed to a lack of a comprehensive training and sensitisation on the BSC. Line managers felt they were rushed to deliver something that they do not understand. It was also discussed that BSC is linked to the overall scorecard of the institution and as such, it cascades down the organisational hierarchy in that all employees are theoretically working towards the same goal. However, line managers argued that breaking down targets as one progresses down the hierarchy leads to vague targets at worst and repetitive targets at best. As such, it is difficult to hold anyone accountable if several people have the same target or if the target itself is not clear. Further to this, a lack of expertise was argued to create inconsistencies in the score cards amongst departments as they did not speak to each other.

A lack of feedback and consistency was cited as another challenge. Line managers argued that PMS at SRWB is done more as a formality whose aim is to be 'seen' to be doing something which unfortunately ends at filing. It was argued that lessons are not learnt from the previous financial year nor is feedback given. It was discussed that people are not given feedback as to how they have performed, their weaknesses and areas of improvement. As a result of there being no feedback or follow up, there exist no consequences to accompany behaviour. There is also inconsistency in application as BSC has not been fully institutionalised as some employees neither have BSC (especially where new employees are employed) nor are BSC developed and signed consistently each year. It was revealed that there exist gap years in which BSC are not developed or adhered to. As such, this cements the impression that PMS is not necessary and the organisation can do without.

Lastly, lack of motivation. It was discussed that employees are not incentivised to perform as rewards are distributed equally regardless of one's output. It was discussed that for example salaries and bonuses are applied in a standard manner regardless of performance. Non-performers and performers are treated the same and this demotivates hard workers.

Upon inquiry as to the tactics the organisation has employed to overcome some of the above challenges, it was revealed that two strategies were put in place. These two being sensitisation and training.

4.7.3 Analysis and Discussion of Findings

Following the research findings presented above this section analyses these findings with the aim of drawing out similarities and differences in the two sectors. The section shall make such discussions with reference to existing literature. Further to this, it shall offer suggestions as why such differences or similarities exist.

For the most part, the two organisations differ with regard to the challenges they face in the implementation of PMS save for the challenge of expertise and resources. However, it must also be pointed out that the two institutions face the aforementioned challenges to varying degrees and the rationale behind such differ.

Firstly, the issue of expertise. It must be remembered that the first section of this chapter brought to our attention the fact that NBM has fully embraced and institutionalised PMS. Owing to this, line manager expressed confidence in the design and execution of performance contract. The only problem they conveyed was in the integration to ensure that the success of one business unit is not at the expense of another. On the other hand, SRWB expressed it lacks knowledge in PMS in general and the BSC in particular. Owing to this, it was also discovered that coordination amongst departments is also problematic. However, this varying degree in expertise in that one institution has a grasp of the concepts whilst the other does not boils down to time. The notion of time playing a role agrees with Durevell (2001) who argues that the private sector long embraced and adopted PMS as far back as the 1950s. As such, the concept has had time to sediment into the very fabric of the organisation. NBM for example, has using the BSC in the 1990s. On the other hand, Nartisa et al. (2012) cites that this concept started gaining ground in the public sector closer to the new millennium. In Malawi, for instance, it only started taking shape in Malawi in the 2000s (Kayuni, 2016). The sentiments by the aforementioned scholars reflect the current position of things as managers at SRWB feel rushed as the concept is new.

The second similarity, albeit just like the first point raised above varies in degree is resource constraints. It was pointed out that SRWB is a government entity whose main customer is the government and also has strict regulation with regard to pricing. As such, its resources are limited. This limitation, thus, puts a strain on the execution of planned activities. Therefore, SRWB struggles because resources are insufficient. Kayuni (2016) and Cameron (2015) in their studies concerning strategic planning and performance management in the public sector respectively, also noted that a lack of resources hampers the performance of public institutions. On the other hand, NBM's woes are not with resource allocation, rather the timely distribution. This was attributed to the need to control resources in a bid to enhance efficiency and minimise wastage whilst improving productivity. Furthermore, SRWB is unable to complete planned activities due to resource constraints and thus finds itself repeating activities in subsequent years such that BSCs remain largely unchanged in scope. Conversely, NBM is able to finish a majority of planned activities and each year brings new activities.

A further analysis of the findings reveals that a majority of the challenges perceived in one institution differ from that of another. For instance SRWB faces challenges to do with resistance to change emanating from the organisational culture, a feeling of being too essential and big to fail such that regardless of performance, government will bail it out, lack of feedback and consistency in the PMS and lack of motivation arising from rewards being distributed across the board irrespective of performance. On the other hand, NBM has none of the aforementioned challenges as what is unique to it is the perception of bias arising from money being tied to performance. This was argued to either work in favour of employees in that ratings are inflated so that a manager's subordinates should receive a cut of the pie or ratings are trimmed so that there is more of the pie to go around for the remainder of the workforce. Similarly is how employees feel that hard targets are given more weight than achievable targets so that these can act as a control.

4.8 Conclusion

This chapter endeavoured to compare and contrast PMS in the public and private sector through the eyes of NBM and SRWB. The research has noted that for the most part, there exist stark differences in how the organisations manage and perceive PMS. It noted that whilst NBM largely follows PMS to the letter as prescribed in literature, SRWB strays from the formula. Specifically, it noted that whilst the performance management process starts in a similar manner and that the performance evaluation tool used is the same, differences lie in how the performance management process is managed and concluded, how the various actors in the PMS interact and perceive each other, how performance management data is utilised, the challenges the organisations face and employee perception.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter attempts to amalgamate and make sense of the research findings discussed in chapter 4 in a bid to answer the long standing question presented in the first chapter of the dissertation. That is, through the discussions made in this chapter, answers shall be presented as to why despite embracing PMS, the public sector is still not performing. This chapter has been split into 2 sections. The first section shall condense each of the research headings presented in the previous chapter and highlight the implications these present to PMS.

