



THE UNIVERSITY OF ZAMBIA

Research Topic: Perceptions of Employees Regarding Performance Management Systems in the Private Sector; A case study of First National Bank Zambia (FNBZ).

Dissertation

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A dissertation submitted to the University of Zambia in partial fulfilment of the requirements for the award of a Masters Degree in Business Administration.

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LUSAKA

DECLARATION

I, MEMORY SIMANELA, do hereby declare that this dissertation is my own work to the best of my knowledge and that it has never been produced or submitted for any degree, diploma or other qualification at the University of Zambia, Zimbabwe Open University or indeed any other university for academic purposes. I further declare that all other works of people used in this research have been duly acknowledged.

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CERTIFICATION OF APPROVAL

This dissertation by MEMORY SIMANELA is approved in partial fulfillment of the requirements for the award of the degree of Master in Business Administration (MBA) offered at the University of Zambia in collaboration with Zimbabwe Open University.

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ABSTRACT

This study explored the perception of employees regarding Performance Management System (PMS) at FNB Zambia. A mixed-methods approach was employed, including survey data from 130 respondents and key informant interviews with departmental managers. The demographic characteristics of the respondents were analysed, revealing a balanced representation across gender, diverse age-groups, education levels, marital status, and tenure lengths. Findings indicate that a significant portion of employees perceive the PMS as lacking in clarity regarding performance expectations and goals, fairness in implementation, and timely feedback provision. Job satisfaction levels were found to be relatively low, with mixed perceptions regarding the effectiveness of the PMS. Factors influencing the mixed perception referred to above, include communication from managers, training and development opportunities, rewards and recognition and peer feedback. Key informant interviews underscored the importance of clear goals, regular feedback, fairness, development opportunities, and alignment with organizational values in shaping employee perceptions of the PMS. Challenges such as lack of clarity, bias, insufficient feedback, limited development opportunities, and lack of recognition were identified. Recommendations include improving communication, goal clarity, fairness, feedback mechanisms, and development opportunities within the PMS to enhance employee satisfaction and performance. Addressing these factors can contribute to a more effective and impactful performance management system aligned with organizational goals and employee needs.

Key words: Performance Management, Rewards, Recognition, Appraisal, Feedback

DEDICATION

This dissertation is dedicated to my Sister. Ms Victoria Simanela for her endless love, support and encouragement throughout my educational journey.

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ACRONYMS AND ABBREVIATIONS

APAS	Annual Performance Appraisal System
JS	Job Satisfaction
FNBZ	First National Bank Zambia
PMS	Performance Management System
PD	Performance Development
PMSE	Performance Management System Effectiveness
PM	Performance Management

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CHAPTER ONE

1.1 INTRODUCTION

This chapter presents the background information on the perceptions of employees regarding performance management systems in the private sector. The chapter will also then specifically look at the background of the study, problem statement, and purpose of the study, research objectives, research questions, significance of study, and the definitions of key terms.

Overview of Performance Management Systems

Human Resource Management (HRM) not only performs its traditional role in any industry, but it has also expanded its dimensions to assess its employees' performance and manage it with a new system known as Performance Management Systems (PMS). This system describes in detail how the organization synchronizes the performance management system with the organizational system and states the corporate goals (Jain, 2014).

Therefore, PMS is the backbone of organizations, driving employee performance and shaping organizational success (Makwelele & Mhango, 2019). In the dynamic and competitive landscape of the private sector, specifically Zambian banks, the effective implementation of performance management systems is crucial for achieving strategic goals, enhancing productivity, and retaining top talent. However, to unlock the true potential of these systems, it is imperative to understand how employees perceive and experience them.

Despite their significance, the perception of employees towards performance management systems in Zambian banks remains an understudied area. Existing literature has predominantly focused on performance appraisal practices (Mwansa & Mwalilino, 2017) and their impact on employee motivation and satisfaction in the public sector (Makwelele & Mhango, 2019). However, a comprehensive understanding of employees' perceptions towards performance management systems is lacking especially in the private sector. Thus, this proposed study aims to fill this research gap by examining the perception of employees towards performance management systems in the private sector of Zambian banks, offering valuable insights for optimizing performance management practices.

1.2 Background

Over the past 20 years, performance management systems have undergone a revolution. There have been references to performance management systems dating back to the third century A.D. in China, according to experts (Radnor, 2004).

In the past, the idea of performance management was restricted to just setting employee pay and salaries. Performance management has historically been used by organizations to influence employee behaviour in order to achieve a specific goal. However, most firms could not sustain such a performance management strategy that is motivated by rewards. The focus of performance management has gradually shifted towards promoting the learning and development of the work environment. Such perceptive change in performance management was more evident in organizations worldwide from the 1980s. At this point of time the organizational performance became a major challenge for achieving productivity and it became necessary to think in the direction of optimum utilization of human resources (Jain, 2014).

African private sector companies started implementing performance evaluation methods influenced by Western management ideas in the later half of the 20th century. Typically, these systems were concerned with goal-setting, performance feedback, and individual performance assessments (Mwenda & Mutoti, 2011).

Due to a variety of internal and external variables, performance management methods in private sector businesses in Zambia have changed over time. Significant economic changes were implemented in Zambia throughout the 1990s, including measures to privatize in order to liberalize the economy and promote the expansion of the private sector. More formalized performance management systems were adopted by private sector businesses due to rising competition and the demand for efficiency. During this time, fundamental performance evaluation procedures were established, frequently concentrating on specific performance indicators like sales goals or output quotas (Ibid).

The management of people has, nevertheless, become more organized and specialized in recent decades.

Many of the outdated performance evaluation techniques have been incorporated into the idea of performance management, which is regarded as a comprehensive management process. Talent

management, management by objectives, and continual monitoring and review are new advancements in performance management (Jain, 2014).

1.3 Problem Statement

Human resource is one of the most important assets of an organization without which an organisation will not function. According to Ivancevich (2009), resources remain unutilized unless the human element is involved. In view of this, theories like the stakeholder theory recognize the need for organisations to adhere to needs and concerns of other stakeholder apart from shareholders, employees inclusive in order to attain their overall organizational goals (Philips, 2002).

A positive perception of these PMS by employees would pave way for good and focused employee performance, growth and development which eventually leads to attainment of organizational goals (Mullins, 2005). On the other hand, negative PMS perception makes the entire process merely an academic exercise which negatively impacts on achievement of organization goals (Anthony, W. P. etal, 1999).

Despite the increasing adoption of performance management systems in the private sector, there is limited literature investigating the perception of performance management systems in private companies in Zambia. Available studies focus mainly on public sector companies. Consequently, staff perception regarding performance management systems in the private sector is less known. Performance appraisals were introduced and first practiced in multinational private organisations and that notion alone can make one think all is well in terms of implementation and perception of PMS in these organisations. There is only one known study conducted in Zambia private sector by Mwila (2020) who studied reviews of performance appraisal in Game stores, which disclosed a negative perception of performance management by staff members and positive perception by management.

Another study on performance management done outside Zambia further recommended that a study should be conducted on the factors affecting perception of employees on performance appraisal and more studies to be conducted in other organizations to get the overall views (Korir, 2014).

In view of the foregoing, there remains an apparent need to investigate and comprehend perception of employees on performance management systems in the private sector in Zambia.

1.4 Purpose of the Study

To investigate the perception of employees on the implementation of Performance Management Systems at First National Bank Zambia (FNBZ).

1.4.1 Research Objectives

1.4.2 Specific Objectives

- 1) To assess the perception of employees towards the effectiveness of PMS in improving employee performance at FNB.
- 2) To determine the impact of performance management systems on job satisfaction at FNB
- 3) To identify the key factors that influence employees' perceptions of performance management systems at FNB

1.4.3 Research Questions

The study seeks to answer the following questions:

- 1) How do employees perceive the effectiveness of PMS at FNB Zambia in improving performance?
- 2) What is the impact of performance management systems on job satisfaction at FNB Zambia?
- 3) What key factors influence employee perception of PMS at FNB Zambia?

1.5 Justification of the Study

This study is significant in several ways, firstly, it may contribute to the existing body of knowledge on performance management systems in the private sector, particularly in the context of Zambia. It may also provide insights into the perception of employees towards such systems and fill the gaps in the literature, thereby enhancing the understanding of performance management practices in the private sector.

The findings of this study might also provide valuable insights for organizations, specifically First National Bank Zambia, on how their performance management system is perceived by employees.

Additionally, the findings can help identify strengths and weaknesses of the system, which can inform decision-making and improvement efforts to enhance employee engagement, motivation, and performance.

Furthermore, the findings of this study may serve as a practical guide for other organizations in the private sector, both within and outside Zambia, in understanding the perceptions of employees towards performance management systems. Organizations can learn from the experiences and lessons of First National Bank Zambia and implement best practices in their own performance management systems.

Finally, the study might provide useful insights for managers and decision-makers in organizations, including First National Bank Zambia, on how to effectively design, implement, and manage performance management systems to ensure they are aligned with the needs and expectations of employees. This can lead to improved organizational performance, productivity, and employee well-being.

1.6 Scope of the study

This study was carried out in Lusaka district at First National Bank Zambia (FNBZ). Lusaka was chosen as a study area because the FNB Head Office is in Lusaka and therefore the study encompassed various hierarchical levels and departments, ensuring a comprehensive understanding of these perceptions

In addition, there had been no research carried out to find out the perceptions of employees on performance management systems in this area hence the need for this study. Having already established relationships with most respondents at FNBZ, this made it easy to access data with little resistance.

1.7 Operational Definitions

Performance Management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results from the organization, teams, and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements (Armstrong & Baron, 1998)

“Performance management systems, which typically include performance appraisal and employee development, are the “Achilles’ heel” of human resources management. It is an authoritative framework for managing employee performance, which includes the policy framework as well as the framework relating to all elements in the performance cycle, including performance planning and agreement; performance monitoring, review and control; performance appraisals and moderating; and managing the outcomes of appraisal” (Bacal, 1999, p. 3)

Perception in a narrow sense is "the vision", that is how someone sees something, whereas in a broader sense, the perception is "view", namely how someone looks or mean something. Perception is closely related to attitudes. Perception is the process by which organisms interpret and organize sensation to produce a meaningful experience of the world. From the foregoing, it can be concluded that perception is a process which is complex which causes one to accept or summarize the information obtained from the environment. It is also influenced by experience, thought and feeling (Lindsay & Norman, 1997)

1.8 Ethical Consideration

Prior to data collection, permission was obtained from the First National Bank Human Resource Manager. Information which was obtained from the participants was treated confidential. Confidentiality was highly upheld. In ensuring that responds remain anonymous, the respondents were required to indicate their names on the questionnaire. This ensured that questionnaires could not be traced to the individual respondents. Additionally informed consent was sought from the participants prior to administering the questionnaires and conducting the key informant interviews. Permission was also sought from the ethics committee at UNZA to conduct the research.

