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RESEARCH REPORT

**A REVIEW OF THE EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT
SYSTEM IN THE ANTI-CORRUPTION COMMISSION IN ZAMBIA**

MASTERS DEGREE IN PROJECT MANAGEMENT

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A Research Report submitted in partial fulfillment for the award of Master's Degree in
Project Management at the University of Lusaka

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Declaration


I, Monde Simasiku, make an announcement that this paper, being crafted by my own astuteness and exertion, despite the endeavors of others appropriately recognized, has never been introduced anyplace, not to mention the University of Lusaka (UNILUS). I additionally make a statement that the perspectives and assessments of the paper are my own and not that of UNILUS.

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Approval

In the interest of the University of Lusaka, I affirm that I administered Monde Simasiku. I further affirm that supposedly, the said understudy accomplished this exploration work. Thus, I endorse the finishing of this Dissertation by Monde Simasiku, as a feature of the honor of a Master of Science Degree in Project Management.

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DATE

7 March 2024

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Dedication

This work is devoted to the hard-working individuals in different work places who may be facing unfair treatment at their work places and yet deserve better. I wish to thank my family and friends that have remained by me through this mission, right up 'til the present time. I likewise devote this to my mother, Agnes Matumbo Imutowana Simasiku for her love, guidance and support throughout my life; I realize how blessed I am to have her. I express gratitude towards God forever.

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Abbreviations

ACC	Anti – Corruption Commission
APAS	Annual Program Appraisal System
CPI	Corruption Perception Index
CPR	Confidential Report Program
M&E	Monitoring and Evaluation
PMP	Performance Management Package
PSMD	Public Service Management Division
PSTS	Public Service Transformation Strategy
RPMS	Revised Performance Management Strategy
SP	Strategic Plan
ZBPI	Zambia Bribe Payers Index

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Abstract

Performance management is crucial for organizations to achieve objectives and improve public service delivery. In Zambia, the government introduced the Performance Management Package (PMP) in 1994 to develop a framework for goals, standards, and competence requirements. The PMP has been implemented in most ministries and provincial organizations by updating visions, missions, and organizational structures. However, there is a lack of a Monitoring and Evaluation (M&E) system. The effectiveness of the PMP and Annual Performance Appraisal System (APAS) depends on each Ministry's progress towards achieving its mission and goals. The Anti-Corruption Commission (ACC) aims to promote transparency and accountability. Hence the study conducted a review of the effectiveness of the performance management system in the Anti-Corruption Commission.

The study utilized primary data drawn from a sampled population of 83 respondents at ACC using Yamene's formula. Simple random sampling technique was used and a descriptive research design. The researcher used a mixed method approach and designed a questionnaire as well as an interview guide. Quantitative and Qualitative data was analyzed using SPSS version 23. The objectives of the study were to; determine the factors affecting performance in the Anti-Corruption Commission; to establish the effectiveness of the performance planning process as conducted at the Anti-Corruption Commission; to establish the effectiveness of the performance monitoring process at the Anti-Corruption Commission and to establish the effectiveness of the performance review process at the Anti-Corruption Commission.

Factors such as leadership, inadequate funding, and lack of motivation affect employee performance. On the effectiveness of the performance planning process as conducted at the Anti-Corruption Commission, it was discovered that the performance planning process is not effective. On the effectiveness of the performance monitoring process at the Anti-Corruption Commission it was found that the performance monitoring process is not effective. Lastly on the effectiveness of the performance review process at the Anti-Corruption Commission it was discovered that the process is fairly conducted and performance appraisals are conducted yearly.

In conclusion, The Anti-Corruption Commission's performance management system is suboptimal. Transparency and promotions are limited, leading to employee dissatisfaction. The research recommended that the Commission should enhance staff orientation and allocate resources for improvement programs. Improve performance monitoring processes by improving monitoring tools and increasing frequency. Improve performance review mechanisms by improving communication channels and methods for effective feedback provision.

CHAPTER ONE:

INTRODUCTION

1.0 Introduction

Organizations are set up to achieve certain objectives. Achievements of these objectives or targets are dependent upon the performance of individual employees who are assigned tasks to effectively perform. In today's rapidly changing business environment, organizations are continuously coming up with different strategies to ensure that they maximize profits and/or offer the best services to the public. Despite having these strategies in place, if not carefully implemented and managed, organizations will not perform to their desired expectations. Gaining the cooperation and active involvement of employees is critical to organization's success. Providing employees with a clear sense of how their duties and efforts are connected to the organization's vision, mission and the strategic plan facilitates such involvement. It is therefore the duty of management and supervisors to provide such direction to people in an organization (Cooper and Cox, 1989). Following this viewpoint, it can be argued that effective management of employees' performance is in turn linked to the effectiveness of public service delivery. This then implies that for effective and efficient delivery of public services, employees' performance should be subjected to effective and continuous management. Employees can be like children; they have to be told the right thing to do and checked if they are doing it the right way. The aim of this study "A review of the effectiveness of the Performance Management System" was to review the performance management system at the Anti-Corruption Commission.

Armstrong (2009:615) defines performance management system as a systematic process for improving organizational performance by developing the performance of individuals and teams. Performance on the other hand is "the degree of accomplishment of tasks that make up an employee's job", (Seti, 2011). Armstrong also explains that performance management is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Armstrong further discussed that performance management is concerned with the following;

- i. Aligning individual objectives to organizational objectives and encouraging individuals to uphold corporate core values;
- ii. Enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviours (expected to be).
- iii. Providing opportunities for individuals to identify their own goals and develop their skills and competencies.

1.1 Background

Performance management systems in Anti-Corruption Commissions encompass the creation and implementation of mechanisms aimed at assessing, monitoring, and improving the performance of these institutions in combating corruption. This involves the formulation of strategies, establishment of objectives, efficient allocation of resources, evaluation of performance, and implementation of measures for continuous enhancement. These systems are designed to ensure transparency, accountability, and effectiveness in anti-corruption endeavors, (Thomas, 2011).

The earliest notable research on this topic emerged in the early 2000s, exemplified by Transparency International's seminal 2003 study titled "Performance Management in Anti-Corruption Agencies: A Comparative Framework." The study examined the global landscape of anti-corruption agencies, evaluated their performance management mechanisms, and provided recommendations for enhancement, (Johns, 2016). Findings of this study identified challenges faced by Anti-Corruption Agencies (ACAs) which were resource constraints, political interference and institutional weakness. It was recommended that ACAs should improve their efficiency and effectiveness in fighting corruption.

Subsequent research has delved into various aspects of performance management systems in Anti-Corruption Commissions, exploring topics such as comparative analysis of agency performance, the role of accountability mechanisms, and the impact of leadership styles, (ibid).

Theoretical frameworks such as Principal-Agent Theory, Institutional Theory, and Public Administration Theory have been instrumental in guiding research in this domain, offering insights into the relationships, structures, and administrative processes involved. Current

trends in research emphasize the utilization of technology for data-driven decision-making, fostering collaboration among stakeholders, enhancing citizen and media involvement in monitoring, and developing innovative approaches for evaluating the impact of anti-corruption initiatives. These trends reflect a growing recognition of the importance of effective performance management in advancing anti-corruption efforts globally, (Yamene, 2018).

1.1.1 Global Perspective

Thomas (2011) defines employee performance as the accomplishment of tasks according to set standards, while Mathis and Jackson (2011) emphasize that performance management evaluates how well tasks are completed. Their study found that factors like management support and organizational climate influence employee performance.

