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**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**

**EFFECT OF PERFORMANCE MANAGEMENT SYSTEM  
ON EMPLOYEES JOB SATISFACTION IN CASE OF  
BANK OF ABYSSINIA S.C**

**Thesis Paper submitted in partial fulfillment for the degree of masters of Art in Human Resource management under the department of Human resource management**

**BY: Ashagrie Engdawe**

**Id No. GSE/8522/15**

**Advisor: Seifu Mamo (Dr)**

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**SCHOOL OF COMMERCE**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**EFFECT OF PERFORMANCE MANAGEMENT SYSTEM ON EMPLOYEES JOB**  
**SATISFACTION IN CASE OF BANK OF ABYSSINIA S.C**

Research paper submitted to Addis Ababa University School of Commerce for partial fulfillment of the requirements for the degree of master of in human resource.

By: Ashagrie Engdawe Assegu

Approved by Board of Examiners

Seifu Mamo (PhD)	_____	_____
Advisor	Signature	Date
Shikur Ahmed (PhD)	_____	_____
External Examiner	Signature	Date
Wasihun Mohammed (PhD)	_____	_____
Internal Examiner	Signature	Date

***Declaration***

I hereby declare that the project work entitled “Effect of performance management system on employee’s job satisfaction in case of Bank of Abyssinia branches under west Addis Ababa district” is my own project work submitted in partial fulfillment for the requirements of Masters of Degree in Human resource Management to Addis Ababa University, School of Commerce. This study is the result of my own effort and all necessary acknowledgements is given for all the materials utilized for this study. So far, the same study has not been submitted for any degree requirement neither for Addis Ababa University nor for other Universities elsewhere.

Name: Ashagrie Engdawe Assegu

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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**Abstract**

*The study seeks to assess the effect of performance management system on job satisfaction of employees in case of bank of Abyssinia west Addis district. The study aimed to meet four main objectives. Firstly, it assessed Performance planning. Secondly, it examined monitoring and evaluation practice of the bank. Thirdly, the practice of Appraisal and feedback implementation. Finally, the research assessed the practical implementation of reward and recognition in the Bank and feeling of employees on the issue. By considering the research objectives and questions into account, I have used quantitative approach along with descriptive research design. Simple random sampling technique has been used where data was collected from 292 respondents of the employees which accounts for a response rate of 93%. Qualitative data were analyzed using descriptive statistics like percentages, mean and SD. The finding of the study shows that the majority of employees of the bank disagreed on the bank's performance planning process. Most of employees in the bank on the other hand fill that reward and recognition practice of the bank was dissatisfied due to industrial compensation scale misalignment of benefit package of the bank when compared with competitive banks in the industry. The other issue that assessed by the researcher during addressing effect of performance management on job satisfaction at bank of Abyssinia west Addis district was that performance monitoring and evaluation process of the bank in this regard majority of the respondents were agreed on effective implementation of performance monitoring and appraisal of the bank.*

**Keywords:** *Performance planning, monitoring and evaluation, Appraisal and feedback, reward and Recognition and bank of Abyssinia*

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## **CHAPTER ONE**

### **1. INTRODUCTION**

#### **1.1 Background of the Study**

Performance management is one of the key human resource management functions and it highly involves both the employee and the manager to implement them (Olufemi, 2017). Their ability to apply their skills, knowledge and work effectively together as a team is enhanced and improved over time through performance management systems and practices. According to Olufemi (2017) a performance management system and the process would be used to give each employee a clear vision of their role in the overall mission and define measurable achievements.

Currently many firms have refocused their attention on their performance management systems and explored strategies to increase employee performance as a result of the current challenges facing organizations (Battaglio, 2017). According to Thomas and Lazarova (2016) globalization has indeed ushered in rapid change, and organizations that ignore performance management as a competitive strategy risk being driven out of business.

Performance management is concerned with satisfying the needs and expectations of organizations' stakeholders-owners, management, employees, customers, suppliers, and the general public (Armstrong, 2006). He further indicates that performance management practices include extensive and relevant training and management development activities, incentivized pay systems, and performance management processes. Dessler (2015) suggested that performance management practices may include goal-setting workers selection and placement, performance appraisal, compensation training and development, and career management.

Aguinis (2019) indicate that employee performance management is concerned with enhancing employee performance at work as well as providing them with (employee) satisfaction. Employee performance at work is inter-dependent with employee satisfaction in the sense that, when an employee performs well by meeting their goals, they derive satisfaction from this. Hutchinson (2016) argues that employees with a feeling of ownership concerning either their organization or role are more likely to provide better levels of performance. Practices relating to people, performance management, and organizational results also show association with employee job satisfaction. Performance at work is interdependent with employee satisfaction. A participative approach to performance management allows employees to respond in terms of their flexibility, cooperation, commitment, and eventually satisfaction (Torrington, 2015). Employees taking ownership of performance management at the individual level adds up well to employee

satisfaction. He further indicated that employee performance at work is interdependent with employee satisfaction in the sense that when employees perform well by meeting their goals, they derive satisfaction from this and this propels them to perform even better. Globally, studies have shown that Performance Management Systems improves employee attitudes since it increases organizational commitment as well as cooperation and satisfaction of employees with their supervisors (Taylor & Pierce, 1999). The study established that employees were overly happy as they have to complete the performance appraisal.

Maina (2015) examined the effect of performance management systems on employee performance in food and agriculture organizations. The major finding of this study was that employees felt there was a great need for a performance management system in Food and Agriculture Organization (FAO). The study concluded that the perception of employees towards performance management practices was very critical in all organizations, as this motivates them to achieve the goals set by the organizations. The success of a firm is reflected upon by its performance which is in turn highly dependent upon performance management's tools that the company has put in place (Cummins & Santomero, 2015).

### ***1.2 Statement of the Problem***

According to Helmold and Samara (2019) performance management plays a vital part in motivation, it is an ingredient of job satisfaction. Gains of businesses from training can be directed by increasing the employee achievement or indirectly by making employees more satisfied with their jobs that together increase the overall productivity (Hanaysha, 2015).

Most of the organizations have used performance appraisal as compared to performance management in which the focus is made on the comparison between the performance standards being made by the organization and the actual productivity of employees, while no one compares the performance against employees' objectives. The performance management system begins with performance planning, which strategically examines those key areas especially the work-related attitudes of the employees (Varma & Budhwar, 2019). However, the problem lies with the failure of managers to manage performance, align individual goals to a common vision, and effectively utilize the organization's performance management system to stimulate employee job satisfaction for enhanced employee performance (Maina, 2015).

Okechukwu (2017) investigated the impact of training and development, as well as employee performance, on job satisfaction among the staff at the University Utara Malaysia's School of Technology Management and Logistics. The result found that training & development and

employee performance positively influence job satisfaction, and there is a significant relationship between training & development, employee performance, and job satisfaction. Ali, Lodhi and Orangzab (2018) in their study on the influence of managerial coaching on employee's job performance, revealed that managerial coaching indirectly affects job performance through work engagement, leader-member exchange quality, job satisfaction, and turnover intentions. Therefore, this study was focused on filling this knowledge gap by showing the influence of performance management system on job satisfaction among employees in the Bank of Abyssinia West Addis Ababa district.

### ***1.3 Research question***

1. What is the relationship between performance management system and employee job satisfaction?
2. What is the practice of performance management system in bank of Abyssinia?
3. How can performance management system can affect job satisfaction of employees in bank of Abyssinia?

### ***1.4 Research objectives***

#### ***1.4.1 General Objective***

The objective of the study is to assess the effect of performance management system on job satisfaction of employees in the case of Bank of Abyssinia west Addis Ababa district.

#### ***1.4.2 Specific Objectives***

- i. To assess the practical implementation of performance management system in bank of Abyssinia.
- ii. To explore the relationship between performance management system and employees job satisfaction.
- iii. To evaluate the impact of performance management system on job satisfaction of employees in case of bank of Abyssinia.
- iv. To inspect the extent of impact of performance management system on employee job satisfaction in case of bank of Abyssinia Bank.

### ***1.5 Significance of the Study***

The study will have a significant for further researches by compelling the existing gap of knowledge and information regarding with the target of this researcher. This research also will have contribution by recommendation for managements regarding with the impact of performance management system on employee's job satisfaction, besides to this management of the organization will reassess their decision trend regarding on performance management. On the other hand, this thesis will have contribution for the employees of the organization by addressing the information what looks like there organizations performance management system and impact of the system on their job satisfaction

### ***1.6 Scope of the Study***

This study was inspecting how performance management system affects employee job satisfaction at the Bank of Abyssinia in west Addis Ababa district. This thesis was having carried out at Bank of Abyssinia which branches are located and administered under west Addis Ababa district. This study was had been qualitative type of nature.

### ***1.7 Limitation of the study***

During conducting this research, I was faced different limitations. Such as some employees was had been provided irrelevant data at the time of fill questioners and some are having no willingness to fill the questions. Some respondents also not give responses properly because of their workload and other reasons. I had faced a problem to access well documented secondary data regarding of performance management of the organization that I have targeted. I had also face limitation to gate a recent literature regarding to my research.

### ***1.8 Organization of the study***

This research has contained five chapters. The first chapter is containing an introduction to the study which as different parts; Background of the study; Background of the Organization; Statement of the problem; Objectives of the study; Research questions; Scope of the study; Significance of the study; Limitation of the study and organization of the paper. The second chapter contains both theoretical and empirical literature review additionally conceptual framework of the study on effect of performance management system on job satisfaction of employees. The third chapter contains research approach, research design, type and source of data, target population, sample size and sampling techniques, data collection, data processing, and data analysis of the study. The fourth chapter contains data analysis and interpretation, the last chapter, chapter five contains summery, conclusion and recommendation of the study.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1 Theoretical Review**

##### **2.1.1 Definition of Performance management**

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 by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. (Armstrong, 2006)

Performance management involves a set of strategies and practices designed to consistently achieve the organization's objectives in an efficient and valuable manner. Fowler (1990) highlights the importance of performance management in enabling a firm to achieve optimal results. This suggests that effective performance management practices are crucial for aligning organizational goals and enhancing overall productivity, ultimately leading to improved outcomes for the firm.

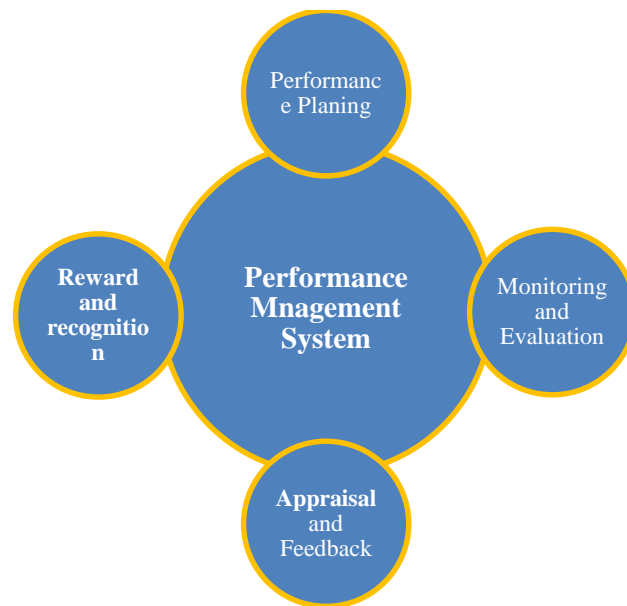
##### **2.1.2 Components of Performance Management System**

A successful performance management system is the backbone of any thriving organization. It aligns employee efforts with strategic goals, drives continuous improvement, and ensures a motivated workforce. By establishing clear expectations, providing regular feedback, and offering opportunities for growth, a well-designed system fosters a culture of accountability and high performance. This, in turn, leads to increased productivity, improved employee engagement, and ultimately, a more successful and competitive organization. It also provides valuable data for talent development, succession planning, and overall organizational strategy, enabling informed decision-making and a proactive approach to workforce management. The significance of a well-structured performance management system cannot be overstated. This system serves as a critical tool for organizations, enabling them to effectively manage, evaluate, and enhance the performance of their employees. It provides a clear roadmap for organizations to align individual employee goals with broader company objectives, ensuring that everyone is working towards the same vision.