CHAPTER TWO:

2.1 LITERATURE REVIEW

This chapter will highlight the theoretical base of the study internationally and locally. The chapter will specifically look at theoretical framework, existing studies, research gap, comparative studies, critique of literature and conceptual framework.

2.2 Overview of Existing Literature

According to Fletcher (2001), performance management is an approach to creating a shared vision of the organization's purpose and aims, helping each individual employee understand and recognize their part in contributing to them, and in doing so managing and enhancing both the individual's and the organization's performance.

An integrated and comprehensive cycle for performance management is known as a performance management system. Performance management systems prioritize the ongoing enhancement of organizational performance, which is attained by means of enhanced performance on an individual basis among employees. A performance management system provides an organization with a comprehensive and knowledgeable management process to assess the performance outcomes of organisations and employees (Ahmad Ali (2017)

Most organization use PMS to accomplish excellence in its planned goals, inspire high performance from its workforce, develop the capabilities of its workforce, and eliminate incompetent and lazy behavior from individual employees. Employee feedback will undoubtedly foster a feeling of community inside the company and foster an environment where workers are competent and well-cared for (Lawer 2013).

Organizations are better positioned to align the actual results of workers' labor with the long-term aims and objectives the company has established for itself in this way. When it comes to employees' dedication to the organization's mission and goals, PMS in the workplace has a big influence. Furthermore, the same performance can have a significant effect on employees' performance in a way that increases their susceptibility to feelings of discontent, sloth, distrust, etc. Consequently, there is a great chance that the organization's performance would likewise decline (Gopinath, 2016)

2.2.1 Performance Management System Effectiveness

One of the studies conducted on effectiveness of performance management systems in improving performance is the study by Banda and Chibomba in 2020 in Zambia Public Sector. The aim of this study was to assess the effectiveness of the Annual Performance Appraisal System (APAS) in improving performance at Chipata District Health Office civil service of Eastern Province of Zambia. The specific objectives were: to determine implementation of performance planning and monitoring among civil servants at Chipata District Health, to establish if APAS is effectively used in appraising civil servants at Chipata District Health Office, to determine the extent of using APAS in rewarding (positive or negative) civil servants at Chipata District Health Office.

Both primary and secondary methods of data collection were used, and the study involved the use of questionnaires, semi-structured interview guide and other relevant documents. A simple random sampling method was used to draw a sample of 60 respondents from different Health facilities of Chipata District Health office.

The study revealed that APAS was effectively used in appraising performance of civil servants. Individual Work plans and target setting were followed by concerned officers and appraisal was done accordingly. Furthermore, APAS was used for the purposes of rewarding the officers who deserved to be rewarded in Civil Service. The study also revealed that there monitoring of performance was mostly done annually during appraisal and feedback was there though it came on different intervals to officers. It was further revealed that the APAS was effectively used in making critical human resource decision such as identifying officers who should be promoted. Finally, it was revealed that the APAS had achieved almost all the objectives for which it was established. Arising from the 60 respondents included in this study, it was found that the Annual Performance Appraisal system (APAS) was used to determine one's performance at Chipata District Health Office. Therefore, APAS be regarded as being effective because it had produced successful results for which it was intended. (Banda & Chibomba, 2020)

However, this research only focused on the result of the performance management system which is performance appraisal. Hence the need for the current study to focus on the effectiveness of the entire PMS process from goal setting, interval feedback and final appraisal in Zambia. Aside from this, this study just like most of the studies done in Zambia was conducted in Zambia's public sector, could the results be the same in Zambia private sector as well? The findings do not also out

rightly indicate whether performance improved as a result of the appraisal system. These identified research gaps are some of what the current research will endeavor to investigate.

Another study conducted in Zambia was by Christabel Mwila in 2020 titled 'A review of the employee performance appraisal, rewards and recognition, a case study of Game Stores Zambia'. An attempt was made to find out what employees feel about the whole process of Performance Appraisal (as part of Performance Development [PD]) and how it is practiced as well as how it is linked to rewards and recognitions in Game stores Zambia (Christabel, 2020).

Questionnaires were administered to the Retail Function employees only, using a combination of techniques, simple random sampling, purposive sampling and quota sampling. Secondary data on Performance Development (PD) were reviewed and Management of the Store was contacted through the Human Resource Department to show how the PD system should work and how it feels about employee satisfaction as far as PD is concerned. Data was analysed using qualitative and quantitative techniques.

From results obtained, employees made it clear that line managers did not always carry out the face-to-face appraisals or reviews and feedback was not given after such sessions. They were with the views that, instead of making the PD process a developmental tool to enhance performance, it had been turned into a discriminatory, punitive and/ or judgmental process, where cronyism and biased considerations dominate rather than objectivity. On the other hand, management of the store rated the PD process as very effective. This shows a break in communication as far as Performance Development is concerned, between Management of the Store and employees.

Although this study was conducted in the private sector, it did not look at performance management system as a whole but performance appraisal which is only part of the process of performance management system just like the previous research. Hence the need to focus on this area in the current study. Unlike the earlier study which reviewed that performance appraisal was effective, findings show that management is agreeable to its effectiveness while the lower ranking staff do not see it as effective. Aside from this, only the retail section was selected, the study would have been more informative if it included other sections of game stores like head office to get more informed and balanced results which is what the current research will also put into consideration.

Furthermore, Samuel, 2018 studied the relationship between performance management systems and attainment of organizational goals. The purpose of the study was to assess the impact of performance management on employee and organizational performance. Objectives were to assess effectiveness of PMS on employee performance, to assess effectiveness of PMS on organizational performance and to understand the Performance management process.

The study adopted a cross-sectional survey research design and involved a sample size of 120 human resource officers and managers from selected private organizations in Tanzania. Data was collected using structured questionnaires and interviews and analyzed using descriptive and inferential statistics and the results presented using tables.

The findings of the study revealed that private organizations practice performance management and have effective performance management system to evaluate/appraise the performance of their employees. Moreover, the findings reveal that there is a significant relationship between performance management and employee performance as well as between performance management and organizational performance (Samwel, 2018).

Despite being informative, this study only got views from human resource officers and managers and not the employees in other departments who are on the receiving end of performance management systems. In view of this gap, the current study will get balanced views by collecting data from different departments.

Additionally, another study conducted by Awan in 2020 was seeking to investigate the relationship between Performance Management System Effectiveness (PMSE) and employee performance in the private sector banks of Pakistan. The research hypothesis were that; Work engagement mediates the relationship between PMSE and employees' contextual performance, work engagement is positively related to employee's task performance, PMSE has a positive impact on work engagement and PMSE is positively related to employees' task performance.

A sample of 285 employees was selected from various branches of private banks located across Pakistan. A structured questionnaire was used, which was validated through confirmatory factor analysis (CFA) in the Pakistani context. Data were collected against a 5-point Likert-type.

The results indicated a significant impact of PMSE and work engagement on task and contextual performance of employees. Also, complementary mediation of employee work engagement in the

relationship between PMSE and employee performance (in terms of task and contextual performances) was also supported (Awan, et al., 2020).

A likert scale was used to collect data which made participants constrained in terms of views and choice. Structured questionnaire does not give an opportunity for people to fully express themselves, perhaps a mixed approach both open ended and structured would have yielded much more information. Hence research is needed on the actual views of employees on the effectiveness of PMS which this study intends to do. Also, the sample did not include human resource managers or personnel which did not give balanced results. The current study will therefore get balanced views from both human resource personnel as well as employees in other departments.

2.2.2 Factors Influencing Employee Perception of Performance Management systems.

A study by Mahmud, Fatima, 2019, aimed at finding out Factors Influencing Employee Perception of Performance Management Systems. Research objectives were to check the implementation of performance management system in the company, to analyze the factors that affect employee perception on PMS, and subsequently to determine the relationship between factors influencing employee perception and PMS.

For this study, the questionnaire used closed format questions, which means this tool required respondents to select an answer from the option provided. A sample of 119 employees was used as the sample size for this research. However, only 51 employees responded to the questionnaire. This research used the method of drop and pick later to collect data to save on time.

The results of the study showed that most of the respondents agreed that all identified items in the performance management system had been implemented in their company. Employee participation is the highest factor affecting the employee perception on the implementation of PMS, followed by employee knowledge and skills, and rating techniques. The result found that there is a significant relationship between all factors affecting employee perception and implemented PMS (Mahmud, 2019)

The research gap in this research is in its methodology, closed format questions alone constrain the respondents from giving all the necessary information which this research may have needed. Aside from this, drop and pick method also meant that researchers were not able to probe or give guidance to respondents in case they needed clarity hence affecting the validity of the study.

Another research done by Sachane in 2018 was to investigate the factors that affect employee performance at Statistics South Africa with the aim of providing a management framework for improving the performance of employees. Simple random sampling was used to select the study subjects from a list of names as this improves the reliability and generalizability of statistical results.

The study followed a quantitative research approach using an explorative and descriptive design. The sample had 303 respondents. Data were collected through a Likert-scale-type questionnaire.

The results showed that employees perceived PM as ineffective and unfair. Various factors affecting PM at Statistics South Africa negatively were revealed. The analysis of the research identified the following performance factors: communication, talent management, retention, recruitment and selection, engagement, and motivation (Sachane, et al., 2018)

The research intended to find factor's influencing Performance management system perceptions and therefore needed participants to have room to fully express themselves. A likert scale was used which made participants constrained in terms of views and choice. Clearly, aim and the methodology were not in tendon.

Another study was done by Yakubu and Atiya, 2019 on the qualitative factors influencing the perception of employees on performance management practices of public institutions in Ghana. This was a qualitative study that relied on the results of a semi-structured interview of purposefully selected Senior Members and Senior Staff of the Bolgatanga Polytechnic. Semi-structured interview questions were used to interview nine (9) staff on one-on-one and face-to-face basis, out of the one hundred and fifty-seven (157) Senior Members and Senior Staff of the Polytechnic. These nine staff were made up of three (3) females and six (6) males who were confirmed staff and had been appraised before, for at least twice.

The findings were that employees had a negative perception about performance management practices of the Polytechnic. This negative perception was grounded on the perceived non-involvement of employees in the performance management processes of the Polytechnic. The participants perceived that they were not given the needed attention and support to enable them to achieve the goals of the performance management system of the Polytechnic (Yakubu & Atia, 2019).