5.2 Major Conclusions

5.2.1 Processes that are undertaken in the implementation of PMS

A brief overview of the literature reviewed in chapter 3 gives an ideal framework of what PMS is, the parties involved and its cycle. However, it does not provide context on the extent to which this is followed with respect to the sector or industry in which an organisation operates. Furthermore, if there exists differences in approach, why such exist and at what stages do they exist. This distinction is very important in that it can help explain why certain industries, sectors or organisations tend to perform better or why others worse. This research helped bridge this gap in knowledge as it provides context.

The research revealed that for the most part NBM and SRWB follow the same processes in their performance management cycle, save for continuous monitoring. It was discovered that both organisations start the cycle with development of performance contracts and ends it with an evaluation of the same. It is also important to point out that both organisations take the same fundamental approach akin to the goal setting theory with regards to consultation in the development of performance contracts. However, though line managers at NBM attested to continuously monitoring the performance of their subordinates, the same could not be said for SRWB which only reviews performance at the end of the year. On the same, performance reviews at NBM influence management action, rewards and sanctions whilst at SRWB, it no bearing.

Though the practice might appear the same, the manner and seriousness in which it is approached and interactions between the actors in the performance management process differ. Firstly, approach and seriousness. The research revealed that NBM pursues PMS in a systematic, transparent and continuous manner whilst at SRWB, it is more of a formality than a serious endeavour. The research established that PMS at NBM has system wide adoption as no one is exempted from having a BSC, rewards and sanctions act to reinforce and align behaviour to corporate values, there is continuous (daily) monitoring of performance and again through quarterly reviews, performance contracts are consistently developed each and every year and that they speak to the strategic plan. That is, they answer the question "how will we implement what we have planned as an organisation?" Contrary to this, SRWB approaches performance management in a haphazard manner as there are years in which employees do not have performance contracts and even when they do, they are not followed up on; they are shelved till the end of the year. Therefore, whilst NBM is able to learn from its mistakes and improve on performance through its consistency and continuity, SRWB remains largely the same as the approach is disjointed. Furthermore, at the end of the year, neither feedback is provided on employee performance nor are there any rewards or sanctions that accompany these. It was also revealed that performance contracts are largely unchanged as they mirror job descriptions than speaking to the strategic plan.

Secondly, relationship amongst the actors in PMS. The research revealed that whilst the actors involved in the implementation of PMS at NBM have confidence and trust in the role each play and as such compliment and synergise each other, at SRWB the actors work in isolation and secrecy.

The above discussions draw us conclude that PMS is a complex and interactive machinery replete with actors, processes, inputs and outputs whose interactions have a bearing on the overall performance of the organisation. It was discovered for instance that it is not enough to just plan with subordinates what needs to be done and expect that by simply consulting them they will perform. SRWB which at first imposed performance outcomes transitioned to consultation just as NBM does, however, it saw no performance gains. The research has thus showed that there must are be other variables which moderate performance. For example, it can be argued that that if there is no continuous monitoring and evaluation, that is, if goals are set and shelved, employees cannot take them seriously and as such, the organisation cannot perform. NBM monitors performance throughout the year and each quarter ceremoniously and as such there employees are kept on their toes and are constantly reminded of their deliverables. On the other hand, at SRWB the perception is PMS is nothing more than paperwork as no reference is made to it throughout the year and there is neither feedback at the end of the year nor are there reward and sanctions. Additionally, the relationship and interactions between executive management, HR staff and line managers affects the overall performance of the organisation. At NBM where the three aforementioned actors have trust and confidence in one another and the activities of one compliments the other, the organisation is described as a performer in its industry. On the other hand, at SRWB, the three parties perceive the acts of the other with distrust and secrecy contrary to a partnership. Consequently, the organisation is seen not to be performing. Other variables the research noted were the presence of feedback and reinforcement mechanisms, consistency, continuity and transparency just a few. Therefore, performance is the sum of not just processes, but also, actors and their interactions, an organisation’s commitment and the degree of seriousness it attaches to performance as seen by things such as consistency, level of adoption, rewards and sanctions just to name a few. As such, failure to manage the aggregate of these variables leads to poor organisational performance.

5.2.2 Analysis of specific tools used in performance evaluation

Empirical literature introduced us to a host of performance evaluation tools. It suggests to an extent that each performance tool is an attempt to address specific organisational objectives or be line with a particular set of organisational characteristics. That is, there is a no one size fits all. However, there still exist pertinent questions which literature does not answer. These include the impact of organisational culture on choice of performance evaluation technique as well as the performance of various techniques across multiple industries or sectors. That is, if the same technique is used in different settings (industries or sectors), would similar results be replicated or similar challenges be seen or solutions to such be the same just to name a few. This section sheds light to some of these inquiries; the results of which, help explain performance gaps between the public and private sector.

The research revealed that both institutions under study use the same performance evaluation tool; the BSC. It was also noted that organisational culture played a role in selection of the tool, albeit to different extents. That is, at SRWB it was seen as a means of forcing an otherwise lax and lassies-faire workforce to work whilst at NBM is was argued to be in tandem with the performance oriented culture associated and expected of both the industry and organisation. Though other organisational characteristics, besides culture, such as maturity of staff (willingness to take on responsibility, ability to work under minimum supervision and the degree of self-motivation) and their competence just to name a few were not explicitly stated as having an impact on choice of tool, demographic data presented under employee perceptions tells another story. That is, it helps expound the argument of how organisational characteristics if properly aligned to a specific tool can either enhance or hinder organisational performance (more on this under the 4th heading of this section).

However, despite using the same tool, the perceived benefit, industry adoption and level of expertise differ. Whilst NBM applauds the BSC and is able to see its impact, staff at SRWB are divided with HR praising it on paper whilst line management failing to see its impact on the ground. Furthermore, NBM staff hinted that the tool is widely used in the banking sector, however, at SRWB it was cited that the Water Board's use different tools. Lastly, the research saw that NBM staff have expertise using the BSC whilst SRWB are still under a learning curve.