<https://www.aihr.com/blog/what-is-performance-management>

A performance management system is composed of several key components, which when combined effectively, can foster a positive and productive work environment. These components include setting clear and measurable goals, providing regular and constructive feedback, offering developmental opportunities, and implementing a fair and consistent performance evaluation process. By incorporating these elements into a performance management plan, businesses can

empower their employees to see the direct impact of their efforts on organizational success. This heightened level of awareness can lead to increased motivation, engagement, and job satisfaction. The ultimate goal of a performance management system is to create a culture of continuous improvement, where employees are encouraged and supported in their growth and development. This system should serve as a catalyst for employees to reach their full potential, while also contributing to the overall success of the organization. To ensure the effectiveness of a performance management system, it is essential for organizations to carefully plan and implement all accompanying processes. This may include establishing clear communication channels, setting expectations, and providing the necessary resources and support to employees.



*Fig 2.1 Components Of Performance Management*

Performance planning serves as a cornerstone of boosting performance management system. The primary function performance planning is to ensure complete alignment between individual and team contributions and the overarching organizational objectives. Performance planning has stages that need to pass through to achieve its objective; those are Defining Objectives and Setting Expectations, Resource Allocation and Support, Regular Feedback and Periodic Reviews, Fostering Employee Engagement and Ownership and Addressing Potential Barriers.

- i. **Defining Objectives and Setting Expectations:** The process begins by identifying the key success factors crucial to the organization's strategic goals. These factors are then translated into clear, measurable, achievable, relevant, and time-bound (SMART) objectives. This often involves collaborative discussions between managers and employees, ensuring shared understanding.

- ii. **Resource Allocation and Support:** Once objectives are established, the necessary resources and support systems are identified and allocated. This may include providing access to necessary training, technology, or budgetary resources. It's crucial to proactively address potential resource constraints that could hinder progress towards the defined objectives. Open communication channels and readily available support networks are equally vital for employee success.
- iii. **Regular Feedback and Periodic Reviews:** Performance planning is not a one-time event; it's an on-going process requiring regular monitoring and evaluation. Regular feedback sessions provide opportunities for employees to receive constructive criticism, address any challenges encountered, and make necessary adjustments to their work plans. This regular check-ins maintains momentum and ensures that the employee remains on track to achieve their targets. Formal periodic reviews typically conducted quarterly or annually, offer a more comprehensive assessment of progress, allowing for modifications to goals or strategies as needed.
- iv. **Employee Engagement and Ownership:** A successful performance planning process actively involves employees in the goal-setting and review stages. This fosters a sense of ownership and responsibility, leading to increased engagement and motivation. By participating in the definition of their goals and the planning of their work, employees feel valued and empowered, contributing to a more productive and collaborative work environment.
- v. **Addressing Potential Barriers:** A key aspect of effective performance planning is the proactive identification and mitigation of potential barriers. These may include resource limitations, insufficient training, communication breakdowns, or unclear expectations. Addressing these obstacles ensures a smoother path to achieving both individual and organizational objectives.

Finally, performance planning is not merely a procedural exercise; it's a strategic tool that enhances productivity, promotes employee engagement, and drives organizational success by ensuring that individual efforts contribute meaningfully to the achievement of collective goals. The structured approach, coupled with regular feedback and review mechanisms, provides a framework for continuous improvement and sustained growth.

A. **Monitoring & Evaluation**, Monitoring and evaluation (M&E) also are vital components of a performance management system, playing a crucial role in ensuring the efficient and

effective achievement of organizational goals. Monitoring involves the continuous collection and analysis of data to track progress against predefined objectives. It provides real-time insights into the implementation process, enabling the identification of deviations or challenges as they arise. Evaluation, on the other hand, is a systematic assessment of the design, implementation, and outcomes of a program or initiative. It focuses on understanding the effectiveness, efficiency, and impact of the efforts, offering valuable lessons for future improvements. Together, Monitoring and Evaluation create a feedback loop that informs decision-making, enhances accountability, and Increase a culture of continuous improvement within organizations. By aligning Monitoring and Evaluation practices with strategic goals, organizations can ensure that resources are utilized optimally and desired outcomes are achieved.

B. **Appraisal and feedback** are essential components of a performance management system, designed to evaluate employee performance and provide constructive insights for improvement. Appraisal involves assessing an individual's achievements, skills, and contributions against predefined goals and standards. This process often includes formal reviews, self-assessments, and peer evaluations to ensure a comprehensive understanding of performance. Feedback complements appraisal by offering actionable suggestions and recognition, fostering a culture of continuous learning and development. Effective feedback is specific, timely, and balanced, highlighting strengths while addressing areas for growth. Together, appraisal and feedback enhance employee engagement, align individual efforts with organizational objectives, and drive overall productivity. By integrating these practices into the performance management system, organizations can create a supportive environment that encourages excellence and accountability.

C. **Reward and recognition** are vital elements of a performance management system, designed to motivate employees and reinforce desired behaviors. Rewards can take various forms, including monetary incentives such as bonuses or salary increments, and non-monetary rewards such as additional leave or professional development opportunities. On the other hand, recognition focuses on appreciating employees' efforts and achievements through verbal praise, awards, or public acknowledgment.

The implementation of rewards and recognition practices plays a crucial role in fostering a positive work environment, enhancing employee engagement, and driving productivity within an organization. By aligning these practices with organizational goals, companies can ensure

that employees feel valued and motivated to contribute to the overall success of the organization. To be effective, the implementation of rewards and recognition programs should prioritize consistency, fairness, and transparency. Building trust and encouraging high performance among employees are essential components of a successful reward and recognition strategy. Ultimately, these practices contribute to creating a culture of appreciation and support within the workplace, leading to increased employee satisfaction and organizational success.

### **2.1.3 Theories of Performance management system**

#### **A. Goal setting theory**

Goal setting is the way of establishing objectives for individuals or organization for the purpose of future outstanding performance. Based on Edwin Locke the writer of goal setting theory, individuals or organization can perform more if they have set more difficult goal on the other hand, if individuals and organizations develop simplest goal their performance became decline. (Locke & Latham 2006).

According to Goal theory, as developed by Latham and Locke, highlights four mechanisms that connect goals to performance outcomes: A) they direct tension to priorities; B) they stimulate effort; C) they challenge people to bring their knowledge and skills to bear to increase their chances of success; and D) the more challenging the goal, the more people will draw on their full repertoire of skills. This theory supports the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed (Armstrong, 2006)

#### **B. Expectancy theory**

Expectancy theory was formulated by Victor Vroom (1964) which is a theory contains value, instrumentality and expectance. Value focus on the important of favorable rewards, instrumentality which is contain performance related rewards whereas Expectance is the probability of action or effort will lead to outcome (Armstrong, 2006).

**Expectance** is basically found on a person's feelings engaging in a selective behavior that truly support them in maintaining their performance objective. Due to this, expectance helps individuals to assess or find out if they have necessary skills to achieve a task perfectly without any misleading. Even though, the performance goal set or planned to achievement is beyond the ability of the achievement it leads to declined motivation.

**Instrumentality** is linked with the process of rewarding predetermined outcome of individuals. Even if instrumentality is may be the same for more organizations, the level of motivation is different based on the offer of rewards by the organization.

According to Vroom the linkage indicated that, if there is higher level of expectancy, value and instrumentality motivational level also became increase. But if the one aspect of expectancy theory is becoming zero level the performance will also became less. As the result of low motivation of employees their performance and job satisfaction also becoming declining. In order to achieve organizational performance goal of individual employees the organization should have ways to incorporate such expectancy, instrumentality and value issues in their performance management system.

According, to (Lunenburt, 2011), when applying expectancy theory focus on performance and concentrate on boost interest of employees to do better output when it masseurs by performance management system.

**Value** is the importance of benefits that rewarded for their desirable outcome of performance which is expected by the organization. Individuals evaluate their rewards received for their achievement in according with different aspects like needs, goals, values and source of motivation.

### **C. Equity Theory**

Which is formulated by Adams (1965) and focus on how individuals notice their treatment by comparing with others. In Equity theory equitability means treated equally and fairly without any disparity when comparing with other reference groups or individuals. Equity in this context is a comparison process that includes emotion and perception. According to Adams' Equity Theory, fairness has a significant impact on employee motivation at work. It highlights that workers are motivated by how fairly they believe they are being treated, especially when compared to their colleagues. This theory states that people weigh the proportion of their work-related inputs, such as time, effort, skills, and resources, against the benefits they obtain, such as pay, recognition, and career progression. Then, in order to determine if the situation is equitable, they compare this ratio to others. The hypothesis of Equity theory states that workers experience a sense of injustice when they believe that their efforts and the benefits they receive are not commensurate. Reduced motivation, decreased output, and decreased job satisfaction can result from this view.

The theory's importance stems from its emphasis on using fairness as a lens to assess employee behavior and happiness. Employees are more likely to be motivated, generate better work, and stick with a company when they believe they are being treated fairly. On the other hand, a feeling of unfairness may result in discontent, less work, and even staff

attrition. Organizations can learn more about how employee perceptions of fairness affect motivation and behavior by examining input-output ratios. This understanding is essential in determining overall performance and helps the organization succeed.

#### **D. Resource based Theory**

Resource based theory articulated by Jay Barney in 1991, which focuses on organizations internal resource and ability are basic initiatives of continues competitive advantage. This viewpoint has meaningful indication for different organizational functions like performance management system of the organization. In case of resource based theory practice on performance management system the theory indicates that adequate management and development of human capital can directly influence the organizational performance and long term achievement of the organization.

In case of resource based theory organizational assets should be valuable, rare, inimitable and non-substitutable to contribute on competitive edge of the organization. If strategically designed the performance management system can boost the capability of the organization to identify and retain human capital to become competitive in the industry, it involves. Finally, if the organization became more competitive by its resource it became more profitable and its employees can be more satisfied by their performance and achievement.

#### ***2.2 Job satisfaction***

According of the Locke (1976) job satisfaction is a person's privet assessments of individual's different aspects or issues of their tasks. Fundamentally it shows how individuals feel their jobs in general. Simply job satisfaction is measures how happy workers are with the way their jobs fulfill their needs and wants. Whereas negative and unfavorable attitude towards their job indicates job dissatisfaction. It is the joy or satisfaction that comes when workers believe they have achieved their intended objectives. Emotional reactions are frequently used to illustrate job satisfaction because it is an intangible term. In the end, it is influenced by the internal thoughts and perspectives of each worker toward their particular position.

##### ***2.2.1 Benefits of Job satisfaction***

- i. **Enhanced Employee Performance;** Increased employee performance is one of the most obvious advantages of job satisfaction. People are more inclined to put out their best effort and frequently go above and beyond their fundamental tasks when they are content and feel appreciated. Employees are encouraged to approach obstacles with perseverance and a

problem-solving mindset as a result of their increased drive, which also cultivates a positive attitude about their profession. They approach work with more zeal, imagination, and concentration, which improves individual productivity and fosters a more inventive and dynamic work environment. Consequently, job satisfaction boosts output, quality, and efficiency, which benefits the firm and the individual in the long run by increasing retention rates, boosting morale, and improving overall performance.

