ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Challenges and Practices of Employee Performance Management System in the Case of Awash Bank

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MAY, 2023

ADDIS ABABA, ETHIOPIA

ADDIS ABABA UNIVERSITY

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EMBA PROGRAM

Challenges and practices of Employee Performance Management System in the Case of Awash Bank

A Research Project submitted to the College of Business and Economics, Department of Management Executive MBA Program in Partial Fulfillment of the Requirements for the Degree of Executive Masters of Business Administration.

By: Gezahegn Negussie (GSE 8947/13)

Advisor: - Habtamu Endris (PhD)

MAY, 2023

ADDIS ABABA, ETHIOPIA

DECLARATION

I, Gezahegn Negussie declare that this study entitled **Challenges and practice of Employee Performance Management System in the case of Awash Bank** is my own work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or diploma program in this or any other institution and that all sources of materials used for the project have been duly acknowledged.

Declared by:

Name: Gezahegn Negussie

Signature:-________________

Date: - June 8, 2023

Place: Addis Ababa, Ethiopia

Statement of Certification

This is to certify that the project prepared by Gezahegn Negussie, entitled: **Challenges and practice of Employee Performance Management System in the case of Awash Bank** and submitted in partial fulfillment of the requirements for the Degree of Master of the College of Business and Economics Department of Management Executive MBA Program complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Advisor: - Habtamu Endris (PhD)

Signature: -__________________

Date: - June 8, 2023

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Approval Sheet

Challenges and Practices of Employee Performance Management System in the Case of Awash Bank

Advisor

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ACKNOLEDGMENT

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Acronyms

EPMS-Employee Performance Management System HR-Human Resource

HRM- Human resource management

PM-Performance Management

PMS-Performance Management System

KRA –Key result areas

Abstract

The main purpose of this study was to assess and describe how the performance management process was used, how it was put into practice, and any problems that came up when the system was put into place. It was done to figure out how Awash Bank performance management system worked and what challenges it had. The descriptive study design used both quantitative and qualitative exploratory methods to look at these subjects. Purposive sampling was used to choose interviewees for a semi-structured interview with supervisors and directors. There are a total of 80 employees in the two named regions, which is the number of people who filled out the self-made questionnaire that is the main tool for collecting data. Using SPSS, the analysis was done, and the results were shown using summary statistics like frequency, mean, tables, and percentages. In general, the study's results showed that organizational goals weren't perfectly aligned with departmental, branch, and individual goals, that not all Awash Bank employees took part in the planning stage of a performance management system, that regular feedback wasn't given, quantitative and qualitative performance evaluation criteria weren't balanced, competency-based performance management systems weren't created, and that behavioral competencies weren't fully developed. With this in mind, the researcher came to the conclusion that, while Awash Bank has some good qualities, like being able to easily define its purpose, vision, and values and make a strategy map, a lot more work needs to be done for a performance management system to help the company. To close these gaps, solutions have been put forward to make it easier for people to take part in the PMS process, help them understand what it's all about, and connect organizational goals with departmental, branch, and individual positions. These solutions include letting employees rate their own performance using a self-evaluation system and giving regular feedback to close the gap between management and employees. Competency-based evaluation criteria should be used, and a behavioral competency framework should be made. The qualitative and quantitative evaluation criteria should be balanced at Awash Bank. In the end, it's recommended that the guidelines for evaluation be clear and acceptable with all employees and that the assessment be done at the right time.

Keywords: Performance, Performance Management, Performance Management System,

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Organizations are developing strategies to establish a positive workplace environment that draws, nurtures, and keeps brilliant and productive individuals in today's competitive world. To succeed in achieving the firm's goal, organizations must match their internal capabilities with the needs of the external environment, which are always changing due to political, economic, social, and technological considerations. These days, organizations make sure to build the methods and procedures that will aid in the development of an employee as a whole person. They make sure to recruit the most talented individuals, place them in the best roles where they can perform, and align their skills with the general objective of the firm. Pollitt expressed that performance management is a framework where associations and people are given objectives and quantifiable targets, and afterward, a wide assortment of tools and techniques of power are taken to urge staff to hit or surpass their objectives Pollitt (2013).

According to Armstrong and Baron (2005), performance management entails providing employees with guidance and assistance so they can work effectively while aligning their goals with the primary organizational aim. According to Armstrong (2009), the goal of performance management is to achieve good performance by achieving the objective through the provision of quality work. Performance management, as defined by Armstrong and Baron (2004), is a strategic process used to monitor and assess the attitudes, outcomes, and behaviors of employees.

Currently, the financial sector is the area of business where the force of competition for competent and talented people has been witnessed. Including the finance sector in almost all organizations, it has been a challenge in designing and practicing an effective employee performance management system. Balanced Scorecard (BSC) has been used to prepare strategic and operational plans and manage organizational performance. According to Agunis H. (2013) what has been known as the Result Oriented Employees performance system, a system derived from BSC, has been implemented as an employee performance appraisal system in all organizations; however, its non-effectiveness has been observed for a while.

Organizations may easily review and measure individual performance and enhance productivity with a successful Performance management system deployment by connecting their objectives with the company's strategic objectives, and monitoring each person's performance.

Plan for future skill improvement based on performance. Every firm strives to have a decent PMS since it is a crucial tool for any organization to be a winner in the industry by managing employees efficiently and effectively to meet the organization's goals.

A viable Performance Management framework incorporates setting performance goals, delegating responsibilities, coaching for commitment, motivating and recognizing, evaluating performance, planning career development, rewarding and feedback, and paving a future path for an employee's career, growth, and development Jain and Gautam (2014). The performance of any organization is linked directly to the performance of its workforce. Performance appraisals are done periodically in organizations and are known as the performance cycle. This is done to help the individual grow and develop in areas where they might require help.

In any organization in the financial sector, operational performance and efficiency pave the way for the growth and development of the organization. All employees must fully comprehend the organization's strategic plan in order for a PMS strategy to be implemented. This is so because the PMS is based on the organization's strategic plan. Employees need to comprehend how the PMS and the organization's strategic plan are related. This is achieved not only by the decisions taken by the top management but by the efficiency of work delivered by the employees working in the operations. Thus, the key topics of this study are the Challenges and practices of the Employee PMS in the Case of Awash Bank.

1.2. Background of the Organization

The new economic strategy that the Ethiopian transitional government adopted in November 1991 outlined the move from a centrally planned economy to a market economy, in which the private sector's important role in development is fully recognized. The policy was put into action by issuing the license and oversight of banking business proclamation No. 84/94 in the banking sector. This allowed the private sector in Ethiopia to set up banks that were privately owned. The first private bank to be started after this was Awash Bank S.C. in November 1994. It was started by 486 founding owners with a fully paid-up capital of Birr 24.2 million on February 13, 1995, and it started doing business as a bank the same day. By the end of June

2022, there were more than 5,745 owners and a paid-up capital of Birr 10.29 billion. The bank has said that it has 152 billion in deposits, 129 billion in loans and advances, and 7.45 billion in earnings. More than 17,000 Ethiopians work for Awash Bank right now. As of June 2022, the bank has 725 branches in Addis Ababa and other towns all over the country. (Annual Report (2021/22)) In the financial year 2019, Awash Bank is still the only business bank in Ethiopia to make more than a billion dollar in profit. The researcher was able to find a few problems with the way the bank's performance management system works by talking to some HR officers and Awash Bank workers. The main results will help make Awash Bank's performance management system more effective and efficient. They can also give a true picture of employee performance, which helps both management and each employee make good choices.

1.3. Statement of the Problem

Performance management cascades the organization's vision, mission, and objectives from management to all employees, it shows how well an individual employee contributed to the goal of the organization. Most organizations have embraced different ways of motivation and coming up with ways that will make it easy for all employees to contribute to the overall goal of an organization Mello (2005). Recently, businesses such as banks have worked to increase their flexibility in responding to environmental volatility. Balogunand Johnson, (2004) in response to the competitive environment in firms that base pay and other human resource decisions on performance management, it's crucial to make sure that every employee is treated equitably. Pulakos, (2004).However, they have been facing different challenges while implementing the performance management system (PMS). These include but are not limited to problems in aligning individual performance goals/targets with company objectives, inconsistency in employees' performance rating and variation with department/team performance, problems in the appraisal process and appraisers' limitations (inexperience), not having appropriate mechanisms to measure based on peculiar nature of some job positions and teams, and the wide gap observed between company annual actual performance report with employees annual performance assessment summary reports; have been observed as a challenge.

Even though the performance management system was developed in Awash Bank almost three years ago, for head office staff including the leadership team it is not fully automated due to the lack of a designed system to measure Employee Performance, lack of designed Competency

Based Employees Performance Assessment System, Problem in aligning individual performance goal/target with the company objectives. The current PMS not aligned or linked with reward, punishment, promotion, and benefits to employee, lack of 360-degree evaluation and checking criteria for employee performance which need to include evaluating by upward, downward and parallel staffs and the wide gap observed between company annual actual performance reports with employee's annual performance assessment summary reports. The Awash Bank personnel are not successfully trained in and informed about the employee performance management system's performance planning, execution, assessment, and review processes. It is appropriate to measure employee performance outcomes in awash bank, however when a performance issue affects employee performance results then there is a need to know the cause of the gap therefore there is a need to review the existing PMS and design.

So, the goal of this revision was to find out what happened when the PMS cycle phase actions were carried out in Awash Bank. These things made it hard for the tool in Awash Bank to be used to its fullest potential. Because each PMS phase has its own benefits for managers and staff, the gap between them was looked into, and a possible solution for problems with PMS implementation tasks was found.

Taking into account how important the employee PMS is at Awash Bank, it became interesting to look at the practices and challenges that came up when putting the performance management system in place. So, the main point of this study was to look at how the performance management system at Awash Bank works and what problems it faces.

1.4. Basic Research Questions

In the context of Awash Bank, this particular study evaluates the existing state of facts on performance management systems. As a result, the following research issues are addressed by this study:

- ❖ What are the challenges for strategic mission of Awash Bank to align with the individual's goals to fulfill the performance planning?
- ❖ How Does the Bank performance appraisal system applied for the head office staff including the leadership team?
- ❖ To what extent is the employee performance result supported by Competency Based Employee Performance Assessment System?

- ❖ What are the challenges to apply a 360-degree evaluation and checking criteria for employee performance review?
- ❖ How the designed performance execution does balanced qualitative and quantitative (numerical) targets given to employees and the challenges encountered?
- ❖ What is the perception of employees toward the PMS of the Bank?

1.5. Objective of the study

1.5.1. General Objectives

The general objective of the study was to assess the practices and challenges of the PMS at Awash Bank.

1.5.2. Specific Objectives

To make sure the achievement of the general objective, the researcher had the following specific objectives:

- ➢ Assess whether the strategic mission of awash bank aligns with individuals' performance objectives.
- ➢ To assess whether the organization has properly designed a performance appraisal system for the head office staff including the leadership team.
- ➢ Examine employees performance results have to be supported by Competency Based Employee Performance Assessment System.
- ➢ To identify whether the qualitative and quantitative performance execution are balanced and examine the challenge encountered.
- ➢ To assess the challenge faced while the employee performance review include evaluating upward, downward, and parallel staff.
- ➢ To find out employees' observations toward the employee performance management system of the bank

1.6. Significance of the Study

The main goal of this study is to find out what the biggest problems are with the current procedures and challenges with the performance management system, as well as to come up with ideas for how the performance management system at Awash Bank could be strengthened and made better. So, the study's results are important in the banking industry and other industries because they build a system that makes things more efficient and effective. They also help stakeholders and employees in those industries figure out what to focus on when making a good management system. The study also helps the management of Awash Bank find holes in their policies and strategies and gives them ideas for how to fill those gaps, which will help the bank do better. Armstrong and Baron (2004) found that in order for an organization to reach its goal, it needs a good performance management method that works well and efficiently.

1.7. Scope of the study

Performance management is a broad concept that can be used to measure the performance of a company, a team, or an individual. It can be used by all kinds of businesses, no matter their size, nature, or purpose. This study looks at the performance management system at Awash Bank, focusing on the South and East Addis Ababa branches and the head office, all of which are in the Addis Ababa area. But this study doesn't look at how other Awash Bank processes work. This is because the project time and budget are limited, and the study needs to be effective and efficient. The researcher is mostly interested in the pros, cons, and difficulties of implementing and using the performance management system.

1.8. Operational Definitions of Key Terms

1.8.1. Performance

Performance refers to the accomplishments, outcomes, and achievements accomplished by people, groups, and organizations. Rothwell, Hohne, and King (2000). The definition of performance includes both behaviors and results. Behaviors are not merely tools for reaching results, but they are also outcomes in their own right.

1.8.2. Performance Management

Performance management is the process of constantly analyzing and controlling both behavior and results at work. Organizations use different words to talk about this process. (Carrell, Elbert, Hatfield, Grobler, Marx, and Van der Schyff, 1998) use the words performance review, annual assessment, performance evaluation, and employee evaluation.

1.8.3. Performance management system

A performance management system is a continuous, methodical process that an organization's human resources department uses to get employees to work toward achieving the company's stated vision, purpose, and goals.