Le Tran's (2016) research on Petrovietnam Engineering Consultancy in Asia discovered that leadership, motivation, and training significantly impact employee performance. Leadership style, particularly through coaching and empowerment, was noted to enhance performance. Additionally, the study highlighted the importance of training in improving employee performance.

Anastasios and Chatzoglou (2019) conducted a study on Greek SMEs, the findings revealed that job environment has the strongest influence on employee performance. Adaptability and intrinsic motivation were identified as key factors directly affecting performance. The study suggests that managerial support at both personal and organizational levels can enhance job performance.

Shore et al. (2009) examined organizational factors affecting employee performance at Columbia University. Their survey research revealed that affective commitment plays a crucial role in performance. Committed employees tend to perform better, indicating a positive correlation between affective commitment and employee performance

1.1.2 Regional Perspective

Elqadri et al. (2015) and Ehiyamen et al. (2009) conducted research on employee productivity in Kenya and Nigeria. Elqadri's study found that employees who are disciplined and motivated by their employer have higher earnings potential, loyalty, and market share. Ehiyamen's study found that public sector workers exhibit deviant behavior,

such as lateness, bribery, corruption, embezzlement, and misuse of government property. These behaviors are counterproductive and hinder organizational goals. Ehiyamen's study also found irregular payment of salaries as a contributing factor to deviant behavior. This leads to absenteeism, lateness, and indolence, which affects performance. The researchers recommended motivation incentives and timely payment of salaries to enhance performance and improve employee performance. Both studies highlight the importance of discipline and motivation in enhancing workplace performance and retaining employees.

1.1.3 Performance Management in the Zambian Public Service

Between the years 1970 and 1990, the work performance of Zambian public servants was evaluated and managed on, at best, a sporadic basis through a system known as the Confidential Report Program (CPR). When an evaluation was carried out, the resulting report was not shown to the employee and not discussed with her/him. The system was also ineffective as it was non-participatory between the appraiser and appraisee and was not based on any work plans, which made it very weak. Public Service employees were, therefore, being appraised without the use of annual work plans at organisational, departmental and individual levels (Public Service Transformation Strategy, 2014). Consequently, evaluation of individual performance was subjective as it was based on a supervisor's perception of the appraisee.

As part of the Public Service Reform Programme (PSPR), the Zambian Government introduced a different approach to performance management known as Performance Management Package (PMP). This new system which was introduced in 1994 sought to introduce a full performance programme starting with cascading work plans from Ministerial to individual level ending with a monitoring and evaluation segment (known as the Annual Programme Appraisal System or APAS). The overall process sought to "share an understanding about what is to be achieved, to develop the capacity of people and the organisation to achieve, and to provide the support and guidance individuals need to improve their performance" (Revised Performance Management Strategy, 2007) As well, it sought to develop an agreed framework and understanding and planned goals, standards and competence requirements between managers and employees, ensure

delivery of results and align individual expectations with organisational goals (Revised Performance Management Strategy, 2007).

The Performance management package was founded on the principles of performance planning, monitoring and evaluation. The launch of the vision 2030 reinforced performance planning in the public service through a cascading approach from National, Institutional, Departmental right down to Individual level.

“Over the past fourteen years, the performance management system has been implemented in most ministries and those parts of the Provincial organisations that are under the jurisdiction of a ministry. Visions, missions and organisational structures have been updated; job descriptions have been developed with stated competencies for each job, work plans developed and training, coaching and assistance provided” (M & E validation Report for PMP, 2018).

According to the Draft Monitoring and Evaluation Strategy for the Implementation of the PMP in the public service” Government had been implementing PMP since 1997; but there has been no Monitoring and Evaluation (M&E) system in place to track the implementation of PMP”. Consequently, Government through Public Service Management Division (PSMD) has designed and intends to commence implementation of a PMP Monitoring and Evaluation Framework in the Public Service. Performance planning and evaluation has been done with limited success over the years. Although there are a few success stories in some restructured Ministries and Institutions by and large there remains many challenges as follows:

- i. Lack of institutionalization of planning at the individual levels
- ii. Absence of Strategic Human Resource Planning
- iii. APAS is mainly done for administrative purposes
- iv. Absence of rewards and sanctions
- v. Limited leadership commitment
- vi. Reliance on Manual Paper based System

The foregoing discourse on performance management is true for most of the Government Line ministries, Grant aided institutions, parastatals and to a large extent, the Anti-Corruption Commission.

Effectiveness, as understood in the broader context of the PMP and APAS, lies in the degree to which each Ministry utilizing the performance management system moves toward the attainment of its mission and the realization of its goals. This is because the PMP is composed of inter-related planning procedures such as the strategic plan, institutional and individual work planning and the APAS. Its focus is on collaboration, dialogue and inclusiveness.

1.2 Brief Background About The ACC

The Anti-Corruption Commission (ACC) was established in 1980 under the Corrupt Practices Act no. 14 of 1980. The ACC is the principal national institution tasked to combat corruption, the lead agency responsible for the prevention, detection, prosecution and punishment of corrupt practices and related offences based on the rule of law, integrity, transparency, accountability and management of public affairs and property in Zambia, (Anti-Corruption Act No. 3 of 2012). The Act further outlines the mandate of the institution as follows: investigate and prosecute cases of alleged corruption, conduct corruption prevention interventions in the public and private sector institutions to promote transparency and accountability in systems and processes within these institutions. The Commission also conducts community education awareness programs within public and private institutions and the communities to galvanize public support in the fight against corruption. The Vision of the ACC is to be “A proactive, impartial and professional anti-corruption agency that promotes the attainment of a corruption free Zambia.” The Commission’s vision is supported by the mission “To effectively and impartially prevent and combat corruption in order to promote integrity, transparency and accountability for the attainment of a corruption-free Zambia.” The ACC values include; *Integrity, Excellence, Accountability, Respect, Confidentiality, Transparency, Collaboration, Impartiality and Patriotism*, (ACC, 2007).

The commission has a two-tier organizational structure comprising a Board of Commissioners and Directorate which consists of Executive Management and staff. While the Board of Commissioners is responsible for institutional superintendence, policy