The above discussions draws us to several conclusions that have implications on PMS. Firstly, choice of tool does not guarantee that an organisation will perform. That is, there is more to a PMS than just selection of tool. This has been demonstrated in that both organisations use the same tool, however, the perceived benefit and impact are parallel. This assertion entails that performance is multifaceted and as such, call for a holistic approach in effectively managing it. Further discussions in chapter 4 showed that factors such as the processes, employee perception, reinforcement structures, organisational orientation and more others more have a profound impact on performance.

Secondly, there is need to link organisation culture and characteristics with performance evaluation tool. That is choice of tool should not be made in isolation to context, rather, in tandem with it. For organisations to reap maximum yield, it must assess each performance evaluation tool in light of factors such as organisational culture, calibre of employee and their characteristics just to name a few in order to ensure compatibility and cohesion.

Lastly, there is evidence to suggest that certain industries perform better than others due to the choice of performance management tool. For instance, the banking industry which is regarded as one of the most successful in Malawi and whose profitability is in the billions (Sabola, 2021) has one thing in common. What unifies the banks in Malawi despite operating in a competitive market economy is the performance management tool. On the other hand, the water sector is a mixed bag as other Water Boards are finding success whilst others are embroiled in many challenges. It has to be remembered that the water sector does not have an industry standard performance management tool, perhaps this is what could explain the differences in fortune.

5.2.3 Determination on whether PMS provides input for other human resource functions

Literature suggests that effective PMS must provide input for HR functions such as reward management, training and development, motivation and aiding managerial decision making regarding career progression and promotions, succession planning, employee retention, discharge, transfer among others. All this, however, is in theory; it is the ideal situation of how an effective PMS ought to function. Contrary to the general expectation, the research paints a different picture of the reality on the ground. Whilst the aforementioned HR functions and managerial decisions are guided by PMS at NBM, at SRWB these exist outside PMS. The research revealed that HR functions and management decisions are influenced and arrived at in an objective, systematic, transparent, consistent and predictable manner at NBM. However, at SRWB these were seen as being arbitrarily and inconsistently conceived. Therefore, NBM ties rewards as sanctions to performance whilst at SRWB, rewards are given irrespective of performance and sanctions are non-existent.

Based off of the research findings, it can be concluded that where rewards and sanctions are not directly tied with one's performance, employees will work to satisfice. That is, they will do the bare minimum. On the same, where these are consistent irrespective of performance, over time, employees shall deviate towards putting in the same effort. This is to say, no one will want to go above and beyond because there is no incentive to do so. Varghese, Khetade and Shetty (2021) as well as Al-Zawahreh and Al-Madi's (2012) arrived at this same conclusion. Therefore, performance can only be improved if there exist clear and consistent relationships between effort and reward, as prescribed by the Expectancy Valence Theory. Both organisations under study are a living example of this.

5.2.4 Perception of staff towards PMS

Literature informs us that perception is on a continuum ranging from a negative perception to a positive view. However, it doesn't explain which perception is more prevalent in what sector or industry or why this is the case. This research has helped answer these questions in addition to shedding light on the impact of employee perception on the implementation of PMS.

Overall, it was found that employees in the public sector have a negative view of PMS whilst those in the private sector have a positive view of the same. The answer as to why this is the case was discovered to be not as simple as one explanation or factor can explain. It was observed that employee perception the combination of a number of variables which are themselves moderated by other factors, all of which are in constant interaction with one another. These variables include one's understanding of PMS (concept and system), employee satisfaction, and the extent to which employees see a relationship between their output and attainment of certain organisational outcomes just to name a few. The research discovered that a positive perception of PMS is associated with good organisational performance whilst a negative is associated with poor performance.

Based on the above, the complexity of employee perception calls for managers to have a robust understanding of their people, culture, systems and processes as well as how they and the other variables and factors mentioned in this section and how these interact with one another. It calls for putting in place deliberate measures, strategies, policies to enhance perception. These include training and sensitisation current employees whilst selling a performance driven culture to new recruits, ensuring their exist clear links between performance or lack thereof and reward or sanction, ensuring the system is objective, consistent and predictable just to name a few.

5.2.5 Assessment of challenges affecting the implementation of PMS

The review of literature in chapter 3 brings us to appreciate a host of challenges that can affect the implementation of PMS. However, it does not examine which challenges are unique or more prevalent to what industry, sector or type of organisation and why this is the case. This research however, has demonstrated that the sector within which an organisation operates has an effect on the challenges it can face. That is, challenges are unique and are perceived in the particular manner because an organisation is either a private or a public enterprise. The research saw that challenges such as resource constraints, resistance to change, lack of expertise, nature of organisation and reform fatigue appear exclusive to the public sector whilst untimely distribution of resources and bias is most prevalent in the private sector. As such, it can also be inferred that the solutions or mitigating steps one can take to address the challenges in one sector will differ to that in another. It therefore calls for a managers to take a tailor-made approach that fits with the organisation they are working with.

The above discussions lead us to conclude that an organisation's orientation has an inherent impact on the challenges it can face. As such, it is important for managers to understand the context in which they operate. Similarly, though some of the challenges might appear generic, they apply to the organisation for specific reasons. For instance, the untimely distribution of resources at NBM is not because the organisation has financial difficulties, rather it is an attempt at ensuring efficiency as the nature of business entails higher profits when costs are minimised. Whilst the same resource constraint in another organisation is not because of control measures, rather absence of the resources. As such, when designing a PMS, challenges must be anticipated well in advance and solutions to mitigate these be thought out. Furthermore, managers cannot just copy solutions from one sector and apply, it calls for a tailored approach to PMS.