- ii. **Reduced Employee Turnover;** One of the most important factors in lowering employee turnover is high work satisfaction. People are less likely to look for new chances when they are happy in their current positions because a deep sense of loyalty and connection to the company develops. Strong bonds with coworkers, encouraging leadership, and congruence between individual goals and the organization's mission are frequently the factors that foster this devotion. In addition to preserving important institutional knowledge, keeping talented and seasoned staff members lowers the substantial time and expense involved in hiring and onboarding new hires. Long-term planning, continuity, and team trust are all made possible by a steady and reliable workforce—all of which are essential components of long-term organizational success.
- iii. **Improved Workplace Morale and Team Dynamics;** A happier work environment is often the result of employees feeling satisfied and valued. When workers are content with their jobs, they tend to be more motivated and committed. Happy employees are more likely to go the extra mile, helping colleagues and sharing their ideas freely. They form stronger bonds, building trust and understanding with coworkers. For example, employees who feel appreciated are more willing to collaborate on projects and support one another during busy periods. This sense of camaraderie creates a positive cycle, where teamwork becomes easier and more productive. When team members communicate well, misunderstandings decrease and tasks get completed faster. A supportive and friendly atmosphere encourages open dialogue, making it easier to solve problems quickly. As a result, everyone in the workplace feels more connected and engaged, which lifts morale across the board. A cheerful work setting reduces stress and frustration, leading to fewer conflicts and a more harmonious environment. Companies that focus on keeping their staff happy often see fewer absences, lower turnover, and higher overall performance. In the end, a positive mood at work benefits everyone, boosting productivity and helping organizations reach their goals.
- iv. **Organizational Commitment;** Employees who feel satisfied with their jobs tend to show a higher level of commitment to their organization. When workers enjoy their work

and feel valued, they are more likely to care about the company's goals and values. This sense of satisfaction often results from meaningful tasks, good relationships with colleagues, and fair treatment by managers. These employees usually take pride in the quality of their work and the role they play in the company's success. They see their work as more than just a job; it reflects their personal standards and aspirations. This pride helps them stay focused and motivated even during tough times.

Employees who are satisfied also become more loyal to their employer. Loyalty isn't just about staying with the company; it means supporting the company's mission and working toward common goals. When workers believe in what the company stands for, they are more likely to go the extra mile for their team and the business. They may volunteer for additional responsibilities or suggest new ideas because they genuinely want to help the organization succeed long-term. This attitude makes them valuable team members who contribute to a positive work environment.

A strong sense of loyalty and pride can lead to higher engagement at work. Engaged employees are more likely to participate actively in their tasks and collaborate with colleagues. They tend to produce better work because they feel connected to the company's purpose.

### ***2.3 Empirical Literature review***

According to (Armstrong, 2006) the organizational achievement of any organization is determined by the relationship of employees and the organization. If there is a good relationship between employees and the organization, it implies directly that there is job satisfaction. (Aguinis, 2019) stated that Performance management is a systematic process that includes goal-setting, performance evaluation, and feedback systems. Its definition is to improve organisational effectiveness by coordinating individual and team performance with strategic goals. There are a lot of studies conducted on performance management system and job satisfaction of employees, due to this we try to review some of the studies below.

According to a study conducted on the topic of Effect of performance management system on employee satisfaction: A study of Indian manufacturing companies, conclude that "Performance management system practices that include regular feedback, goal setting, and reward systems are major drivers of job satisfaction." Singh, R., & Twalo, T. (2015)

Another researcher Muchiri, M. K., & McMurray, A. J. (2015) also perform a study on topic of Linking performance management system with employee outcomes, Finalize the study “High-quality PMS that align individual goals with organizational goals drive employee engagement and satisfaction.”

Other Researcher Khan, M. (2013) Did a study on the title Role of Performance Management System in Employee Job Satisfaction in Telecom Sector of Pakistan and the study found that Frequent, fair, and transparent evaluations strongly enhance job satisfaction.

Researcher Alemayehu Gadissa (2021) who conduct a study on the topic of “The Effect of Performance Management System on Employees' Job Satisfaction in case of Ethiopian Airlines Group Maintenance, Repair & Overhaul Strategic Business Unit” and stated the finding that a significant positive relationship between the three stages of PMS—Performance Planning (PP), Performance Evaluation (PE), and Performance Rewarding (PR)—and employees' job satisfaction. The regression analysis indicated that 60.3% of the variation in job satisfaction could be explained by changes in PMS. However, employees expressed dissatisfaction with aspects like performance monitoring, feedback, performance-based benefits, and the appeal process.

Other researcher Yohannes Fekadu (2024) who conduct a study on topic of The Mediating Effect of Reward Practice on the Relationship between Performance Management System and Job Satisfaction in case of Ethiopian Aviation University, the researcher revealed that while there is a strong correlation among PMS, reward practices, and job satisfaction, there is no direct association between PMS and job satisfaction. Instead, reward practices play a significant mediating role. Enhancing reward strategies aligned with performance objectives can lead to improved job satisfaction and organizational performance.

Demes Mered (2022) Who did a study on the topic of The Effects of Performance Management Practices on Academic Staff' Job Satisfaction in case of Selected Ethiopian Public and Private Universities, reviewed the finding that performance management dimensions positively correlate with academic staff's job satisfaction. The researcher highlighted that effective implementation of Performance management practices can enhance job satisfaction among academic staff in both public and private universities.

Shewit Tekeste (2017) other researcher perform a study on the topic of The Effect of Performance Appraisal on Job Satisfaction in case of Zemen bank S.c Finalize the study that major components of the performance appraisal system have a positive relationship with job satisfaction. Specifically, 95.7% of the variation in job satisfaction was explained by these components.

#### ***2.4 Performance management system of Bank of Abyssinia***

According to the HR procedure of the bank, Bank of Abyssinia began performance planning before

the starting of the coming fiscal year on the fourth quarter of current fiscal year. During this performance planning stage the overall organizational plane cascading to each employees of the bank in according with their role and encode to ERP system which is software used to manage performance management system of the bank by respective KPIs of each role. After the performance plane is cascaded the line manager is responsible to data tracking of employees' performance in each unit of the organization and documented on ERP oracle system of the bank. On each quarter bank of Abyssinia conduct performance appraisal and give feedback for employees according with the plane sated on the starting of the business period. This quarterly performance appraisal result has served as a benchmark for rewarding employees at the end of fiscal year. Based on the performance rating score bank of Abyssinia offer benefits like Bonus payment, promotion, project assignment, scholarships, and successor selection for their employees how has a performance rating score more than Unsatisfactory or below expectation rating score. An employee how has a rating score Unsatisfactory of below expectation shall not be consider any type of reward.

### 2.5 Conceptual Framework

I have try to review several Studies on performance management system and employee job satisfaction studied by different researchers that I have try to review on empirical review section of my thesis. Here is that to creating a conceptual model of the research which shows the relationship between Components of Performance management system those are performance planning, monitoring and Evaluation, Appraisal and feedback and lastly Reward and recognition of Performance which listed under independent variables and Employees job satisfaction of the organizations which is Dependent variable of the study.

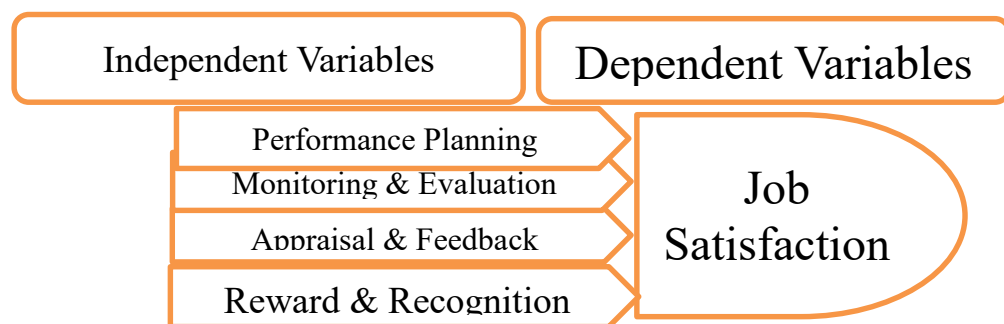


Fig 2.2 Conceptual Framework of the Study

### Research Hypothesis

- H1=Performance Planning Has a Direct relationship with employee's job satisfaction
- H2= Monitoring & Evaluation Has a Direct relationship with employee's job satisfaction
- H3= Appraisal & Feedback Has a Direct relationship with employee's job satisfaction
- H4= Reward and Recognition Has a Direct relationship with employee's job satisfaction

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter will describe how the research may be conducted. An explanation of the research design, the population sample that will be used, and the sampling methods that will be applied. This chapter also explains the data collection methods that will be applied and how the data will be analyzed to produce the required information of this study.

#### **3.2 Research Approach**

Research approach is a plan and procedure that consists of the steps of broad assumptions to a detailed method of data collection, analysis and interpretation. These research approaches are classified into three: qualitative, quantitative and both or mixed Research approach. From these types of Research approaches, the researcher will use a qualitative approach, which is appropriate to my research paper because my paper will focus on the procedure and relation of performance management and job satisfaction of employees in the bank.

#### **3.3 Research Design**

Kothari and Garg (2014) define research design as a conceptual structure within which research is conducted. The research design enables the evidence gathered by the researcher to effectively address the research problem logically (Saunders, Lewis & Thornhill, 2016). First, the researcher must be objective and specific about which they want to investigate. Secondly, the researcher then determines the best way to achieve it. When the first consideration is well handled, then the researcher can handle the second in the same process. An explanatory research design was adopted in this study. An explanatory research design explains and takes into account the descriptive information. This research design seeks to ask 'why' and 'how' questions (Grey, 2014). The main reason this research design was adopted is because it expanded and gave more actual reasons as to why a phenomenon occurred. The design focuses on the causes and reasons and highlights the evidence to support or refute the given prediction or explanation. This research design also reports the relationship that exists among given aspects in the phenomenon that will be studied. This research design is superior compared to exploratory which doesn't give a conclusive answer and descriptive research design which only asks 'what kind of questions'. The study established a model with variables. Goal setting, training & development, feedback, and coaching were used as the causal variables. The study determined the relationship that existed among these variables.

### ***3.4 Population and Sampling Design***

#### ***3.4.1 Population***

Mugenda and Mugenda (2012) refer to the population as an aggregate or totality of all the objects, subjects, or members that conform to a set of specifications. Furthermore, the population has been defined as the total number of units (individuals, organizations, events, objects, or items) from which samples are selected for measurement (Parahoo, 2014). For this study, the target population will be employees of the Bank of Abyssinia under west Addis Ababa district. The research target population will focus on branches that are administered under west Addis Ababa district office. Due to this reasons, the researcher target population will be 314 from those branches.

#### ***3.4.2 Sampling Design***

##### ***3.4.2.1 Sampling Frame***

A sampling frame is the list of all those units within the population that can be sampled (Lorh, 2010). In this study, the sampling frame will draw from branches administer under west Addis Ababa district of Bank of Abyssinia. This will use to ensure that sample firms will current, complete, and relevant for the attainment of the study objectives.

#### ***3.5 Sampling Technique and Sample size***

In this probability sampling technique, each individual will choose randomly and entirely by chance. Therefore, each individual will have the same probability of being chosen at any stage during the sampling process, and each subset of **K** individuals has the same probability of being chosen for the sample as any other subset of **K** individuals. The study will have focused on the Assessment of the impact performance management system on employee satisfaction in case of bank of Abyssinia west Addis Ababa district. As I have interview the HR officer of west Addis Ababa district office of bank of Abyssinia, under the district there are **1481** employees at branches controlled under the district office.

Accordingly, in this study to make the sample more representatives the sample size of the study will determined by using Probability sampling formula adopted by Toro Yaman's (1967).

$$n = \frac{N}{1+N(e)^2}$$

Where:  $n$  = corrected sample size,

$N$  = population size, and

$e$  = Margin of error (MoE),  $e = 0.05$

$$n = \frac{1481}{1+1481(0.05)^2}$$

$$n = \frac{1481}{4.7025}$$
$$n = 314$$

### ***3.6 Data Collection Methods***

Copper and Schindler (2014) define data collection methods as mechanisms a researcher employs to collect data from respondents of the study to answer the research questions. Data that is collected first-hand by a researcher is known as primary data while data that has been collected and is available at libraries, online journals, or other publications are known as secondary data (Mesly, 2015).

This study made by use of a questionnaire as a tool to collect primary data. A questionnaire tool in research is used to collect data where a researcher wants structured responses (Cox & Hassard, 2010). I will use a questionnaire using a five-level Likert scale that ranges from strongly disagree to strongly agree. Questions of the research purpose will have included in the closed-ended questionnaire and open ended questions, which was divided into two sections: the first section questions were about the respondent's general information, the second section questions will be about performance planning, monitoring and evaluation, appraisal and feedback and performance reward and recognition by using five-level Likert scale.