This research was on course to get qualitative data considering that it was investigating views. However, a mixed method would have helped to capture more data even from more people as it helps to get more depth and breadth of information. In addition, the sample collected was not even 30% of the total population which, makes the findings unreliable. Aside from this, just like most of the research reviewed on performance management, it was done in the public sector, it is important to also get these views from the private sector. In view of this, the current study will use a mixed method approach to get the advantages of both methods, have a sample size of 30% or more of the overall sample as well as make the investigation in the private sector in Zambia.

2.2.3 Relationship between Employee Perceptions of the Performance Management System and Job Satisfaction.

A study was conducted by Ahmad, M. F., & Ishaq, M. in 2020 and it was titled Performance Management System and Job Satisfaction: A Study of Banking Sector of Pakistan. The main objective of this study was to examine the relationship between performance management systems and job satisfaction among employees in the banking sector of Pakistan. The study hypothesized that there is a positive relationship between PMS and job satisfaction among employees in the banking sector.

The study used a quantitative research design to collect data from 220 employees working in various banks in Pakistan. The data were collected using a structured questionnaire, and the statistical analysis was performed using the SPSS software. The study employed regression analysis to test the relationship between PMS and job satisfaction.

The study found a significant positive relationship between performance management systems (PMS) and job satisfaction among employees in the banking sector of Pakistan. The results indicated that PMS was positively related to employee job satisfaction, and this relationship was influenced by several factors, including performance feedback, goal clarity, and training and development opportunities.

However, the data collected through a structured questionnaire may be subject to response bias, as participants may not be completely honest or may have to pick an answer which is closely linked to how they really feel. It does not capture the actual perceptions of employees. Also, the study employed a cross-sectional design, which does not allow for the assessment of causal relationships

between PMS and job satisfaction. Longitudinal or experimental designs would provide stronger evidence for causality. Finally, the study only focuses on bank employees in Pakistan, and the findings may not be generalizable to other industries or countries with different cultural, economic, or social contexts which therefore entails that other research in other settings is imperative and hence the need for the current research.

Another study was done by Lloyd, 2022 on the purpose of this study was to establish whether a performance management system has an influence on employee job satisfaction (JS), focusing on a telecommunications company in South Africa.

The objectives of this study were to: determine these employee perceptions of a performance management system, determine their levels of JS, determine whether there was a relationship between perceptions of the performance management system and levels of JS, determine whether there were specific factors linked to the performance management system that had a greater or lesser influence on levels of JS.

The study adopted a quantitative approach and a descriptive and correlational research design. This was deemed appropriate in a study that sought to collect data describing the perceptions of employees of performance management, performance management systems and levels of JS in order to generalize the findings to a broader population. Data were collected using the survey method in the form of a questionnaire administered to the respondents.

The target population comprised approximately 500 employees employed in the business network unit of a South African telecommunications company. These employees held the position of line manager, specialist or 'other'. An initial sample of 300 respondents was planned, with a sample size of 150 regarded as adequate for the study. A nonprobability convenience sampling method was adopted. A final sample of 236 respondents was obtained, thus indicating a response rate of 79%.

However, the study was focused on a particular telecommunications company in South Africa and does not represent the broad spectrum of telecommunications companies in South Africa. This means that the generalizations and inferences that can be drawn from the study are limited and can be viewed as encouraging further intra-industry studies.

A further research gap arises insofar as the study was conducted using quantitative research methods; the questionnaire was thus structured and did not allow much room for free form comments. Further studies of a qualitative nature, including focus groups and other forms of interviews, could give a better idea of the industry-specific constraints of this fast-paced industry.

Furthermore, a study done by Alemayehu Gadissa, 2021 aimed to examine the effect of performance management system on employees' job satisfaction (JS): the case of Ethiopian airlines group maintenance, repair & overhaul strategic business unit. Specifically, this research had objectives of presenting and clarifying various views revolving around PMS and JS, presenting the type of PMS and assessing its practice, empirically testing the relationship between PMS and JS and finally, finding out the effect of PMS on the level of JS and come up with some possible recommendations that help for better implementation of PMS so as to enhance employees' JS (Alemayehu, 2021).

The study used explanatory also known as causal research method to understand the causal relationship between PMS and JS. To analyze the relationship, the researcher adopted both quantitative & qualitative research methods. Among 350 sample employees, 298 which is 85.14% employees returned properly answered self-administered questionnaire distributed using the stratified random sampling techniques.

The correlation analysis result indicated that the three stages of PMS have statistically significant positive relationship with employees' job satisfaction. The regression analysis result of adjusted R² which is the degree of association between stages of PMS and JS revealed that 60.3% of variation in JS is explained by the change in PMS. The study also found that employees were not satisfied with the performance monitoring, feedback, performance-based benefit distributions, practical application of PMS & its appeal process. In these areas, the researcher forwarded recommendations to the airline to take remedial actions focusing on the important stages of PMS so as to increase employees' JS which ultimately make them asset for the company (Alemayehu, 2021). Unfortunately, this research only focused on a particular unit of Ethiopian airline, it would have been a more informed study had all the units been put into consideration.

2.3 Research Gaps

Basically, the research gaps identified in the above studies are that of methodology mainly using closed ended questions only in some and others were not all inclusive in their samples eg human resource officials, managers and the rest of the employees from various departments. Aside from that there is very little, or no research conducted on Zambia's private sector on this subject matter. Even if similar studies have been conducted in other countries, the business environment and culture are different and hence the need to understand perception of employees of performance management systems from the point of view of employees working in the Zambian business environment in the private sector. Most research on performance management systems in Zambia have been skewed towards public sector.

2.4 Theoretical Framework

This research was grounded on “stakeholder theory”. The modern concept of stakeholder theory was primarily developed by R. Edward Freeman in 1984. Stakeholder theory, is a management and ethical theory that suggests organizations should consider the interests and needs of all their stakeholders, not just shareholders, when making decisions and setting strategic priorities. This theory posits that an organization's responsibilities extend beyond solely maximizing shareholder value and should also encompass the well-being and concerns of various groups affected by the organization's actions. Stakeholders can include employees, customers, suppliers, the local community, government entities, and more (Philips, 2002).

The theory incorporates the perspectives of employees who are directly impacted by organization decisions and goal setting. Therefore, understanding the perceptions of employees regarding performance management systems can be critical for organizational success. When employees believe their opinions and concerns are taken into account, they are more likely to be engaged and committed to the organization's objectives. Stakeholder theory underscores the importance of this engagement by recognizing employees as key stakeholders whose well-being and perspectives matter.

2.5 Conceptual Framework:

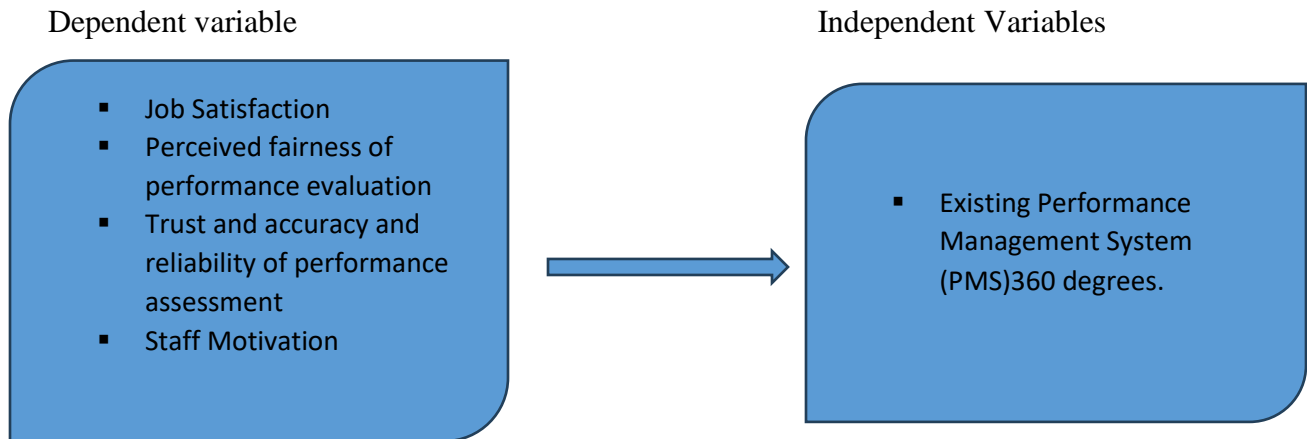
According to Svinicki (2004) conceptual framework is an organized set of concepts or hypotheses that describe how a certain phenomenon and its constituent parts work or interact. It clarifies how the variables under investigation are related to one another, including the widely accepted relationship between dependent and independent variables (Svinicki, 2004).

This conceptual framework lays the foundation for understanding the causal or correlational patterns of relationships between events, theories, observations, concepts, knowledge, interpretations, and other experience-related elements. Every person has an idea of how the world works, which allows them to predict how different events relate to one another and what will happen when these aspects come together (Cocking, 1999).

The identified independent variable was the existing Performance Management System(PMS) at FNB 360 degrees which the researcher may manipulate whereas the dependent variables being that which were being measured or observed and may be expected to change in response to

variations in the independent variable are satisfaction with the performance management process, perceived fairness of performance evaluations, trust in the accuracy and reliability of performance assessments and impact on motivation.

Conceptual framework table:



Source: Adapted for use from the African Development Bank (ADB) 2024

Figure 1: Conceptual framework table

The variables in this study were investigated to understand the perceptions of employees regarding performance management systems in the private sector. These variables were essential because they provided insight into how employees perceive and interact with the performance management systems implemented by First National Bank Zambia (FNBZ). By examining these perceptions, researchers may identify areas of strength and areas for improvement in performance management practices, ultimately aiming to enhance employee satisfaction, productivity, and organizational effectiveness.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter elaborates the research design, target population, sample size and sampling techniques which were used in the study. In addition, it explains the instruments of data collection, data analysis, validity, reliability as well as ethical considerations made for the study.

3.2 Research Design

This research was a descriptive type of research considering that it focused on getting an indepth understanding of the perceptions of employees on performance management systems. The descriptive research design was used to provide an accurate and comprehensive depiction of the employees' perceptions of the PMS.

Considering that very few studies on this topic have been conducted in Zambia, the selected research design facilitated comprehensive understanding of the research topic. In addition, the descriptive research was cardinal in gathering and summarizing information through interviews, or questionnaires when examining people's attitudes, opinions, or beliefs on a particular topic. With the foregoing, the descriptive research design was appropriate to use for this research study.

The research utilised mixed method of data collection to collect both qualitative and quantitative data. The mixed method was used to capture the breadth of quantitative data while also into the rich details of qualitative data therefore offering complementary strengths of the two methods. This comprehensive understanding emanated from the use of a mixed method will lead to a more robust and holistic interpretation of the research findings. Furthermore, it enhanced the validity and reliability of the study findings.