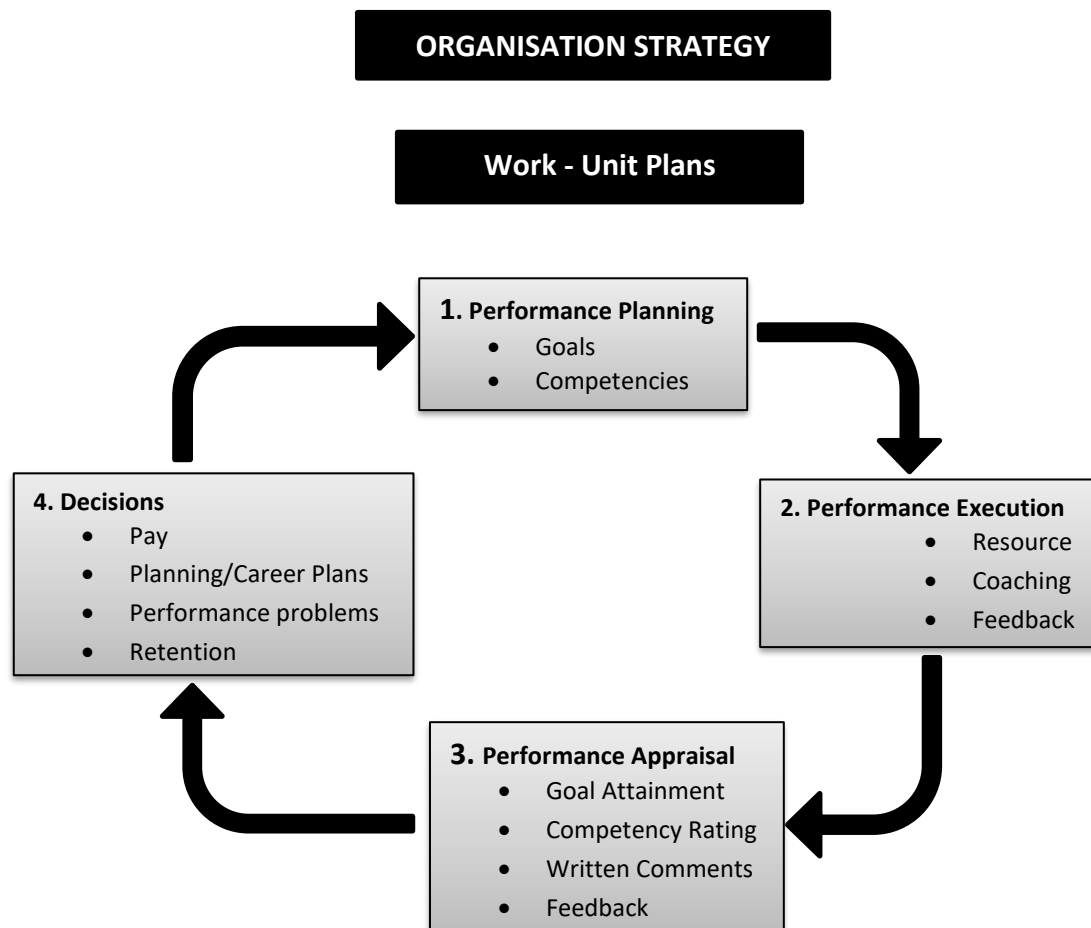
and strategic direction, the directorate handles the day-to-day policy implementation and administration and operations.

Since inception, the ACC neither had any performance management system nor any method in place to measure performance, promotional needs, career progression and others such as rewarding because employees were awarded a notch every year without any performance measure. In realizing the challenges in the fight against corruption, the ACC management in 2008 came up with the performance management policy as part of the government initiative to implement the public service reform program. The performance management policy is aimed at “managing employee performance on a systematic progressive basis where performance gaps will be identified and corrected through: - coaching, mentoring and training” (ACC Performance Management Policy, 2018).

1.3 Performance Management Process in the ACC

The figure below is a summary representation of the performance management process in the Anti-Corruption Commission.

Figure 1: Performance management process in the Anti-Corruption Commission.



Source: <https://www.acc.gov.zm/>

ACC's performance management system includes the following;

- Defining performance: Performance has to be carefully defined so that it supports the Commissions strategic goals. Therefore, clear setting of goals has to be done.
- Empowering employees: ACC will empower employees to deal with performance contingencies to enable the employee achieve the work goals efficiently.
- Measuring Performance: This assumes that quarterly overviews will be conducted.
- Feedback and coaching: This is based on the assumption that the performance management process will provide feedback and provide coaching to its employees to reach the expected levels of performance.

The remedies for poor performance have been cited as coaching, mentoring and training. This study investigated the effectiveness of Performance Management System in the Anti-Corruption Commission by comparing it to what has been stipulated in the Performance Management Policy.

1.4 Statement of the Problem

Performance management systems in anti-corruption commissions have been extensively studied in the literature, with researchers widely agreeing on their crucial role in promoting transparency, accountability, and effectiveness in combating corruption. Studies have shown that effective performance management systems are essential for aligning organizational goals with individual objectives, developing employee capacity, and improving institutional performance. The literature emphasizes the importance of performance planning, monitoring, and evaluation in anti-corruption agencies to ensure the achievement of strategic objectives and enhance public trust in these institutions, (Afzalur and Ashraf, 2019).

Despite the wealth of research on performance management systems in anti-corruption commissions, there is a notable gap in understanding the factors contributing to

suboptimal performance outcomes in these agencies. Existing studies often focus on the design and implementation of performance management systems, but there is limited research on the specific challenges and barriers that hinder the effectiveness of these systems in achieving desired outcomes. Additionally, there is a lack of empirical evidence on the impact of performance management interventions on organizational performance and the effectiveness of anti-corruption efforts, (TI, 2020).

This gap in the literature poses a significant problem as it hampers the ability to fully understand and address the suboptimal performance in Anti-Corruption Commissions, such as the Anti-Corruption Commission (ACC) in Zambia. Without a comprehensive understanding of these challenges, efforts to improve performance management systems and enhance institutional effectiveness are likely to be ineffective. Furthermore, given the critical role of anti-corruption agencies in promoting good governance and integrity, addressing these gaps is essential for strengthening anti-corruption initiatives, restoring public trust, and ultimately fostering development in Zambia and beyond. Therefore, filling this gap in the literature is imperative for informing evidence-based policy and decision-making processes aimed at enhancing the performance of anti-corruption commissions and combating corruption effectively. Hence this research reviewed the effectiveness of the performance management system in the Anti-Corruption Commission in Zambia.

1.5 General Objective

To review the effectiveness of the Performance Management System in the Anti-Corruption Commission in Zambia.

1.5.1 Specific Objectives

- i. To determine the factors affecting performance in the Anti-Corruption Commission in Zambia
- ii. To establish the effectiveness of the performance planning process as conducted at the Anti-Corruption Commission.
- iii. To establish the effectiveness of performance monitoring process at the Anti-Corruption Commission in Zambia

- iv. To establish if the Performance review process is effective at the Anti-Corruption Commission in Zambia.

1.5.2 Research Questions

- i. What are the factors affecting performance in the ACC?
- ii. How effective is the Performance Management planning process in the Anti-Corruption Commission?
- iii. Is the Performance Management monitoring process effective in the Anti-Corruption Commission?
- iv. Is the performance review process effective in the ACC?

1.6 Significance of the Study

Organizations can only realize their Goal(s) if employees realize that their performance as outlined in their departmental or section work plans are linked to specific strategic objectives in the Strategic Plan. Their performance is therefore linked in that their outputs are responsible for delivering the outcomes and realizing the goal of the institution.

For any organization to succeed, it is always important to ensure that the strategic objectives are understood by everyone so that every employee/worker can work towards achieving it. The Performance Management system, if implemented very well can help an organization realize its vision. The study held significant importance as it provided valuable insights to management on the operationalization of the current Performance Management system, with a view of achieving the organisational outputs, outcomes and ultimately the institutional goals. The study also contributed to the existing body of knowledge in performance management and helped other institutions come up with effective performance management systems.