### ***3.7 Type and source of data***

Based on its source data classified into two data types those are primary and secondary data type. Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys and interviews. It is collected with the research project in mind, directly from primary sources. Secondary data is data gathered from studies, surveys, or experiments that have been run by other people or for other research. In order to get sufficient and relevant information i will use primary date. The primary data is collected from employees of the institution by questionnaires.

### ***3.8 Research Procedures***

According to Copper and Schindler (2014) validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. The validity of this study will establish by addressing a series of questions by aligning with organizational situation. Additionally data collection instrument which is research questioner will evaluate by my internal examiner to check validity and reliability of this study. Due to

this there will be modifications on my questioner according with comments from my examainor to eliminate misunderstanding of questions aligning with the research objective to attain validity and reliability of the research. The validity will have ensured by focusing on questions purely on the effects of the influence of performance management on job satisfaction among employees thereby narrowing bias ensuring that the causal effect is queried. Reliability on the other hand measures the degree to which a research instrument gives consistent results (Copper & Schindler2014).

### ***3.9 Data Analysis Methods***

The collected data will analyses using descriptive statistics such as frequencies and percentages. The descriptive analysis involves a process of transforming a mass of raw data into tables, charts with frequency distribution, and percentages (Wetcher-Hendricks, 2011). The main inferential statistics that will used to test the significance of the relationship between the study variables were correlations and linear regressions. Correlation analysis is a measure of association between two variables while controllingor adjusting the effect of one or more additional variables, and it was used to test for significance among the study variables. The linear regression analysis will also use to examine the level of influence the independent variables had on the dependents.

### ***3.10 Reliability of the Study***

Reliability, or the ability of the measure to yield the same results under identical circumstances, is the second factor to be taken into account. The instrument must be trustworthy prior to being valid. Reliability is the degree to which a variable or group of variables is consistent in what it is designed to assess, according to Hair as referenced by Kangure (2014).

Lee Cronbach's alpha coefficient, created in 1951, was utilized to confirm the internal consistency of the current instrument. One of the most popular techniques for assessing internal consistency reliability is Cronbach's alpha. In other words, the results of our questionnaire accurately reflect the reality of the variables under study. The internal consistency of a questionnaire is used by the Cronbach's alpha coefficient, a statistical instrument, to assess the accuracy (Kangure, 2014).

Reliability was checked for the actual questionnaire and the cronbach's Alpha assured the material is reliable for internal consistency. The reliability is the correlation between the scores on the two instruments. If the results are consistent over time, the scores should be similar. Thus, cronbach's alpha was employed to test the reliability of the questionnaire and the entire questionnaire items were found to have a result higher than 0.7 except 0.63 of reward and recognition variable.it is

known that score reliability of 0.70 and higher is acceptable when used in basic social science research. The cronbach's alpha coefficient can be calculated through the following equation:

$$\alpha = \frac{n}{n-1} \left( 1 - \frac{\sum S^2(X_i)}{S^2(Y)} \right)$$

Where;

n = refers to the number of scale items

s<sup>2</sup> (X<sub>i</sub>) = refers to the variance associated with item

s<sup>2</sup> (Y) = refers to the variance associated with the observed total scores

No.	Variables	Number of Items	Alpha Value
1	Performance Planning	7	0.75
2	Monitoring & Evaluation	7	0.75
3	Appraisal & Feedback	7	0.75
4	Reward & Recognition	7	0.63
5	Total	28	0.72

Source: own survey Result 2025

The result shows that the cronbach alpha reliability tests fall between 0.63 which shows moderate reliability and 0.75 acceptable reliability, which is sufficient to examine the relationship between the study's factors. As a result, it shows that the scales are very reliable, reflecting good internal consistency among the measurement items, and the chosen instrument can accurately measures the chosen variables.

### **3.11 Ethical Considerations**

This research was conducted in accordance with the policy of confidentiality of respondents' information and without engaging in unethical practices. The data collection instrument confirms the prohibition of including any personal reference of the respondents in the questionnaire. The names and employee identification number wasn't be included at any part of the data collection process so that participants were sure that he/she can't be identified by the bank officials so that the researcher believes that respondents was provided true and dependable information freely and safely. The study was conducted under strict professional ethics, with the data collected in the course of the study being kept private and not being utilized for any other purpose.

## **CHAPTER FOUR**

### **4. DATA PRESENTATION, ANALYSIS AND INTERPRATION**

#### **4.1 Introduction**

Under This chapter analysis of demographical characteristics of respondents were presented analysis and interpret generally based on their response collected on questioner on the study of Effect of performance management system on job satisfaction of employees in case of bank of Abyssinia west Addis district. Generally under this chapter all response of respondents were presented, analysis and interprets including Demographical profile of respondents, and other issues included in questioner in case of Effect of performance management system on job satisfaction of employees in case of bank of Abyssinia west Addis district by with descriptive analysis by using frequency table and graphs.

#### **4.2 Questionnaire Response Rate**

The questioner ware distributed through Google doc online to bank of Abyssinia employees of my sample size administered Under West Addis district different branch. From the total of 314 questioners 292 which is 93% were collected and the remaining 22 or 7% of respondent were not submit the response. The response rate of the questioner was 93% and used for further analysis.

**Table 1, Questioner Response Rate**

Sample Size	314
Collected	292
Remain Uncollected	22
Used	292
Response Rate	93%

*Source: own survey Result 2025*

#### **4.3 Demographical Analysis and Interpretation**

On this Sub topic general background information of respondents like gender, age, service year and education background were present and interpret from the data collected from questioner of respondents. Presentation shows in below by table;

**Table 2; Demographical characteristics of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	180	61.6	61.6	61.6
Female	112	38.4	38.4	100
<b>Total</b>	<b>292</b>	<b>100</b>	<b>100</b>	
<b>Age</b>				
18-25	90	30.8	30.8	30.8
26-33	139	47.6	47.6	78.4
34-41	15	5.1	5.1	83.5
42-48	46	15.8	15.8	99.3
Above 49	2	0.7	0.7	100
<b>Total</b>	<b>292</b>	<b>100</b>	<b>100</b>	
<b>Academic qualification</b>				
Diploma	5	1.7	1.7	1.7
BA Degree	152	52.1	52.1	53.8
MA Degree	135	46.2	46.2	100
PhD & above	0	0	0	100
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>Work Experience</b>				
0-5	174	59.6	59.6	59.6
6-10	66	22.6	22.6	82.2
11-15	22	7.5	7.5	89.7
Above 15	30	10.3	10.3	100
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	

*Source: own survey Result 2025*

#### ❖ Respondents Gender Analysis

During conducting this study the researcher were asked gender of respondents' in order to see the composition of sex in the organization. From the researches survey 61.6% of the respondent were female respondents whereas the remaining of 38.4% were male. This shows that the majority of the respondents were male in bank of Abyssinia west Addis District branches

#### ❖ Respondents Age Analysis

Like that of Gender the researcher was asked for age of respondents during questioner distribution. According to the respondents information 47.6% which is majority of the respondent was aged between 26-33 followed by 30.8% which is the age interval of 18-25. The remaining respondents' age was under the interval of 34-41 which scored 5.1% of respondent, 42-48 scored 15.8% of respondent and the remaining 0.7% of respondent was grouped under age of Above 49.

From this standing point the researcher was concluded that majority of the employees was young. Young employees have more power, energy and skill to be an productive and increase the market share of the companies. Due to this employees of bank of Abyssinia can contribute their energy and skill to be came more power full and gain more market share of the banking industry.

#### ❖ **Respondents' Academic qualification Analysis**

With respect of academic qualification of employees of branches under bank of Abyssinia west Addis district 52.1% of respondent war BA degree holders and 46.2% of respondent was MA degree holders and the remaining 1.7% of the respondent was Diploma certificate holders. Under respondents included in this survey there is no PhD and above qualification holders.

From these view employees of bank of Abyssinia which branches administered under west Addis district the majority was BA degree and MA degree holders that rates 52.1% and 46.2% respectively. Due to this most of employees of bank of Abyssinia was well educated and skilled. Has a big contribution for gaining competitive advantage from the industry case highly educated and skilled man power is the key to compete.

#### ❖ **Respondents work experience Analysis**

The researcher also tries to assess the experience of employees under the target area of the research. According to the response 59.6% of employees have an experience of 0-5 years. The reaming 22.6% of employees has an experience of 6-10 years. The other 7.5% and 10.3% employees has 11-15 and above 15 years of experience respectively.

From this information of the respondents the researcher has conclude that most of employees has an experience of less than 10 years. This shows that bank of Abyssinia has a young and energetic employees which leads to low pension turnover of employees and helps to retain for long time.

#### 4.4 Descriptive Analysis

**Table 3; Presentation of employees' response on Performance planning**

Questions	S. Disagree	Disagree	Neutral	Agree	S.Agree	% of SD	% of D	% of N	% of A	% of SA	Total	Mean	Std Dev
Q1	21	204	26	26	14	7.20	69.9	8.90	8.90	5.10	100	2.35	4.74
Q2	9	22	38	213	30	3.10	4.10	13.10	72.90	6.80	100	3.76	0.42
Q3	45	146	13	75	13	15.3	50%	4.50	25.70	4.50	100	2.54	4.271
Q4	14	207	23	31	13	6.20	70.90	7.90	10.60	4.40	100	2.36	4.712
Q5	10	190	36	40	16	3.40	65.10	12.30	13.70	5.50	100	2.53	4.304
Q6	5	142	28	96	21	1.70	48.60	9.60	32.90	7.20	100	2.93	3.1398
Q7	14	125	31	111	11	4.80%	42.80%	10.60%	38	3.80	100	2.932	3.201688
Ave Mean													2.775
Ave std dev													3.542

Source own survey result 2025

##### 4.4.1 Performance planning and Job Satisfaction

Performance panning and job satisfaction of employees may have positive relationship when implemented effectively by organization during performance planning. When performance planning implemented by the organization and clearly seated the plan that may more achievable and realistic, performance planning of the organization may create clear expectation which means if the performance panning seated clearly and that employees understand what may expected from them they feels more empowered and energetic to achieve the expected plane and focus on control of their assigned tasks that will lead employees to boosted satisfaction with their job , motivation and engagement of employees means when well-structured performance planning will applied in the organization employees became more engaged and motivated with the assigned jobs and results to satisfaction of employees with their jobs, reduce turnover this means when performance planning is well designed and implemented properly the organization more likely can retain well trained employees and also can reduce costs associated employees turnover, improve performance,

when employees are motivated and perform tasks accordingly with well-structured performance planning performance of employees became boost. Finally if there is a well-designed performance planning it creates positive communication which is the implication of positive working environment and shows that the existence of job satisfaction.

#### **4.4.2 Perception of employees on performance Planning**

From the above graphical and tabular presentation of respondents of perception under questioner statement number one 21 number of respondent which means 7.2% out of the sample size of 292 strongly disagreed on the achievability and realisticness of the plan at the end of business period, 69.9% or 204 which is the large share of respondent were disagreed, 8.9% which counts 26 number of respondents was remain neutral about the achievability and realisticness the goal seated, 8.9% which counts 26 number of respondents was agreed about the achievability and realisticness the goal seated, 5.1% which shares 14 value of count was strongly agreed on the achievability and realisticness of the goal at the end or closing of the business period. This statistical data show that approximately 70% employees agreed on the plan of the bank is not realistic and achievable at end of the period.

On this table 3, question number two (2) which states about the alignment of performance planning with the organizational goal of the company 3.1% or 9 respondents was strongly disagree whereas 4.1% which counts 22 respondent out of the sample size was disagree about the alignment of organizational goal with performance planning. On the other hand, 13.1% or 38 number of respondent was remaining neutral or no idea about the alignment. The maximum share or count of respondent 213 or 72.9% and 30 or 6.8% of respondent was Agreed and strongly agreed respectively about the alignment of the performance planning and organizational goal of the company. From this standing point the researcher states that 73% of the respondent believed that Performance panning is aligned with organizational plan of the company. The researcher concludes that the performance planning of the organization is better to achieve the overall strategic plane of the organization.