3.2.1 Research Philosophy

The research involved a collection of both qualitative and quantitative data and therefore the pragmatism paradigm was employed for this research. The pragmatism paradigm accepts that multiple realities exist. Pragmatism as a research paradigm is a methodology that combines qualitative and quantitative approaches to address complex social problems (Kumar, 2023).

3.3 Study Area

The study was conducted in 7 First National Bank Branches and Head office located in Lusaka district

3.4 Study Population

The study population comprised the FNB employees from all hierarchical structures in Lusaka to get a balanced perception of the subject.

3.5 Study Sample

From a total population of 300 employees in FNB branches, 169 respondents were selected. This included employees from management and the general staff. The sampling size was found through a formula by Cochran for known size of the population as noted by Creswell and Creswell (2017). The formula is as follows;

$$n = \frac{z^2 pq}{e^2}$$

Where;

z = 95% confidence level which is 1.96 using z score

p = estimated part of the population which has common attributes

q = 1-p

e = margin of error which is 5% or 0.05

$$\text{Thus } n = \frac{z^2 pq}{e^2}$$

$$n = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2}$$

$$n = 384.$$

Thus since the population is known, where N is the target population

$$n = \frac{n}{1 + \frac{n-1}{N}}$$

$$n = \frac{384}{1 + \frac{384-1}{300}} \quad n = \frac{384}{2.277} \quad n = 169$$

3.6 Sampling Technique

A purposive sampling technique was employed to select participants who have had experience with the performance management systems at First National Bank Zambia. For this research study, a sample of 169 participants was drawn from all the FNB branches in Lusaka and the Head Office.

However, during the course of the study, it became evident that data saturation occurred after interfacing with 130 respondents. This discrepancy between the targeted and actual sample size was carefully considered and is in line with the recommendations of Guest, Bunce, & Johnson (2006). The decision to cap the interviews at 130 respondents was made to avoid duplication of effort and prevent wastage of time, as subsequent respondents began providing similar responses to those given earlier. This saturation point ensured that the data collected reached a point of informational redundancy, reinforcing the validity and reliability of the study's findings.

3.7 Data collection instruments

A semi structured administered questionnaire as well as an interview guide were used to collect data from the participants for both qualitative and quantitative data.

3.8 Data Collection Procedure and Timeline

A semi structured questionnaires was used on 130 respondents as well as an interview guide on 4 managers from the First National Bank branches and other bank units in Lusaka out of the total population of 300. The semi structured questionnaire was used to collect both qualitative and quantitative data and the interview guide was used to collect qualitative data .The data was collected over a period of two weeks.

This research being purposive sampling, the researcher considered sampling target population from sampling frame listed below under marketing, human resource, finance, operations, treasury, as well as branches:

Sampling Frame

Department	Population	Sample
1.) Operations	50	25
2.) Marketing	21	10
3.) Human Resource	15	8
4.) Finance	20	10
5.) IT	25	12
6.) Treasury	19	12
7.) Branches	150	92
Total	300	169

Table 1: Sampling Frame

According to Creswell and Creswell (2017) for populations under 1000, a minimum ratio of 30%. Therefore, a sample size of 30% or more used in this departmental selection ensures adequate representation while minimising the risk of oversampling and maintain cost effectiveness.

3.9 Data Analysis Instruments and Methods

Thematic analysis was used to analyse the qualitative data. The responses were categorised according to the emerging themes from the data. Codes were provided to pertinent text segments that indicate the concepts, ideas that were evaluated. These codes were uniform throughout the data and interpretive. The codes were sorted into overarching themes that corresponded to data patterns. The topics were developed in a way that makes sense and was pertinent to the research issue. To make sure they appropriately represented the data, the generated themes and codes were examined. The underlying significance of the data were reflected in the definition and naming of each theme. Each topic was identified and defined before being mapped back to the source data to

verify that it was backed up by relevant information. Following this, the themes were examined and interpreted in light of the research topic in order to derive conclusions and implications.

Further, the qualitative data was analysed using descriptive and inferential statistics) and Excel. Graphs, Tables and Pie Charts were developed to graphically portray the results.

3.10 Study Limitations

Considering the procedures and bureaucracy that is involved in the banks, the employees were not very free to share information hence the need to emphasize on anonymity. Compounding to this, it was difficult to collect information from the bank considering how busy the targeted people are. The other limitation of this study lied in it's scope as the population considered for this study was quite small and may not sufficiently represent the view of other workers from other sectors of the economy. Therefore, future research work can make an effort by taking a larger population into account for effective generalizability.

CHAPTER FOUR: DATA FINDINGS AND PRESENTATION

4.1 INTRODUCTION

This chapter presents data findings and presentation based on the objectives of the research. Data presented in this chapter was obtained using interviews and questionnaires and presented in accordance with generated themes, charts, tables and diagrams. For qualitative data, the researcher ensured that the actual words said by the respondents (verbatim) were retained while other words have been paraphrased while the results have also been presented in figures for quantitative data

4.2 Demographic characteristics of the respondents

Table 2 below shows the demographic characteristics of the populations involved in the study. There were 64 male responds and 66 were female. In terms of age it was found that 32 respondents were from age 18 to 24 years, 38 from 25 to 35 years, 28 from 36 to 44 years, 15 from 45 to 54 years and only 5 were above 65 years of age. In addition, 20 have high school certificates, 40 diplomas and 70 have degrees. For marital status, 64 who are in the majority are single, 58 are married and 8 are divorced. On the period of time they have been in the institution, 13 have been in the institution for less than a year but more than 6 months, 64 who are in the majority have been with the institution between one year and two years, 18 three to five years and 35 six to ten years as shown in the table below.

Table 2: Demographic characteristics of respondents

Factor	Measure	Frequency
Gender	Male	64
	Female	66
	Total	130
Age	18-24	32
	25-35	38
	36-44	28
	45-54	15
	55-64	12
	65 and above	5

	Total	130
Education	High school certificate	20
	Diploma	40
	Degree	70
	Total	130
Marital status	Single	64
	Married	58
	Divorced	8
	Total	130
Years at the Organisation	Less than 1 year	13
	1-2 years	64
	3-5 years	18
	6-10 years	35
	Total	130

Objective 1: Finding out the perception of employees towards the effectiveness of PMS in improving employee performance

On this objective, the aim was to find out the effectiveness of performance management systems on employees. Thus, the respondents were asked to rate how they feel about how performance management is conducted in terms of fairness, clarity set goals as well as timely and constructive feedback. The findings in figure 2 below show that 32.5 percent of the respondents indicated that the goals and expectations of the performance management was not clear, hence they disagree. In addition, 25.4 percent of the respondent indicated that they strongly disagree with the view that the performance expectations and goals were clear. However, 24.3 percent were of the different view. They agreed that performance goals and expectations were clear. Also, 17.8 percent of the respondents strongly agree that performance goals were clear.

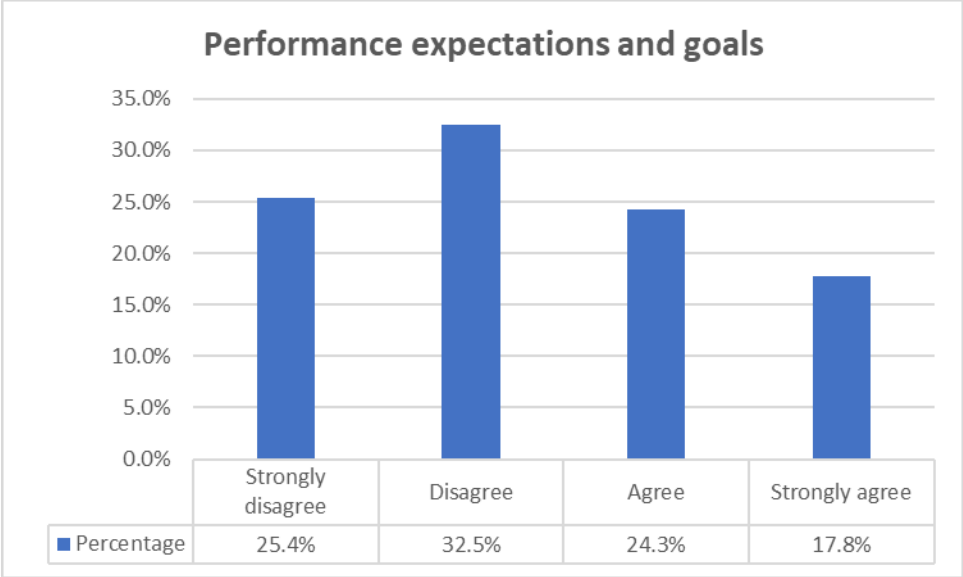


Figure 2: Performance expectations and goals

Furthermore, the respondents were asked to elaborate on how they perceived fairness of performance management system in place. The findings in figure 3 below show that there was unfairness in terms of how performance management was being conducted. This was represented with 29.6 percent of the respondents who indicated that they disagree that there was fairness in PMS. 26.6 percent of the respondents also indicated that they strongly disagree. Whereas 25.4 percent of the respondents were of the view that there was fairness. Hence, they strongly agree. 18.3 percent also agreed that there was fairness.

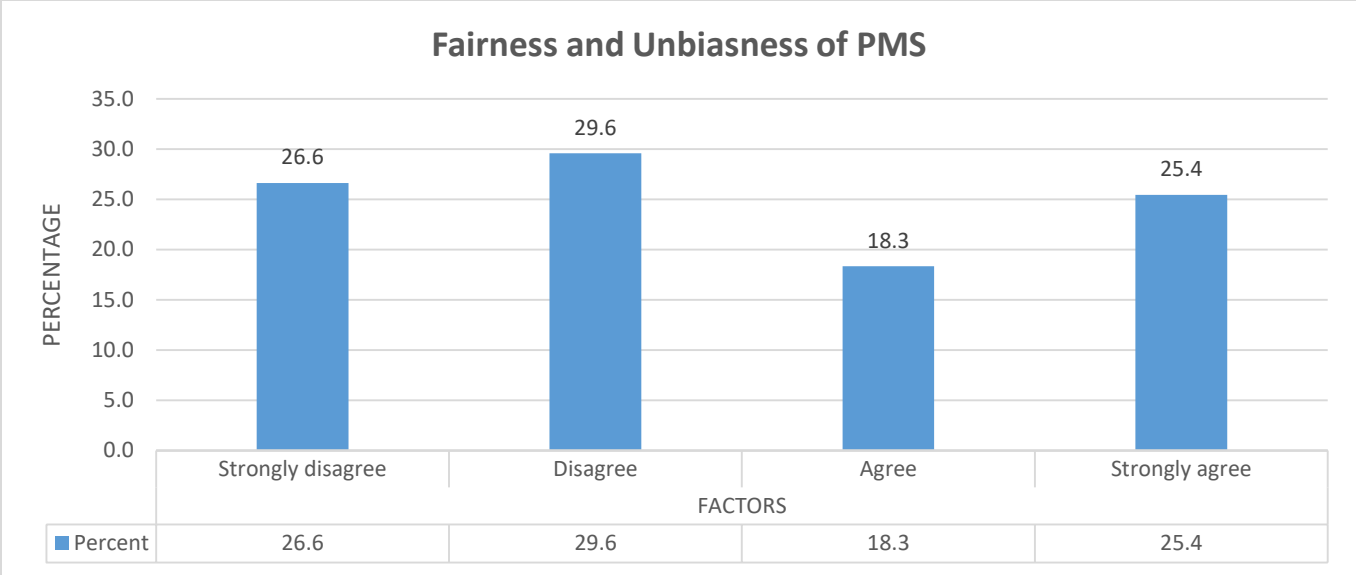


Figure 3: Fairness

Additionally, 30 percent of the respondents indicated that they disagreed that PMS offers timely and constructive feedback while 27 percent indicated they strongly disagree with the statement that the PMS at FNBZ provides timely and constructive feedback. On the other hand, 25 percent and 18 percent of the respondents were of the view that they strongly agree and agree respectively that PMS in place provided timely and constructive feedback. The below pie chart shows the findings.