5.3 Conclusion of Research

In all, this research has demonstrated that PMS is a complex and multifaceted machinery. It has shown that performance management is the sum of multiple moving parts whose interactions have a bearing on the overall performance of the organisation. It has revealed that for an organisation to perform, the answers do not lie exclusively in whether or not it plans or these plans are consulted or integrated or whether a particular performance evaluation tool is used instead of or even the type of challenges an organisation faces. The research has revealed that for PMS to be effective it has to manage a host moving part such as employee perception, feedback mechanisms (rewards and sanctions), the relationship amongst parties in the performance management process as well as how the process itself is approached and managed just to name a few. To conclude, private sector organisations are effective in that they are deliberate and purposeful in their practice of PMS as they approach it in a systematic, transparent, consistent and predictable manner whose main aim is to enhance productivity and maintain competitiveness. This has been seen as PMS at NBM have a shared understanding amongst line managers, HR practitioners and general staff, there is structure, order and organisation in how process are approached and outcomes are managed, there is deliberate thought put into the decision of evaluation tool used and all the challenges the bank faces are within their reach. On the other hand, the research has resolved that the public sector's failure to perform is as a result to its lax approach as PMS is done in a haphazard manner without any seriousness, predictability or continuity attached to it nor a clear endgame in mind. The research has come to this conclusion as it has noted that PMS is done more as a mere formality than a tool to enhance performance and inform management decisions. Furthermore, the divide that exists between managers, staff and HR practitioners in as far as understanding of PMS and the tool used as well as who owns the process and its management coupled with the fact that a good number of challenges exist outside the control of the organisation and there is poor employee reception.

5.4 Recommendations

In line with the discussions presented above, this research would like to propose recommendations on how best performance can be managed. The recommendations are split into two. The first being general recommendations whilst the other applies specifically to the public sector. The research has noted that the private sector conforms to the performance management framework as prescribed by literature and that there is nothing peculiar about how it conducts itself. As such, there are no specific recommendations the research can offer as its house appears to be in order.

5.4.1 Generic

5.4.1.1 The performance management cycle should be continuous, systematic and consistent

The research has shown that though both organisations practice performance management, its approach and management differs. Whilst one only plans and reviews at the end of the year without providing feedback, rewards or sanctions to accompany the evaluation, the other not only plans but is also able to monitor on a daily basis and has consistent feedback mechanisms that reinforce corporate values. Furthermore, as a result of the latter's approach to performance, it is forever learning and adapting and thus able to maintain direction amidst whatever changes or challenges it may face. On the other hand, the counterpart is left susceptible to both losing track of targets and failing to address imminent challenges in that fails to monitor in real time what is happening. As a result of this variation, the one which practices PMS in continuous, consistent and systematic manner, outperforms that which casually practices it. Thus, a leaf must be borrowed from the private sector practice. Therefore, for PMS to be effective, it must be systematic and continuous in that organisations are learn from previous mistakes and adjust accordingly, there are feedback mechanisms which are consistent and all actors on the same page.

5.4.1.2 PMS must be evidence based

The research established that employee perception has a bearing on how employees respond to PMS. As such, deliberate steps have to be made to improve employee perception as the results have shown that a negative perception is associated with poor performance. One way of addressing the issue of perception is ensuring that PMS is objective and result oriented. This can be achieved by ensuring that it is evidence based. An evidence based PMS removes elements of bias and prejudice that line managers might have as well as the negative connotation employees might attach to PMS as the data (evidence of performance) shall speak for itself. An evidence based system can be designed by automating the appraisal system in that a system tracks employee performance and reports back results. These results and reports can them form part of the evaluation process in which subordinate and manager discuss facts and not preconceived constructs. Additionally, this can also improve the relationship between managers and subordinate as managers do not have to beat around the bush when discussing employee performance and also employees are also more receptive of results. As such, it reduces the need or desire employees may have for performance appeals.

5.4.1.3. Explicit links must be made between the achievement of organisational goals and objectives and the attainment of personal aspirations.

It must be clear from the onset that performance follows specific rewards whilst non-performance attracts sanctions and corrective action. The rewards have to be attractive and appeal to the needs of employees so as to motivate them whilst corrective measures must not be there to punish or humiliate employees, rather, to steer them on the right path. The two must also be given consistently irrespective of the beneficiary so that there is predictability. That is, a face must not be attached when these are issued, rather, a principle has to be upheld. As such, organisation must not ensure they have policies and strategies that advance but also be seen to be practising them. The research discovered that issuing rewards irrespective of performance lowers employee motivation as people work to satisfice. On the other hand, where there are consistent and predictable feedback mechanisms as is the case with NBM, people are incentivised to perform.

5.4.1.4 Alignment of organisational characteristics to choice of tool

The choice of performance management tool should not be arrived at by accident, rather, it must be by design. Contextual factors such as the organisational culture, organisational objectives and the calibre of staff just to name a few must be considered. The research discovered that if there is misalignment, the tool chosen will likely be ineffective. The research discovered that the same tool was used by the organisations under study but produced wildly different results. The research revealed that though the tool was the same, contextual factors differed. For instance, NBM's organisational culture is performance driven whilst SRWB is lax and lassiez-faire, similarly, demographic factors at NBM show that over 80% of staff at NBM have a minimum bachelor's degree compared to 29.41% at SRWB. Furthermore, only 2.53% of participants at NBM were MSCE holders whilst at SRWB it was 48% that possessed MSCE or lower. As such, this had a profound understanding on their under of the PMS in that only 37.5% understood it at SRWB whilst 89% at NBM understood it. Furthermore, the tool has to speak to the wider strategy of the organisation in that it has to help them achieve their desired results. As such, this research recommends that in choosing a performance tool, consideration should be made to contextual factors as there is not a one size fits all.

5.4.1.5 HR involvement

The research has noted that for the most, PMS is a line manager driven activity and that HR usually comes in at the very end. It was a lamentation of both SRWB in that line managers felt rushed by what they described as an HR activity whilst at NBM, it was held that HR is detached from the process. However, HR is very pivotal and though PMS unlike performance appraisal is an line manager driven activity, HR still has a critical role in ensuring that employees understand PMS, that line managers do not abuse their power in that they could conduct audits, reviews and analyse data to understand why say the same people are performing exceedingly well or the same people are always performing poorly than simply issuing rewards and sanctions and inculcating a performance driven culture just to name a few. That is, HR should not just be in the background working as experts when required but actively involved that they are seen in the foreground but do not necessarily interfere with job of line managers who are champions and owners of PMS.