The other issue that assessed in this research regarding to the performance planning of the organization is that dose the organization allows to involve on performance planning to all part of the employees or not; in this issue 146 number of respondent has disagreed which covers 50% of the total collected response about the issue. The remaining share of the respondent which contains 45 or 15.3% of respondents, 13 or 4.5% of respondents, 75 or 25.7% of respondents and 13 or

4.5% of respondents has express their view Strongly disagree, remaining neutral, Agree and strongly agreed respectively.

From this analysis the researcher concluded that the performance planning process of the organization had addressed only by some part of the employees because 15.30% of the respondent and 50% of the respondent which is 65.3% of the target was totally disagreed on the issue.

This factor shows that majority of the employees had not participate on performance planning of the organization. This may leads to employee's dissatisfaction on their organization process of performance planning and creates demotivation on their job.

On the above data analysis the forth issue focused by the researcher was Dose the performance plane seated by the organization dose encourage to perform and job satisfaction of the employees or not; In this regard 207 or 70.90% of the respondents was disagreed on the issue. This is coverage of majority of the targeted group. The reaming share of the respondent 6.2% or 14 respondents, 7.90% or 23 respondents, 10.60% or 31 respondents and 4.40% or 13 number of the respondents was fail that strongly disagreed, remaining neutral, agreed and strongly agreed respectively on the encouragement and satisfactory of the performance plane seated by the organization. Accordingly with the above stated data of the respondents the researcher concluded that employees are not encouraged to perform the planes seated by the organization and not satisfied about what they are assigned to perform. The researcher concluded that the unachievable of goals or planes and planes seated by some part of employees may cause unsatisfactory of employees and discourage to perform the tasks assigned by the organization. This shows that majority of employees has dissatisfied and not encouraged to perform activities based on their assignment.

The other issue on the performance planning section of the research is that is there the priority of plans seated by line manager or not; regarding to this issue the 190 respondents which shares 65.1% of the sample size are disagreed and the reaming of 10 respondents that shares 3.4%, 36 respondents has a share of 12.3%, 40 respondents those shares 13.7% and the remaining 16 respondents with the share of 5.5% are response strongly disagreed, remaining neutral, Agreed and strongly agreed with respectively manner.

By considering the above presented data the researcher has concluded that the organization mostly does not present or seat the priority of goals or planes when goals and plans were proposed for employees. This may leads to lack of coordination and performing tasks in accordance with their priority. This also case ignorance of severity of tasks that may perform immediately. In addition to that failing of seating of priority of planes may cause confusion on employees during performing

their tasks.

During assessing the performance planning of the organization the researcher was aroused additional issue which was dose the organization has the periodic performance planning process improvement plane or not?; besides to this respondents counts around 142 that shares 48.6% from total number of respondent was disagreed on this idea. From the remaining number of respondent 32.9% or 96 respondents was agreed on the process improvement plan at the performance planning of the organization. The other three group of respondents those shared 9.6% or 28 respondents, 7.2% or 21 respondents, and 1.7% or 5 respondents was conclude that by remaining neutral, strongly agreed and strongly disagreed on the idea of process improvement plan on performance planning of the organization respectively.

Accordingly the researcher about the issue of improvement plan of the process of performance planning was concluded that there is no improvement plane on seating of performance plan in the organization because majority of employees has a filling of disagreed regarding to this concern.

By using this response of respondents as a millstone the researcher gives an idea to the organization regarding the development of improvement plan for performance planning process, which may help to boost the capacity of the organization at the time of developing performance plane to set achievable and realistic plan and to develop the counterfeited plan to the current organizational position at the time of performance planning. Also the improvement of performance planning needs to address both internal and external changes of the industry that the organization operated. Due to this and other considerable issues the organization should have develop improvement plan for performance planning of the employees.

The last issue that was addressed by the researcher regarding with performance planning of the organization is that employee's rate of their organization's performance planning contribution for job satisfaction of employees; on this issues as shown on table three 125 respondents which shares 42.8% out of the total respondent fills dissatisfied on the contribution of performance planning for the job satisfaction of employees. Around 111 respondents or 38% of the share were states there filling as agreed on the issue of performance planning and job satisfaction. The reaming share of the respondents regarding to this case which counts 14 respondents or around 4.8% of the respondent were strongly disagree and 31 number of respondents or 10.6% was has no idea and remaining neutral, the last group of respondent or 11 number of respondent that shares 3.8% of respondents decides strongly agreed on the issue of performance panning and contribution for employees job satisfaction of the organization. According to the response of the employees about

the last issue of performance planning and contribution for job satisfaction that was collected by question majority of employees disagreed about the contribution of performance planning of the organization to employee's job satisfaction of the organization.

From standing to the above stated point the research was decides that the organization should have reassess their performance planning to boost or rise up job satisfaction of employees in the organization. Because the researcher believed that if the employees fill dissatisfied may increase employees' turnover rate, employees' productivity may decreased by reducing their engagement, damaged moral of employees and cost per return ratio of employees may be negative and increase cost.

**Table 4; Presentation of employees' response on performance monitoring and evaluation**

Questions	S.Disagree	Disagree	Neutral	Agree	S.Agree	% of SD	% of D	% of N	% of A	% of SA	Total	Mean	S.Dev
Q1	10	74	44	152	12	3.40	25.3	15.1	52.1	4.1	100	3.282	2.11
Q2	3	11	19	241	18	0.01	3.80	6.50	82.5	6.20	99	3.8811	0.043
Q3	10	141	41	89	11	3.40	48.3	14.0	30.5	3.80	100	2.83	3.49
Q4	14	14	17	213	34	4.8	4.8	5.8	72.9	11.6	100	3.814	0.23
Q5	6	26	39	208	13	2.10	8.90	13.4	71.2	4.50	100	3.674	0.744
Q6	10	97	70	103	12	3.40	33.2	24	35.30	4.10	100	3.035	2.89
Q7	18	137	49	76	12	6.2	46.9	16.8	26	4.1	100	2.749	3.72
Ave Mean													3.32
Ave Std Deve													1.89

#### ***4.5 Performance monitoring and Evaluation with job satisfaction***

Performance monitoring can have both good and bad effects on employees depending on how it is put into practice by organizations. When a company sets up performance monitoring in a clear and organized way it can lead to positive outcomes such as increased job satisfaction among employees. This means that workers are happier in their jobs and feel more fulfilled in what they do. However, if performance monitoring is done poorly or in a confusing manner it can create

negative consequences leading to lower job satisfaction for employees.

In general the way performance monitoring and evaluation are designed and carried out can greatly affect how workers feel about their jobs. When these systems are implemented correctly they can significantly improve employee engagement boost performance and enhance overall job satisfaction. Employees are more likely to feel motivated and valued when they see that their work is being recognized and assessed fairly. On the other hand if performance monitoring is not handled well it can result in dissatisfaction among employees. This dissatisfaction might cause them to look for other job opportunities leading to higher turnover rates within the organization.

Ultimately the success of performance monitoring depends on how it is executed. A well-structured system can create a positive work environment while a poorly designed system can have the opposite effect. Organizations need to carefully consider how they approach performance monitoring and evaluation to ensure that it brings out the best in their employees. By focusing on clear communication fairness and support companies can create a positive impact on job satisfaction and help retain their valuable workforce.

#### **4.5.1 Perception of employees on performance monitoring and evaluation**

From the above graphical and tabular presentation of respondents of perception by **table 4** under questioner statement number one (1) 10 number of respondent which means 3.4% out of the sample size of 292 strongly disagreed on the current performance evaluation of the organization, 25.3% or 74 of the respondents were disagreed, 15.1% which counts 44 number of respondents was remained neutral about the organizations current performance evaluation and monitoring practice of the organization, 52.1% which counts 152 majority of respondents was agreed about the current Performance monitoring and evaluation of their organization, 4.1% which shares 12 value of count was strongly agreed on the issue that assessed. This statistical data show that approximately 52% of employees agreed on the current practice of performance monitoring and evaluation of the organization.

On this table 4, question number two (2) which states about the timely and regularly practice of performance evaluation and monitoring of the organization employee about 0.1% or 3 respondents was strongly disagree whereas 3.8% which counts 11 respondent out of the sample size was disagree about the current implemented of performance monitoring and evaluation of the organization dose practiced in regular way or not. On the other hand, 6.5% or 19 number of respondent was remaining neutral or no idea about the regular practical condition of the monitoring and evaluation of performance by the organization currently. The maximum share or count of

respondent which is 241 or 82.5% and 18 or 6.2% of respondent was Agreed and strongly agreed respectively about the practical condition of the monitoring and evaluation of performance practiced currently by bank were timely or not. From this standing point the researcher states that 82% of the respondent believed that the current practical implementation of evaluation and monitoring of performance in the company has practiced in timely and regular way.

The researcher concludes that the current practice of performance monitoring and evaluation of the bank had applied in timely and regular way which may leads to facilitate learning and development practice in the organization for those employees has a poor performance result during appraisal period and additionally the researcher believed that it may help to identify the gap of performance monitoring and evaluation practice of the bank and take a corrective action if there were a gap in appraisal period of performance.

The other issue that assessed in this research regarding to the performance monitoring and evaluation practice of the organization is that dose the performance evaluation and monitoring process has a continuous improvement in the organization or not; regarding to this issue 141 number of respondent has disagreed which covers 48.3% of the total collected response about the issue. The remaining share of the respondent which contains 10 or 3.4% of respondents, 41 or 14% of respondents, 89 or 30.5% of respondents and 11 or 3.8% of respondents has express their view Strongly disagree, remaining neutral, Agree and strongly agreed respectively about the continuous improvement of performance evaluation and monitoring practice of the organization.

From this analysis the researcher concluded that the majority that covers 141 or 48.3% of the respondents ware disagreed about the continuous improvement of current performance monitoring and evaluation practice of the organization for one appraisal period to the other.

This result of respondents implies that the organization does not take any improvement measures on performance evaluation practice which is applied on employees. This may lead to unable to address gaps when there is on the practice of performance evaluation of the organization.

On the above **table 4** data analysis the forth issue focused by the researcher was Dose the Performance evaluation and monitoring process has a positive effect on job satisfaction and career development or not; In this regard 213 or 72.9% of the respondents was agreed on the issue. This is coverage of majority of the targeted group. The reaming share of the respondent 4.8% or 14

respondents, 4.8% or 14 respondents, 5.8% or 17 respondents and 11.6% or 34 number of the respondents was had a filling that strongly disagreed, disagreed, remained neutral and strongly agreed respectively on the effect of performance monitoring and evaluation practices of the organization on employees job satisfaction and career development.

Accordingly with the above stated data of the respondents the researcher concluded that majority of employees in the targeted organization agreed on the positive effect of performance monitoring and evaluation of the company on job satisfaction and career development. It shows that the organization should focus on performance monitoring and evaluation practices when it has a positive effect on employees' job satisfaction and career development case it decrease cost of turnover of employees and other related cost with unsatisfied employees.

The other issue on the performance monitoring and evaluation section of the research is that is the criteria used for performance evaluation and monitoring easily understandable or not; regarding to this issue 208 respondents which shares 71.2% of the sample size are agreed and the reaming of 6 respondents that shares 2.1%, 26 respondents has a share of 8.9%, 39 respondents those shares 13.4% and the remaining 13 respondents with the share of 4.5% are response strongly disagreed, disagreed, remained neutral and strongly agreed with respectively manner.

By considering the above presented data the researcher has concluded that the organizations' criteria used for performance monitoring and evaluation in the organization are easily understandable by employees to. This may contribute for performance goal understanding and employees may know what is expected from them during appraisal period. Additionally if the evaluation criteria's are clearly seated to understand it helps to minimize grievance and employees can easily request their grievance when it happened. At HR officer side it can help to analysis and give a response for employees grievance cause the criteria is ease and understandable.