1.7 Scope of the Study

The study "a review of the performance management system at ACC" focused on the three (3) stages of performance management: planning, monitoring, and reporting stages, by carefully interrogating each one of them. The study also explored factors that could be attributed to the Commission's annual performance. This study was limited to the employees in Lusaka Province only and did not include views from employees of ACC working in other Provinces. The study was conducted from July 2023 to January 2024

1.8 Chapter Summary

This chapter introduced the concept of organizational performance and the critical role it plays in achieving objectives. It highlighted the importance of effective management in ensuring employee cooperation and involvement, essential for organizational success. The study aimed to review the performance management system at the Anti-Corruption Commission (ACC). Performance management was defined as a systematic process aimed at improving organizational performance by developing individuals and teams. The chapter discussed the historical background of performance management in the Zambian public service, outlining the transition from sporadic evaluations to the introduction of the Performance Management Package (PMP) as part of the Public Service Reform Programme. The ACC, established in 1980, has been tasked with combating corruption through prevention, detection, prosecution, and community education. Despite the implementation of a performance management policy in 2008, challenges persist, impacting the ACC's ability to achieve its objectives. The chapter concluded by presenting the general and specific objectives of the study, along with the research questions and significance, and outlined the scope of the investigation, focusing on performance management stages and factors influencing the ACC's performance in Lusaka Province

1.9 Organization of the Study

Chapter 1: Introduction

This chapter provided an overview of the study, introducing the concept of organizational performance and the rationale behind examining the performance management system at the Anti-Corruption Commission (ACC). It outlined the background, objectives, research questions, and significance of the study, as well as its scope.

Chapter 2: Literature Review

In this chapter, relevant literature related to performance management systems, organizational performance, and factors affecting performance in public sector organizations was reviewed. It provided a theoretical framework and context for the study, highlighting key concepts, models, and theories.

Chapter 3: Research Methodology

This chapter detailed the research design, including the approach, methods, and techniques employed to collect and analyse data. It outlined the population and sample, data collection instruments, data analysis procedures, and ethical considerations.

Chapter 4: Presentation and Analysis of Data

Here, the collected data was presented, analyzed, and interpreted in relation to the research objectives and questions. Tables, charts, graphs, and other visual aids were used to illustrate findings.

Chapter 5: Discussion

This chapter discussed the findings in light of the literature reviewed, identifying patterns, themes, and implications. It explored the significance of the results, compared them with existing literature, and offered insights and recommendations.

Chapter 6: Conclusion and Recommendations

The final chapter summarized the key findings of the study and drew conclusions based on the analysis. Recommendations for enhancing the effectiveness of the performance management system at the ACC and suggestions for future research were provided

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This section presented the literature review on performance management system. It also presented a theoretical and conceptual framework to the study. It started by presenting literature on what performance management is and explained in detail the stages in performance management. After this, each performance management stage was explained in detail and after that a review of empirical studies was given.

Organisations are set up to achieve certain objectives. Achievements of goals or targets are dependent upon the performance of individual employees who are assigned tasks to effectively perform. Performance Management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities, (Susan M. Heathfield, 2016). It is a continuous process involving managers and employees working together to plan, monitor and review employee's work objectives or goals and his or her overall contribution to the organization

According to Schneier, Beatty and Baird (1987), performance management is classified into three stages namely; development and planning, managing and reviewing and rewarding phase. The Operational Manual on Performance Management for the Public service similarly explains that the process of performance management involves three (3) stages namely; performance planning, performance monitoring and reporting performance.

2.1 Definition of Key Terms

Performance management is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams and ultimately, the organization. It is a major player in accomplishing organizational strategy in that it involves measuring and improving the value of the workforce. Performance management includes incentive goals and the corresponding incentive values so that the relationship can be clearly understood and communicated, (Garcia, 2008).

Performance management system: this is a systemic approach to measure the performance of employees. It is a process through which the organization aligns their mission, goals and objectives with available resources, systems and set the priorities, (ibid).

Performance planning: is a systematic and structured approach to successfully achieve the desired goals of an individual or team throughout the assessment year. A plan is chalked out for the team or an individual keeping in mind the broader aims of the organization, (Fisher, 2010).

Performance monitoring: This is defined as the act of regularly verifying and tracking how well and how consistently progress is being made towards set goals and correcting any areas that require attention appraising It is done by maintaining the employee's performance, enhancing individual competencies to make them more productive for the organization, (Gallagher, 2009).

Performance Review: this is a formal assessment in which a manager evaluates an employee's work performance, identifies strengths and weaknesses, offers feedback and sets goals for future performance, (Bamboo, 2014).

Effectiveness: achieving the purpose of the performance management system that is a measure of the extent to which a specific intervention, procedure, regimen or service when deployed in the field in routine circumstances, does what it is intended to do for a specified population (Kala, 2003).

2.2 The Different Stages in the Performance Management Process

Stage 1: Developing and Planning Performance

The first stage in the performance management system is planning and this offers the foundation of an effective process. Planning helps to encourage commitment and understanding by linking the employees work with the organization's goals and objectives. Armstrong and Baron (2004) describe objectives or goals as something to be accomplished by individuals, departments and organizations over a period of time. Further, these goals should be expressed as targets to be met or tasks accomplished. They also state that objectives should relate to the overall performance of the job and all aspects of the job that contribute to achieving its overall purpose. Similarly, Rogers and Hunter (1991), state that goal setting is the fundamental aspect for an organization.

Therefore, they emphasised the need of top management support for and employee's participation in the process of setting objectives. They further argued that employees feel motivated when they are involved in the process as it creates a sense of ownership. The process of planning involves both the employees and managers.

Similarly, the Performance Management System Operational Manual for Public Service in Zambia explains that planning is at three (3) levels; organisational, departmental and individual work plans. At organisational level, planning is concerned with long- and medium-term goals and objectives. The plans are defined in form of strategic plans usually derived from national priorities. Departmental work planning involves translation of organisational objectives into concrete outputs or deliverables (targets and milestones that is, what is expected to be achieved in order to contribute to overall organisational goals and objectives). Developing the individual work plan involves describing what the employee is expected to accomplish and agreeing what will be the results of the employee's efforts. All in all, the overall process should involve the participation of both the supervisor and subordinate. The agreement on a formal development plan for employees should be based on requisite skills, behaviours and knowledge and key competencies that will be required to achieve objectives (Nyembezi, 2009). The objectives will then create an environment in which an individual will be measured according to his or her performance and output, with set standards for evaluation.

According to a study done by Alonso, (2018) To support its high-performance culture, a company called Alpha sought to align individual performance to organisational priorities through a rigorous goal setting process that was directly tied to compensation. After implementing this for several years, Alpha undertook a study to evaluate its effectiveness. The study revealed that although the approach had some strength, there was an opportunity to improve it. The findings revealed that;

1. The goal cascading process helps to ensure that goals align with organisational priorities, however, the top down approach takes up to 3 months during which employees have no goals. Therefore, it was recommended to stop waiting to cascade goals down; instead trainings to help employees correct their work to organisational priorities was encouraged.

2. Many employees set goals to accomplish extra duties that take away from important responsibilities. Employees are frustrated because they are not rewarded for doing their core jobs well. It was therefore recommended that there was need to change goal setting guidance so that goals are focused on the most important responsibilities for each employee's role.

At the beginning of the performance management cycle, it is important to review with employees their performance expectations, including both the behaviours employees are expected to exhibit and the results they are expected to achieve during the upcoming rating cycle. Behaviours are important because they reflect how an employee goes about to getting the job done. During the performance planning process, managers should review and discuss these behavioural standards with employees. It is important for manager to make sure employees understand how the behavioural standards relate to their specific jobs, (Locke, 2009).

The researcher has observed that, there could be some managers that have never been part of the planning process and thus feel left out. This therefore means that it could be difficult to supervise subordinates because the manager may not own the departmental or institutional plan. This study will try and establish how the planning is conducted in the Commission and whether employees/managers are involved in the planning process in general.