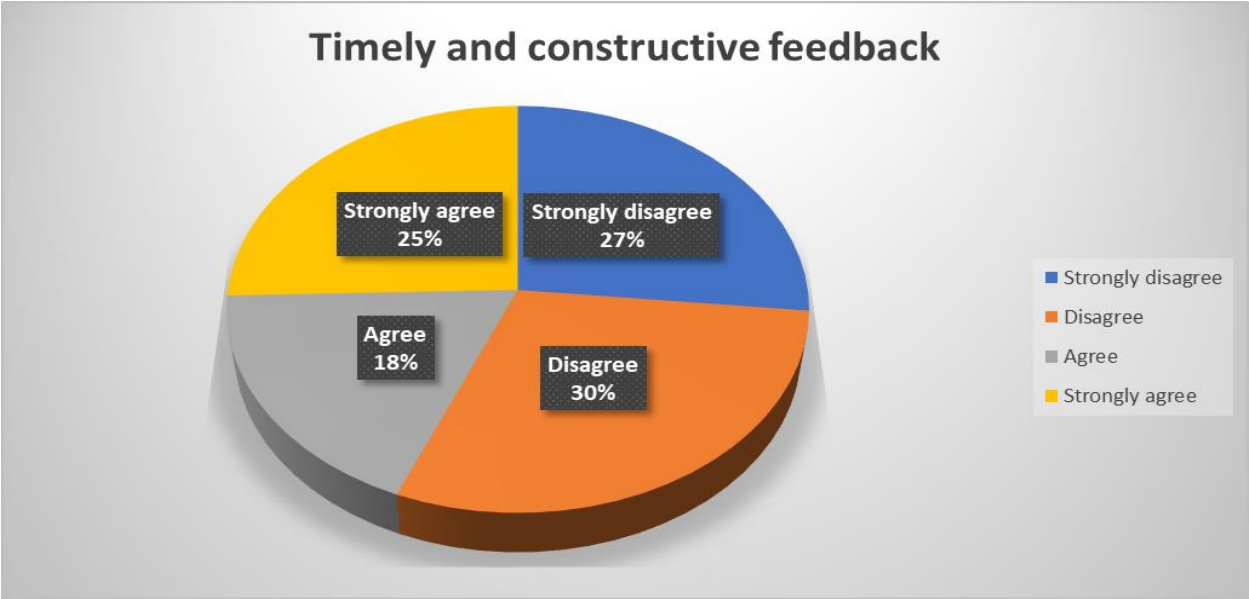


FIGURE 4: TIMELY AND CONSTRUCTIVE FEEDBACK

Objective 2: To determine the impact of Performance Management Systems on Job Satisfaction

Under this objective, the aim was to understand what impact PMS has on job satisfaction. In this regard, respondents were firstly asked to indicate their levels of job satisfaction. In figure 5 below, 36.1 percent of the respondents indicated that they were very dissatisfied and 39.1 percent indicated they were dissatisfied. Whereas, 20.1 percent of the respondents were very satisfied, and 4.7 percent were satisfied with their jobs.

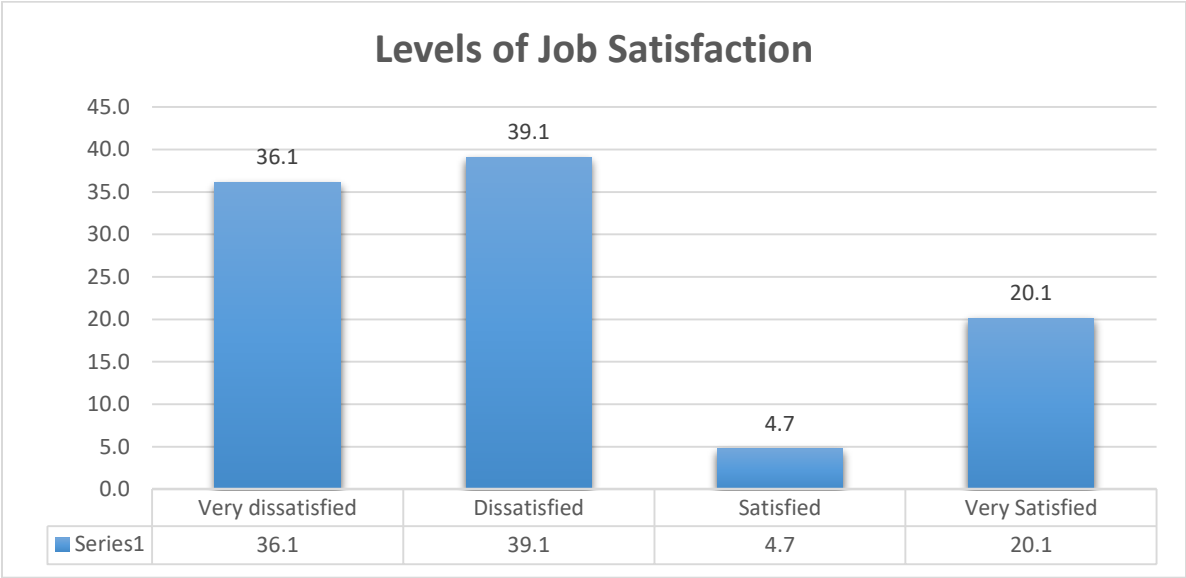


Figure 5: Levels of Job Satisfaction

The table below, table 5, also illustrates the findings on how effective the PMS are to satisfy employees. The findings have shown that 32.5 percent of the respondents agreed that they are effective. However, 28.4 percent said they are ineffective.

Table 3: Effectiveness of the Performance Management System

Responses	Frequency	Percent
Very effective	15	11.5
Effective	45	34.6
Less effective	34	26.2
Defective	36	27.7
Total	130	100

Objective 3: To identify the key factors that influence Employees' Perceptions of Performance Management Systems

The study sought to establish factors that influence employees’ perceptions of performance management systems. Respondents were asked to indicate how often their managers communicate the expectations and goals; and if their communication has an impact. It was established that managers or supervisors’ communication was highly influential on the tasks that subordinates were to take. This was denoted by 33.7 percent of the respondents according to figure 6. In addition, 24.3 percent of the respondents were of the view that communication of goals and performance expectation was moderately influential. However, 23.1 of the respondents indicated that the communication was influential. Whereas 18.9 percent of the respondents indicated that the communication was not influential.

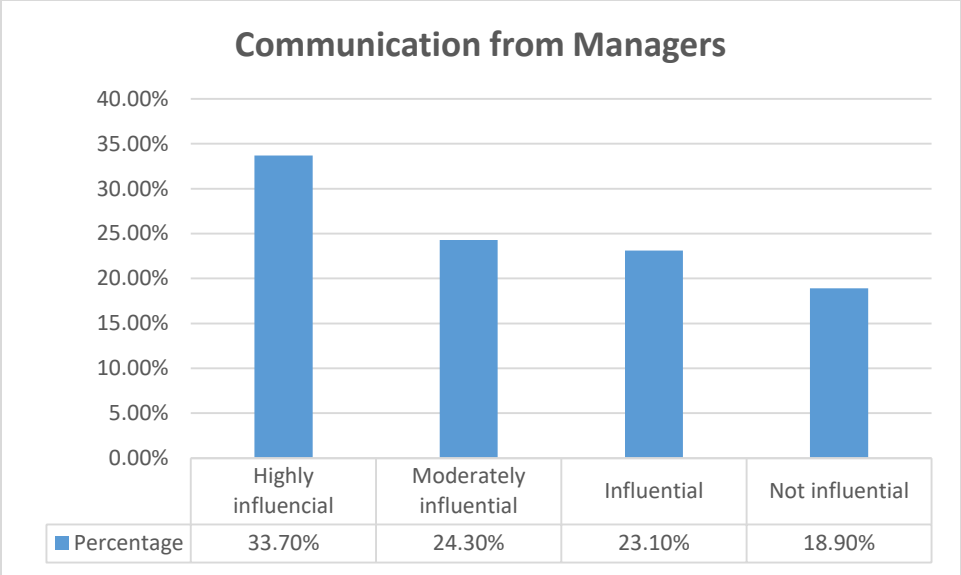


Figure 6: Communication from Managers

Furthermore, respondents were asked to indicate whether the training and development opportunities have any impact on the employee perception of performance management systems. The findings show that 40.5 percent of the respondents indicated that the training and development opportunities highly influences the employee’s performance at work according to figure 7. Whereas 25.4 were of the view that training and development was not influential on the performance and development opportunities offered by FNBZ.