5.4.2 Specific to the Public Sector

5.4.2.1 Reduced government intervention and interference.

The research discovered that the sole shareholder in public institutions is government and that through its actions, it influences the direction and performance of public sector organisations. Though the intension of government might appear good on face value through actions such as regulation, intervention and policy direction so as to avoid abuse and monopolistic practices of public sector organisations as well as ensure they are in line with its development agenda, government can also hamper the operations of the organisations. The research revealed that challenges to do with resource constraints, leadership, shifts in an otherwise established direction and direct intervention stifles the operations and strategic direction of organisations. This can either lead them to lose track or fail achieve their mandate. As such, it is the recommendation of this research that public sector organisations exercise independence and autonomy without fear or reprimand so long as such actions will enable it to achieve its strategic objectives in a cost effective and sustainable manner. Government can come in to audit, review and give expert guidance which balances both the needs of the organisation and the duty the organisation has to the general public.

5.4.2.1 Extensive training and sensitisation

The research revealed that the public sector employees both those in management and as well general staff are not well conversant with PMS. The quantitative aspect of the research revealed that only 37.5% understood PMS whilst the qualitative segment revealed that line managers saw no benefit to PMS and lamented the issue of expertise as they argued they were ‘rushed’ into something they do not understand. As such, to combat this challenge, there is need for continuous training for the line managers as they are the drivers of PMS whilst the general staff need to be adequately sensitised on what PMS is, how it works, its benefits, importance and the role they play in ensuring its successful implementation. By both training line managers and sensitising staff, challenges to do with expertise, resistance to change and understanding can be mitigated.

5.4.2.2 Make PMS interactive and action oriented

The research has noted that government institutions are good at creating documents with which they make no reference to. They are good at designing strategic plans, performance contracts, conditions of service, code of conduct and so on but practising what is preached is another thing altogether. As such, the focus of organisations should not just be to create and shelve policy but to implement it. The research discovered that SRWB develops performance contracts, however, these are shelved and never referred to. Furthermore, whilst NBM is consistent in administering sanctions for non-performance, SRWB is not. As such, this gives the impression that it is a dog with all bark but no bite. Therefore, they must be more action oriented if people are to be moved to perform. If employees can feel impact, then they will be compelled to perform.

5.4.2.3 Tying the renewal of employment contracts of senior management to the overall performance of the organisation.

The research revealed that one of the challenges public sector organisations face arises from the perception that they are too big or essential to fail. The research noted that public sector organisations by their very nature are purposely established to provide essential services to the nation. As such, they often times exist in monopoly markets protected by law. However, this inadvertently creates laxity in that employees and management feel that irrespective of their performance, the organisation ‘must’ go on and that should they stumble, government will bail them out. This has thus created a bailout culture by public institutions. As a way to remedy this, government should tie the renewal of employment contracts for senior employees to the performance of the organisation. That is, if the management is made aware that bail outs are not the solution and that they could lose their jobs if the organisation is not performing, it will force them to be more proactive and thus push for performance and results. As such, if performance starts from the top, it will naturally cascade down to lower echelons of the organisation. This shall help drive a performance culture.

5.4.2.4 Setting realistic targets

The Goal Setting Theory purports that among other things, performance is advanced when challenging goal are set. The research also uncovered that when goals are set at SRWB, an assumption is made that resources shall be provided as and when they are needed. However, the research also noted that resource constraints hamper the implementation of PMS as well as achievement of organisational goals. As such, a balance has to be achieved in that challenging yet realistic goals given the resource constraints that plague the public sector are set. If this is not done, overtime employees will get used to being given targets which cannot be achieved. As such, they will not be driven or attempt to even try given past experiences.

5.5 Area of Further Research

This research attempted to analyse PMS in the public and private sector through the perspective of two organisations; one in the public sector and the other in the private sector. Though this certainly gives a glimpse of PMS as approached, managed and perceived in the two sectors, its findings cannot be generalised as the sample is limited. As such, the author implores the need for further research which can consist of more than just 2 organisations as there exist a plethora of both private and public sector organisation operating in various industries, market conditions and appealing to different customers. Therefore, one organisation from each sector cannot be taken to as a representative sample. Such a research or researches that are being proposed could for instance target industries which are open to both private and public sector organisations such as the education, health and telecommunications industry just to name a few. This current research focused on a competitive market structure and a monopolistic one, but what if both organisations competed for the same customer, how would the public sector organisation fair? It is questions such as these which substantiates the need for further research.

Further studies can also focus on the impact or influence of industry on choice of performance management tool. The research noted that for the most part, the banking industry which is undoubtedly successful uses the same performance management tool (the BSC). However, the water sector which uses a variety of different tools registers mixed performance and is at best struggling to stay afloat. The research theorised that perhaps certain performance management tools are most suited to certain industries, however, this is just a hypothesis waiting to be tested. This can be an area of further research.

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APPENDICES

Appendix I: Introductory Letter from Department

UNIVERSITY OF MALAWI

ACTING PRINCIPAL
Prof. Samson Sajidu, BSc Mlw, MPhil Cantab, Ph.D Mlw

P.O. Box 280, Zomba, Malawi

Our Ref: **PA/2/32**
Your Ref:

Telephone: (265) 524 222
Fax: (265) 524 046
E-mail: principal@cc.ac.mw

Department of Political and Administrative Studies

2 June, 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF INTRODUCTION: MR. LEWIS DZIMBIRI JUNIOR MA (HRMIR/01/19)

The bearer of this letter is **Mr. Lewis Dzimbiri Jnr.** He is a student in Master of Arts in Human Resource Management and Industrial Relations programme in the Department of Political and Administrative Studies at the University of Malawi.