1.8.4. Challenge

The situation in which a person has to do something that takes a lot of mental or physical work to do right and therefore tests their abilities. Cambridge Business English Dictionary also says that it can mean making things or people hard. The performance management challenge in organizations has many dimensions in today’s business environment and creating focused initiatives to overcome these challenges is not a silver bullet approach. Challenges of PMS includes: Lack of Alignment, Lack of Measurements / poor measures, Leadership and Management challenge, managing of the performance system managing poor performance and Skill Gap.

1.8.5. Practices

It's essentially the application of a concept, viewpoint, or methodology as opposed to the theory that underlies it. It is what actually occurs, not what is anticipated or thought to occur. (Oxford Dictionary)

1.9. Organization of the Study

In this research study, there will be five parts. The first part will be an introduction that talks about the background of the study, the problem statement, the goals, the research questions, the importance of the study, its scope, its limits, and how it will be organized.

In the second chapter, we will look at related literature. We will look at both theoretical and real-world evidence from different publications in the field of employee performance management systems. The next chapter is about how to plan and do study. The fourth part was about presenting, analyzing, and interpreting data from the performance management system assessment on practices and challenges. The last chapter is a summary of the most important findings, a conclusion, and a suggestion based on the most important findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

Performance analysis is the "heart and soul" of the performance-based management method. As a result of the corporate mission and strategic planning process, it includes the data that will be collected, analyzed, reported, and then used to make good business choices. It helps the business function by justifying budgetary spending, keeping track of progress toward specific goals, pointing out areas of strength and weakness, giving a constant assessment of the current organizational climate, and promoting business growth. Stroh & Artley, 2001). This chapter gives a theoretical overview of the global perspective of performance management systems in general and the assessment of employees' performance management systems at Awash Bank. It does this by referring to different research, studies, and theories that have been done on the same topic. It talks about the background of performance management and explains what it is and how it works. This is followed by a description of the different ways to handle performance as well as their effects and problems. The researcher will look at both theoretical and empirical works on PMS practices and problems and come up with a conceptual framework for the study.

2. Theoretical Review

2.1. Overview of Performance and Performance Management

2.1.1. Performance

Several authors, like Guerra-López (2008) and Rothwell et al. (2000), agree that performance is a behavior, not the task itself. It means the effects and outcomes that people, groups, and organizations get. Fox, Bayat, and Ferreira (2006) say that performance is a part of motivation and ability. This means that the person must want to do the job, know what to do and how to do it, and have the skills needed to do the job. Brumbach said in 1988 that performance includes both acts and results. Behaviors from the artist turn performance from an idea into something that can be done. Behaviors are not just the tools that lead to results; they are also results in their own right. They are the result of mental and physical effort put into activities and can be judged separately from results. Because behavior is so important, Brumbach realized that success or failure was about more than just whether or not goals were met: "Success is not always good, and failure is not always bad." The result of this performance theory is that when evaluating and rewarding individual success, many things must be looked at, including both outputs (results) and inputs (behavior). When you try to control performance, you should remember that it is a complicated idea. Campbell (1990) says that success is based on three things: knowledge about facts and things (termed declarative knowledge);

1. knowledge about how things are done and the skills to do them (termed procedural knowledge)
2. Motivation to act, to expend effort, and to persist (termed motivation).

Performance can alternatively be defined as "the act or process of carrying out a mission or action that requires several attempts" (Oxford Advanced Learner Dictionary 2006, p 1080). It is the accomplishment or outputs/results of a venture attempted to comprehend, and it also implies that performance is prepared to complete the work successfully in order to reach the desired dreams. As a result, performance is concerned with the job-related requirements that are anticipated by a worker and how well they are met.

2.1.2. Performance Management

Aguinis (2005) says that performance management is an ongoing process of recognizing, measuring, and improving the performance of individuals and teams, as well as lining up performance with the strategic goals of the company. It has five parts: agreement, measurement, feedback, positive reinforcement, and dialogue. "When employees fail to do their jobs well, a part of the organization also fails," says Cappelli (2008). The goal of performance management is to make this less likely or very unlikely. Pulakos (2009) says thatperformance management is the most important way that work gets done. It's also about how businesses figure out what went wrong with a worker's performance so they can help them improve or take other steps. It's also about how they set standards and push behavior to reach important goals. Performance management has mostly replaced the word "performance appraisal" as a way to talk about a process that managers and individuals use to plan and reviewtheir performance. This is often reduced to an account of the part of performance managementthat deals with evaluating and rating performance. In fact, some people, including the authors of this handbook, don't like the term "performance appraisal" because it sounds like the worst parts of traditional merit ratings, like managers telling their subordinates what they think of them as a way to command and control them.

Performance management is a way to get better results by letting people work well within a set of goals, standards, and competency factors that everyone agrees on. It means that everyone has the same idea of what needs to be done and how it needs to be done. The goal is to help people meet and exceed expectations and reach their full potential, which is good for them and for the business. Another goal is to show how people are expected to help the organization reach its goals by aligning their own goals with the strategic goals of the organization. Agunis, H. (2013). Performance management lays the groundwork for self-improvement, but it also makes sure that people have the help and direction they need to grow and get better. Through performance management, employees can be paid by getting good feedback and being recognized for their work.

2.2. Theories of Performance Management

Performance management theories are a big part of organizational behavior and humanresource management because they help companies manage workers and keep them motivated.There are many different ideas of performance management, but how they are used depends onthe type of workplace and the needs of its employees. The main goal of a performance management theory is to get employees to work harder and improve their skills so that they canbe more productive. Performance management theories can also help managers understand what they need to do to create a good work setting for their employees. This is because they give more ideas on how to better meet the needs of employees. In general, performance management theories give workers at every level of the company incentives and goals to worktoward. Armstrong (2003) said that performance management is based on the following three ideas.

I. Goal theory

Lock and Latham, (1979) came up with goal theory. It focuses on four things that link goals to performance outcomes: 1) They help people focus on what's most important; 2) They motivate people to work hard; 3) They push people to use their knowledge and skills to improve their chances of success; and 4) The harder the goal, the more people will use all of their skills. This idea backs up the focus of performance management on setting and agreeing on goals that can be used to measure and control performance.

Armstrong M. & Baron (2006) found that there are five setting principle that can improve success chances, these are; clarity, challenge, commitment, feedback and task complexity. He also argue that when one has clear goals, they know what they want to achieve. Armstrong M & Baron (2006) noted that if people have set goals and get feedback, motivation and performance will improve, the agreed goals positively affect the performance of each individual.

II. Control theory

Control theory focuses on input as a way to change people's behavior. When people are told how they are doing, they can see the difference between what they are doing and what they are supposed to do. They can then make changes to close the gap. Lock and Latham,(2002) Most people agree that feedback is an important part of performance management methods.

Greenberg (2004) found out that the appraisal system encompasses the three categories of organizational control; distributive, procedural and interactional control. This study terms fairness of the performance appraisal based on what employees perceive, whether the performance evaluated is procedurally fair or not and whether the performance appraisal practices correctly reflects employees' performance.

III. Social cognitive theory

Bandura made up social cognitive theory in 1986. It is based on self-efficacy, which is his main idea. This shows that how people think about what they can or can't do has a big effect on how well they do. So, one of the most important goals of performance management is to help workers build and keep up their self-confidence.

Coyle and Kessler (2003) define it as the expectation between the employee and the employer on what each delivers and expects in return. Some scholars have considered perceived organizational support as an individual's psychological contract in the sense that if they perceive the organization to be taking care of them then they will perceive the appraisal to fair thus performance appraisal should viewed as way of establishing and enhancing trust between the employee and organization. The relationship between employees and the organization also relate to the social exchange theory.

2.2. Purpose of Performance Management

Performance management is a way to get better results by letting people work well within a set of goals, standards, and competency factors that everyone agrees on. It means that everyone has the same idea of what needs to be done and how it needs to be done. The goal is to help workers meet and exceed expectations and reach their full potential, which will help them and the company. Another goal is to show how people are expected to help the organization reach its goals by aligning their own goals with the strategic goals of the organization. Performance management lays the groundwork for self-development, but it is also about making sure that people have the help and advice they need to grow and get better. Performance management can reward employees by giving them good comments and letting them know what they've done well. Performance management is also called performance and development management because it is sometimes seen as mostly a way to help people grow. It can also be used to make ratings that will be used to make decisions about pay based on success. Shields (2007) say that a method for managing performance does four things.

1. Effective strategic communication means explaining to others what it means to do a job well.

2. Building relationships—Strengthen ties at work by getting managers and the people they supervise together often to talk about performance.

3. Part of developing an employee is giving them a performance review as a starting point for a discussion about their strengths, weaknesses, and areas where they can improve, as well as coming to an understanding on a personal development plan and a learning contract.

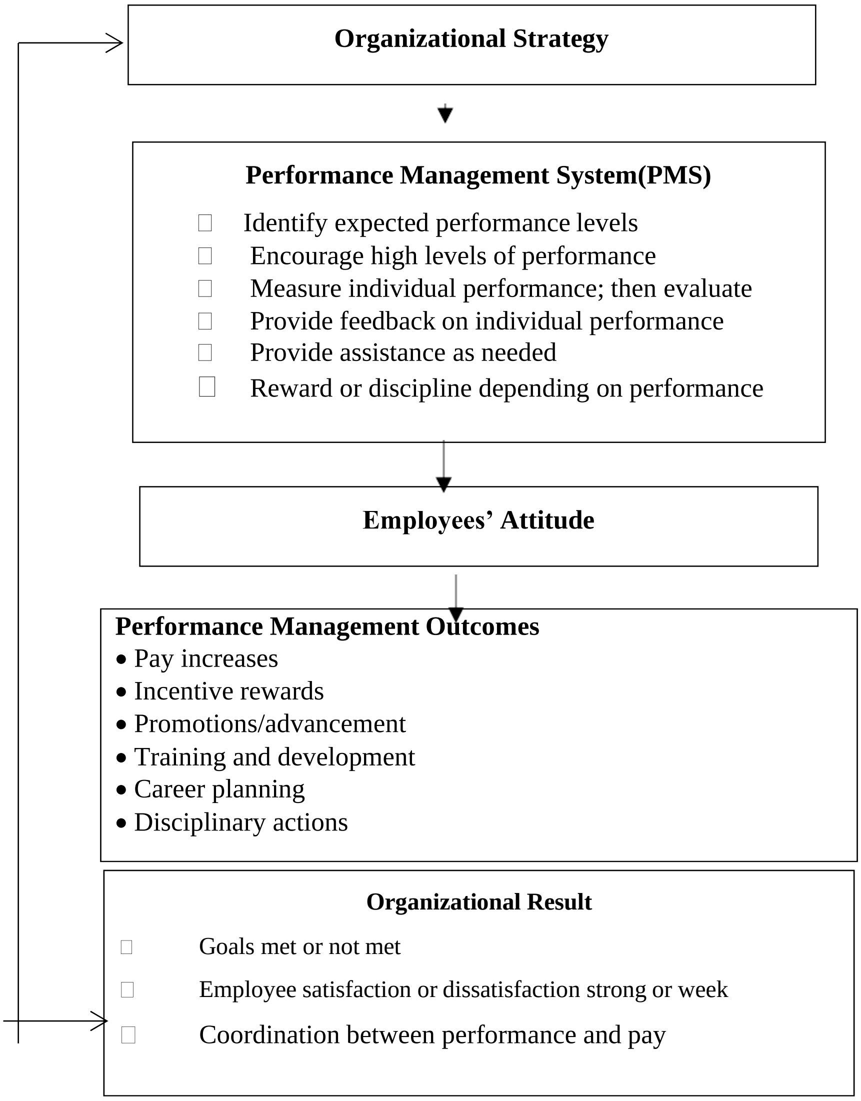
4. Employee evaluation: Use an employee's performance review (performance appraisal) to decide on a job transfer, a raise, or a performance-based award. Shields said, "The relationship between developmental and evaluative purposes is often troubled, and keeping them in sync is without a doubt one of the biggest challenges that await the unprepared human resource manager."

Dick Grote says that a performance management system has many uses, such as giving feedback to employees about how they are doing, deciding who gets a promotion, helping with layoffs or reorganizations, giving advice on how to improve performance, rewarding good performance, setting and measuring goals, helping with poor performance, deciding on pay changes, encouraging coaching and mentoring, helping with manpower planning or succession planning, and detecting fraud. Dick, Grote (2002).

2.3. Performance Management System

A performance management system can be looked at from many different points of view, such as strategy, group behavior, operations management, economics, accounting, and human resource management. In recent years, performance management systems have come into use as a way to handle performance in a way that is more integrated and continuous than the separate and often ineffective merit rating or performance appraisal systems that were used in the past (Furtwangler, & Kaur, 2011).Hale (2004) says that a performance management system is often seen as an integrated process in which managers work with employees to set expectations, evaluate and review results, agree on growth goals, and sometimes reward success. Williams (2002) says that "performance management system" is an umbrella term for doing performance reviews, making goals, setting standards, observing, keeping records, giving feedback, and helping people improve their skills. If it's done well, it can help a businessstand out from the competition. The way employees are managed, developed, and helped to improve their skills so they can add value to the company is a big part of the key competitive edge that is being talked about.

FIGURE 1: PERFORMANCE MANAGEMENT SYSTEM LINKAGE



Source: Mathis, R. L. & Jackson, J. H. (2010). Human Resource Management. (13 edition). United States: South-western Cengage Learning.