During assessment of the performance monitoring and evaluation of the bank the researcher was raised additional issue which was rate of performance monitoring and review process of the organization by employees or respondents; besides to these respondents' counts around 103 that shares 35.3% from total number of respondent was agreed on this idea. From the remaining number of respondent 3.4% or 10 respondents was strongly disagreed on rating the organizations' performance monitoring and evaluation process which has a negative filling about the issue. The other three group of respondents those shared 33.2% or 97 respondents, 24% or 70 respondents, and 4.1% or 12 respondents was conclude that by disagreed, remaining neutral and strongly agreed

on the idea of rating the organization performance monitoring and evaluation of the organization respectively.

Accordingly the researcher about the issue of rating performance monitoring and evaluation of the organization by employees was concluded that majority of the respondents out of the target sample of the research agreed or has a positive attitude about the current performance monitoring and evaluation process of the organization.

By using this response of respondents as a millstone the researcher gives an idea to the organization regarding the performance evaluation and monitoring process, even though the majority of respondents or around 35.3% of share has agreed on the performance monitoring process of the bank 33.2% of the respondent which is not a small number has disagreed on the other side. Due to this approximate result of the respondents with different filling the researcher advices the company to reassess the performance monitoring and evaluation process to increase the gap between those two sided ideas by make a corrective measures to rise up number positive filling and change the mindset of disagreed one.

The last issue that was addressed by the researcher regarding on the performance monitoring and evaluation of organization is that dose the organization implement equal and bias free monitoring ways and employees fill satisfied or not; on this issues as shown on table four 137 respondents which shares 46.9% out of the total respondent fills dissatisfied on the equal treatment and bias freeness of the performance monitoring and evaluation technique of in the organization. Around 18 respondents or 6.2% of the share were states there filling as strongly disagreed on the issue equal treatment and bias freeness of the performance monitoring and evaluation technique at organization. The reaming share of the respondents regarding to this case which counts 49 respondents or around 16.8% of the respondent were remained neutral and 76 number of respondents or 26% was agreed and the last group of respondent or 12 number of respondent that shares 4.1% of respondents decides strongly agreed on the issue of equal treatment and bias freeness of the performance monitoring and evaluation technique at organization.

According to the response of the employees about the last issue of regarding to performance monitoring and evaluation which is equal treatment and bias freeness of the performance monitoring and evaluation technique at organization and employees satisfaction that was collected by question majority of respondents disagreed about the fairness of performance monitoring and

evaluation process of the organization.

From this standing point the research was decided that the organization should have focus on their performance monitoring and evaluation practices to clear bias and unfairness that helps to boosting or rising up job satisfaction of employees in the organization. Because the researcher believed that if the employees fill unfair treatment during performance monitoring and evaluation process may decrease employees' engagement, employees' productivity may decreased by reducing their engagement, damaged moral of employees and cost per return ratio of employees may be negative and increase cost totally it affect the organization negatively

#### ***4.6 Performance Appraisal and feedback with job satisfaction***

Performance appraisal is a formal, periodic evaluation of an employee's performance typically done quarterly, bi-annually or annually based on pre-established criteria and feedback is the information provided to employees about their performance. Feedback plays a crucial role in shaping their attitudes, motivations and satisfactions of the employees. Appraisal and Feedback based on their implementation by the organization has both negative and positive impacts on job satisfaction of employees in the organization. From positive performance appraisal effect on job satisfaction some of those are; recognition of effort, career development, and goal alignment which is a result of clear performance appraisal when applied in clear and understandable manner, on the other hand when performance appraisal had applied poorly it may has a negative effect like perceived of bias or injustice and lack of follow-up.

**Table 5; Presentation of employees' response on performance Appraisal and feedback**

Questions	S.Disagree	Disagree	Neutral	Agree	S.Agree	% of SD	% of D	% of N	% of A	% of SA	Total	mean	S.dev
Q1	12	58	23	173	26	4.10%	19.90	7.90%	59.20	8.90%	100	3.49	1.413
Q2	11	212	28	32	9	3.80%	72.60	9.60%	11.00	3.10%	100	2.37	4.681
Q3	12	210	24	36	10	4.10%	71.90	8.20	12.30	3.40	100	2.39	4.65
Q4	31	198	20	33	10	10.60	67.80	6.80%	11.30	3.40%	100	2.29	4.88
Q5	11	20	9	223	29	3.80	6.80	3.10	76.40	9.90	100	3.82	0.21
Q6	17	81	109	75	10	5.80%	27.70	37.30	25.70	3.40	100	2.93	3.21
Q7	10	42	16	187	37	3.40	14.40	5.50	64%	12.70	100	3.68	0.72
Ava.mean													2.995
Ava Std Deva													2.82

#### ***4.6.1 Perception of employees on performance appraisal and feedback***

As indicated on the above graphical and tabular presentation of respondents of perception under questioner statement listed out from 1-7 regarding to performance appraisal and feedback 12 number of respondent which means 4.1% out of the sample size of 292 on the issue of is that how the employees of the targeted bank dose feel about the value of feedback for performance improvement and job satisfaction had fee strongly disagreed during their response on questionner,59.2% or 173 which is the large share of respondent were agreed, 19.9% which counts 58 number of respondents was disagreed about the idea of values of performance appraisal and feedback on job satisfaction of employees in the organization, 7.9% which counts 23 number of respondents was remand neutral about the values of performance appraisal and feedback on job satisfaction of employees in the organization, 8.9% which shares 26 value of count was strongly agreed on the values of performance appraisal and feedback on job satisfaction of employees in the organization. This statistical data show that approximately 59% of employees agreed on the impact of the performance appraisal and feedback on performance improvement and job satisfaction of the organization.

On the above data presentation of Table 5, the second issue which states about dose the organization has a constant feedback assessment in the organization or not; 3.8% or 11 respondents was strongly disagree whereas 72.6% which is the maximum counts 212 respondent out of the sample size was disagree about the presence of constant feedback assessment of the organization. On the other hand, 9.6% or 28 number of respondent was remaining neutral or no idea about the feedback assessment of the bank. From the remaining share of the respondent which is 32 number of respondents or 11% was Agreed and 3.1% or 9 respondents strongly agreed about the implementation of constant feedback assessment of the company. From this standing point the researcher states that 72.6% of the respondent believed that there is not implementation of constant feedback assessment in the organization. Due to the crucial impact of the feedback assessment this organization should have taken a measuring action to curve the attitude of employees regarding to feedback assessment by motivating and satisfied with implementing of constant feedback and providing feedbacks those contributed for job satisfaction and career development.

The other issue that assessed in this research regarding to the performance appraisal and feedback of the organization is that dose the organization has effectively provide feedback during

performance appraisal and review or not; in this issue 210 number of respondent which is the maximum share of the total respondent has disagreed which covers 71.9% of the total collected response about the issue. The remaining share of the respondent which contains 12 or 4.1% of respondents, 24 or 8.2% of respondents, 36 or 12.3% of respondents and 10 or 3.4% of respondents has express their view Strongly disagree, remaining neutral, Agree and strongly agreed respectively.

From this analysis the researcher concluded that the effectiveness of feedback providing at the time of performance review 72% of the employees' of the target was totally disagreed.

This factor shows that majority of the employees were not think positively about effectiveness of feedback providing. This may leads to employee's dissatisfaction on their organization process of job satisfaction of employees and creates demotivation on their job. Organization should develop an effective feedback providing process and organizational trend during performance review and appraisal of employees to boost their performance by making correction on their poor performance.

Accordingly to the above data analysis the forth issue focused by the researcher was Dose the organization has a timely feedback providing habit or not; In this regard 198 or 67.8% of the respondents was disagreed on timely providing habit of feedback. This is coverage of majority of the targeted group. The reaming share of the respondent 10.6% or 31 respondents, 6.8% or 20 respondents, 11.3% or 33 respondents and 3.4% or 10 number of the respondents was fail that strongly disagreed, remaining neutral, agreed and strongly agreed respectively on the timely providing habit of feedback for employees during performance evaluation and appraisal.

From view point of the above stated data of the respondents the researcher concluded that the organization has not a trends of providing feedback for employees during performance review in timely base. The researcher believed that if the feedback not provided in time it causes several negative effects on the organization like decreased motivation because employees feel ignored or undervalued when feedback is delayed, which may lead to demotivation and disengagement. It also leads to reduced performance, without timely feedback employees may continue making mistakes or using inefficient methods, lowering overall productivity and quality. Additionally it may weaken manager-employee relationship, increase frustration and uncertainty finally it creates higher turnover risk for the organization. Due to such reasons the organization should try to provide feedback for employees I timely base during performance review and appraisal.

The other issue on the performance appraisal and feedback section of the research is that is there the feedback provided is important for performance improvement or not; regarding to this issue the 223 respondents which shares 76.4% of the sample size are agreed and the reaming of 11 respondents that shares 3.8%, 20 respondents has a share of 6.8%, 9 respondents those shares 3.1% and the remaining 29 respondents with the share of 9.9% are response strongly disagreed, disagreed, remaining neutral and strongly agreed with respectively.

By considering the above presented data the researcher has concluded that the employees of the organization mostly agreed on the relevance of provided feedback for performance improvement in the organization during performance appraisal and review.

During assessing the performance planning of the organization the researcher was aroused additional issue which was dose appraisal of performance in the organization is free of bias or not?; besides to this respondents counts around 109 that shares 37.3% from total number of respondent was remaining neutral on this idea of bias free of performance appraisal in the organization or not. From the remaining number of respondent 5.8% or 17 respondents was strongly disagreed on the idea of bias free of performance appraisal of the bank. The other three group of respondents those shared 27.7% or 81 respondents, 25.7% or 75 respondents, and 3.4% or 10 respondents was conclude that by disagreed, agreed and strongly agreed on the idea of idea of bias free of performance appraisal of the organization respectively.

Accordingly the researcher about the issue of idea of bias free of performance appraisal was concluded that majority of employees has remaining neutral.

By using this response of respondents as a millstone the researcher gives an idea to the organization regarding to bias free performance appraisal of the bank at the end of appraisal period. When employees are uncertain about the fairness of the organization performance appraisal practice it can leads to distrust, low morale, disengagement and even turnover. To address this, the bank should take proactive steps to enhance transparency, communication and perceived fairness. To address such proactive measures the bank should has taken steps like Assessing Current perception and gaps on fairness of performance appraisal, improve transparency in performance appraisal, train managers on fair and consistent evaluation of performance, implement a structured and objective appraisal system, increase employees involvement on feedback, monitor and continuously improve the system and finally foster a culture of trust and openness.

The last issue that was addressed by the researcher regarding with performance appraisal and feedback of the organization is that dose the performance appraisal and feedback has a direct impact on job satisfaction in the organization or not; on this issues as shown on table five 10 respondents which shares 3.4% out of the total respondent fills strongly disagreed on the direct impact of performance appraisal and feedback on job satisfaction of employees. Around 42 respondents or 14.4% of the share were states there filling as disagreed on the direct impact of performance appraisal and feedback on job satisfaction of employee in the organization. The reaming share of the respondents regarding to this case which counts 16 respondents or around 5.5% of the respondent were remaining neutral and 187 number of respondents or 64% which is a maximum share of respondents was has agreed on the idea, the last group of respondent or 37 number of respondent that shares 12.7% of respondents decides strongly agreed on the direct impact of performance appraisal and feedback on job satisfaction of employee.

According to the response of the employees about the last issue of performance appraisal and feedback direct impact on the job satisfaction in the targeted company that was collected by question majority of employees agreed about the impact of performance appraisal and feedback of the organization to employee's job satisfaction of the organization.

As indicated on the analysis of the above most of employees has agreed on the direct impact of performance appraisal and feedback on employees' job satisfaction the organization should leverage this insight to enhance engagement, productivity and retention of employees by increasing job satisfaction. Additionally by aligning this positive attitude of employees regarding with direct impact of performance appraisal and feedback on job satisfaction with organizations' performance management system, the organization can turn appraisal into tools for motivation, not anxiety, driving both satisfaction and business success.