Our students are required to write a dissertation in order to complete their master's programme. Therefore, Mr. Lewis Dzimbiri Jnr intends to carry out a data gathering exercise for this purpose in your office.

Any assistance rendered to him in the course of this exercise will be highly appreciated. Let me also point out that the information gathered will be treated as confidential and purely for academic purposes.

Yours faithfully,

Associate Prof. Michael Chasukwa, PhD
HEAD OF DEPARTMENT

UNIVERSITY OF MALAWI
CHANCELLOR COLLEGE
POLITICAL AND
2021 -06 - 2
ADMINISTRATIVE STUDIES
DEPARTMENT
P.O. BOX 280, ZOMBA

Appendix II: Request to Conduct Research Letter (NBM)

Southern Region Water Board
Private Bag 72
Zomba
07-06-2021

The Chief Executive Officer
National Bank of Malawi
P.O Box 945
Blantyre

Attention: The Head of Human Resource

REQUEST TO CONDUCT RESEARCH

I am a Master of Human Resource Management and Industrial Relations student at Chancellor College. As part of the degree programme, we are required to conduct a research and write a dissertation. As such, I write to your office seeking permission to carry out a research.

My area of interest is Performance Management Systems (PMS) in that my main research objective is to analyse PMS in the Malawi public and private sector in a bid to establish where they diverge and how they are similar.

In conducting this research, I shall use two data collection instruments, these being a mixed questionnaire and oral interview guide. The mixed questionnaire is to be given to general staff whilst the oral interview guide is to be used on human resource practitioners, line managers and senior management.

The research shall adhere to strict ethical standards in that firstly, informed consent will be sought from all the participants of the study. The researcher will inform the participants about himself, the purpose of the study, its importance as well as the procedures that will be used to collect data. On the same, participants will not be forced to take part in the exercise as it will be made clear that their participation is purely voluntary. Secondly, the participant's identity will be anonymous and confidential. The researcher shall ensure that privacy is upheld such that the information gathered from each respondent will be used solely for academic purposes.

Find attached reference letter from Chancellor College as well as data collection instruments. I look forward to your favourable consideration. For further information, you can contact me on 0999654358 or dzimbirilewis@gmail.com

Lewis Dzimbiri Jnr

Appendix III: Approval to Conduct Research (NBM)

National Bank of Malawi plc
Registered under the Financial Services Act 2010

Human Resources Division
NBM Towers, 7 Henderson Street,
P.O. Box 945, Blantyre, Malawi.
Telephone: (+265) 1 820 622 / (+265) 1 824 776 / 896 / 695
Fax: (+265) 1 823 993, E-mail: hrd@natbankmw.com

Lewis Dzimbiri
Southern Region Water Board
P.O. Box 72
ZOMBA

9th June, 2021

Dear Lewis,

CONSENT LETTER TO CONDUCT RESEARCH STUDY IN NATIONAL BANK OF MALAWI (PLC)

Reference is made to your letter requesting to conduct an academic research study in National Bank of Malawi plc, as partial fulfillment of your Master's Degree in Human Resources Management.

I am pleased to inform you that management has granted you permission to conduct research on the topic: 'Analyzing the Performance Management System in the Malawi Public and Private Sector.'

Furthermore, take note that the information gathered should strictly be for academic purposes only and should be treated with utmost confidentiality. We also request that the results of the research should be shared with the Bank.

Should you require any addition information or clarification, do not hesitate to contact the undersigned

Yours Faithfully,

Charles Dulira
HEAD, HUMAN CAPITAL

www.natbank.co.mw The Bank of the Nation

Appendix IV: Introductory Letter from NBM

National Bank of Malaŵi plc
Registered under the Financial Services Act 2010

Human Resources Division
NBM Towers, 7 Henderson Street,
P.O. Box 945, Blantyre, Malawi.
Telephone: (+265) 1 820 622 / (+265) 1 824 776 / 896 / 695
Fax: (+265) 1 823 993, E-mail: hrd@natbankmw.com

Human Resources Division

9 June 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER – LEWIS DZIMBIRI

This letter serves to introduce to you the above named individual, Lewis Dzimbiri, who has been approved to conduct his research on *Analysing the Performance Management System in the Malawi Public and Private Sector.*

Please accord Mr. Lewis Dzimbiri all the help he needs in conducting his research.

Yours Faithfully,

Charles Dulira
HEAD, HUMAN CAPITAL

www.natbank.co.mw The Bank of the Nation

Appendix V: Request to Conduct Research and Approval from SRWB

HRDO

Provide the necessary support to help the student.

7/16/2021

Southern Region Water Board
Private Bag 72
Zomba
07-06-2021

The Acting Chief Executive Officer
Southern Region Water Board
Private Bag 72
Zomba

Attention: Victoria Mboma

<u>REQUEST TO CONDUCT RESEARCH</u>

I am a Master of Human Resource Management and Industrial Relations student at Chancellor College. As part of the degree programme, we are required to conduct a research and write a dissertation. As such, I write to your office seeking permission to carry out a research.

My area of interest is Performance Management Systems (PMS) in that my main research objective is to analyse PMS in the Malawi public and private sector in a bid to establish where they diverge and how they are similar.

In conducting this research, I shall use two data collection instruments, these being a mixed questionnaire and oral interview guide. The mixed questionnaire is to be given to general staff whilst the oral interview guide is to be used on human resource practitioners, line managers and senior management.

The research shall adhere to strict ethical standards in that firstly, informed consent will be sought from all the participants of the study. The researcher will inform the participants about himself, the purpose of the study, its importance as well as the procedures that will be used to collect data. On the same, participants will not be forced to take part in the exercise as it will be made clear that their participation is purely voluntary. Secondly, the participant's identity will be anonymous and confidential. The researcher shall ensure that privacy is upheld such that the information gathered from each respondent will be used solely for academic purposes.

Find attached reference letter from Chancellor College as well as data collection instruments.