The figure 1 suggested that, successful performance management system is a circular process that requires a system of administrative tools that effectively structures the dialogue between managers and their employees, and the motivation to utilize the system in a productive way. In view of the above an effective performance management system is one that communicates, tracks, monitors, adjust and regulate employees and organizational performance effectively (Armstrong, 2009; Aguinis 2009; Bloom & Reenen, 2010).

2.3.1. Benefits of Performance Management System

Tapinos, Dyson, and Meadows (2005) say that the Performance Management system was good for both the company and its workers. The qualitative benefits of a Performance management system for organizations include better achievement of organizational goals, better communication of organizational strategies, more innovativeness among staff, better strategic alignment of organizational units, and more focus on getting results. This is because performance management system practices have helped organizations communicate and align the performance of their employees with that of the organization. They have also helped improve communication between line managers and their employees by pointing out the strengths and weaknesses of each employee. On the other hand, performance management systems are good for employees because they help businesses figure out what training each employee needs and how to give it to them. This makes it easier for employees to do their jobs and do them better than before. Bitici and Busi, (2006). Because of this, the problem of high employee turnover and firing people for not doing their jobs well has been fixed.

2.4. Process of Performance Management System

Performance management is something that is done all the time. Management of performance does not only happen once a year. Performance management is a continuous process with many parts. These parts can't be separated, and if any of them aren't done right, it hurts the performance management system as a whole. Auginis (2009) says that the performance management process is made up of six parts that work together:

Each of the six parts of the performance management process is important. If any of these parts aren't done right, the overall performance management system suffers. For example, if you don't know about the organization's mission and strategic goals, as well as the requirements for the job in question (i.e., prerequisites), your performance planning (i.e., performance road map) won't match up with the organization's goals, which will make it hard to execute your performance. To sum up, a performance management system is only as strong as its weakest link. The links between the different parts must be made clear. For example, planning and putting plans into action must be related closely. Augustin (2009) says that planning for performance is useless if it is not followed by action.

2.5.1. Prerequisites

Smither and London (2009) explained that the first part of the performance management process needs certain things to be in place first. **First**, you need to know the organization's purpose and long-term goals inside and out. With this knowledge and an understanding of their own unit's mission and long-term goals, workers can make contributions that help both their own units and the business as a whole. **Second**, you need to know a lot about the job at hand. A job analysis lists the most important parts of a job, such as what tasks need to be done, how they should be done, and what KSAs are needed. When we know a lot about a job, it's easy to come up with standards for doing well on it.

2.5.2 Performance Planning

Performance planning is the second step in the process of managing performance. Planning for performance looks at both results and behavior, as well as a plan for growth. A discussion of results should include the main responsibilities (i.e., the broad areas for which an employee is responsible), the specific goals (i.e., the goals that need to be met) for each key responsibility, and the performance criteria (i.e., what levels of performance are accepted and what levels are not). Competencies (i.e., KSA clusters) must be talked about when talking about actions. Lastly, the growth plan has a list of areas that need to be improved, along with goals for each area. Once all of the requirements have been met and the planning part is over, we are ready tostart putting the performance management system into place, Dick Grote, (2002). This includes putting the contract into action, evaluating it, and reviewing it, as well as renewing and re-contracting.

2.5.3. Performance Execution

The third factor is how well the job is done. When the review cycle starts, the employee works to get the agreed-upon results and show the agreed-upon behaviors. They also work on the development standards. Both the employee and the boss are responsible for making sure the work gets done. For example, the employee should be committed to meeting goals and should ask for comments from his or her boss. It is up to the staff to talk to the boss in an honest way and often. The employee is also responsible for making sure he or she is ready for the performance review by doing regular, honest self-evaluations. On the other hand, the boss has a lot of responsibilities. These include evaluating and writing down the employee's performance, keeping the employee up-to-date on any changes to the organization's goals, and giving the person the tools and encouragement they need to succeed and stay inspired. Augustin, 2009. During the performance execution step, the following things must be true:

I. Determination to reach goals. The person needs to be committed to the goals that have been set. One way to get employees more committed is to let them take an active role in setting goals.

II. Feedback and coaching on success all the time. The employee shouldn't have to wait until the end of the review cycle to find out how they did. Also, the worker shouldn't wait until a big problem comes up before asking for help. The worker must take the effort to ask her boss for feedback on her work and coaching.

III. How to talk to your boss. There is a lot for supervisors to do. It is up to the worker to talk to the boss in an honest way and often.

IV. Getting and sharing information about results. The employee should keep the boss up-to-date on progress toward the goal, both in terms of actions and results.

V. Getting ready for reviews of work. The worker shouldn't wait until the end of the review cycle to start getting ready for the review. On the contrary, the employee should do regular, honest self-evaluations so that, if needed, corrective actions can be taken right away. Getting casual feedback on performance from colleagues and customers (both inside and outside the company) can make the self-evaluation process more useful.

2.5.4. Performance Assessment

The fourth part is an evaluation of how things went. It is very important that both the employee and the boss take part in the evaluation process. The boss fills out the evaluation form, and the worker should do the same. The fact that both sides are involved in the assessment gives the review step useful information. When both the employee and the boss are involved in the evaluation process, it is more likely that the information will be used in a useful way in the future. In particular, including self-ratings shows that there may be differences between how we see ourselves and how important people (like managers) see us. When supervisor feedback is more critical than employee self-evaluations, the difference between these two points of view is most likely to lead to development efforts. Both the employee and the boss need to look at how well the employee is doing. Agunis H. (2009) drawn When employees are involved in the process, it makes them feel like they own the system and are more committed to it. Also, it has important information that will be taken into account during the performance review. Without self-evaluations, it can be hard for supervisors to know if workers really understand what they need to do.

2.5.5. Performance Review

A performance review is the fifth part. This is when the employee and boss meet to talk about the employee's work. This is sometimes called the performance review meeting. Most of the time, this talk is about what the employee did and how it was done. A good meeting for evaluating looks at both the present and the future. The present includes any changes to pay that may come about because of what was done. In the future, the employee's goals and plans for growth for the time before the next review session are talked about. Auginis, (2009). The review should be based on how the person actually did. It is specific and not vague, and it lets managers and people look forward together to see how performance might get better in the future and how problems with meeting standards and goals can be solved. People should be encouraged to look at their own success and take part in making changes to improve their results, Taylor and Armstrong, (2013). Managers should be pushed to do what they're supposed to do, which includes coaching, giving help and direction, and setting goals.

2.5.6. Renewal and Re-contracting

The last steps in the performance process are to renew and re-contract. This is pretty much the same as the planning for performance part. The main difference is that the renewal and re-contracting step uses the information and insights learned in the earlier steps. For example, if the economy went into a slump that no one saw coming, some of the goals may have been set too high. This would mean that less ambitious goals would be set for the next review time.

In the performance management process, a cycle starts with the standards and ends with performance renewal and re contracting. The circle doesn't end after the renewal and re contracting stage. In fact, the process needs to start over: things like the organization's purpose and long-term goals need to be talked about. Because markets change, customers' tastes and needs change, and things change, the prerequisites must be constantly checked to make sure that performance planning and all the stages that follow are in line with the strategic goals of the organization. Keep in mind that one of the main goals of any performance management system is to help the company reach its overall goals, Auginis, (2009). Obviously, if managers and employees don't know about these strategic goals, it's rare that the performance management system will help them get done.

2.6. Practice of Performance Management System

Performance management is thought to improve the performance of a company as a whole by making high performance a way of life. More specifically, good performance management makes sure that personal goals and organizational goals are aligned. This is done so that key performance indicators for workers can be linked to these goals and the possible contribution of each person to the performance of the organization can be figured out.

Jones et al. (1995) wrote the following about what performance management should do: -

- Make sure everyone in the company knows the same goal so that the right leadership and management styles can be set up and supported;
- Define each employee's needs and wants in terms of the inputs and results that are expected from them. This reduces misunderstandings and ambiguity.
- Give teams the structure and environment they need to grow and thrive.
- Create the climate and systems that reward and communicate how people and the organization can improve performance.
- Help people deal with ambiguity.

Managers and team members are expected to work together on a regular basis throughout the year to use performance management activities like setting goals, getting feedback, analyzing performance, and teaching to create an environment where results are sure to keep getting better, Armstrong & Taylor (2013).

2.7. Challenges of Performance Management System

As a human activity, performance management tends to make more promises than it can keep. Shields says that "poorly chosen, poorly set up, or poorly implemented performance management systems can give employees completely wrong information about what the company expects from them." According to study done by World at Work and Sibson in 2010, the top three performance management problems that people saw were: -

1) Managers don't have the courage to have tough conversations about performance.

2) Performance management is seen as a "human resources process" instead of a "business-critical process."

3) They have trouble coming up with goals.

No matter how well-designed a performance management system is, its success depends mostly on how committed and skilled the line managers are. Postuma and Campion (2008) say that meeting with workers to talk about their job performance is one of the most hated things that managers have to do. As a result of these talks, managers are in a tough spot. On the one hand, managers need to give workers constructive criticism so that they can do a better job. Managers, on the other hand, don't like to give poor feedback because it often makes people feel bad. So, it shouldn't be a surprise that managers don't give honest evaluations. Instead, they give overly positive evaluations or just don't do them at all. Mintzberg and Quinn, (1996) also said that too much attention has been paid to how a performance management system is designed instead of how it works when it is put into place.

Other problems with performance management systems are:

I. **Not using performance management systems well enough to hold people accountable for performance management**

Accountability in processes is bad for organizations. So, all leaders must have at least one goal for how they will use the performance management system, like having planning, mid-year, and end-of-year review conversations with each employee.

II. **Putting job descriptions together with performance management**

In some companies, it is important and may be against the law not to have clear links between job descriptions and individual performance plans and reviews. The biggest problem is that job titles have to be updated all the time. The expectations and tasks of an individual or team will always be up to date thanks to the performance plans in a good performance management system. To keep the job descriptions and performance plans in line with each other. Here are some ways to make the right connection: Change the words in the job description to match those in the performance plan, such as Key Result Areas (KRAs), goals, and dimensions. Remove any tasks or skills that are no longer needed for the job from the job title. Make job titles based on how people act on the job. Also, make it a rule that job titles have to be looked over at the start of every performance cycle. To make success plans, make sure there is a link to the job description. This is done by using the tasks listed in the job description to help identify Key result areas and objectives, using any competencies listed in the job description to help identify dimensions, making sure that the Key result areas cover all of the major responsibilities listed in the job description, and at the senior management level, making sure that the Key result areas of the senior team support all of the organization's critical success factors, Mintzberg and Quinn, (1996).

III. Not in the right place Paying people based on how well they do their jobs

To match pay with performance, the company should give the employee what is asked of them in the performance management system or at least something that doesn't go against it. For example, if the performance plan's responsibilities are based on quality, the pay system shouldn't reward a lot of amount. Just like you would with the performance management system, make sure the pay structure fits in with the organization's mindset and business strategy. When talking about someone's performance, it's best to keep the chat focused on thatperson's work. Also, keep talks about pay and performance reviews separate. Any talk about pay will make people stop talking about incentives for development based on success and starttalking about pay. Link pay to performance says that performance data is used to figure out partof a merit pay raise.

IV. Communicate, Communicate

Communication isn't working well in performance management tools, which is a problem. Businesses should make a performance management newsletter or add a regular performance management section to the organization newsletter so that senior leaders can share success stories, give tips, and share their performance plan and/or performance review. This shows that high-level management uses the system the same way everyone else does, and it's a great example of how success goals should be carefully put together. Also, Create a performance management hotline or voice mailbox to collect questions, concerns, and success stories, and publish an employee "Bill of Rights" that lists an employee's rights in the performance management process, such as the right to be involved in setting performance goals, the right to receive coaching, etc. Firms should also set up meetings between employees and leaders one level up to talk about how performance plans align with key success factors. These meetings should happen on a regular basis to give senior leaders updates and encouragement on how to use the performance management system.

V. Align systems

Another problem with performance management tools is that they don't always work well together. Mintzberg and Quinn (1996) say that companies with management systems should coordinate organizational systems like those for salary, hiring, career development, succession planning, and training and development. This makes sure that everyone is picked, judged, awarded, and moved up based on the same standards.

2.8. Empirical review

This part of the literature study is about the actual results of related research projects that were done at different times and in different places. Chompukum and Pachsiry (2007) did a study on how well performance management works in the Thai banking sector. The main goal of the study was to find out how employees in commercial banks feel about how well performance management works and what factors affect how well they think it works. According to their study, many Thai banks are actively using performance management systems to help them better control the performance of their employees, which has an effect on the performance of the company as a whole. The study also showed how coaching, performance evaluation, rewards, feedback, and other performance management techniques all work well together.

The Practices and Challenges of Performance Management System in Dashen Bank was a study done by Getachew Worku in 2021. The results of the practice analysis led to the conclusion that departmental and employee goals were not completely in line with organizational goals; the employee has no chance to set up a personal development plan in consultation with their supervisors; the majority of employees did not have a chance to evaluate their own performance and need to talk to their superiors to find out where they stand in their own eyes.

Selamsew Tesfaye did a study in 2015 called the practice and Challenge of the performance management method at Pact Ethiopia. Based on the results of the analysis of the method, it was decided that the way performance appraisals are used for administrative or performance-improvement reasons, as well as the method for managing performance as a whole, are both very weak.