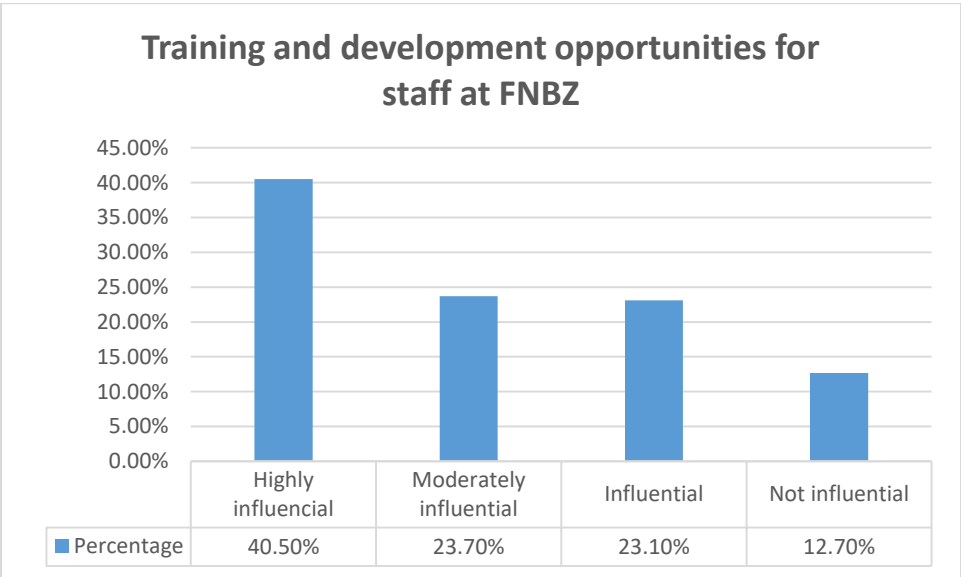


Figure 7: Training and development opportunities

Few other factor that the research tried to establish is whether the rewards and recognition awards overall impacted their performance management system perceptions. The findings on table 4 show that it highly influenced the employees to meet their goals and expectations. This is represented by 43.1 percent of the respondents. The research findings also show that 29.2 percent of the respondents were moderately influenced by the rewards and recognition. Whereas, 18.5 percent were influenced and 9.2 percent indicated that recognition and rewards were not influential. This is shown on the below table 4.

Table 4: Rewards and recognition

Levels of influence	Frequency	Percentage
Highly influential	38	43.1
Moderately influential	56	29.2
Influential	24	18.5
Not influential	12	9.2
Total	130	100
Levels of influence	Frequency	Percentage

The respondents were further asked to state on the importance of peer feedback and collaboration in performance management. The respondents were asked to state whether the peer feedback and collaboration were influential to their perception of performance management. The findings in table 5 show that 46.2 percent were of the view that it was slightly influential. 26.9 percent stated that the feedback was not at all influential. However, 22.3 percent stated that peer feedback was moderately influential and 3.1 percent stated that it was extremely influential. This is shown on table 9 below.

Table 5: Peer feedback and collaboration

	FREQUENCY	PERCENT
NOT AT ALL INFLUENTIAL	35	26.9
SLIGHTLY INFLUENTIAL	60	46.2
MODERATELY INFLUENTIAL	29	22.3
VERY INFLUENTIAL	2	1.5
EXTREMELY INFLUENTIAL	4	3.1
TOTAL	130	100

QUALITATIVE FINDINGS IN QUESTIONNAIRE

Furthermore, the respondents were asked to state other factors that affect performance management system. The findings showed that clarity of goals and expectations was the major issues with a representation of 20% of the responses. Other factors were: feedback and communication with 17% and consistency and timeliness with 12% responses. In addition, organization culture, training and development opportunities, managerial competence and fairness and equity in the appraisal process were identified.



Figure 8: Other factors that influence performance management system

Furthermore, the respondents were asked to state other ways that can be considered in order to improve PMS at their organization. Amongst the factors to consider to improve PMS, fair and transparent evaluation criteria represented 41% while training and development opportunities represented 7% response. Regular feedback, employee involvement and flexibility and adaptability among others were also indicated as below in figure 9.

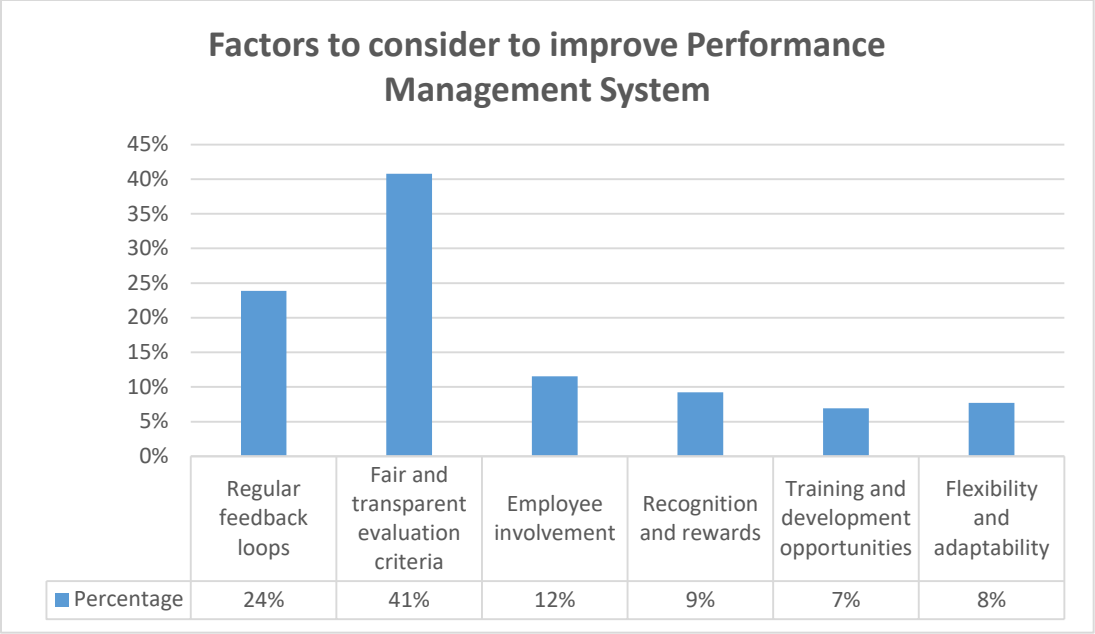


Figure 9: Factors to consider if to improve the PMS

QUALITATIVE PHASE- FINDINGS FROM KEY INFORMANT INTERVIEWS

The interviews were key informant interview conducted at Head Office with three heads of departments and one Human Resources Officer to get an in-depth understanding of perceptions of PMS.

Manager 1:

Assessment of PMS Effectiveness:

On the effectiveness of PMS, it was noted by manager 1 that lack of clarity in goal setting impacted the PMS. Thus, it leads to inconsistencies

"In our department, we've noticed a significant lack of clarity in goal setting within the current PMS. Employees often struggle to understand what exactly is expected of them, which hampers their performance. Additionally, the feedback mechanisms seem inadequate. Employees crave more frequent and constructive feedback to improve. These issues lead to inconsistency in performance evaluations, making it challenging to gauge progress accurately."

Factors Influencing Employee Perception:

On Factors that influence employee perception, Manager 1 was of the view that communication was critical especially on the expectations. It was also noted that openness and trust were pillars in perceiving PMS positively.

"I believe clear communication of expectations is vital. When employees understand their goals clearly, they're more motivated to achieve them. Also, a culture of openness and trust within the organization plays a significant role. When employees feel their feedback is valued, they're more likely to perceive the PMS positively."

Impact on Job Satisfaction:

Manager 1 viewed that recognition and opportunities for growth were critical for job satisfaction.

"A well-functioning PMS definitely impacts job satisfaction. When employees receive fair recognition and opportunities for growth, it boosts morale and overall satisfaction. I've seen firsthand how improvements in our PMS have led to increased engagement and job satisfaction among team members."

Manager 2:

Assessment of PMS Effectiveness:

As noted by Manager 1, Manager 2 also denotes that different departments had different process of evaluations. These inconsistencies impact the effectiveness of PMS

"One of the major challenges we've observed is the inconsistency in performance evaluations across different departments. What might be considered excellent performance in one area could be overlooked in another. This disparity creates frustration and diminishes the perceived fairness of the system."

Factors Influencing Employee Perception:

On the other hand, Manager 2 viewed that leadership was the pillar in perception as it provided timely feedback.

"Leadership support is crucial. When employees see, that senior management is committed to the PMS and its objectives, they're more likely to buy into it. Additionally, regular feedback loops are

essential. Employees need consistent feedback to know where they stand and how they can improve."

Impact on Job Satisfaction:

On Job satisfaction, Manager 2, urges that Fair and transparent evaluation process has an impact on job satisfaction.

"I've seen how a fair and transparent evaluation process directly impacts job satisfaction. When employees feel their efforts are recognized and rewarded fairly, it significantly boosts morale. Conversely, when there are shortcomings in the system, it leads to dissatisfaction and decreased motivation."

Manager 3:

Assessment of PMS Effectiveness:

Manager 3 echoed that PMS effectiveness depends on clarity in goal setting as well as feedback

"One of the challenges we face is the lack of clarity in goal setting. Sometimes, objectives aren't communicated clearly, leading to confusion among team members. Additionally, the feedback mechanisms in place aren't always effective. Employees need more timely and actionable feedback to improve their performance."

Factors Influencing Employee Perception:

Manager 3 also urged that openness and trust are crucial in performance management

"A culture of openness and trust is essential. When employees feel comfortable providing feedback and expressing concerns about the PMS, it fosters a more positive perception. Also, leadership plays a significant role. When leaders demonstrate a commitment to the system's objectives, it inspires confidence among employees."

Impact on Job Satisfaction:

Manager 3, stated that improvements in PMS has direct impact on job satisfaction.

"I've noticed that improvements in our PMS directly correlate with increased job satisfaction. When employees feel their efforts are recognized and valued, they're more engaged and motivated."

On the other hand, when there are deficiencies in the system, it leads to frustration and decreased morale."

Manager 4:

Assessment of PMS Effectiveness:

Furthermore, manager 4 viewed that PMS effectiveness is challenged due to its inconsistency as it creates a sense of unfairness among employees.

"The inconsistency in performance evaluations is a significant challenge. It creates a sense of unfairness among employees when they perceive that standards vary across different departments. Additionally, the feedback mechanisms need improvement. Employees often express a desire for more frequent and constructive feedback to help them grow."

Factors Influencing Employee Perception:

On factors influencing employee perception, Manager 4 stated that communication is important. If employees understand the expectations, they get excited and motivated.

"Clear communication of expectations is critical. When employees understand what's expected of them, they're better able to align their efforts with organizational goals. Also, leadership support is essential. When leaders actively champion the PMS and its objectives, it enhances employee buy-in."

Impact on Job Satisfaction:

Manager 4 noted that a well-functioning PMS has ability to boost job satisfaction.