I look forward to your favourable consideration. For further information, you can contact me on 0999654358 or dzimbirilewis@gmail.com

Lewis Dzimbiri Jnr

Appendix VI: Ethical Clearance to Conduct Research

ACTING VICE-CHANCELLOR
Prof. Alfred D. Mtenje, BEd Mlw, MA S. Illinois, PhD London.

UNIVERSITY OF MALAWI
P.O. Box 280, Zomba, Malawi

Telephone: (265) 526 622
Fax: (265) 524 031
E-mail: vc@unima.mw

Our Ref: P. 12/21/106
Your Ref:

10th January 2022

Mr Lewis Dzimbiri
University of Malawi
P.O. Box 280,
Zomba,

Email: dzimbirilewis@gmail.com

Dear Mr Dzimbiri

RESEARCH ETHICS AND REGULATORY APPROVAL AND PERMIT FOR PROTOCOL NO. P.12/21/106. A COMPARATIVE ANALYSIS OF PERFORMANCE MANAGEMENT SYSTEMS IN THE MALAWI PUBLIC AND PRIVATE SECTOR: THE CASE OF SOUTHERN REGION WATER BOARD AND NATIONAL BANK OF MALAWI.

Having satisfied all the relevant ethical and regulatory requirements, I am pleased to inform you that the above-referred research protocol has officially been approved. You are now permitted to proceed with its implementation. Should there be any amendments to the approved protocol in the course of implementing it, you shall be required to seek approval of such amendments before implementation of the same.

This approval is valid for **one year** from the date of issuance of this approval. If the study goes beyond one year, an annual approval for continuation shall be required to be sought from the University of Malawi Research Ethics Committee (UNIMAREC) in a format that is available at the Secretariat.

Once the study is finalized, you are required to furnish the Committee and the Principal with a final report of the study. The committee reserves the right to carry out a compliance inspection of this approved protocol at any time as may be deemed by it. As such, you are expected to properly maintain all study documents including consent forms.

UNIMAREC wishes you a successful implementation of your study.

UNIVERSITY OF MALAWI
RESEARCH ETHICS COMMITTEE
10 JAN 2022
APPROVED
P.O. BOX 280, ZOMBA

Yours Sincerely,

Prof Alister C. Munthali
CHAIRPERSON OF UNIMAREC

CC: Acting Vice-Chancellor
Acting University Registrar
Finance Officer
Dean of Research
Head of Sociology Department
UNIMAREC Administrator
UNIMAREC Compliance Officer

Appendix VII: Informed Consent Forms

INFORMED CONSENT FORM

Research purpose and procedures

My name is Lewis Dzimbiri Junior, I am a Master of Human Resource Management and Industrial Relations student at the University of Malawi, Chancellor College. As part of the degree programme, we are required to conduct a research and write a dissertation. My area of interest is Performance Management Systems (PMS). Specifically, I am interested to find out how PMS compare and contrast in the Malawi public and private sector. In order to obtain such information, a questionnaire shall be presented to general staff (those outside of management positions) whilst an interview will be conducted with line managers. If you are being presented a questionnaire, your identification as a potential research participant was completely random. However, that being said, your participation remains voluntary.

Filling the questionnaire should take you between 5 to 10 minutes whilst the interview for line managers will take about 15 to 20 minutes.

Risks and discomforts of the research study

There is no immediate benefit to the research participant for their participation. However, the organisations under study shall benefit in that upon completion of the research and write-up of the dissertation, recommendations shall be made which the organisations can draw from as they implement their PMS. This is because this research endeavours to broaden knowledge on PMS and potentially help develop a framework of how best performance can be managed given a specific context.

Though this is minimal research risk, it is important to not only highlight some the risks the research poses to the participants but equally mention some of the strategies put in place to mitigate against them. There are three risks the researcher anticipates.

The first risk to the participants is Covid-19. Being that we are living in a global pandemic, physical contact increases the likelihood of spreading the virus. As such, the researcher shall ensure he is wearing a mask and if the research participant is not advise that the same is done. Furthermore, the researcher shall maintain a distance of 2m as per World Health Regulations as well as ensuring he has sanitised his hands. If the participant wishes to take part in the study but is not comfortable with a face to face interaction, there is the alternative of having a telephone interview instead.

The second risk the researcher foresees is the risk of sensitive employee data being leaked. In order to maintain the privacy and confidentiality of staff, staff will not be required to write their names on the questionnaires nor will they be referenced. This consent form will not be attached to the questionnaire such that the collecting supervisor cannot know which of his employees said what. Furthermore, there is the option not to hand in the questionnaire to a supervisor, rather, to leave in a box or any discrete place that participants can agree on so that confidentiality is maintained.

The third risk the researcher foresees is the risk of sensitive organisational data being leaked. Whilst interacting with staff, the researcher will come across all manner of information. Some information will be in line with the research, others not so, however, both can expose the organisation. The researcher shall thus ensure that he does not reveal any information gathered by this research to any party (be it competitors, suppliers, customers, shareholders). Rather, the researcher shall only present findings for academic purposes only so as to broaden the field of human resource management and not to discredit, harm or tarnish the imagine of the organisations under study

Confidentiality

The participant's identity will be kept anonymous and confidential. The researcher shall ensure that privacy is upheld such that the information gathered from each respondent will be used solely for academic purposes. Research participants will be identified not by name, rather by a series of numbers which signify department. For example, 1-10 being operations, 11-15 being administration etc. As such, the researcher shall only know which department said what but not which employee. Furthermore, staff are discouraged from writing their name on the questionnaire so that their identify remains secret.

Voluntary Participation and the right to withdraw without penalty

Participation in this research is not compulsory. Research participants are to join of their volition. You will not be forced to take part in the exercise and you can chose to opt out at any point in time without incurring any loss in benefit or incurring any injury as a result of refusing to participate or consenting but later on opting out.

Contacts for additional information

If one consents, you can contact me, Lewis Dzimbiri Junior on 0999654358 or email dzimbirilewis@gmail.com for further answers to pertinent questions about the research and research participant's rights.