Stage 2: Managing and Reviewing (Performance Monitoring)

During the performance planning process, both behavioural and results expectations should have been set. Performance in both of these areas should be discussed and feedback provided on an ongoing basis throughout the rating period. In addition to providing feedback whenever exceptional or ineffective performance is observed, providing periodic feedback about day-to-day accomplishments and contributions is also very valuable. Unfortunately, this does not happen to the extent that it should in organizations because many managers are not skilled in providing feedback. In fact, managers frequently avoid providing feedback because they do not know how to deliver it productively in ways that will minimize employee defensiveness, (Longnecker, 2015). For the feedback process to work well, experienced practitioners have advocated that it must be a two-way communication process and a joint responsibility of managers and

employees, not just the managers. This requires training both managers and employees about their roles and responsibilities in the performance feedback process. Managers' responsibilities include providing feedback in a constructive, candid and timely manner. Employees' responsibilities include seeking feedback to ensure they understand how they are performing and reacting well to the feedback they receive. Having effective, ongoing performance conversations between managers and employees is probably the single most important determinant of whether or not a performance management system will achieve its maximum benefits from a coaching and development perspective, (ibid).

Schneire et al (1987) describes the second element in the Performance Management System as Managing and Reviewing. According to them, every employee is responsible for managing his or her own work performance, they further explain that work performance includes;

- Maintaining a positive approach to work
- Updating and revising initial objectives, performance standards and job competency areas as conditions change.
- Requesting feedback from a supervisor
- Providing feedback to the supervisor
- Suggesting career development experiences
- Employees and supervisors working together to manage the plans.

A functional Performance management system should therefore ensure that managers of employees or teams know and understand what is expected of them, and have the skills and ability to deliver on these expectations and be supported by the organization in order to develop the capacity to meet these expectations. For this reason, organizations should focus on communication within employees and between employees and managers.

Armstrong (2004) points that coaching and training is an important tool in learning and development as it can be used to improve the performance of employees. Bevan and Thompson (1991) have defined coaching as “developing a person’s skills and knowledge so that employee’s job performance improves and thus achieving organizational objectives.

According to the Performance Management System Operation Manual (2009), performance monitoring is defined as an activity which involves a series of observations carried out to show the extent of progress towards attainment of set goals in work plans. The monitoring process involves checking; if deadlines are met, if activities are adequately being supported by availability of resources, if there is optimal utilization of resources and measuring progress towards achievement of results. To facilitate this monitoring process, the supervisor must conduct performance check-ins and conduct feedback sessions.

Monitoring therefore should be based on well-defined indicators shown in the strategic plan, and targets as contained in the departmental and individual work plans. The use of appropriate monitoring tools should also be used, (ibid).

Based on the individual work plans, each individual member of staff should be monitored to ensure that he or she is performing activities according to the work plan. The Assessment Performance Against Target Form is used at this stage. To facilitate this monitoring process, the supervisor must conduct performance check-ins and conduct feedback sessions, (opt cite).

At Departmental level, Performance Monitoring focuses on the achievement of departmental objectives against operational objectives. On the other hand, monitoring at institutional level focuses on the collection of data and information related to service delivery as defined by the strategic objectives of the institution. This is for the public civil service. This study will try and establish how performance monitoring is conducted and also check how progress towards institutional goals is measured at this stage, (opt cite).

Stage 3: Rewarding Performance (Performance Reporting)

Rewarding performance includes three (3) activities: personal development, linking to pay and identifying the results or performance. "Pay for performance establishes the behavioural criteria by which rewards are allocated and in doing so underpins the alignment of employee behaviour with organisational values and objectives. This means that if an employee achieves his or her performance objectives, then the employee receives a pay increase "(Henneman et al 1980).

The Annual Performance Appraisal System APAS in the Zambian Civil Service serves as a guide in reporting of individual employee performance. According to the PMS

Operational Manual (2009), the appraisal of an employee has 2 elements: completion of the APAS form and the appraisal interview. When conducting this, the supervisor must ensure that the approved individual work plan covering the performance period under review and the individual performance against target form are made available for the appraisal process.

Performance appraisal is a procedure that can be used to both reward and discipline, a means by which employees can be coached and counselled, and a vehicle through which negotiated improvements to performance levels can be agreed. It often provides an opportunity for discussion about ways in which the working environment can be improved so as to facilitate better performance on the part of individuals and groups of staff. It can also fulfil a range of other organisational objectives in addition to improvement of performance. It can raise morale, help clarify expectations and duties, improve upward and downward communication, reinforce management control, and help validate selection decisions, provide information to support HR planning activities, identify developmental opportunities and improve workforce perception of organizational goals. It also provides information on which to base the selection of individuals for promotion and redundancy not to mention it is potential role as the foundation of incentive reward system. In theory, its portrayed as a panacea for motivating and effectively utilizing human resources, (Armstrong and Baron, 2002).

However, the practice rarely lives up to those high theoretical expectations. Research into the outcomes of performance appraisal systems conducted by Buchner et.al. (2009) shows that far from improving motivation and performance, they can very easily have the opposite effect, particularly when they form a basis for decisions about an individual's remuneration. Some writers have attributed this to a flaw in the system itself and its underlying philosophy while others blame the manner in which it is carried out in organizations. As Buchner (2007) states that the successful implementation of performance appraisal systems begins with top-down support but requires bottom -up support for it to work. The researcher noted that in the Commission, employees are hardly rewarded for achieving objectives and this could be demotivating. This study tried to establish how effective the performance appraisal system is and whether employees are motivated in the workplace.

Institutional performance reporting is done at strategic level with the permanent secretary taking the lead role. This reporting is done annually and focuses on measuring outcome (based on outcome indicators) or changes that occurred resulting from the institutions delivery of its services.

Assuming that feedback has been provided on an ongoing basis, the formal performance review session should simply be a recap of what has occurred throughout the rating period. In other words, there should be no surprises in the performance review. During this meeting, managers should discuss with employees their ratings, narratives and rationale for the evaluation given. The performance review session is also a good time to plan developmental activities with employees. Experienced practitioners have found that competency models and performance standards like those described above help managers and employees identify and address development needs. Obviously, any performance standards that are not currently being met should be identified as development areas. If all current job standards are being met, employees and managers can look to the next level's performance standards to identify requirements and developmental areas to pursue in preparation for advancement, (Hough, 2012).

Today, many organizations are using competency models as a basis for their performance management systems. Competency models articulate the knowledge, skills, abilities and other characteristics that are deemed to be most instrumental for achieving positive organizational outcomes. Job analysis techniques, such as job observations, interviews, focus groups and surveys, are used to identify key competencies and associated critical work behaviours, (Hillgren, 2010).

Employee input has been used effectively in many organizations. It sometimes takes the form of asking employees to provide self-ratings on performance standards, which are then compared with the manager's ratings and discussed. However, experienced practitioners have found that this type of process and discussion can lead to increased defensiveness, disagreements and bad feelings between employees and managers, if managers ultimately rate employees less effectively than they have rated themselves. An alternative way of collecting employee input is to ask employees to prepare statements of their key results or most meritorious accomplishments at the end of the rating period, (Lee, 2004).

Employee input has a number of positive results. First, it involves employees in the process, enhancing ownership and acceptance. Second, it reminds managers about the results employees have delivered and how they were achieved. Third, employee-generated accomplishments can be included in the formal appraisal, decreasing managers' writing requirements. Fourth, employee input increases communication and understanding. Managers and employees usually review and discuss the accomplishments before they become part of the appraisal, resulting in fewer disconnects between the manager's and the employee's views of the employee's contributions. Finally, employee accomplishments can be retained and used as input for pay or promotion decisions, (ibid).