**Table 6; Presentation of employees’ response on Reward and Recognition**

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Percentage of SD	Percentage of D	Percentage of N	Percentage of A	Percentage of SA	Total	mean	Std Dev
Q1	19	108	23	129	13	6.50%	37.00%	7.90%	44.20%	4.50%	100%	3.035	2.889782
Q2	15	156	21	83	16	5.10%	53.80%	7.20%	28.40%	5.50%	100%	2.754	3.707742
Q3	22	89	91	80	10	7.50%	30.50%	31.20%	27.40%	3.40%	100%	2.887	3.332616
Q4	30	160	21	73	8	10.30%	54.80%	7.20%	25.00%	2.70%	100%	2.55	4.24875
Q5	15	159	23	83	12	5.10%	54.50%	7.90%	28.40%	4.10%	100%	2.719	3.80352
Q6	11	13	24	219	25	3.80%	4.50%	8.20%	75.00%	8.60%	100%	3.804	0.257557
Q7	23	120	26	110	13	7.90%	41.10%	8.90%	37.70%	4.50%	100%	2.901	3.287892
Av												2.95	
Av std dev													3.075408

**4.7 Reward and Recognition with Job Satisfaction**

Job satisfaction refers to the extent to which individuals feel fulfilled and content with their work. It encompasses various aspects, including job security, work-life balance, work environment, and the perceived fairness of rewards and recognition. Motivation, on the other hand, pertains to the internal drive and enthusiasm that individuals possess to pursue their work-related goals and objectives. Motivated employees are more likely to invest their time, energy, and skills to achieve organizational objectives.

Reward systems in the workplace typically encompass monetary and non-monetary components. Monetary rewards include base salary, bonuses, and incentives, while non-monetary rewards may include promotions, opportunities for career advancement, flexible work arrangements, and recognition programs. Recognition involves acknowledging and appreciating employees' contributions, achievements, and efforts through various means, such as verbal praise, written commendation, awards, or public acknowledgment. Understanding the impact of reward and

recognition on job satisfaction and motivation is crucial for organizations seeking to create a positive work environment and enhance employee engagement. Numerous studies have investigated this relationship and highlighted the importance of effective reward and recognition systems in influencing employees' attitudes and behaviors.

#### **4.7.1 Perception of employees on Reward and Recognition with job satisfaction**

From the above graphical and tabular presentation on table six of respondents' perception under questioner statement number one 19 number of respondent which means 6.5% out of the sample size of 292 strongly disagreed on the competitiveness of reward and benefit packages of the bank in the operating industry, 37% or 108 respondents were disagreed, 7.9% which counts 23 number of respondents was remain neutral about the organization benefit and package competitiveness in the industry, 44.2% which counts 129 which is a large number of respondents was agreed about their organizations benefit and package competitiveness in the industry, 4.5% which shares 13 value of count was strongly agreed on the organization benefit and package competitiveness in the industry. This statistical data show that the maximum amount of employees agreed on the organizations benefit and package competitiveness in the industry.

On this table 6, question number two (2) which states dose the package offered by the organization is valued the assigned work of employees or not; in this regard 5.1% or 15 respondents was strongly disagree whereas 53.8% which counts 156 respondent out of the sample size was disagree about the equivalence of works assigned and packages offered by the organization. On the other hand, 7.2% or 21 number of respondent was remaining neutral or no idea about the issue of requested by the researcher regarding with equivalence of package offered and value of jobs assigned for employees to perform. The count of respondent 83 or 28.4% and 16 or 5.5% of respondent was Agreed and strongly agreed respectively about the equivalence of package offered and value of jobs assigned for employees to perform. From this standing point the researcher concludes that the majority respondent which is 53.8% of the respondent believed that the package offered by the organization to employees' dose not valued their work load in the organization. The researcher concludes that the organization should have assessed the benefit packages offered to employees. Because if believe of employees regarding to their work load and packages benefit's offered by the employers' is negative it affects adversely the job satisfaction and engagement on their job.

The other issue that assessed in this research regarding to the effect of reward and recognition on job satisfaction of the organization is that dose the salary provided is equivalent with the same

organization or not; in this issue 22 number of respondent has strongly disagreed which covers 7.5% of the total collected response about the issue. The remaining share of the respondent which contains 89 or 30.5% of respondents, 91 or 31.2% of respondents, 80 or 27.4% of respondents and 10 or 3.4% of respondents has express their view disagree, remaining neutral, Agree and strongly agreed respectively.

The fourth issue that the researcher was tries touch regarding to the reward and recognition part of impacts performance management system on job satisfaction was that dose the organization had recognize employees' intellectual ability with nonfinancial incentive or not; about this as shows in the table six above 160 employees those majority share and covers 54.8% of the respondents reflect their view by disagreed on idea that the researcher requested. Now again as indicated on the tabular presentation in the above the remaining number of respondents was refelacted as Strongly disagreed, remained neutral, agreed and strongly agreed by the following share of percentage of 10.4% or 30 respondents, 7.2% or 21 number of respondents, 25% or 73 portion of the number of respondents and 2.7% or 8 respondents respectively.

Based on the response presented in the above by collecting from respondents the researcher concludes that most employees feel their intellectual ability does not adequately acknowledged by the organization through nonfinancial means such as praise awards, opportunities of professional growth or public recognition. This result of the response suggests that a potential area of improvement in the organization's employee recognition and reward strategies.

Additionally the researcher tries to address the issue regarding to effect of reward and recognition on job satisfactions of employees is that dose the package offered is motivate employees for more performance in the organization or not; In this case as stated in the above data presentation table 159 respondents which is a majority share 54.5% of respondent was fill disagreed about motivation of the offered package for more performance. The other group of respondents which consisted of 15 respondents or 5.1%, 23 respondents or 7.9%, 83 respondents or 28.4% and finally 12 respondents or 4.1% out of total respondent was strongly agreed, remained neutral , agreed and strongly agreed respectively.

Based on the analysis the majority of the respondents disagreed with the statement that the current package and recognition offered by the organization motivates them to perform better. This indicates significant gap between the organization's incentive structure and employee's

motivational needs.

This lack of perceived motivational value may result from several factors including package's perceived inadequacy. The results also suggest that the compensation or benefit package, as it stands does not effectively drive employees to enhance their performance or productivity.

This lack of perceived motivational value may stem from several factors including that, packages inadequacy, lack of relevance to employees' personal or professional goal or comparison with industry standards. It is also possible that employees value other forms of motivation, such as recognition, opportunities for career development, supportive leadership or a positive work environment-more than financial or material incentives.

Therefore, it is recommended that the organization reassess and redesign its current incentive and benefits package. Conductive follow-up qualitative research, such as interview or focus group discussion, may help to identify the specific elements that employees feel are lacking or ineffective. By aligning rewards more closely with employees' expectation and needs, the organization may be able to foster greater motivation, satisfaction and ultimately improve performance.

That the researcher which tries to address an additional issue about package and recognition is that does financial recognition is more valuable than non-financial recognition or not in case of bank of Abyssinia west Addis district. As the response of all respondents had shown in the above table of table 6 is the majority of respondents which counts around 219 was agreed on the idea of financial recognition is more valuable than non-financial, this respondents have maximum share 75% of total respondents. Additional to those agreed respondents' the other group of respondents had given their response of strongly disagreed that covers 11 respondents or 3.8% of the total respondents.

The third group of respondents has shown their idea regarding with financial recognition is more valuable than non-financial recognition by disagreed those had a volume of 13 or 4.5% out of the total respondents. The remaining two groups of respondents those covers 24 number of respondents or 8.2% and 25 number respondents or 8.6% out of the targeted group are remaining neutral and strongly agreed respectively.

As the majority of respondents agreed that financial recognition is more valuable than non-financial recognition, the researcher can draw several conclusions: The results indicate a strong

preference among respondents for financial recognition over non-financial forms. This suggests that monetary rewards may be more motivating and have a greater perceived value in their workplace or context.

Organizations and managers should consider prioritizing financial recognition programs, such as bonuses, raises, or other monetary incentives, as they appear to be more effective in motivating employees or participants. While non-financial recognition (e.g., praise, awards, or public acknowledgment) is still important, the findings may suggest that these methods alone may not suffice to satisfy individuals' recognition needs.

The preference for financial recognition may be influenced by cultural or contextual factors, such as economic conditions or industry norms. This implies that further research into the specific demographics of the respondents may provide deeper insights. The researcher might suggest further studies to explore why financial recognition is preferred, how it affects job satisfaction and performance, and whether the importance of financial versus non-financial recognition may vary across different groups or contexts.

During assessment of the reward and recognition of the bank the researcher was raised additional issue which was dose employees are satisfied with their current benefit for their current job based on the industry or not; besides to these respondents' counts around 120 that shares 41.1% from total number of respondent was disagreed on this idea. From the remaining number of respondent 7.9% or 23 respondents was strongly disagreed on rating the organizations' offer for current benefit package to the role for employees currently assigned to perform which has a negative filling about the issue. The other three group of respondents those shared 8.9% or 26 respondents, 37.7% or 110 respondents, and 4.5% or 13 respondents was conclude that by remaining neutral, Agreed and strongly agreed on the idea of current benefit package to the role for employees currently assigned to perform of the organization respectively.

## ***Chapter Five***

### ***5. Summary, Conclusions and Recommendation***

#### ***5.1 Introduction***

In chapter of the research, the major finding of the research has been summarized and the researcher has drawn his conclusions based on those results. In addition, the researcher stated his recommendations for the management at bank of Abyssinia based on the result of the study.

#### ***5.2 Summary of Major Findings***

The study tried to measure the effect of performance management of job satisfaction of employees in case of bank of Abyssinia west Addis Ababa district. Basically, the study aimed at assessing or investigating the relationship and effect of independent variables of performance planning process, performance monitoring and evaluation process, performance Appraisal and feedback process of the bank, and reward and recognition of employees on dependent variable of job satisfaction. The study adopted descriptive research design using qualitative approach.

From socio-demographic characteristics of the respondents, most of respondents were males those shares 61.6%, age between 26-33 years of age are 47.6%, between 18-25 years 30.8%, 34-41 years 5.1% 42-48 year 15.8 and the remaining 0.7% was aged above 49, academic qualification (52.% of respondents are BA degree holders, 64.2% on the other hand are MA degree holders and 1.7% of respondents are Diploma holder) and the work experience of the respondents were 59.6% had an experience of 0-5 years, 22.6% was had 6-10 years of experience and the other group of respondents 7.5% and 10.3% of respondents were had an experience of 11-15 years and above 15 years of experience respectively in bank of Abyssinia West Addis district.

##### ***5.2.1 Impact of performance planning on job satisfaction***

As the researcher was define performance planning on the previous chapter two it serves as a cornerstone of boosting performance management system. The primary function performance planning is to ensure complete alignment between individual and team contributions and the overarching organizational objectives.

The researcher was used descriptive statistics to analyze the research objective by standing from the response of questioner collected from respondents. As the result indicated at table three, that from the total respondents under the study majority of the respondents which covers 50.2% was disagreed and believe that performance planning process of the bank of Abyssinia had no positive contribution on their job satisfaction, because of that performance planning at the bank had not included the majority of employees at branch level, planning process also has no priority of goals or plans, the plane during performance planning also are not achievable and not realistic,

additionally during performance planning, the plans seated by the bank had not encourage the employees to perform and not enhance job satisfaction of the employees even employees was believe that planned goal during performance planning is directly aligned with the organization strategic goal of the bank. The second majority shared group of respondent which had share of 28.9% the respondent was agreed and believe that the performance planning of bank of Abyssinia had positive contribution for their job satisfaction. The rest 5.96%% was strongly disagreed, 5.33% strongly Agreed and 9.56% of the respondents was kept remain neutral.

### ***5.2.2 Impact of performance monitoring and evaluation on job satisfaction***

Monitoring and evaluation (M&E) also are vital components of a performance management system, playing a crucial role in ensuring the efficient and effective achievement of organizational goals. Monitoring involves the continuous collection and analysis of data to track progress against predefined objectives. It provides real-time insights into the implementation process, enabling the identification of deviations or challenges as they arise. Evaluation, on the other hand, is a systematic assessment of the design, implementation, and outcomes of a program or initiative.