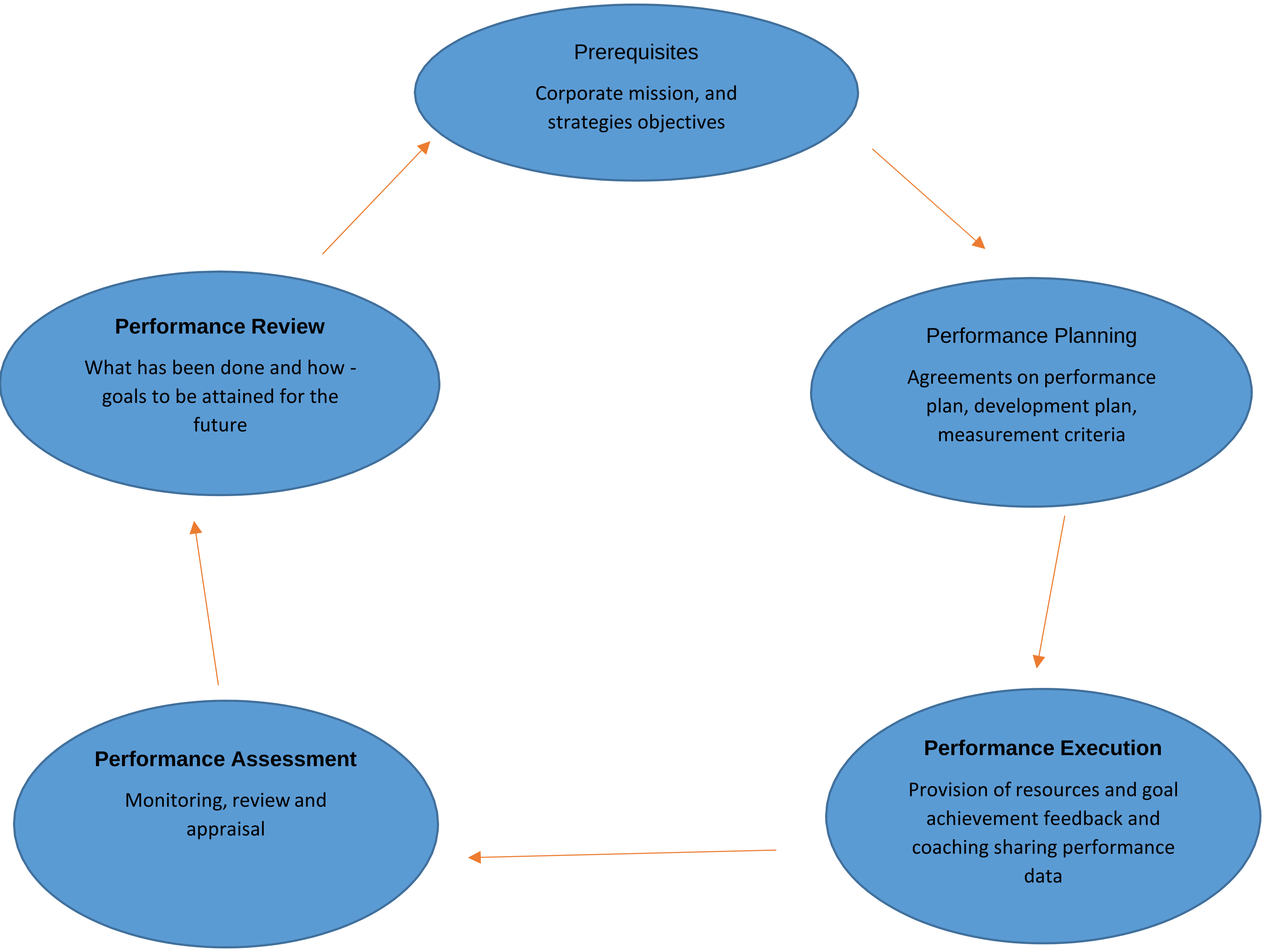
Mbugua, Waiganjo and Njeru, (2015) looked at the link between strategic performance management methods and keeping staff in Kenyan commercial banks. The writers say that personalized performance management is a type of human resource strategy that can help a company meet its goals for keeping employees and other important business goals. According to the survey, companies used the following steps to adopt strategic performance management: defined action value plans, setting goals, realistic budgeting, forecasting, performance measures, reviews, and, finally, performance-based pay. Strategic performance management had an effect on how long workers stayed with the company. The study stated that all commercial bank managers should use more strategic performance management techniques to keep their employees.

Assessment of the Practices and Challenges of Employee Performance Management System at the Commercial Bank of Ethiopia was done by Tigist W. Michael in 2019. But the study found that the Commercial Bank of Ethiopia's EPMS doesn't do a good job of letting employees know about the reasons, requirements, and effects of PM. The study also found that the system is becoming less stable, that employees don't get enough feedback and training to improve their performance, and that supervisors evaluate employees in a subjective way. Based on the gap, their analysis suggested that management increase employee involvement in the process, provide adequate and timely coaching for all EPMS components, update performance standards and measures to make them less subjective and more appropriate, increase employee involvement and ownership by promoting transparency and giving them the needed knowledge, talent, and resources, and give regular feedback.

2.9. Conceptual frame work

Performance management systems that work well have clear roles and deadlines for managers and workers, as well as a method for evaluating activities that is easy to understand. It's important to make sure that all employees are treated fairly and equally, especially in companies that use performance management to decide pay and other HR choices.

FIGURE 2:- CONCEPTUAL FRAMEWORK



Source: - The literature review has been modified from Aguinis (2009)

CHAPTER THREE

3. RESEARCH METHODOLOGY

According to Mouton (2001), research methodology should concentrate on the study procedure and the types of tools and methods to be employed. It should start by concentrating on the particular goals at hand and the distinct processes in the research procedure. Use these procedures with the utmost objectivity and impartiality. In order to meet the requirements of truth, objectivity, and validity, the research methodology of gathering data involves a reflection on the design, structuring, and execution of the research. This chapter presents the research design, research approach, target population, Sample size, sampling technique, data collection methods, and data analysis.

3.1. Research Design

The research strategy is the plan for how to reach research goals and answer research questions. In other words, it is a big picture plan that shows the methods and steps that need to be taken to collect and study the needed data. Kothari (2004).

The study used a descriptive way of research to look at the performance management system practices and problems at Awash Bank as they are now. The variable's interest in a situation is talked about in a descriptive study design. The goal of a descriptive study is to give the researcher a profile or description of the event of interest from an individual, organizational, industry-oriented, or other point of view.

3.2. Research Approach

The method of study can be quantitative, qualitative, or a mix of the two. A mixed method uses both qualitative and quantitative approaches to get a better study. This is done by removing the flaws that come with either quantitative or qualitative approaches alone. The researcher tends to lean more toward mixed approach methods for the thing being studied, so that the results can be better understood and have more credibility, to make up for the problems that come withusing only one method, and to get confirmation from both methods (triangulation). Keep in mind, though, that study will always be a mix of both quantitative and qualitative methods. It can't be all quantitative or all qualitative.

3.3. Target Population

Mugenda (2008) says that a community is a group of people, events, or things that all have the same distinguishing traits that can be seen. Research is done for the good of the people as a whole. But because populations are so big, it is often too expensive and time-consuming for researchers to look at every single person in a community. In this study, the population is made up of 100 Awash Bank management and professional staff members with at least two years of experience working at stores in the south and east of Addis Ababa. People thought that these workers were the target group because they used the Awash Bank's performance management system a lot and would know more about it because of that.

3.3.1. Sample Size and Sampling Determination

The sample size is determined by using Yamane (1967) a simplified formula to calculate sample sizes. For a given population size, the smallest sample size may be calculated using this formula. Therefore, by using sample size calculation formula, the researcher has determined the total sample size.

Yamane's formula is as follows:

$$\mathbf{n} = N \,/\mathbf{1+ N}\ (e)^{\mathbf{2}}$$

Where:- **n**= sample size

N = population size

e = level of precision

This formula is based on a 0.5 degree of variability (i.e. percentage) and a 95% confidence level.

$$\mathbf{n= 100/1+100(0.05)^2}$$

n= 80, Therefore, the total sample size is 80

3.4. Sampling Technique

The sample is a subset of the study group that is used when the study can't cover the whole population. Many writers show that you need to look at more than one factor when figuring out how big your sample needs to be. These factors include the amount of time and money available, how similar the people being studied are, how accurate the study needs to be, and why it is being done. Sarantakos, (2005).

In this study, the purposive study method was used. The study is based on the opinions of Awash Bank employees in 10 different stores in the south and east of Addis Ababa. The study also looked at how the Performance Management System has been used for more than two years. So, the study will use a method called "purposive sampling."

3.5. Research Respondent

To choose the branches in the south and east Addis Ababa region, the expert looked at how convenient they were and how close they were to each other. To do this, ten Awash Bank offices were chosen based on how easy they were to get to. The census method was used to find workers to talk to for this study because there are only 80 people working in these ten branches, which is a manageable number. Managers from the 10 branches were asked for information on purpose for this study, with the assumption that these managers knew a lot aboutthe performance management methods in their own branches. So, workers from each of the tenbranches helped gather information for the study.

3.6. Data collection methods

Primary data will be collected through self-administered questionnaires to employees through a close-ended and open-ended questionnaires as well as administering interviews with senior employees of ten branches of awash bank. Furthermore, secondary sources specifically the Bank records were used to obtain information related to the performance management system policy and procedure of Awash Bank, annual reports, brochures, organizational manuals, Journal and magazine articles.

3.6.1. Questionnaire

The questionnaire was an important data-gathering tool in achieving the goals of this study. This method was developed by Rensis Likert, (1932) accordingly, the questionnaire was designed on a Likert rating scale (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree) to measure employee level of agreement on the performance management system.

3.6.2. Interview

Unstructured interviews were administered with 6 supervisors work at head office. The objective of using interview is to avoid the risk associated with using a single data collection instrument as a questionnaire restrict respondents' response and it does not allow researchers to inquire respondents to justify their response which is possible in the interview. The purpose of administering interviews with supervisors is to obtain balanced information from both employees and supervisors to enhance the reliability and validity of the research findings and arguments. Thus, interview results were used to triangulate employee responses to enable the researcher's valid conclusion.

3.7. Methods of data analysis

The information gathered for this study was looked at in the following ways. First, the data from the questionnaires were changed, coded, typed in, and put into Microsoft Excel. A poll with a Likert scale that went from 1 (strongly disagree) to 5 (strongly agree) was used to collect data in a quantitative way. So, a descriptive statistics tool called quantitative data analysis was used. The collected data were put into tables, and the frequency distribution, percentage, and mean value were calculated. This was done so that the practices and problems of Awash Bank's staff performance management system could be seen.

A content analysis method was used to look at the results of interviews with six managers. Hsieh and Shannon (2005) say that qualitative content analysis is a study method for subjectively interpreting the content of text data through a systematic process of coding and finding themes or patterns. Simply put, content analysis is the process of analyzing the content of qualitative data to get results that are reliable and valid enough to back an argument. So, the answers from employees and the results of the interviews with management were compared so that safe conclusions and cases could be made.

3.8. Reliability

Reliability is a measure of how often studies give the same results or data after many trials. Cronbach's alpha, a measure of regularity, was used to figure out how reliable something was. SPSS figured this out. The alpha values can be used to describe the reliability factors and range from 0 to 1. A scale with a higher number is more likely to be accurate. Cooper and Schindler (2003) said that a reliability rate of 0.7 to 0.95 was good. George et al. (2004) say that alpha should be positive and usually bigger than 0.70 in order to give strong support for internal consistency dependability. So, according to the ANOVA: Two-Factor without Replication analysis, which is shown in the table below, alpha varied from 0.705 to 0.824 for all variables, which shows that the measurements used are accurate.

TABLE 1: ALPHA VALUE ON MAJOR VARIABLES

Subtopics	No of Items	Alpha Value
Strategic objectives awareness	5	0.705
Performance Planning	6	0.853
Performance Execution	6	0.824
Performance Assessment	5	0.852
Performance Review	10	0.869

3.9. Validity

Before the full-scale questionnaires were sent out and received by the researcher, questionnaires were made based on the literature review and the questions were discussed to make sure they were appropriate. So, to make sure the questionnaires were valid, they asked a range of questions about the respondents' knowledge. So that the questions are representative, they were made based on what was learned from reading the books. The content validity was increased by the fact that the surveys were all given in the same way. To reach this goal, the researcher handed out surveys to each person. Also, the questions were written in clear, easy-to-understand language, and the people who took the test were given clear directions.

3.10. Ethical Consideration

All participants and data obtained in this study are kept confidential, and respondents' names are kept anonymous. Furthermore, the respondent's privacy will be preserved in the reporting of this research. There are no specifics about the individuals who participated in this study. Before the study begins, informed consent is a written declaration that explains aspects of the study to participants and asks for their voluntary consent to participate. Neuman, P. (2006). The researcher prepared the questionnaire in a straightforward and clear manner to avoid misunderstandings and challenges associated with questionnaires in obtaining information from employees.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4. Introduction

The data collected from respondents about the Practices and Challenges of the Performance Management System were structured, analyzed, and interpreted in this chapter of the study using various descriptive statistics methods.

Between the distributed questionnaire, 72 have been collected and this makes the response rate to be 90%. The remaining eight were not returned. To increase the validity of the information obtained, interviews were made with the six supervisors work at head office. The basic reason for using interviews to get perfect information and to triangulate the data gathered through a questionnaire.