2.3.1 Empirical Studies (Factors Affecting Performance)

2.3.1.1 Global Perspective

According to Thomas, (2011), employee performance is defined as the way in which an employee's activity is accomplished in a particular level of standards to which a task is to be accomplished. Employee management performance system is an evaluation of the results of a person's behaviour. It involves determining how well or poorly a person has accomplished a task or done a job, (George and Jones, 2011).

Mathis and Jackson (2011), conducted a study on the factors affecting employee performance: a case study of Petel in Munich. A descriptive study was conducted with a total population of 228 participants. Simple random sampling was conducted. It was discovered that firm related factors from firms internal and external environment, such as management support, training culture, organisational climate and environmental dynamism are related to: job-related factors, such as communication, autonomy and environment; employee related factors such as intrinsic motivation, proactivity, adaptability, skill, flexibility, commitment and skill level and employee performance.

In research conducted by Le Tran, (2016), on the factors affecting employee performance, evidence from petrovietnam engineering consultancy in Asia, China. A descriptive research design was used, the research drew its findings from a population of males and females, a total of 280 respondents were interviewed. The research findings indicate that there are three different main factors that affect employee performance at

the case company these include: leadership, motivation and training. The study proved that leadership style affects employee performance. Through leader's coach, empowerment or increasing the employees' participation, the employees definitely perform in a better way. Through this study the researcher emphasised the strong relationship between training and employee performance. Hence from the results analysed, the three factors that is leadership, motivation and training have mutual interactions. The study further recommended that there should be strong commitment from top executives to have a creative leadership style by training its leaders from each level to use power effectively.

In another study conducted in Greece, on the factors affecting employee performance; an empirical approach by Anastasios and Chatzoglou, (2019). A new research model that examines the relationship between these factors and employee performance was utilised and the structural equation model approach was used. The target population included the small and medium enterprises with 78 participants interviewed. The results of the study indicate that job environment have the strongest impacts on employee performance, with adaptability and intrinsic motivation directly affect employee performance. The research concluded that, from a managerial perspective, these results suggest that managers should dynamically support employees job-related actions. This support should be given to their employees at a personal level as well as by improving both organizational climate and job environment in order to directly and indirectly affect their job performance levels. A study by Shore et al. (2009), on organisational factors affecting employee performance at the college of computing and information science: a case study of Columbia university New York. This study used a descriptive survey research design where people's views and opinions were sought and described accordingly to establish how organizational factors affect performance of employees. It involved 231 managers; the researcher found that lack of commitment is one of the major factors affecting employee performance. Performance is based on commitment, that should come from the employees themselves, committed employees perform better than those that are not committed; hence the results indicated a positively correlated relationship between affective commitment and employee performance.

2.3.1.2 African Perspective

Elqadri et al., in (2015) did research on “Influence of Motivation and Discipline Work against Employee Work Productivity Markets in Kenya”. The main scope of this study was to investigate and test the effect of the primary motivating factors that affect employee productivity in market and to assess the importance of discipline from the perspective of the employee to perform well and also to realize the application of motivation within the organization. This research was required to improve the performance of employees in the workplace, in order to retain employees and to help market the company in establishing a good image. The study used a descriptive study approach, a total of 400 respondents were interviewed. The study noted that if the employees of the company are disciplined and motivated by their employer, they may have great earnings potential, retain loyal customers and gain a lot of market share. The study also evaluated the effect of employee discipline to work productivity. The researcher recommended that high productivity can be achieved if supported by employees who have the motivation and discipline in carrying out its duties and obligations, which can lead to the ability to work and work together, thereby indirectly increasing productivity.

Ehiyamen, et al. (2009) undertook a study that looked at “Staff Indiscipline and Productivity in the Public Sector of Nigeria”. The research used a cross section design to draw up the findings. The study drew its findings from a sampled population of 565 respondents using stratified sampling technique. The research discovered that workers in the public sector portrayed deviant behaviour in the work place, which included habitual lateness to work, loafing, buck-passing, bribery, corruption, embezzlement or misappropriation of public funds and misuse of government property. The measure of indiscipline observed was counter-productive and therefore detrimental to the accomplishment of organizational goals in the public service.

However, a number of reasons were raised as to why workers in the public sector did not adhere to disciplinary procedures in their areas of work. Ehiyamen, et al. (2009) noted that irregular payment of salaries was among the contributing factors as to why workers behaved in a deviant manner, which also led to counter-productivity. At times, salaries are not paid when due owing to late release of funds. Such situations predispose staff to various acts of indiscipline such as absenteeism, lateness, indolence and other indurate

attitude to work, all in the name of lack of money when such situations run into months (Ehiyamen, et al., 2009). The worker, in this condition barely concentrates and 70% of the respondents agreed that this affects their performance at work. The researcher recommended that motivation incentives should be given to employees in order to enhance their performance and also payment of salaries should be given in humble time to the employees.

2.3.1.3 Zambian Perspective

In a study conducted in Zambia by Themba (2010), on the impact of motivating factors influencing employee satisfaction at Zambia National commercial bank. The study used a case study strategy and a quantitative research design. A total of 60 employees were interviewed, using purposive sampling. The study revealed that at ZANACO the factors influencing employee management performance include: promotion, salary increment, fringe benefits, job security and relationship between employer and employee. The researcher concluded that the factors of motivation play a major role in improving the employee performance at ZANACO and should be given at most adherence. The researcher recommended that the bank should create an effective employee monitoring process for employees in order to ensure that the promotions are given on merit.

2.3.2 The Effectiveness of the Performance Planning Process

2.3.2.1 African Perspective

There is evidence that the process of performance systems has a considerable influence on organisational success and employee's attitude and behaviour within the workplace. According to a study conducted by Kamel (2010), investigating the effectiveness of the performance system process in the Egyptian tourism companies. It included 44 medium and large tourism companies, which were located in the greater Cairo. The criteria for including a company or an employee in this sample were as follows. First, the company should have a department of HR and the performance appraisal process should be conducted for over three years. Second, employees are accepted in the sample only if they had been evaluated at least twice during their work experience. In addition, the number of participants from each company ranges from 7 to 10 in order to avoid the underrepresentation or overrepresentation of certain companies. Such criteria were

chosen in order to ensure the validity of the results. The study's results indicate that employees in Egyptian tourism companies demonstrate a clear understanding of the goals of the performance management system. This was evidenced by 70 percent of respondents agreeing that the performance planning process, which involves employee participation, is highly effective according to the planners themselves. However, the findings also reveal that the feedback received from the planning process is less productive than anticipated. Respondents felt that the feedback sessions lacked important features about the evaluation of employees' performance and information about how to improve such performance. This cultivates a feeling of dissatisfaction with the session. The researcher drew up recommendations that procedural justice should lead to an increased transparent process accordingly especially in the planning process in order to bring about an effective and efficient performance management system.