"I've seen how a well-functioning PMS can boost job satisfaction. When employees feel their efforts are recognized and rewarded fairly, it increases their motivation to work"

Summary of Emergent Themes

Table 6: Summary of emerging themes from the qualitative data

Theme	Subtheme	Codes
Assessment of PMS Effectiveness	Observation of Challenges	
	Lack of Clarity in Goal Setting	AC1: Lack of clarity
	Inadequate Feedback Mechanisms	AC2: Inadequate feedback
	Inconsistency in Performance Evaluations	AC3: Inconsistency
	Differences in Perception Among Employee Groups	
	Concerns About Fairness and Transparency in Performance Evaluations	AD1: Fairness concerns
	Managerial Focus on Alignment with Organizational Objectives	AD2: Organizational alignment
Factors Influencing Employee Perception	Factors Shaping Perception at FNB Zambia	
	Clear Communication of Expectations	BC1: Clear communication
	Opportunities for Growth and Development	BC2: Growth opportunities
	Fairness in Rewards	BC3: Fair rewards

Theme	Subtheme	Codes
	Organizational, Cultural, and Leadership Factors	
	Culture of Openness and Trust	BD1: Open culture
	Leadership Support and Commitment to System Objectives	BD2: Leadership commitment
	Impact of Communication and Feedback	
	Importance of Transparent Communication	BE1: Transparent communication
	Regular Feedback Loops	BE2: Regular feedback
Impact on Job Satisfaction	Effect on Job Satisfaction	
	Correlation Between PMS Effectiveness and Employee Job Satisfaction	CC1: PMS effectiveness
	Elements Linked to Job Satisfaction	
	Recognition and Rewards Tied to Performance	CC2: Recognition & rewards
	Opportunities for Skill Development	CC3: Skill development
	Fair and Transparent Evaluation Process	CC4: Transparent evaluation
	Observations on Changes in Job Satisfaction	

Theme	Subtheme	Codes
	Positive Impact of PMS Improvements on Job Satisfaction	CD1: Positive impact
	Negative Impact of PMS Shortcomings on Job Satisfaction	CD2: Negative impact

CHAPTER FIVE: DISCUSSION OF THE FINDINGS

5.1 INTRODUCTION

Based on the provided data and analysis, several key findings emerge regarding the demographic characteristics of the respondents, the perception of employees towards the effectiveness of the Performance Management System (PMS) at FNB Zambia, the impact of the PMS on job satisfaction, and the factors influencing employees' perceptions of the PMS. Therefore, this section will discuss and interpret the findings of the study.

5.2 Demographic Characteristics

As shown in table 2 of this study, the population involved in the study is fairly balanced in terms of gender, with 64 male and 66 female respondents and age distribution indicates a range from 18 to above 65, with the highest frequency in the 25 to 35 age group. In terms of educational levels; education levels vary, with significant representation with Diploma representing 40 and those with University Degrees who are 70. However, marital status is diversified, with a majority being single or married and years at the organization show a mix of tenure lengths, with a significant portion having worked for 1-2 years who are 64 in number.

It was important to get the demographic data as it shows that respondents are above 18 years of age, have a grade 12 certificate and above and they have worked in the organization for at least a year. These findings give credence to the research as the respondents are able to understand the questions and respond appropriately. This research also curbed gender biases in responses by ensuring that there was almost equal sample of men and women, this helped to get balanced views.

5.3 Perception of PMS Effectiveness

The first research question read: How do employees perceive the effectiveness of PMS at FNB Zambia in improving performance. The essence of this question was to establish whether PMS is viewed to do what it is intended to do in an organisation which is ensure fairness, clarity of goals, constant and timely feedback, bring about effective learning and development among other things as discussed below:

The findings in this study have shown a substantial portion of respondents which is 57.9% as indicated in figure 2 that felt that the performance expectations and goals set by the organization were unclear, indicating a potential communication issue. The first step toward effective performance management is to define the organizational goals of the employees and what is expected from them. Employees cannot meet the organization's performance expectations or company goals if they are not clearly outlined on their target. But if only 43% of the respondents understand these goals, then the PMS is not effective in this regard. Poor goal definition leads to poor performance from employees since they don't know what is expected from them (Keith, 2017).

In terms of fairness, the findings of this research have shown that fairness in PMS implementation was questioned by 56.2% as indicated in figure 3, a notable percentage of respondents, suggesting the presence of perceived bias or inconsistency. These findings are similar to what Sachane (2018) discovered. Sachane discovered that employees perceived PM as ineffective and unfair. Also, Yakubu and Atiya, (2019) found that employees had a negative perception about performance management practices of the Polytechnic. This negative perception was grounded on the perceived non-involvement of employees in the performance management processes of the Polytechnic. The participants perceived that they were not given the needed attention and support to enable them to achieve the goals of the performance management system of the Polytechnic.

In addition, this study has also established that timely and constructive feedback provision was seen as lacking by 57% of the respondents in figure 4, a significant portion of employees, potentially impacting their development and performance. This reflects what was stated in the key informant interviews by the first manager who stated that *"Additionally, the feedback mechanisms need improvement. Employees often express a desire for more frequent and constructive feedback to help them grow."* Furthermore, in a study done by Mwila (2020), it was established that, employees made it clear that line managers did not always carry out the face-to-face appraisals or reviews and feedback was not given after such sessions. Therefore, the revelation in this study is not far from what Mwila discovered.

When asked to rate how they perceived the effectiveness of performance management systems, majority, which is 55%, of the respondents felt that performance management systems are not

effective. Participants also stated that fairness, timely feedback and clear goals were important aspects to making PMS effective.

Furthermore, Manager one stated that *"The inconsistency in performance evaluations is a significant challenge. It creates a sense of unfairness among employees when they perceive that standards vary across different departments. Additionally, the feedback mechanisms need improvement. Employees often express a desire for more frequent and constructive feedback to help them grow."*

From the above findings, it can be concluded that PMS is not perceived as effective by employees as well as the managers. Therefore there is need for FNBZ to ensure fairness, uniformity, timely and constructive feedback as well as clear goals for effective PMS.

5.4 Impact of PMS on Job Satisfaction

The second research question was: What is the impact of performance management systems on Job Satisfaction at FNB Zambia? Ultimately, PMS is intended to improve productivity performance as well as job satisfaction hence the importance of answering this research question.

According to the research findings on figure 5, Job satisfaction levels among respondents were relatively low, with a significant proportion expressing dissatisfaction, overall 75% expressed high levels of job dissatisfaction. Also, effectiveness of the PMS on JS was perceived to be mixed, with some respondents indicating satisfaction while majority deemed it ineffective. The major themes that can be noted from the findings of various aspects of the PMS which can improve JS were goal setting, feedback mechanisms, recognition and rewards, development opportunities, and organizational culture, can influence employee job satisfaction. Clear specific goals provide employees with a sense of direction and purpose, contributing to their overall satisfaction with their work. Regular feedback and coaching sessions foster communication and development, leading to increased job satisfaction.

Recognition and rewards for exemplary performance reinforce desired behaviors and enhance employee morale and job satisfaction. Furthermore, opportunities for growth and development within the PMS demonstrate organizational commitment to employee well-being and professional advancement, positively impacting job satisfaction.

Additionally, the alignment of the PMS with organizational values and culture plays a crucial role in shaping employee perceptions and satisfaction. A fair and transparent PMS fosters trust and engagement among employees, leading to higher levels of job satisfaction.

These findings are in line with those of Ahmad and Ishaq (2020), who established that PMS was positively related to employee job satisfaction. These findings are also mirrored by manager 1 in the interview who expressed the following *"A well-functioning PMS definitely impacts job satisfaction. When employees receive fair recognition and opportunities for growth, it boosts morale and overall satisfaction. I've seen firsthand how improvements in our PMS have led to increased engagement and job satisfaction among team members."*

5.5 Factors Influencing Perception of PMS

The third research question read: What key factors influence employee perception of PMS at FNB Zambia? As highlighted in the literature above, there are several other factors that have been found to influence how employees view PMS, the essence of this question was to find out which major factors specifically related to FNBZ influence employee's perception so that these can be given priority in enhancing the effectiveness of their performance management systems.

In this study it was found that communication from managers regarding goals and expectations was seen as highly influential representing 33.7%, and moderately influential representing 24.3% as indicated in figure 6, indicating the need for improvement in clarity of communication if PMS is to be effective.

With reference to figure 7 of the findings 40.50% of the respondents indicated that training and development opportunities was highly influential in improving performance. Employees become more proficient in executing their duties when they are well trained.

In addition, rewards and recognition, as well as peer feedback and collaboration, were seen as highly influential and moderately influential factors respectively by a significant portion of respondents, suggesting their importance in boosting performance and job satisfaction.

Other factors highlighted by the respondents include organizational culture, organizational change management, resource allocation, leadership, employee involvement and different individual values. One of the managers also highlighted the following *"Leadership support is crucial. When*

employees see, that senior management is committed to the PMS and its objectives, they're more likely to buy into it. Additionally, regular feedback loops are essential. Employees need consistent feedback to know where they stand and how they can improve."

In a study by Ahmad and Ishaq (2020), it was established that PMS was positively related to employee job satisfaction, and this relationship was influenced by several factors, including performance feedback, goal clarity, and training and development opportunities

Therefore, this study has established that timely and consistent feedback, rewards and recognition, training and development opportunities, leadership styles, organizational change management, employee involvement, individual values and organizational culture are critical factors to consider in improving performance management at FNBZ.

Findings in Relation to the Interview Guide

i. Specific Aspects Contributing to Improving Employee Performance:

The study findings highlighted that several aspects of the performance management system (PMS) at FNB contribute to enhancing employee performance. For instance, clear goal setting and alignment with organizational objectives helped to provide employees with a clear understanding of expectations, motivating them to strive for success. Additionally, regular feedback and coaching sessions helped employees identify areas for improvement and development, leading to continuous growth and increased performance levels.

ii. Observed Challenges or Shortcomings in the Current PMS:

Findings highlighted that there have been observed challenges and shortcomings in the current performance management system that affect employee perception of its effectiveness. One significant challenge is the poor levels of clarity and transparency in goal setting and performance expectations, leading to confusion and frustration among employees. In addition, inconsistent feedback mechanisms and biased evaluation criteria undermined the perceived fairness and effectiveness of the system.

iii. Differences in Perception Among Employee Groups or Departments

Findings indicate that there are differences in how different employee groups or departments perceive the effectiveness of the performance management system. For example, frontline staff

perceived the system differently from management due to varying levels of involvement, communication, and feedback received. Additionally, departments with different performance metrics or evaluation criteria may have contrasting views on the fairness and relevance of the system.

iv. Factors Shaping Employees' View of the PMS:

As highlighted earlier, several factors shape the way employees view the performance management system at FNB Zambia. Clear communication of goals and expectations, fair and transparent evaluation processes, consistent feedback mechanisms, and opportunities for growth and development are key factors influencing employee perception. Moreover, organizational culture, leadership styles, and the alignment of the PMS with company values play significant roles in shaping employee attitudes towards the system.

v. Organizational, Cultural, or Leadership Factors Influencing Perception:

Organizational factors such as communication channels, decision-making processes, and reward systems were seen to influence employee perception of the performance management system. Additionally, cultural aspects such as trust, collaboration, and inclusivity contribute to how employees perceive the fairness and effectiveness of the system. Furthermore, leadership behaviors and attitudes towards the PMS, including their commitment to its objectives and consistency in implementation, significantly impact employee perception.

vi. Impact of Communication and Feedback Mechanisms

Findings indicate that Communication and feedback mechanisms play a crucial role in how employees perceive the performance management system. Clear and transparent communication of goals and expectations fosters understanding and alignment, while regular feedback sessions provide employees with valuable insights into their performance and areas for improvement. Effective communication and feedback mechanisms enhance employee engagement, motivation, and satisfaction with the PMS.

vii. Specific Elements Linked to Job Satisfaction:

Several elements of the performance management system were closely linked to employee job satisfaction. These include clear goal setting, regular feedback and coaching, fair and transparent

evaluation processes, opportunities for growth and development, and recognition of employee achievements. When these elements are effectively implemented, they contribute to a positive work environment and higher levels of job satisfaction.

viii. Observations on Changes in Job Satisfaction Due to PMS Changes:

From the findings, there have been instances where changes in the performance management system have led to changes in job satisfaction among employees. Improvements in goal setting processes, feedback mechanisms, or recognition programs were associated with increased job satisfaction levels. Conversely, poorly implemented changes or inconsistencies in the PMS may therefore result in decreased job satisfaction and morale among employees.