4.1. Respondents Demographic Information

On this part, the general history of the respondents was summarized by focusing on their gender, age, academic fame, years of carrier, and classification of the position.

When we look at the class of position the bigger percentage of the respondents goes to professionals and supervisory participants which might be 50 (69%) and 12(17%) respectively. The rest of respondents fall under the managerial level correspondent percent is 10 (14%). The above percentage shows Awash Bank has the majority of employees are professionals due to this the Awash Bank easily serves their customers based on competencies and professionalism.

TABLE 2: DEMOGRAPHIC INFORMATION OF RESPONDENTS

Gender		
	Frequency	**Percentage**
Male	45	62.5%
Female	27	37.5%
Total	**72**	**100%**
Age Group		
Lessthan20	0	0%
20–29	23	32%
30–39	24	33%
40–49	14	20%
50 and above	11	15%
Total	**72**	**100%**
Level of Education		
Certificate	0	0%
College Diploma	0	0%
BA/BSC Degree	56	78%
MA/MSC Degree	16	22%
Others	**0**	**0%**
Total	**72**	**100%**

Years of experience in Awash Bank		
Less than 1year	0	0%
1to3years	11	15%
4to6years	12	17%
7to9years	26	36%
More than 9 years	23	32%
Total	**72**	**100%**

Source*: Own Survey, 2023*

Out of the total number of responders, 72, 45 (62.5%) were men and the other 27 (37.5%) were women. This shows that the number of women working at Awash Bank is low compared to the number of men working there. This means that Awash Bank has less gender diversity.

When it comes to the age group of the interviewees, 24 (33%) of them are between the ages of 30 and 39. 23 (32%) and 14 (20%) of the responders are between the ages of 20 and 29 and 40 to 49, respectively. The age group of less than 20 years old has no responses, and the age group of 50 years and up has the fewest, with 11 (15%). From this, we can say that Awash Bank employs young, energetic, and skilled people who can make the bank's goal and vision a reality.

In terms of how much schooling the respondents have, 56 (78%) of them have bachelor's degrees, and 16 (22%) have master's degrees. It shows that almost all of the people who filled out the questionnaires are knowledgeable, and the researcher thinks they can understand the questions if they need help.

In terms of years of experience, a large number of respondents 26 (36%) found that the carrier in Awash Bank had between 7 and 9 years of experience. The next highest number of respondents 23 (32%) had more than 9 years of experience, 12 (17%) had between 4 and 6 years of experience, and 11 (15%) had between 1 and 3 years of experience. The researcher thinks that this mix of respondents is good enough to get accurate information because most of them have worked at Awash Bank for seven to nine years or more, which is more than three years since the Performance Management System was fully put into place. This gives them a chance to comment on Awash Bank's accomplishments and understand how the current performance management system works.

Overall, the previous table with the names of the respondents shows that the survey is made up of people who are qualified to answer the questionnaire and talk about the topic. Most of them are young, which helps them answer daily questions about how they feel about the current performance management system practices and challenges that have been put into place in Awash Bank.

So, the researcher thinks that the respondents did a good job of representing the test. They helped get feedback from everyone, which makes sure that the right information was collected from the respondents of the sample size.

4.2. Analysis and interpretation of the implementation of PMS in Awash Bank

4.2.1. Clear definition and awareness on the purposes of PMS

Before putting PMS into place, it should be clearly stated and the possible outcomes should be written down. To find out if Awash Bank explained it and listed its reasons the way they should have and if employees understand what PMS is all about, the following questions were sent to the selected respondents and an interview was held with five supervisors. Their answers were then analyzed and interpreted as follows.

TABLE 3: DOES AWASH BANK CLEARLY DEFINES AND AWARE OBJECTIVE OF PMS

	Response	Frequency	Percentage
Clearly defines PMS	Yes	52	73%
	No	20	27%
Awareness objective of PMS	Yes	44	61%
	No	28	39%

Source: Own *Survey2023*

Respondents were asked for their thoughts on whether or not Awash Bank could explain the idea of a performance management system before putting it in place. As a result, most of the respondents (52 out of 73) said that PMS is simply described as a way to improve the performance of each person and the organization as a whole. However, 20 out of 73 respondents (27%) think that the reasoning behind the performance management system isn't always clearly explained by the company because they think it's only focused on each person's rate at the end of the year. At the same time, this question was also asked during the interview, and the answers were mostly the same: Even though the performance management system has been fully used for nearly three years, different research has been done every day to learn more about PMS and make it fit Awash Bank's needs.

Several pieces of writing say that performance management is mostly about getting everyone in a company to agree on what needs to be done. It means coordinating the company's goals with the agreed-upon measurements, skills, growth plans, and outputs of each person. The goal is to improve and learn how to do things better so that the company's overall business plan can move forward. On the other hand, the above data shows that even though most respondents are familiar with the term "PMS," not all Awash Bank employees agree on how important it is for a company to have a performance management system.

When asked if they knew what the goals of the performance management system were, employees said that 44 (61%) of them knew that the goals were to improve people's skills and abilities, while 28 (39%) didn't know what they were. This question was also sent to the interviewing supervisor, and their answer shows that staff members have been given different kinds of training to help them understand the PMS's goals and how it will be used at Awash Bank.

To figure out what the main goals of using the performance management system at Awash Bank are, almost all of the respondents said that Awash Bank had set up an employee performance management system that supports and maintains a culture of accountability for outcomes, learning, innovation, and leadership. The goal is to create a culture in which individuals and teams take responsibility for Awash Bank's ongoing improvement. It also helps the Bank improve its leadership and manage employee success across the board.

This was also one of the questions asked during an interview, and the researcher found that a performance management system is closely linked to supporting and maintaining a culture of accountability for results, learning, innovation, and leadership in order to get a better result. But there isn't enough training for employees who don't do a good job to turn them into good workers.

The performance management system is used to promote and reward group members for achieving the goals and objectives of the group, raise performance standards, boost group effectiveness, and improve performance skills. However, the above data shows that Awash Bank did not issue much emphasis to all employees to make them understand the main objectives of having a performance management system and it can be said that employees are not on the same track of understanding the objectives of a performance management system.

TABLE 4: AWARENESS OF THE STRATEGIC OBJECTIVES OF AWASH BANK

No	Statements	SD		D		NAD		A		SA		Mean
		F	%	F	%	F	%	F	%	F	%	
1	I am aware of Awash Bank's strategic objectives.	1	1	8	11	2	3	36	50	25	35	4.06
2	I am aware of the strategic objectives that govern my directorate/branch.	0	0	8	11	1	1	33	46	30	42	4.18
3	My directorate/branch goal is aligned or linked with the strategic mission of Awash Bank.	0	0	15	23	1	1	28	38	28	38	3.96
4	My personal goal is aligned with the strategic objective of my Directorate/branch as well as the organization.	19	26	17	23	1	1.35	19	26	16	22	2.94
5	My directorate/branch objective is realistic and attainable.	20	27	2	3	14	2 2	34	46	2	3	2.94

SD=Strongly Disagree, D=Disagree, NAD=neither Agree nor Disagree, A=Agree, SA=Strongly Agree

***Source**: Own Survey2023*

In answer to the first question in the table above, "Do you know what Awash Bank's strategic goal is?" 36 (50%) people agree with this, and 25 (37%) people strongly agree that they understand Awash Bank's mission and vision. On the other hand, 2 respondents (3%) and 9 respondents (12%) are neutral about Awash Bank's goals and strategic aims and don't know anything about them, However, based on the respondent mean score of 4.06, which is high and above the average rate, it can be concluded that the majority of staff members are well-informed about the bank's strategic goals. Since performance management is a method that helps employees do their jobs to the best of their abilities and is directly linked to the company's strategic goals, it's important for them to know where the company wants to go. From this, we can say that even though most of the respondents know Awash Bank's mission, vision, values, and required goal, this isn't enough for the bank to reach its goal because everyone needs to speak the same language to know where Awash Bank wants to go. This lack of information about the strategic goal is possibly due to a communication gap at the directorate/branch level or in Awash Bank as a whole.

30 (42%) respondents strongly agree that they know their work unit's goal, 33 (46%) agree, and 8 (11%) and 1 (1%) respondents neither agree nor disagree. From this, it's clear that most of them know how their work unit fits into the whole picture of Awash Bank. However, about 9% of respondents still don't know where their work unit is trying to go. Since they don't know what is expected of them and their work unit, this will hurt their performance and the performance of the company as a whole.

Concerning alignment, people were asked how much they agreed that the goals of their department or branch were in line with the goals of the company. So, 56 employees, or 76% of those who answered, agreed that their directorate's goal came from the company's goal. One employee (1%) had no idea what was going on, and 15 employees (23% of those who answered) disagreed that their directorate's or branch's goals and the company's goals were not the same. This shows that even though most of the people who answered agreed with it, there are still a few who don't think it's connected.

Integration is one of the most important parts of performance management, as stated in the literature. This can be done by making sure everyone knows the organizational and directorate/branch goals and by helping employees understand that the goals they agree on themselves are in line with the organizational goals.

Item 4 in the table above, which was brought to the respondent's attention, was about how individual goals should be aligned with directorate/branch goals as well as company goals. So, 36 (49%) of them said that their individual goals don't match up with those of their directorate/branch and the company as a whole, 1 (1.35%) said they were neutral, and 35 (48%) said that there is a clear line of sight between individual goals and organizational goals and that it helps the company's strategic goals, Additionally, the average score is 2.94, which is considered to be moderate. Based on this, everyone can agree that there isn't the same knowledge about how individual goals align with those of a directorate/branch or organizational goal. It can also be assumed that Awash Bank didn't do a good job of cascading its goals to the directorate/branch and individual levels in line with the Bank's strategic goals.

The last question in this category asks how much respondents agree that the goals of their work units are attainable and realistic. Even though 2 (3%) and 34 (46%) respondents strongly agree and agree that their work unit goals might be reached if they work hard, a large number of respondents, namely 14 (22%), don't know if it can be done or not. However, 22 (30%) respondents agree that it can be done. Here, too, the researcher is sure that even though 49% of respondents agree with the goals at their place of work, it will be a big problem for Awash Bank to have staff who think their directorate or branch won't have much of an effect on the organization's growth.

4.2.2. Performance Planning

Performance planning is a time when bosses and employees get together to talk about what will be done and how it will be done. With this in mind, the researcher tried to find out what workers thought about the first stage, which is performance planning. The responses were looked at, and the results are given below.

TABLE 5: RESPONDENT'S OPINION ON PERFORMANCE PLANNING

No	Statements	SD		D		NAD		A		SA		Mean
		F	%	F	%	F	%	F	%	F	%	
1	Performance evaluation criteria are specific and directly related to my duties and responsibilities	8	11	18	25	5	7	30	42	11	15	3.25
2	In Awash Bank setting goal is done in consultation with employee's and supervisor.	4	6	40	56	10	14	18	24	0	0	2.58
3	While setting a goal my supervisor explain to me the expectation he or she has from my performance.	4	5	12	17	10	14	40	55	6	8	3.44
4	I am told and reach an agreement with my supervisor about the Standards that will be applied to assess my work.	3	4	40	55	16	22	4	5	9	12	2.67
5	My supervisor and I agreed on development plan to improve my performance.	8	11	41	57	10	14	10	14	3	4	2.43
6.	The target set for me help achieving the strategic goals of the Directorate/branch as well as the Bank.	0	0	22	31	10	14	39	54	1	1	**3.26**

SD=Strongly Disagree, D=Disagree, NAD =Neither Agree nor Disagree A=Agree, SA strongly agree

***Source**: Own Survey2023*

On the above table, the first question respondents have been requested about the performance evaluation criteria are specific and directly related to his/her duties and responsibilities in Awash Bank as a result 30(42%) and 11(15%) respondents agreed and strongly agreed with the criteria relation with his/her duties and responsibilities while 18(25%) and 8(11%) respondents disagree and strongly disagree respectively and 5(7%) of the respondent remain neutral. The mean of these variables is 3.25, indicating that the performance criteria have received constructive feedback. In this respect, most of the literature argued that performance evaluation criteria should be specific and directly related to the employee’s duties and responsibilities. But when we see the facts above it suggests that in some areas of jobs Awash Bank didn’t make specific and directly related for performance evaluation criteria with employee’s duties and responsibilities.

Standards must be consistent with institutional requirements, adequately conveyed, systematically implemented, and established with the active participation of employees. However, it is clear from the respondents' responses that not all employees are aware of the rating criteria.

The next questions have been requested about the practice of goal setting in Awash Bank and the biggest percentage that is 40 (62%) respondents responded that they' are not contributors of the goal-setting while planning their performance objectives and 4 (6%) of them strongly disagree with their contributions in performance planning, while 10(14%) they are neutral about the subject matter further, some of the respondents, 18 (25%) of them are agree with participation while goal setting in the performance planning stage. The mean, 2.58, which is below average, demonstrates that employee participation in performance planning is generally low among participants. According to the literature, performance planning is a processwhereby the employee and the supervisor meet to discuss a goal that will be carried out by theemployee within a specific time frame. Employees can be enabled to have a thoroughunderstanding of the system during this period. It is a stage where managers and staff get together to discuss and agree on what has to be done and how it should be done by fusing the outcome, behavior, and development plan. If goal-setting isn't constantly a part of performance management, an employee will start to spend time on things that don't add much value to the business or to them personally. As a result, requiring employees to participate in performanceplanning and goal setting will boost their performance since they will gain a sense of ownership over the task they've promised to do.