In another study conducted by Tonja (2019), employees perceived effectiveness of the performance management system at the North-West provincial government department. The researcher used a qualitative research approach and collected data using self-administered e-mail questionnaires on a total population of 247 employees. This study was conducted within the quantitative paradigm and a cross-sectional design was used. The sampling technique involved simple random sampling. The first research objective was to establish employees' perceived performance management effectiveness, measured by accuracy and fairness constructs. Accuracy was measured by a performance management accuracy scale consisting of four factors and 11 items. The mean score for the performance planning accuracy factor was 4.17 at the high point of the scale, indicating that the performance plan based on PMS provided employees with a clear idea of what is expected of them to meet the departmental goals. Furthermore, it assists employees to focus on their efforts through the identification of goals and behaviour and skills relevant to meet the departmental goals. The findings revealed that employees are involved in performance planning. The high mean scores indicate that employees perceived that performance planning was performed correctly and was accurately implemented. Majority of the employees also stated unfairness in the way promotion are obtained with regards to the planning process of the performance planning system. It was concluded that employees perceived performance management system

in the selected department to be effective and accurate and generally satisfied with the implementation of the system and proper planning process. However, the employees perceived the performance management system as unfair. When employees feel they are unfairly treated during the appraisal system, their morale and performance will be adversely affected. The researcher recommends that management must implement the system without bias, ensuring consistency at all times.

2.3.3 The Performance Monitoring Process

2.3.3.1 Zambian Perspective

A thesis was conducted by Tembo (2018), on the effectiveness of performance management system a case of the Zambia Public Service. The findings under this research indicated that the performance management system being used in the Zambian public sector was ineffective as it failed to measure employee's performance and was not reflective of the performance of the public service employees. Further the study findings revealed that the process of appraisal was ineffective as it was a matter of meeting requirements of promotion and other human resource management decisions. The study revealed that in as much as the process itself is transparent, the process takes long to complete and employees have to fill in bulky annual performance appraisal system. The system has no punitive measures for non-performers hence almost every public service employee gets a positive rating.

On the contrary, another interesting finding of the study revealed that performance management system used in the public sector had the potential of influencing performance improvement if properly applied. In addition, the study revealed that the tools for assessing performance, such as Annual Performance Appraisal System (APAS) and Performance Against Target (PAT) forms were appropriate tools for assessing employees' performance. The ineffectiveness of the system was therefore due to lack of adherence to the performance management tools.

2.3.4 The Performance Review Process

2.3.4.1 African Perspective

Performance management systems, which typically include performance appraisal and employee development, are the Achilles heel of human resources management. They

suffer flaws in many organizations, with employees and managers regularly bemoaning their ineffectiveness. A recent survey by Watson, (2019) on the effectiveness of the performance review process in South Africa, Stellenbosch University. Convergent parallel research was used, with a descriptive design. The research drew its finding from 70 respondents using systematic sampling technique. The research showed that only three out of 10 workers agree that their company performance management system helps improve performance. Less than 40 percent of employees said their systems established clear performance goals, generated honest feedback or used technology to streamline the process. While these results suggest that there may be poorly designed performance management systems in many organizations, it is typically not poorly developed tools and processes that cause difficulties with performance management. Rather, difficulties arise because, at its core, performance management is highly personal and often threatening process for both managers and employees.

A recent study was done by Apalia in (2017) on “reviewing the performance management system employee Performance in an Organization: The case of County Education Office Human Resource Department”, Turkana County in Kenya. The purpose of the study was to investigate the effects of the performance management system on employee performance in County Education Office of Turkana County. The studies found that majority of the respondents agreed that there was sound and effective performance management policy in the organization. In support of their answer those who were in agreement indicated this helped in controlling employee’s behavior by ensuring there is teamwork and cohesion in the organization. The study also found out that, majority of the respondents rated employee remuneration one of the first factors that affect employee performance.

2.3.5 Critique of The Literature Review

While some studies touch upon the importance of training and development in enhancing employee performance, there is potential for more focused research on the role of employee development programs within performance management systems. This could include examining the types of training interventions that are most effective in improving employee performance, as well as how organizations can integrate development planning into the performance management process. Although employee satisfaction and

perceptions are mentioned in several studies, there is a gap in research specifically focusing on the relationship between employee engagement, satisfaction, and performance management outcomes. Hence this research reviewed how factors such as communication, recognition, and involvement in goal setting impact employee engagement and ultimately influence performance outcomes.

2.4 Theoretical and Conceptual Framework

2.4.1 Theoretical Framework

The term “theoretical framework” encompasses two words, “theory” and “framework”. It is therefore appropriate to start by giving definitions of what the two words (being theory and framework) mean. A theory, according to Kerlinger (1986:9), is “a set of interrelated constructs, definitions, and propositions that present a systematic view of phenomena by specifying relations among variables with the purpose of explaining and predicting phenomena”. A framework is “a set of ideas that you use when you are forming your decisions and judgements” (MacMillan English dictionary, 2002:561). According to Kerlinger (1986), a theory can be used to successfully make predictions and this predictive power of the theory can help guide researchers to ask appropriate research questions. On the other hand, a framework provides structure within which the relationships between variables of a phenomenon are explained. A theoretical framework provides the general set of ideas in which a study occurs and can be used to draw assumptions that relate to the study.

A lot of theories have been written to explain performance management by different scholars. For the purpose of this study, motivation theories will be used to inform the study. Armstrong (2002) stipulates that concept of organisational effectiveness and how performance management contributes to it as well as beliefs about how performance is best managed are embedded in motivation theories. Among the modern motivation theories worthy of consideration are: Expectancy Theory (Guest, 1997), Justice Theory (Latham et.al, 2005), Self-Determination Theory (Ryan and Deci, 2000). Donovan (2001) identified Equity Theory, Expectancy Theory, Cognitive Evaluation Theory, Goal Setting Theory, Control Theory, and Social Cognitive Theory as those that have received the most attention recently.

In conclusion to try and inform the study at hand, this paper will focus on three theories of motivation namely Goal Setting theory, Reinforcement theory and Control theory of performance management.

2.4.1.1 Goal Setting Theory

The Goal setting theory was founded by Locke and Lathan in 1990. Locke and Lathan's goal setting theory emphasizes that all behaviour is motivated, and motivation is a goal directed process. So, the level of motivation depends on the kind of goals that are set and the way internal and external factors affecting the process between goal identification to goal achievement are managed. They further assume that a person who has found his goal will also find the knowledge and skills to achieve it. The Goal Setting theory suggests that for employees to achieve goals that have been planned, they need to possess the rightful skills in order to perform the task given. Lathan and Locke further explain that the goal setting theory acts as a mechanism by which goals influence behaviour, and how the latter can be moderated by goal characteristics. According to Lathan and Locke (1979), research observed that the level of production in the companies increased as a result of goal setting processes with the following characteristics: Goals should be specific; they should be challenging but attainable Individuals should participate in goal setting; feedback must be used to gain commitment to even higher goals.

The "goal setting theory" informs our study in that the first stage in performance management is related to planning and goal setting which is embedded in the goal setting theory. Making employees to be part of goal setting helps them to have a sense of ownership and this process also helps to make employees understand what their expectations are and know what they will be assessed on. We also learn from this theory that to be effective in organisation goals should be attainable thus leading to high performance.

2.4.1.2 Control Theory of Performance Management

Priva Chetty's (2016) opines that the, Control theory focuses on control mechanism which should be imposed at all levels of organizations. In order for an organization to get the desired results, the control theory explains that different forms of control can be used such as organization structure, behavioural controls like norms and policies of an

organisation or performance measurement mechanisms. Barrows and Neely, 2012, however explain that the desired results can only be achieved if these results are consistent with the objectives and goals of an overall organisation.