In case of the impact of performance monitoring and evaluation on job satisfaction of employees the researcher also used descriptive statistics to analyze the research objective by standing from the response of questioner collected from respondents. As the result indicated at table four, Even those respondents are not total agreed on the equitability and bias freeness of performance monitoring and evaluation of the bank and continuous improvement of the process of evolution and monitoring, from the total respondents under the study majority of the respondents which covers 52.93% was agreed and believe that performance monitoring and evaluation process of bank of Abyssinia had positive contribution on their job satisfaction, because of that employees are believe that performance monitoring and evaluation at the bank had performed and practiced in timely and scheduled manner, employees also agreed on that the current performance evaluation and monitoring good and acceptable, on the issue of performance monitoring and evaluation employees also agreed on criteria used for performance monitoring of the bank is understandable. Additionally during performance monitoring and evaluation, the employees are agreed that the performance evaluation and monitoring of the bank had a positive impact on their career development and most of the employee had reflected their idea by agreed on performance monitoring and evaluation of the bank. The second majority shared group of respondent which had share of 24.46% the respondent was disagreed and not believe that the performance monitoring and evaluation of bank of Abyssinia had positive contribution for their job satisfaction. The rest 13.66% was remain

neutral, 5.45% strongly Agreed and 3.33% of the respondents was strongly disagreed.

### ***5.2.3 Impact of performance Appraisal and Feedback on job satisfaction***

Appraisal and feedback are essential components of a performance management system, designed to evaluate employee performance and provide constructive insights for improvement. Appraisal involves assessing an individual's achievements, skills, and contributions against predefined goals and standards. This process often includes formal reviews, self-assessments, and peer evaluations to ensure a comprehensive understanding of performance. Feedback complements appraisal by offering actionable suggestions and recognition, fostering a culture of continuous learning and development.

In case of the impact of performance appraisal and feedback on job satisfaction of employees the researcher also used descriptive statistics to analyze the research objective by standing from the response of questioner collected from respondents. As the result indicated at table Five, Even if those respondents are not total disagreed on the value of feedback and on job satisfaction, importance of appraisal and feedback on performance increasing and the direct impact of feedback on job satisfaction, the majority of the respondents from the total respondent of study which covers 40.16% was disagreed and not believe that performance feedback and appraisal process of bank of Abyssinia had not add positive contribution on their job satisfaction, because of that employees are not believe that performance feedback and appraisal at the bank had not performed and practiced in timely and scheduled manner, employees also disagreed on that during performance review period there were not effectively provide feedback. Additionally during performance appraisal and feedback, the employees are not agreed that the performance appraisal and feedback of the bank had not a habit of providing of feedback on time. The second majority shared group of respondent which had share of 37.13% the respondent was agreed and believe that the performance appraisal and feedback of bank of Abyssinia had positive contribution for their job satisfaction. The rest 11.2% was remaining neutral, 5.08% strongly disagreed and 6.4% of the respondents was strongly agreed.

#### ***5.2.4 Impact of performance reward and recognition on job satisfaction***

Reward and recognition are vital elements of a performance management system, designed to motivate employees and reinforce desired behaviors. Rewards can take various forms, including monetary incentives such as bonuses or salary increments, and non-monetary rewards such as additional leave or professional development opportunities. On the other hand, recognition focuses on appreciating employees' efforts and achievements through verbal praise, awards, or public acknowledgment. The implementation of rewards and recognition practices plays a crucial role in fostering a positive work environment, enhancing employee engagement, and driving productivity within an organization. By aligning these practices with organizational goals, companies can ensure that employees feel valued and motivated to contribute to the overall success of the organization. To be effective, the implementation of rewards and recognition programs should prioritize consistency, fairness, and transparency. In case of the influence of performance reward and recognition on job satisfaction of employees the researcher also used descriptive statistics to analyze the research objective by using the response of questioner collected from respondents. As the result indicated at table six, Even if those respondents are not total disagreed on the value of competitiveness of the organizations benefit Package in the industry and they are agreed on financial recognition is more valuable than nonfinancial recognition on job satisfaction in case of bank of Abyssinia west Addis district. In the other word respondents are agreed on valuable of financial recognition than nonfinancial recognition. But the majority of the respondents from the total respondent of study which covers 39.46% was disagreed and not believe that performance recognition and reward process of bank of Abyssinia had positive contribution on their job satisfaction, because of that employees are not believe that current performance reward and recognition at the bank had valued their work, employees are not believe the bank could recognize there intellectual ability with nonfinancial incentive, employees also disagreed on that during performance review period there were not effectively provide feedback. Additionally during performance package and reward dose not motivate for more performance, the employees are not agreed that the performance appraisal and feedback of the bank had not a habit of providing of feedback on time.

The second majority shared group of respondent which had share of 38.01% the respondent was agreed and believe that the performance recognition and rewards of bank of Abyssinia had positive contribution for their job satisfaction. The rest 11.2% was remaining neutral, 6.6% strongly disagreed and 6.4% of the respondents was strongly agreed.

### ***5.3 Conclusion***

The positive impact of performance management system on job satisfaction of employees is unquestionable if effectively implemented in this highly changed, uncertain and complex business environment to boost sustained and continuous growth.

In general, job satisfaction of employees in the organization has a significant impact on the success and failure of the organization; it needs highly decisive to proactively work on job satisfaction of employees in the organization to get competitive advantage over other rivals in the involving industry of Banking service.

The findings of the study show that the majority of employees have not agreed on Performance management system at bank of Abyssinia in west Addis district because of different reasons: which are not including employees during performance planning, not seated plane priority, seated plans are unachievable and realistic.

The study also shows that the performance planning of the bank are not effectively practiced to increase job satisfaction of employees at the organization,

Additionally the researcher was identified that performance monitoring and evaluation has a positive effect on job satisfaction of employees at bank of Abyssinia. This shows that the practical implementation of performance monitoring and evaluation at bank of Abyssinia was applied in more reliable and acceptable manner.

The researcher also shows that based on the response of questioners the practical implementation of performance appraisal and feedback were good at bank of Abyssinia. Most of respondents were agreed on Performance monitoring and evaluation practice of bank of Abyssinia, Bank of Abyssinia applied in timely based, criteria of monitoring and evaluation was clear and understandable. On the other hand the researcher was shows that appraisal and feedback practice of bank of Abyssinia were dissatisfied and most of employees were disagreed with the implementation of performance appraisal and feedback of bank of Abyssinia due to inconsistent appraisal and feedback of the bank, mostly feedback were not provide during performance evaluation and most of employees does not believe about the fairness of appraisal and feedback in bank of Abyssinia. Most of employees in the bank on the other hand fill that reward and recognition practice of the bank was dissatisfied due to industrial misalignment of benefit package of the bank.

#### ***5.4 Recommendation***

Based on the findings of the study, the researcher made the following recommendation

- ✚ The bank should have taken a measuring action on the including all group of employees during performance planning process to increase employees job satisfaction as the whole.
- ✚ The bank should clear and understandable job priority during performance planning process to increase job engagement and boost performance which leads to job satisfaction of employees.
- ✚ The performance plane set by the bank should consider the ways of encouraging employees to perform tasks expected to do and enhance job satisfaction.
- ✚ The bank should take an action to develop and implement periodic improvement plan for performance planning process of the bank which helps to develop plans addressed flexible market condition and employees need.
- ✚ In addition with performance planning improvement plan the bank also should have to develop improvement techniques for enhancing performance evaluation process.
- ✚ The bank on the other side, should have keep the fairness of ways of performance evaluation and monitoring process to avoid dissatisfaction of employees.
- ✚ The bank should have built consistent feedback assessment procedure to boost and control performance achievement of employees and should have provided effective feedback and evaluation during evaluation period.
- ✚ Generally the bank should have developed timely feedback providing habit.
- ✚ The other one that the bank should have to take an action is that benefit package of the bank, on this regard the bank should have reassess the value of work to be perform and benefit package conformity of the bank.
- ✚ The bank should have increase the package of recognition for intellectual ability of employees with non-financial incentive.
- ✚ In general, the bank should examine the current benefit of employees to control the turnover ratio of employees due to industrial benefit package variation.

*Appendix I*  
*Questionnaire*

Dear estimated respondents

My name is Ashagrie Engdawe, I am a postgraduate student at Addis Ababa University School of commerce. This questionnaire is prepared to collect data for my research paper on the topic of “Effect of performance management on employee’s job satisfaction in partial fulfillment of MHRM. Dear respondents, your response is very essential to complete my research paper on the stated topic. I am so glad in advance that you have filled my questionnaire by taking a minute from your time to reflect your personal view on the topic of the research. Your positivity and cooperation in responding to questions with genuine answers is more appreciated to boost my paper quality output. Your response for the questions will be used only for academic purposes and I will be kept more confidential.

Finally, I kindly request you to give your response after you have read carefully and filled out all the questions honestly.

Additionally I am Thank you in advance for your willingness to fill this questionnaire.

For any more information, opinion and question please contact me via [ashagrieengdawe2145@gmail.com](mailto:ashagrieengdawe2145@gmail.com) Or Phone 0913562918

**Part I General information**

Please answer the following question after carefully reading and understanding, mark on the appropriate answer provided.

1. Gender, Male  Female
2. Age 18-25  26-33  34-41  42-48  above 49
3. Academic Qualification, Diploma  BA degree   
MA degree  PhD and above
4. Work Experience 0-5  6-10  11-15  Above 15

**Part II** please rate the factors that stated in the table scoring from **1 strongly disagree to 5 strongly agree**

**1= Strongly disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree**

<b>Performance planning</b>		1	2	3	4	5
1	Are your performance plans really achievable and more realistic to achieve at the end of the period					
2	Is your planned goal is directly aligned with the organization goal.					
3	Does your organization allows you to involve on Performance planning.					
4	Do you believe that performance plane seated by your organization is Encourage to perform and enhance job satisfaction.					
5	Does the Organization has a performance plane priority seated by line manager					
6	Do you think that your organization have a periodic Performance planning process improvement plan					
7	In your view How much do you rate that the performance planning of your Organization has contribute for job satisfaction of the employees					

**1=Strongly disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree**

<b>Performance Monitoring and Evaluation</b>		1	2	3	4	5
1	In your view the current performance evaluation is good?					
2	Is the organization timely perform performance monitoring process					
3	Does the performance evaluation process has a continuous improvement in the organization					
4	Do you think that the evaluation process has a positive effect on your career development					
5	Is the criteria used for performance evaluation easily understandable?					
6	How do you rate the performance monitoring and review process of the organization?					
7	Does in your organization has equal and bias free monitoring technique for employees in the same role and fill you satisfied?					

**1=Strongly disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree**

<b>Performance Appraisal and feedback</b>		1	2	3	4	5
1	How do you feel is that your feedback is valuable for Performance improvement and job satisfaction					
2	Does the organization has a constant feedback Assessment in your organization					
3	Does your organization has effectively provide feedback during performance review					
4	Do you feel that your organization has timely feedback providing habits?					
5	Do you think that the feedback provided is important for your performance increasing					
6	Do you think that the appraisal of performance in your organization is free of bias?					
7	Do you think that the performance appraisal and feedback has a direct impact on your job satisfaction in case of your organization?					

**1=Strongly disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree**

<b>Performance Reward and Recognition</b>		1	2	3	4	5
1	Do you feel that the reward and benefit package of your organization is competitive in the industry					
2	Do you think that the packages offered in your organization does valued your work					
3	In your view is your organization is provide salary is equivalent with the same organization					
4	Does your organization is recognized your intellectual ability with non-financial incentives					
5	Does packages offered by your organization is motivate you for more performance					
6	Do you think that financial recognition is more valuable than non-financial incentives if offered by your organization					
7	Do you feel satisfied with your benefit for your current job when you comparing with the same organization in the industry?					

***Appendix II***  
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