Furthermore, you can also contact in the event of the research related injury or discomfort the chair of the research and ethics committee (UNIMAREC) who reviews and approves research for postgraduate student .**UNIMAREC Chairperson Contact Details:** Prof Alister Munthali, Chairperson of University of Malawi Research Ethics Committee (UNIMAREC), P.O. Box 280, Zomba. +265 888 822 044

If you have read the above statements and consent to taking part in the research, please fill the part below:

Name: ………………………………………………………………………………..

Signature: ……………………………………………………………………………...

Date: ……………………………………………………………………………………….

Appendix VIII: Oral Interview Guide

Oral Interview Guide (to be done with HR practitioners, Line Managers & Senior Management)

Research Objective: Examine the processes undertaken in the implementation of PMS

Research Question: What processes are undertaken in the implementation of PMS?

Questions:

a) What is PM cycle in your organisation (i.e. what processes/steps does your organisation undertake in the implementation of PMS?)
b) How do you approach the process? That is, is it from a top down perspective, bottom up or? Why do you approach it in this manner?
c) Does organisational culture have an impact on the process and actors involved in the implementation of PMS
d) Who are the actors involved in the implementation process?
e) What role do you play in the process? (to be asked to line managers, hr practitioners and senior management)
f) What role do HR practitioners, line managers and management play?
g) What role do you think HR practitioners, line managers and management ought to have played?
h) Do you feel/think that the role played by the other actors compliment the process or rather they antagonise it? Why do you think this is the case?

Research Objective 2: Analyse the specific tools used in performance measurement

Research Question: What specific tool do you use in performance measurement?

Questions:

a) What tool does your organisation use to measure and evaluate employee performance
b) Why was the tool in (a) above being chosen?
c) Did your organisational culture or other organisational characteristics such as calibre of employee have an impact on choice?
d) What are some of the benefits you see using this tool
e) What are the draw backs you see using this tool
f) What strategies do you use to overcome these challenges?
g) Would you argue that the tool is helping enhance organisational effectiveness? What makes you say this?
h) Prior to using this tool, what other tool did you use and why was it abandoned?
i) Is this tool an industry standard/widely used in your industry? If so, why do you think so?

Research Objective 3: Assess the challenges faced in the implementation of the performance systems

Research Question: What challenges faced in the implementation of the PMS?

Questions:

a) What challenges do you face in the implementations of PMS
b) Why do you think you face these challenges?
c) What strategies have you put in place to mitigate these challenges?
d) Do you think these challenges unique to your organisations or industry? Why do you say this?

Research Objective 5: Determine if PMS provides input for other human resource functions

Research Question: Does PMS provide input to guide other human resource functions?

Questions:

a) What are some of the outcomes implemented in your organisation after the performance of employees has been evaluated?
b) Do your annual increments take performance into account or it is standard across the Board?
c) How do you determine who is to be given an end of year bonus, 13^{th} cheque or any other monetary incentive?
d) Does PMS assist u in deciding employee placement (who to promote, transfer, retain or dismiss)?
e) How are training decisions arrived to? Does PMS have an impact on who to train?
f) Do you feel that PMS motivates the performance of employees?
g) Does PMS provide input to guide other human resource functions? If so, How so?

Appendix IX: Questionnaire

About the research and the researcher

I am a Master of Human Resource Management and Industrial Relations student at the University of Malawi, Chancellor College. As part of the degree programme, we are required to conduct a research and write a dissertation. My area of interest is Performance Management Systems (PMS).

The research shall adhere to strict ethical standards in that firstly, your participation in the research is completely voluntary. Secondly, your identity will be kept anonymous and confidential. The researcher shall ensure that privacy is upheld such that the information gathered from each respondent will be used solely for academic purposes. As such, you are not required to write your name on the questionnaire.

Your participation in this research is greatly appreciated.

Design of the questionnaire

This questionnaire is split into two sections:

- **Section A-** concerned with demographic data regarding the characteristics of the employee.
- **Section B-** concerned with answering specific questions pertaining to Performance Management System in your organisation.

In each section, you are required to tick appropriate box/answer. However, in addition to this, in Section B, you will also be required to give an explanation for your answer.

Section A

Instruction: Please tick the appropriate box on grade, qualification, years of service and department

Grade	Highest Academic Qualification obtained	Department	Years of service
Junior (clerical)	MSCE	Operations (technical)	1-3
Supervisory staff	Certificate	Procurement and Administration	4-6
Officer	Diploma	Finance and Accounting	7-10
Other (Specify)	Bachelor's Degree	Marketing and Sales	Above 10 years
	Master's Degree	IT	
	Other (Specify)	Other (Specify)	

Section B

Please tick appropriate answer and give a brief explanation why

I. Do you understand PMS in your organisation?

Yes ( )

No ( )

Explain your answer

____

____

____

____

II. Are you involved in:

	Yes	No	Explain
Setting objectives			

Setting Targets			
Defining/establishing performance measures			
Evaluating own Performance			

III. Does PMS in your organisation improve organisational performance?

Yes ( )

No ( )

Explain your answer

____

____

____

____

____

____

IV. Would you describe the PMS in your organisation as objective and fair?

Yes ( )

No ( )

Explain your answer

____

____

____

____

____

V. How do you feel about PMS in your organisation?

Satisfied ( )

Dissatisfied ( )

Indifferent ( )

Explain your answer

____
____
____
____
____

If you answered dissatisfied/indifferent in question above, what changes would you recommend that management do to change your view of the system?

____
____
____
____

VI. After the year has ended do you get feedback on your performance

Yes ( )

No ( )

Explain your answer

____
____
____
____
____

VII. What are some of the outcomes you see being implemented in your organisation after performance has been evaluated?

____
____
____

VIII. Do you see a link between performance and:

	Yes	No	Explain
Compensation and reward management			
Promotion and Career progression			
Training and Development			
Staff retention			
Motivation			