The next question which turned into respondents became about their focus on the anticipation from their performance. Therefore, 40 (56%) and 6(8%) of respondents agreed and strongly agree respectively that supervisors give information to them of their anticipation from them, 10 (14%) remain neutral and 12 (17%) and 4(5%) They responded that they were unaware of their supervisor's expectations based on their performance respectively. From the responses, a many of the respondents have remained agree. In addition, even if small number of respondents disagree the performance expectations of Awash Bank from each employees should be talked about well and should be assumed similarly by all ranges of employees from the upper to the lower. Additionally, respondents to the survey were asked if they and their supervisor had come to an understanding regarding the standards to be used to judge their effort. For this reason, the many of the respondents that is 43 (58%) responded disagree and strongly disagree,16 (14%) remain neutral and 13 (17%) respondents agree and strongly agree on their agreementwith their manager concerning the criteria used to assess their performance. In this respect, many of the literature claimed that requirements should be clear to supervisor and employee, both of them have to agree that the requirements are straight, it must be particular and as measurable as viable, it has to be clear whether or not the standard is to be performed throughthe precise date or whether it is continuing and due to the fact, it is attainable and agreed on, ithas to be sometimes evaluated and modified if necessary.

The fifth part was about the deal between employees and supervisor concerning the development idea of employees. With this, total of 10 (14%) agree on their agreement on a personal improvement plan, 10 (15%) of the respondent are neither agree nor disagree, and 41 (57%) and 8 (11%) of them disagree and strongly disagree on the situation rely respectively upon, Additionally, the mean scores (2.43), which is low, show that most employees and supervisors in Awash Bank are unable to agree on the employee development plan. Having an agreed development idea is used to improve the understanding, talent, and mindset of an employee to improve his or her performance, to implement the accomplishments successfully and effectively as in line with the desired objectives. But when we found the facts above it suggests Awash Bank didn’t exert sufficiently to set a personnel improvement plan and support them therefore.

The last question in the performance planning stage was the approach of an employee's concerning their performance objectives in achieving the tactical goals of the directorate/branch as well as in Awash Bank. Consequently, 1 (1.35%) respondent strongly agree, 41 (55.3%) of them agree, 10 (14%) remain neutral and between the total respondents, 22 (30%) of them are disagree on it. This clearly indicates those even though greater than half of the respondents agree on but quiet close to 22 (30%) of the participants assume that the performance objective set for them did not assist to attain preferred objectives of the Awash Bank as well as it will not help them to develop themselves in a superior way, The mean score is 3.26, which is considered moderate. This makes it difficult for Awash Bank to achieve its objective and vision since employees must believe their job has an impact on every part of the work unit and the organization's movement.

4.2.3. Performance Execution

Performance execution is receiving the activity carried out intending to get the preferred objectives efficaciously and successfully. Therefore, to collect information concerning the system of performance execution participants have been requested the following inquiries to show their degree of agreement and disagreement.

TABLE 6: RESPONDENT'S OPINION ON PERFORMANCE EXECUTION

No	Statements	SD		D		NAD		A		SA		Mean
		F	%	F	%	F	%	F	%	F	%	
1	Awash Bank provides me with sufficient resources to carry out my duties effectively.	4	6	9	13	9	13	35	48	15	21	3.67
2	My supervisor has provided me with regular feedback on my performance.	18	25	30	42	0	0	22	31	2	3	2.44
3	When there is a change in the organizational target, I am always notified, and the primary goal set by supervisor and me is likewise updated accordingly.	0	0	5	7	15	21	34	46	18	24	3.90
4	When I experience difficulties in carrying out my regular duties, my supervisor is always there to help.	5	4	10	3	23	34	26	35	8	11	3.31
5	There is a mid-term review between my supervisor and I concerning my performance over the past months.	8	11	17	23	17	26	17	23	13	18	3.14
6	My organization strives to improve/resolve challenges that affect my performance.	3	4	16	22	8	11	36	49	9	12	3.44

SD=Strongly Disagree, D=Disagree, NAD=neither Agree nor Disagree, A=Agree
SA= Strongly Agree

Source: Own Survey 2023

Respondents of the research have been asked about the resources delivered to them perform their job and gave their response as 15 (21%) strongly agree, 35 (48%) agree, 9 (13%) neutral, 9 (13%) disagree and 4 (6%) respondents responded as strongly disagree.

In this regard, nearly 70% of participants received required resources, while the remaining did not, and Awash Bank did not work on it more effectively because it is impossible for a person to execute expected tasks without financial, material, or human resources.

Concerning consistent comment on the employee's performance, the researcher advanced a query to look at the respondent's degree of agreement. However, data collected from questionnaire shows most of the respondents which are 48 (67%) responded they did not get any feedback on how they have to fix their weaknesses and maintain strengths from anyone. Among the respondents, the rest 24 (33%) shows their level of agreement as strongly agree and agree. Additionally, the mean score was 2.44, which is low and indicates that employees failed to provide any input to maintain or improve any areas of strength or weakness. As utmost authors agreed to provide feedback is the most common place explanation for an enterprise due to the fact employees will find out how properly they did the assignment over the durationafter which use the information to improve their performance in the future. Consequently, fromthe above information researcher believes that there is a substantial gap among the organizations and employees on the manner they consider giving feedback concerning employee performance often.

Respondents have been additionally requested about their consciousness of any deviation in organizationaltargetand52 (70%) of the respondents are agreed that whenever there is a chance, they will be knowledgeable and their work unit and individual target will also be forwarded from the new organizational goal while 15 (21%) respondents seem neutral and 5 (7%) of them totally disagree from the forgoing ones. This analysis shows most of the respondent agree on notification of any change from the organization side while some of them were not. This demonstrates that there is no consistent practice throughout Awash Bank because some of them are knowledgeable while others are not, and this will damage the organization's success because the organization travels in one direction while individuals go in another.

For the problem raised with the support of the researcher concerning the assist from managers whenever any employees face difficulties, 34 (47%) agree that they assist from their manager at the same time as they face difficulties in their daily activities and 15 (21%) of the respondents did no longer found the right assist they earn from their manager. The residual 23 (32%) would like to be impartial. The numbers display us in many directorate or branch employees did not get sufficient support which helps them to improve in a better manner and make contributions to the improvement of the company. The primary intention of having a supervisor in a company is to oversee the work that needs to be accomplished and to assist his/her subordinate in each issue for the easy accomplishment of the daily actions. But, from the information, everybody can see that employees are not getting the required support they should get from their managers.

The fifth question raised about a midterm performance review was whether there was a midterm performance evaluation of actual performance in the past activity period against the target by the supervisor and whether the recommended correction was done or not, and the response found was 30 (41%) agree and 25 (34%) disagree, respectively, while 17 (24%) of the respondents remained neutral. This implies that most of the respondent agree on having mid-term performance review while some of the respondent disagree on it.

The last question raised about the organization tries to address problems that affect employee's performance. Respondents answer regard to this question 9(12%) strongly agree, 36(49%) agree, 10 (14%) neutral, 16(22%) disagree, and 3(4%) strongly disagree. This analysis shows us there is a gap related to problem-solving that affects employee's performance.

4.2.4. Performance Assessment

Performance evaluation is a way to see how well the desired performance and results that were set out in the performance planning stage have been met over a certain time period. So, the following table will show, based on the information from the questionnaire, whether Awash Bank is doing a good job with the assessment part or not.

TABLE 7:RESPONDENT'SOPINIONONPERFORMANCEASSESSMENT

No	Statements	SD		D		N		A		SA		Mean
		F	%	F	%	F	%	F	%	F	%	
1	I have been given a opportunity to assess my performance (self-evaluation method) based on the agreed plan.	4	5	16	22	7	10	19	26	26	35	3.65
2	Always my supervisor gathers information about my performance in a 360-degree checking and evaluating criteria by upward, downward and my peers while assessing my performance.	11	15	24	33	15	21	17	24	5	7	2.74
3	When my supervisor evaluate my performance, he or she is biased for a variety of reasons.	1	1	3	4	25	34	24	32	19	26	3.79
4	After an assessment has been done I always had a discussion with my supervisor to evaluate my performance.	3	4	19	26	20	28	19	26	11	15	3.22
5	The current performance management system balances qualitative and quantitative performance evaluation.	15	21	35	49	10	14	10	14	2	2	2.29

SD=Strongly Disagree, D=Disagree, NAD=neither Agree nor Disagree, A=Agree, A=Strongly Agree

***Source**: Own Survey2023*

The first item in the above tables shows that 61% of respondents said they were given a chance to evaluate their own work in a self-assessment process based on an agreed-upon plan, 12% said they were not involved, and 27% said they didn't agree.

Based on the literature, if both the staff and the manager have a chance to evaluate and have honest conversations about what is expected, it will be easy for a manager to honestly and fairly judge how well someone did their job. Staff who take part in the review stage will bring the right information, make sure that the system's operators are on board, reduce doubts and worries, make it easier to make changes, and get people to commit to the system. Awash Bank has done a lot, but it hasn't been enough to make the PMS process easy and free of bias.

The second item is a question about having information about a user when evaluating an employee. So, 48% of the people who answered said that their manager didn't refer to their peers' comments about their duties when evaluating their performance. 21% said they didn't know if this happened or not, and only 31% said that managers do refer to their peers' comments before evaluating an employee's duties and responsibilities. The result of mean score 2.74 which is moderate (average). The interview data showed that a strategy for collecting 360° feedback that can be used to grade employee performance is not satisfactory.

According to the research, 360° feedback gives a more complete picture of a person's performance by using information from multiple sources. This is more convincing than a traditional evaluation based on the attitude of a single manager and can improve staff performance, make sure enterprise goals are met, and point out trouble spots that need management's attention. The accuracy of the estimate depends on how well the information was gathered. Information about performance can be found by inferring behaviors from a full understanding of outcomes. Keeping this in mind, the information above shows that there is a lack of practice and consistency within Awash Bank's directorates and offices when it comes to using 360-degree feedback to compare employees' performance over a certain time period.

The third thing in the table is about how mistakes in ranking can make a boss unfair. So, 58% of the people who answered agreed, 25% didn't seem to care, and 5% didn't agree with the problems. Here, most of the people who answered think that their managers' evaluations of their work are off for a number of different reasons. Some of the most common mistakes that cause a supervisor to be biased on a person's performance are rating people in the middle of thescale, a supervisor's initial good or bad judgment that distorts real performance, generalizing one part of a person's performance to all of that person's performance, generalizing across organizations and ignoring individual differences. So, based on this and the other information given above, Awash Bank hasn't done anything to fix these problems.

The fourth question was about what supervisors and workers talked about after the assessments were done. As a result, 30% of respondents said they didn't agree and 28% said they didn't care. The other 31% of them agreed that after a review, they talk to their leaders about how their current performance can be used as a baseline for the next performance. With this information, we can remember that Awash Bank did not give comments all the time, even after the performance evaluation period was over. It's important to give comments on goals for training and improving performance often, even before the review cycle is over. Giving feedback lets workers know how well they are doing, learn about specific areas that may need improvement, find out what the company and supervisor expect, and find out which parts of the job are most important to the supervisor. Employees will know how they are doing and what they all need to do to meet the strategic goals that support the vision and mission statements if they get feedback.

At the end of the performance evaluation stage, the last question was whether or not the current performance management system in Awash Bank takes both emotional and quantitative performance evaluation into account. As a result, 2 (3% of respondents) strongly agree, 10 (14%) agree, and 10 (14%) don't care either way. However, 50 (70%) of all respondents disagree with this, in addition 2.29 which is the mean score also reflect low. This is clear since the most people who answered don't think that the bank's qualitative and quantitative performance evaluation criteria are balanced. This causes a lot of confusion for Awash Bank, because in order to reach its strategic goal, the bank needs to find a balance between the quantitative performance evaluation criteria and a behavioral competency framework that shows all employees what good behavior looks like.

4.2.5. Performance Review

The performance review, on the other hand, is the meeting between the manager and the employee to verify their assessment and ensure agreement over the employee's performance. Typically, this gathering is referred to as an appraisal assembly or conversation. Due to this, the researcher attempted to advance the following query regarding performance reviews and came up with the outcome that is shown below.

Table 8: Respondent's Opinion on Performance Review

No	Statements	SD		D		N		A		SA		Mean
		F	%	F	%	F	%	F	%	F	%	
1	The discussion I had with my boss was primarily about the contribution I made, my capabilities, and my ongoing development.	2	3	8	11	11	15	39	54	12	17	3.71
2	Performance Management System in Awash Bank brings lots of work and takes much time.	0	0	3	4	35	50	25	34	9	12	3.56
3	The implementation of the PMS alters the method I perform my duties, creating misunderstanding.	9	12	5	7	17	26	32	43	9	12	3.38
4	The current Performance Management System in Awash Bank is an inconvenient practice; hence it's preferable to have another simple method.	2	3	32	46	15	20	11	15	12	16	2.99
5	Performance Management System is crucial for the success of Awash Bank and me, therefore, it is good to have PMS.	2	3	1	1	9	12	48	68	12	16	3.93
6	There is no well-designed performance evaluation system for Head Office personnel and the leadership team.	15	20	40	56	10	14	7	10	0	0	2.13

7	Competency based employee performance assessment system is applied in the existing performance management system.	11	15	31	43	18	25	10	14	2	3	2.46
8	The current PMS not clearly aligned or linked with reward, punishment, promotion, and benefits to employee	3	4	20	28	9	13	35	49	5	7	3.26
9	The current performance management system incorporates a behavioral competency framework that demonstrates what great behavior looks like at each level.	10	14	42	58	12	17	8	11	**0**	**0**	3.25

SD = Strongly Disagree, D = Disagree, NAD = neither Agree nor Disagree, A= Agree, SA = Strongly Agree.