CHAPTER SIX: RECOMMENDATION AND CONCLUSION

6.1 Recommendations

Based on the findings of the study, it is recommended that FNB Zambia should enhance clarity and transparency on their PMS. In other words, FNB should improve communication channels to ensure clear and transparent communication of performance expectations, goals, and feedback mechanisms. This can include regular town hall meetings, one-on-one sessions between managers and employees, and the use of technology for real-time updates.

Additionally, FNBZ should provide training and development opportunities to everyone. Invest in employee training and development programs tailored to individual needs and career aspirations as it was observed that training and development opportunities contribute to the perception of PMS. This can include workshops, seminars, online courses, and mentorship programs aimed at enhancing skills and fostering career growth.

The other recommendation is that FNBZZ must revise recognition and rewards system. In this regard, FNZB should review and update the recognition and rewards system to ensure fairness and effectiveness. Incorporate both monetary and non-monetary rewards such as public recognition, certificates, and opportunities for advancement to motivate and engage employees.

Furthermore, FNB should foster a culture of feedback. There is need to encourage a culture of continuous feedback and open communication within the organization. Implement regular performance reviews, 360-degree feedback mechanisms, and peer-to-peer recognition programs to provide constructive feedback and support employee development.

Lastly, aligning PMS with Organizational Values would also help the organization to flourish. In this case, there is need to ensure that the PMS is aligned with the core values and culture of the organization. Incorporate values such as fairness, integrity, and collaboration into performance evaluation criteria and processes to reinforce organizational identity and commitment.

6.2 Conclusion

In conclusion, this study aimed at finding out the perception of employees towards performance management systems at First National Bank Zambia. It was then found that majority of the employees had a negative view of PMS. This was found through the responses given to the

research questions which were to find out the effectiveness of PMS, the effects of PMS to job satisfaction as well as the factors affecting perception of PMS.

The findings indicated that PMS was perceived not to be effective, it was also discovered that PMS affects the levels of job satisfaction and a number of factors affecting perception of PMS were identified which included rewards and recognition, clarity of goals, PMS change management etc. Therefore, it was clear from the findings that performance goals ought to be clear in the PMS if employee performance is to be enhanced. Additionally, timely and constructive feedback need to be improved. Availability of necessary training and development opportunities for staff is key in influencing performance. In trying to improve the PMS, having a fair and transparent evaluation criteria is cardinal coupled with employee involvement, recognition and rewards etc.

By implementing the recommendations outlined above, FNB Zambia can create a more supportive and engaging work environment, leading to higher levels of job satisfaction, employee retention, and organizational success. Ultimately, understanding and effectively managing the various elements of the PMS are essential for creating a positive workplace culture and driving employee performance and satisfaction.

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APPENDICES

APPENDIX: 1: Questionnaire and Interview Guide

Research Topic: Perceptions of Employees Regarding Performance Management Systems in the Private Sector; A Case Study of First National Bank Zambia (FNBZ).

QUESTIONNAIRE FOR EMPLOYEES

Dear Participant,

I would like to invite you to participate in a research study that is being conducted as part of my partial fulfilment a Master's in Business Administration. This research study aims to investigate the perception of employees on the implementation of Performance Management Systems at First National Bank Zambia (FNBZ).

Your participation is entirely voluntary, and your responses will be kept strictly confidential. Your answers will be used for research purposes only and will not be used for any other reason.

Thank you for taking the time to complete this questionnaire.

Sincerely,

Memory Simanela

Section 1: Socio-Demographic Characteristics**Instruction**

Kindly answer all the questions. Mark X in the box corresponding to the appropriate response.

For example [X]

S/N	Question	Response	For official use only
1	What is your gender?	1. Male [] 2. Female []	
2	What is your age category?	1. 18-24 [] 2. 25-35 [] 3. 36-44 [] 3. 45-54 [] 4. 55-64 [] 5. 65 and above []	
3	What is your highest level of education?	1. Primary Education [] 2. High School [] 3. University [] 4. Master/PhD [] 5. Other (please specify) _____	
4	How long have you been employed at First National Bank Zambia?	1. Less than 1 year 2. 1-2 years 3. 3-5 years 4. 6-10 years 5. More than 10 years	
5	What is your marital status?	1. Single [] 2. Married [] 3. Separated [] 4. Divorced []	

		5. Widowed []	
		6. Widowed []	

Section 2: General Perceptions of Performance Management Systems

On a scale of 1 to 4, with 1 being "Strongly Disagree" and 4 being "Strongly Agree," please rate the following statements

S/N	Question	Response	Code
5	The performance expectations and goals set by the Performance Management System are clear.	1. Strongly disagree [] 2. Disagree [] 3. Agree [] 4. Strongly disagree []	
6	The performance management system at our organization is fair and unbiased.	1. Strongly disagree [] 2. Disagree [] 3. Agree [] 4. Strongly disagree []	
7	The performance management system at our organisation provides timely and constructive feedback.	1. Strongly disagree [] 2. Disagree [] 3. Agree [] 4. Strongly disagree []	

Section 3. To assess the perception of employees towards the effectiveness of PMS in improving employee performance at FNB

8	How effectively do you believe the current Performance Management System helps in improving employee performance? Mark your answer with an X (X)	1. Very effective [] 2. Effective [] 3. Not effective []	
9	What aspects of the performance management system do you find most effective in improving your performance?	

10	What aspects of the performance management system do you find least effective in improving your performance?	
11	Do you have any suggestions for improving the current Performance Management System to make it more effective in enhancing employee performance?	
12	If yes to question 11, please provide your suggestions	

Section 4: To determine the impact of performance management systems on job satisfaction

13	What is your current level of job satisfaction? Mark your answer with an x (X)	1. Very dissatisfied () 2. Dissatisfied() 3. Satisfied() 4. Very Satisfied()	
14	In your view, how has PMS impacted your job satisfaction in your organisation?	
15	Please provide reasons for your response in question 14	

		
16	In your opinion, what improvements could be made to the performance management system to enhance its impact on your job satisfaction?	

Section 5: To identify the key factors that influence employees' perceptions of performance management systems

Please indicate with an X (X) how much the following factors influence your perception of the performance management system:

17	Communication from supervisors/managers	1. Not influential [] 2. Influential [] 3. Moderately influential [] 4. Highly influential	
18	Clarity of performance expectations?	1. Not influential [] 2. Influential [] 3. Moderately influential [] 4. Highly influential]	
20	Training and development opportunities?	1. Not influential [] 2. Influential [] 3. Moderately influential [] 4. Highly influential]	
21	Recognition and rewards?	1. Not influential [] 2. Influential [] 3. Moderately influential [] 4. Highly influential []	
22	Peer feedback and collaboration?	1. Not influential [] 2. Influential [] 3. Moderately influential [] 4. Highly influential []	

23	In your view, what other factors influence your perception of performance management systems?	
24	How do you think PMS could be improved in your organization?	

Thank you for your time!

Key Informant Interview Guide

Assessing the perception of employees towards the effectiveness of PMS

What specific aspects of the performance management system do you believe contribute to improving employee performance?

1. Have you observed any challenges or shortcomings in the current PMS that affect employee perception of its effectiveness?
2. Are there any differences in how different employee groups or departments perceive the effectiveness of the PMS?

Factors that influence employee's perception on PMS

1. What factors, in your opinion, shape the way employees view the PMS at FNB Zambia?
2. Can you identify any organizational, cultural, or leadership factors that influence employee perception of the PMS?
3. How do communication and feedback mechanisms impact how employees perceive the PMS?

Impact of performance management systems on job satisfaction

1. From your perspective, how does the PMS at FNB Zambia impact employee job satisfaction?
2. Are there any specific elements of the PMS that are closely linked to job satisfaction for employees?
3. Have you observed any instances where changes in the PMS have led to changes in job satisfaction among employees?

Appendix 2: Work Schedule-Gantt Chart

S/ N	Tasks	Time in Months													
		Apri l 202 3	Ma y 202 3	Jun e 202 3	July 202 3	Aug 202 3	Sep t 202 3	Oct 202 3	Nov 202 3	Dec 202 3	Jan 202 4	Feb 202 4	Marc h 2024	Apri l 202 4	
1	Identify research topic														
2	Formulate research objectives														
3	Write research proposal														
4	Development of data collection instruments														
5	Pretest of the data collection instruments														
6	Data collection														
7	Data analysis														
8	Write first draft														
9	Write second draft														
10	Write final draft														
11	Submission of final dissertation														

Appendix 3: Budget

S/ N	Item	Description	Quantity	Unit	Amount (ZMW)	Total amount (ZMW)	Justification
1	Printing of Data Collection Instruments	1. Printing of Semi Structured Questionnaires	50	Copy	20	1000	To facilitate data collection
		2. Printing of Key Informant Interviews	10	Copy	3	30	To facilitate data collection
2	Transport	Transport to collect questionnaires & Conduct Key Informant Interviews	15	Days	100	1500	For transportation in the delivery and collection of questionnaires and conducting key informant interviews
3	Data bundles	Surfing the internet	50	Gigabytes	400	400	For conducting desk review work
4	Pens	Writing notes during interviews	5		10	50	Facilitate note taking during interviews
5	Note books	Use during interview sessions	2	Copy	30	60	Capturing of notes in interviews
6	Files	Filing of questionnaire	2	Set	50	100	Filing of semi structured questionnaires

7	Sticky note pads	Use in analysis of qualitative data	5	Pack	20	100	Analysis of qualitative analysis
	Sub total					3240	