***Source**: Own Survey 2023*

Regarding the primary cases at the above table, many of the respondents 71% are agreed that the dialogue they had with their manager is genuinely targeted in the contribution they did, a capability they had and the weaknesses they confronted which need to be improved for the non-stop improvement, 15% of them would like to be impartial which results in announcing they do no longer discuss with their manager and the rest 14% of the respondents completely disagree on the issue. Consistent with the literature when having a performance assessment discussion, it is satisfactory to maintain the dealing targeted at the individual's performance which leads his or her to carry out higher in the forthcoming. right here it could be visible that although the majority of the respondent's supervisor has accomplished an outstanding activity through emphasizing their dialogue for the supposed purpose However, there are still some employees who find the conversation unimportant since they are unable to recognize its potential strengths for continuation and weaknesses for a solution, and yet many of them are unwilling to have the conversation at all.

The next four issues were concentrated on employee’s attitudes towards the existence of a PMS in Awash Bank. The results show that, despite some participants' support for such a system for fostering individual, team, and organizational growth, the majority of respondents oppose the implementation and use of performance management. They no longer think that it first serves as a motivator for workers and a means of communication, but rather that it is introduced because that is the management's current viewpoint, that it adds a lot of work and takes up a lot of their time, that it causes confusion, and that it is a tedious procedure.

The most crucial input for a system's operation is the implementers' mentality. It will be difficult for a corporation to acquire the desired outputs from the system without believing in and claiming one system. If the implementation of a performance management system at Awash Bank is to be successful in meeting Awash Bank's needs, it is insufficient to inspire employee trust, turn them into active participants, and empower them to take control of the system and lead the company to its desired destination. Because it may be challenging to accomplish the desired aim if you do not have not to mention the majority of the staff but a single employee who believes the system is a waste of time, it is vital to suitably shift employees' mindsets and attitudes in the direction of the system.

The sixth question were raised to head office staff’s that is there any a well-designed performance evaluation system for them. As a result majority of the respondent that is 55(76%) of them disagree and strongly disagree, while 10(14%) remain neutral and only 7(10%) respondents agree while there is no any respondent strongly agree on it , in addition to the survey questions the data gathered from interview with supervisors and directors in head office shows that the kind of employee performance evaluation system that has been operational in awash bank is a kind of system that is designed to measure employees performance result and this limited to branches only but for head office personnel and leadership team there is no as such implemented performance assessment system The bank's performance assessment system for head office staff and the leadership team is not currently in place, according to the majority of respondents, as indicated by the low 2.13 mean score. Therefore there is a strong need to well-designed performance evaluation system for head office staff including for the leadership team. The role and contribution of the head office staff including the leadership team is critical for the effectiveness of the company.

The next question which turned into respondents became does the existing performance management system applied a competency-based performance assessment system. As a result, 42(58%) of the respondent disagree where there is no competency-based framework on existing performance assessment system 18(25%) of the respondent are neutral, and only 12(17%) of the respondent agree, this clearly shows that awash bank has no designed competency based framework that used to address both the end and means of performance issues.

Item eight in the above table, which was advanced to the respondent’s comment concerning the current PMS clearly aligned with reward, punishment, promotion and benefits to each employees. As a result, 35(49%) replied that they believe that their individual performance clearly linked with reward, punishment or promotion, 14(19%) have been neutral and 23(32%) of them responded that there's no clear alignment of their performance result with benefits. The result mean score of 3.26, which is moderate, clearly shows the bank has to pay more attention to how the rewards and punishments are aligned in the present PMS. This leads the researcher to conclude that Awash Bank hasn't fully used performance outcomes as input, nor has it used them for making administrative choices or compensating staff based on their performance results.

Item nine question focused on employee knowhow that does the bank demonstrate a behavioral competency framework, However, the data collected from the questionnaire shows most of the respondents which are a total of 52(72%)strongly disagree and disagree which replied that there is no any behavioral competency framework demonstrated.12(17%) where neutral,Among the respondents, the rest 8(11%) express their agreement as agree .In addition to the above survey the researcher conduct an interview with managers and supervisors, they respondthat the bank don not have any behavioral competency framework that demonstrate what greatbehavior looks like at each level of position.

4.3. Challenges of Implementation of PMS in Awash Bank

Lastly, respondents were asked about the biggest problems they've run into while using a PMS that Awash Bank has put in place. Most of the people who answered have had similar problems, such as: -

- The bank made uniform job descriptions for every part, so every employee knows what the goals are.
- Employees can only write their comments on the PMS agreement form if they have any. This means that the company didn't give employees a chance to help set plans, even though employees don't have a say in how goals are set and the organization sendsgoals down the chain of command.
- At the assessment level, almost all of the respondents agreed that their jobs involved physical and system-based data tracking as well as data collection from different sources. However, they do not have the right to self-assess. This shows that awash bank didn't give employees the chance to evaluate their own performance in a self-assessment method based on an agreed-upon goal..

The majority of the respondents have experienced similar Challenges and difficulties which are: -

- Challenges faced related to cascading the goals of the company to directorate/branch and individual level,
- Making plans list of duties which ought to be accomplished over the given period,
- Carrying out the planned assignments at the same time as executing performance because of unplanned activities,
- Preparing reports about completed work that requires a lot of the employee's time,
- Being stressed about the overall system,
- Lack of better executives and managers dedication to assisting employees to execute higher,
- Confined participation of employees within the system,
- Failure to use accurate data when evaluating an employee's performance
- Challenges on measuring habitual duties,
- Lack of sharing experience and training for the higher-end output,

- The quantitative performance evaluation almost fully covers the behavioral quality measurement of the employees.
- Lack of well-timed feedback about the strength and weak point of employee to fill the knowledge gap to get employees with the preferred know-how,
- Challenges on Skill and abilities have been the principal difficulties faced to the respondents,
- Also, the system does not have a well-designed competency-based performance evaluation system.

From table 9 below aggregate mean of **2.49** was considered low which shows most of the below variables were challenges to practice of Performance Management System by the bank. Though the banks needs to give attention to each and every aspect of the system since the study showed practice of Performance Management was not satisfactory.

Table 9, Challenges of PMS

<table>
<tr><th>No.</th><th>Statements</th><th>Percentage of Disagree</th><th colspan="2">Mean</th></tr>
<tr><td>1</td><td>In Awash Bank setting goal is done in consultation with employee's and supervisor.</td><td>61%</td><td>2.58</td><td rowspan="6">2.49</td></tr>
<tr><td>2</td><td>My supervisor and I agreed on development plan to improve my performance</td><td>68%</td><td>2.43</td></tr>
<tr><td>3</td><td>My supervisor has provided me with regular feedback on my performance</td><td>67%</td><td>2.44</td></tr>
<tr><td>4</td><td>Always my supervisor gathers information about my performance in a 360-degree checking and evaluating criteria by upward, downward and my peers while assessing my performance.</td><td>50%</td><td>2.74</td></tr>
<tr><td>5</td><td>The current performance management system balances qualitative and quantitative performance evaluation.</td><td>70%</td><td>2.29</td></tr>
<tr><td>6</td><td>Competency based employee performance assessment system is applied in the existing performance management system.</td><td>58%</td><td>2.46</td></tr>
</table>

Source: Questionnaires Data, 2023

4.4. Discussion

The study main goal was to assess the Practices and challenges of the PMS in Awash Bank. Earlier research suggests that there are different benefits of performance management. According to Chompukum and Pachsiry's (2007) study, several Thai banks are actively integrating performance management systems to assist them in better managing their employees' performance, which in turn affects the success of the organization. Still, other studies were clearly mentioned the gaps of performance management system practiced by different organization such as lack of giving continuous feedbacks, Organizational goals and those at the directorate and individual levels are not perfectly aligned. Draw back of a fair performance measurement procedure, lack of believe and continuity of the system, lack of training to improve performance, subjective supervisor assessment, absence of performance evaluation on time, lack of PMS software Melat Yilma (2014), Getachew Worku(2021), Selamsew Tesfaye(2015) and Tigist W/Michael (2019).

The results from this study seem consistent with previous testing done on similar subjects. From this research, it’s mentioned that Awash Bank has left out the significance of the participation of employees within the performance planning practices of the PMS. Regarding the practice of performance evaluation in Awash Bank problems like ranking employees primarily based at the matters of they have been no longer knowledgeable about, the lack of ability of employee’s to evaluate the performance and feature a dialogue with their manager allows them to assess themselves wherein they are and in which they need to be with in the upcoming and excessive level of bias from managers had been recognized as the main gap. Inaddition, lack of designed competency structure, framework and performance standards that can ensure to measure both the end and the means of performance will be clearly addressed also another issue is the inability to acquire software that would have made it possible to have information about employees' performance and report on their status in addition to automatingthe performance management system at this level. This makes it more difficult for the PMS system to deliver the desired results for usage and reporting of performance information.

CHAPTER FIVE

MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

In light of the pertinent literature created by researchers and the responses of the study participants, this chapter focuses on the summary of the key findings of the research questions, conclusions, and recommendations moving ahead.

5.1. Major Findings

Based on the data analysis presented in the preceding chapter, there had been good and bad findings regarding the implementation of PMS by Awash Bank. The system's clarification, work units' and employees' awareness of Awash Bank's vision and mission, the employees' knowledge of the PMS's objectives, and organizational expectations are just a few of the positive aspects of the Bank.

Then again, the undesirable findings acquired from respondents that want the devotion of awash Bank management and supervisors are mentioned as follows:

- ❖ The majority of participants confirmed that the directorate and employee objectives not fully linked with company goals.
- ❖ The respondent said that because there is few staff involvement in performance planning, the strategic plan suffers as a result.
- ❖ Another finding from the study is that most respondents no longer have the chance to agree with their managers on the criteria to be used for performance reviews, which would have enabled them to know at what pace they would be evaluated each day.
- ❖ Employees aren't similarly informed when organizational goals change which affects their work units' and personal goals, and their aim isn't changed to align with the new corporate goals.
- ❖ The majority of respondents stated that they did not have the opportunity to assess their performance and that they need to speak with their supervisors in order to determine where they stand in their own eyes.
- ❖ Before doing an evaluation, there hasn't been consistency in gathering data on an employee's performance from various sources, such as peer reviews and 360-degree

feedback. This shows that while some departments/branches have started using the method of acquiring employee records from various sources, others have not yet done so.

- ❖ Due to many factors, there is a high level of bias from supervisors when assessing an employee's performance in the performance assessment stage, which will affect the actual performance of an employee.
- ❖ There is also lack of providing regular feedback on employee performance on how they have to improve their weaknesses and keep up their strengths from anyone of the concerned organ.
- ❖ Regarding the qualitative and quantitative performance evaluation criteria most of the respondent mentioned that the bank could not balance such evaluation criteria which is highly affect the employee performance result at the end.
- ❖ The majority of the respondent stated that the bank has no any behavioral competency framework that showcases what great behavior looks like for a particular level with in the bank.
- ❖ Most of the respondent mentioned that there is no a well-designed performance measurement system suitable to head office work unit as well as the leadership team.

5.2. Conclusions

As stated in the section on the literature study, any company that wants to manage its human resources (HR) well and efficiently needs to have a performance management system tool. PMS is one of the most important and useful tools for all workers and levels of management inalmost every type of business. Businesses that want to stay ahead of the competition need to make sure they use PMS stages properly. In general, performance management includes a lot of different parts that help with managing human resources well.

A manager can use performance management as a systematic way to encourage team members to reach the team's goals, improve the effectiveness of the group as a whole, improve performance skills, evaluate and look into both individual and group performance, and award and motivate team members. Effective performance management involves defining roles and responsibilities, identifying the skills needed for success in a position, making sure that group members have the right skills, setting up a way to improve skills, giving group members timely feedback on how well they are using their skills to do their jobs and get the results they want, and giving them valuable and motivating experiences. If behavior no longer meets the standards set, the manager must notice and take action. If an employee's behavior no longer meets the standards that have been set, the supervisor must notice and take the right steps to fix it.

From this study, it has been mentioned that:-

- The importance of employee participation in the performance planning stage of the performance management system has been overlooked by Awash Bank. Employees stated that they no longer participate in performance planning, mostly based on the evidence obtained from the analysis.
- The absence of an individual growth plan is one of the challenges in the planning process, and respondents did not have the opportunity to agree on performance metrics with their supervisors. Employees are therefore unaware of the goals and requirements for performance reviews, as well as the significance of obtaining a mutually agreed-upon individual growth plan.
- Rating employees primarily based at the matters that they have been no longer knowledgeable about the inaccuracy of the rating obtained,
- The inability of employees to review their performance and have a conversation with their management that would enable them to evaluate where they are and who they need to be in the future.
- Significant gap of bias from supervisors had been recognized as excessive levels.
- Failure of getting a well-designed competency-based employee performance assessment system and lack developed additional performance measurement system suitable for head office work unit and leadership team in addition to the existing automating the PMS at this level is also another drawback.

This makes it more difficult for the PMS system to deliver the desired results for the usage and reporting of performance data.

Despite the previously mentioned weak points on planning, assessment, performance measure, and automation, the accomplishment observed in the remaining areas, including properly-described mission, vision, and core values; clearly defining the performance management system; recognized customer value propositions; and surely developed the strategic map, become notably the strong accomplishments that Awash Bank crafted from the performance management system. It is in line with this that Awash Bank has been awarded the prestigious Awash Bank Performance Management System Award.

Therefore, regardless of a company's type, size, or goal, performance management system is a current practice around the world that enables teams, businesses, and individuals to be more effective in their daily tasks in order to achieve the desired goal and for successful growth and improvement. One can therefore conclude that, even though the bank has some desirable features in enforcing performance management system, much still needs to be done.

5.3. Recommendations

Some efforts have been made to present feasible recommendations through the researcher for the achievement of a higher-end result out of the performance management system in Awash Bank by taking into account the study's main findings and the conclusions are drawn.

- ❖ To have a successful PMS and additionally to attain the preferred objectives of the company, the organizational objectives should be cascaded to department/branch level and personal level as well, to align it properly by modifying the duties and responsibilities of each activity very well.
- ❖ Performance planning should involve active employee participation throughout the design and implementation of the plan as it is a crucial component of the performance management system to ensure success. It should no longer be the sole responsibility of supervisors and higher officials. Awash Bank must also establish an environment in which staff members may design their own SMART goals, take part in the discussion, and own the plan agreement.
- ❖ Awash Bank must prepare training for employees to recognize the benefits of the performance management system, why assessment is needed, for what reason it serves, and the assessment approaches and components and instruments of the process of performance management in order to shift the mindset of the workforce regarding the implementation and process of the performance management system. All staff members

share the same duties and responsibilities for the advancement of the business when it comes to monitoring employee performance.

- Awash Bank should let employees and management work together to set goals and requirements for measuring success. Employees should also be able to agree on the goals they are expected to reach and the conditions for which they will be evaluated. Setting standards and goals together will make it clear how to put in more effort and be more patient to reach your goals, and it will also help motivate you.
- Awash Bank needs to make it possible for employees to set their goals with the help of their manager, since they are immediately responsible for putting into action a realistic and doable growth plan to reach the desired goal. Setting up an individual development plan will also help workers improve their skills and knowledge before or during the performance assessment. This will help reduce the gaps in knowledge and information that will be shown during the performance evaluation.
- During the performance evaluation phase, Awash Bank should let employees know what is to be evaluated and how it is to be evaluated, as well as who should be in charge of an employee and at what points during the planning phase. This could help get employees to stop being guarded and just accept the results of their evaluations, since the evaluations are mostly based on what they are responsible for.
- Self-evaluation and peer-evaluation must be fully put into practice by all Awash Bank workers. Literature says that it's better to get accurate information about an employee's work from more than one source, rather than just relying on the manager's feedback and rating. Taking a 360-degree approach to feedback could give the company more knowledge about an employee's performance, which could help the company build on the employee's strengths and make up for their weaknesses.
- The most common reason for an organization to give regular feedback is so that employees can see how well they met their goals over time and use that information to improve their performance in the future. Awash bank should take regular feedback seriously and come up with a framework that will help close the gap between management and employees.

- ❖ About the standards for judging Awash bank should find a balance between the numeric, which is mostly objective, and the qualitative parts of each employee's performance. Currently, awash bank only looks at the objective parts of performance.
- ❖ Awash Bank should create a behavioral competency framework that shows what good behavior looks like at each level of the bank. This will make the process more flexible, reliable, and avoid any bias from supervisors.
- ❖ Even though some personal biases are unavoidable, Awash Bank should work hard to get rid of as many of the things that cause supervisors to be biased when rating employees' performance as possible. Awash Bank should also make its evaluation criteria more objective, make sure they are balanced with its qualitative evaluation criteria, and do the evaluations at the right time.

In the end, Awash Bank should keep all of its current strengths and work to get rid of the problems mentioned above. This will help it deal with the unknowns of the future.

5.4. Limitation of the Study

The goal of the research (study) is to look at and assess the practices of employee performance management systems at Awash Bank. In this way, the study produced useful results, but some problems should be talked about.

Due to a lack of time and money, this study only looks at the South and East Addis Ababa locations of Awash Bank and the people who work there. In the future, this area of study could be expanded to include other members of the group and other banking-related organizations. So, it makes the results more likely to be true.

5.5. Recommendations for Future Research

Due to a lack of time and money, the researcher could not cover the research work well enough. It is suggested that more study be done on the case to do a full review of the awash bank's current performance management system and come up with a better system that fits better with the bank's overall strategy. In the future, researchers could look into how well these results can be applied to other private banks in the country and to other government agencies. In the same way, a study needs to be done on how changes in the political climate affect the adoption of PMS.

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Appendix 1

Addis Ababa University, College of Business and Economics

Department of Management

EMBA Program

Questionnaire

Dear Respondents,

The purpose of this questionnaire is to collect primary data for a study titled **"Challenges and Practices of Performance Management System in Awash Bank"** as part of the Executive Masters of Business Administration (EMBA) program at Addis Ababa University. In this regard, I respectfully request your time to give me credible information in order to achieve the desired conclusion of the study findings. I guarantee that your response will be treated confidentially.

Thank you in advance for your assistance and prompt response!!!

General Instructions

- No need to write your name,
- For further information, please contact me by 0911-63-97-39.
- In all cases where answer options are available please tick (√) mark in the appropriate box.

Part I – General Information

1. Gender:

(A) Male ☐ (B) Female ☐

2. In which age group do you fall?

(A) Less than 20 Years ☐ (B) 20-29 Years ☐ (C) 30-39 Years ☐

(D) 40- 49 Years ☐ (E) 50 Years and above ☐

3. What is your highest educational level?

(A) Certificate ☐ (B) College Diploma ☐ (C) BA/BSC Degree ☐

(D) Masters ☐ (E) Other ☐

4. Years of service in Awash Bank:

(A) Less than 1 year ☐ (B) 1 - 3 years ☐ (C) 4 - 6 years ☐

(D) 7 - 9 years ☐ (E) More than 10 years ☐

5. In which directorate/branch are you currently working?

____

6. What is your current position in the directorate/branch?

____

7. To which category does your position fall?

(A) Managerial ☐ (B) Supervisory ☐ (C) Professional ☐ (D) Other support staff ☐

Part II Purpose of Performance Management System

1. Do you think Performance Management System is clearly defined in Awash Bank?

(A)Yes ☐ (B) No ☐

2. If No, what do you think is the reason?

____

____

____

3. Are you aware of the objective of the Performance Management System that your company has implemented?

(A)Yes ☐ (B) No ☐

4. If yes, what is the objective of having a Performance Management System at Awash Bank?

____

____

____

____.

5. The purpose of the Performance Management System applied in Awash Bank is to:

(More than one answer is possible)

A. To get a better result.

B. To establish a culture in which individuals and groups take responsibility for the continuous improvement of the organization.

C. To provide employees with information about how they are perceived in the organization and where they stand.

D. To determine who gets promoted and salary increment

E. To facilitate layoff or downsizing

F. Other ____

Part III. Performance Planning

Note: Performance planning is a step in which the supervisor and employee meet to discuss and agree on what will be done in the future and how it will be done. With this in mind, please indicate your level of agreement or disagreement with the following questions.

S.No.	1=StronglyDisagree,2=Disagree,3=Neither agree nor disagree,4=Agreeand5=Strongly Agree	1	2	3	4	5
1.	I am aware of Awash Bank's strategic objectives.					
2.	I am aware of the strategic objectives that govern my directorate/branch.					
3.	My directorate/branch goal is aligned with the strategic mission of Awash Bank.					
4.	My individual goal is aligned with the strategic objective of my Directorate/branch as well as the organization.					
5.	My directorate/branch objective is realistic and attainable.					
6.	Performance evaluation criteria are specific and directly related to my duties and responsibilities.					
7.	In Awash Bank goal setting is carried out with discussion between The employee and the supervisor.					
8.	While setting a goal my supervisor tells me the expectation he/she has from my performance.					
9.	I am informed and reach an agreement with my supervisor about the Standards that will be used to evaluate my work.					
10.	My supervisor and I reached an agreement about my development plan to enhance my performance.					
11.	The goals set for me support achieving the strategic objective of the Directorate/branch as well as the Bank.					

Part IV. Performance Execution

Note: - Performance Execution is the process of completing tasks and accomplishing objectives. With this in mind, please indicate your level of agreement or disagreement with the following questions.

S.No.	**1= Strongly Disagree, 2= Disagree, 3= Neither agree nor disagree, 4= Agree and 5= Strongly Agree**	**1**	**2**	**3**	**4**	**5**
1.	Awash Bank provides me with sufficient resources to carry out my duties effectively.					
2.	My supervisor has provided me with regular feedback on my performance.					
3.	When there is a change in the organizational target, I am always notified, and the initial goal set by me and the supervisor is likewise updated accordingly.					
4.	When I experience difficulties in carrying out my regular duties, my supervisor is always there to help.					
5.	There is a mid-term review between my supervisor and me regarding My performance in the past months.					
6.	My organization strives to improve/resolve challenges that affect my performance.					

Part V. Performance Assessment

Note: Performance assessments involve the interaction of the employee and the supervisor to determine the extent to which the anticipated behavior and outcomes are met during the performance review period. Please rate your level of agreement or disagreement with the following questions based on these objectives.

S.No.	1=StronglyDisagree,2=Disagree,3=Neither agree nor disagree, 4= Agree, and 5= Strongly Agree	1	2	3	4	5
1.	I have been given a chance to assess my performance (self-appraisal method) based on the agreed plan.					
2.	Always my supervisor gathers information about my performance in a 360-degree checking and evaluating criteria by upward, downward and my peers while assessing my performance.					
3.	When my supervisor assesses my performance, he or she is biased for a variety of reasons.					
4.	After an assessment has been done I always had a discussion meeting With my supervisor to review my performance.					
5.	The current performance management system balances qualitative and quantitative performance evaluation.					

Part VI. Performance Review

Note: A performance review is a meeting between an employee and the supervisor to review their performance evaluations. Please rate your level of agreement or disagreement with the following questions based on this purpose.

S.No.	1=StronglyDisagree,2=Disagree,3=Neither agree nor disagree, 4= Agree, and 5= Strongly Agree	1	2	3	4	5
1.	The discussion I had with my supervisor is focused on the Contribution I made the capability I have, and my continuous development.					
2.	Performance Management System in Awash Bank brings massive work and consumes much time.					
3.	The implementation of the Performance Management System alters the way I perform my job, creating confusion.					
4.	The current Performance Management System in Awash Bank is an inconvenient process, hence it is preferable to have another simple tool.					
5.	Performance Management System is important for the success of me and Awash Bank; therefore it is good to have PMS.					
6.	There is no well-designed performance evaluation system for Head Office personnel and the leadership team.					
7.	Competency based employee performance assessment system is applied in the existing performance management system.					
8.	The current PMS not clearly aligned or linked with reward, punishment, promotion, and benefits to employee					
9.	The current performance management system incorporates a behavioral competency framework that demonstrates what great behavior looks like at each level.					

Part VII. Challenges of Performance Management System

1. Whichstepsoftheperformancemanagementsystemdoyoufindchallengingandwhat makes it challenging?

____

____

____

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

____

____

____

3. What are the challenges encountered for balancing qualitative and quantitative performance appraisal of each employees?

____

____

____

4. Do you find culture or attitude a problem in the implementation of Performance management system?

____

If your answer is yes what are your reason for this?

____

____

____

Thank you,

Appendix 2

Addis Ababa University, College of Business and Economics

Department of Management

EMBA Program

Interview Questions to be administered to the Branch Managers and Supervisors.

The goal of this interview is to gather primary data for a research paper titled **"Challenges and Practices of Employee Performance Management System in Awash Bank"** as part of the Master of Arts program in Business Administration at Addis Ababa University. In this context, I respectfully request that you take the time to provide me with reliable information so that the findings of this study reach the anticipated conclusion. I can promise you that your response will be treated confidentially. In advance, I would like to thank you for your volunteer contribution to the success of my research study.

Interview Questions

1. Please introduces me your name, service year and current position in Awash Bank?
2. Do all employees informed about the mission and vision of Awash Bank?
3. Does the specific job performed by an individual is linked with the strategic objective of Awash Bank?
4. Were employees of Awash Bank properly communicated about Performance Management System; why it is needed by Awash Bank, and the possible changes it could bring to the individual, the team, as well as the Bank?
5. Does Awash Bank successfully handle the planning, execution, assessment, and review processes of the Performance Management System? If yes, how and if not why?
6. What were the major objective/expected/ outputs set by Awash Bank from Performance Management System?
7. Does Performance Management System bring the desired outcome to Awash Bank? If

yes, discuss how tangible results were observed?

8. Could it be possible to say that Awash Bank has successfully implemented Performance Management System?
9. Which of the four steps of the Performance Management System did you find challenging? And why?
10. Does the bank have a well-designed competency based framework for employee performance result?
11. Do you have any other comments or suggestions regarding Performance Management System at Awash Bank?

Thank you,