According to Chetty, the Control theory has three types of control systems:

1. Under **behavior control**, this assumes that employers will monitor and evaluate the actions of the employees on a regular basis according to the organizational standards and then reward accordingly.
2. In the case of **output control**, this assumes that the performance of an employee is controlled with rewards or sanctions after evaluating it on the basis of organizational standards.
3. **The input control** system seeks to control the selection and training process of an employee. Krausert (2009) also notes that if an organization desires to grow and develop, it is equally important to ensure the availability of required competencies in the employees for such success.

The control theory further suggests that out of these three systems, organizations can use any type of control system or a combination of different models. Selection of the control system depends on the structure, norms, policies, and administrative information existing in an organization (Shell, 1992).

The control theory is important to this study because monitoring, feedback and review are the key elements of an effective Performance Management System (Buchner, 2007) and these are covered under the rationale of control theory. The theory informs largely the independent variables of the study under the performance monitoring stage where provision of feedback is seen to be an important success factor for functional performance management. Put differently, it informs the study by showing how important it is for managers and employees to have the ability to provide feedback which is significant in monitoring performance. Feedback is very useful when it comes to performance improvement. The theory also teaches the study that training of employees is key when it comes to performance management as it provides them with the necessary competencies needed. This can clearly be seen in the input control of this theory.

2.4.1.3 Reinforcement Theory

Reinforcement theory of motivation was proposed by BF Skinner and his associates in 1971. It states that individual's behaviour is a function of its consequences. It is based on "law of effect", that is, individual's behaviour with positive consequences tends to be repeated, but individual's behaviour with negative consequences tends not to be repeated. The Reinforcement theory also explains that successes in achieving goals and rewards act as positive incentives and reinforce the successful behaviour, which is repeated the next time a similar need arises. The theory is based on the ability of managers to provide means of motivating employees to achieve higher goals. In performance management, this motivation can be positive or negative. A reward for good performance is positive and withholding of salary increment as part of performance-based pay would be a development (negative motivation). These factors are part of the independent variables that this study will seek to explore.

According to Skinner, managers use the following methods for controlling the behaviour of the employees:

1 Positive Reinforcement- This implies giving a positive response when an individual show positive and required behaviour. For example - Immediately praising an employee for coming early for job. This will increase probability of outstanding behaviour occurring again. Reward is a positive reinforcement, but not always. If and only if the employees' behaviour improves, reward can be said to be a positive reinforcement. Positive reinforcement stimulates occurrence of behaviour. Positive reinforcement stimulates occurrence of behaviour. It must be noted that the more spontaneous the giving of the reward, the greater reinforcement value it is.

2 Negative Reinforcement- This implies rewarding an employee by removing negative / undesirable consequences: hence with negative reinforcement, something uncomfortable or otherwise unpleasant is taken away in response to a stimulus. Both positive and negative reinforcement can be used for increasing desirable/required behaviour.

3 Punishment- It implies removing positive consequences so as to lower the probability of repeating undesirable behaviour in future. In other words, punishment means applying

undesirable consequence for showing undesirable behaviour. For instance - Suspending an employee for breaking the organizational rules. Punishment can be equalized by positive reinforcement from alternative source.

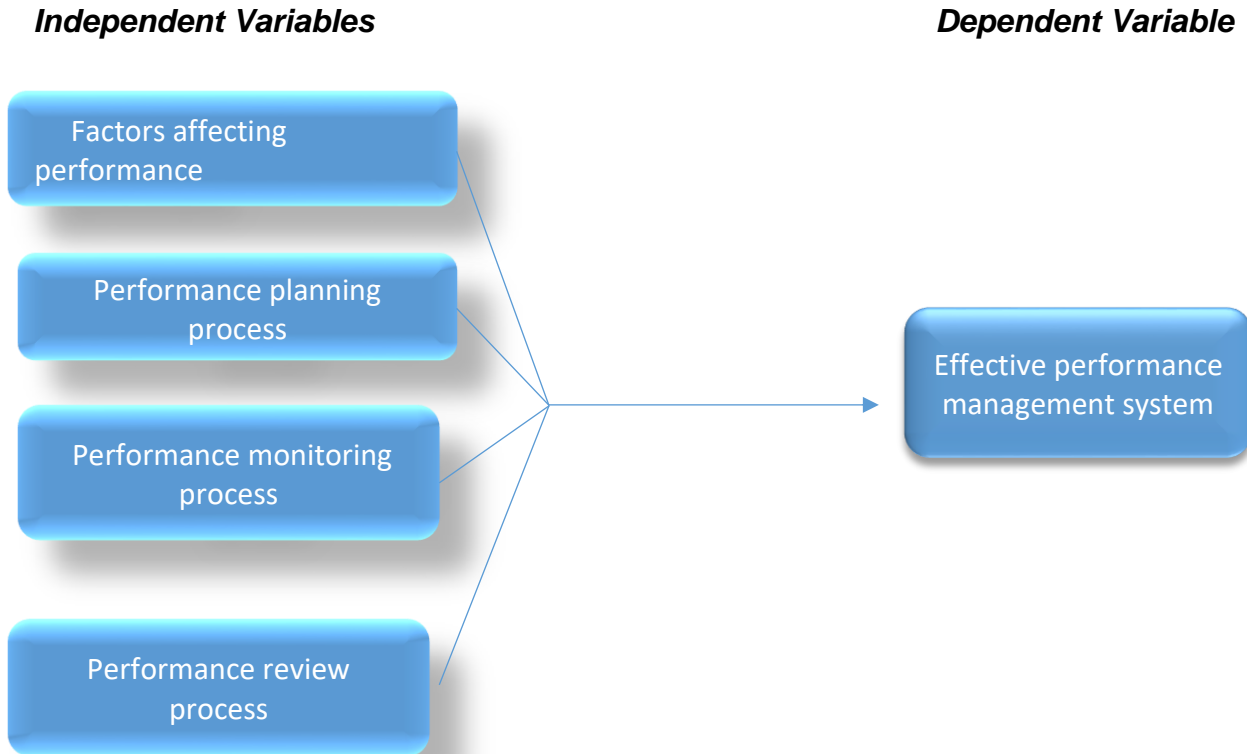
4 Extinction- It implies absence of reinforcements. In other words, extinction implies lowering the probability of undesired behaviour by removing reward for that kind of behaviour. For instance - if an employee no longer receives praise and admiration for his good work, he may feel that his behaviour is generating no fruitful consequence. Extinction may unintentionally lower desirable behaviour.

The Reinforcement theory teaches in detail how an individual learns behaviour. It also informs the study of how one's behaviour can greatly influence performance. It therefore enlightens the study of what managers need to do to motivate employees. From the theory, we also learn that praising (recognition) or rewarding an employee makes such a person even work harder than before. On the other hand, punishing an employee for unacceptable behavior can increase the probability of that employee not repeating the same behavior in the future. The third stage of performance management explains the importance of rewarding employees which is also rooted in the reinforcement theory. This theory helps us to understand the need for managers to effectively manage their subordinates by providing feedback and motivation. Feedback helps employees to learn and develop thus improving their performance. Improved performance can lead to higher productivity thereby increasing the success of an organization. To this effect, the reinforcement theory will be used to shape the independent variable in this study.

2.5 Conceptual Framework

A conceptual framework, as described by Mugenda and Mugenda (2003), is a model that defines and links the concepts it includes.

Figure 2: Conceptual Framework
Independent Variables



Source: Adapted from Asa (2018)

The illustration shown above of the conceptual framework demonstrates the connections between the independent and dependent variables that are related to the performance management system. These factors function through background variables to affect how much is known about performance management system. The independent variables include Factors affecting performance, performance planning process, performance monitoring process and performance review process. This component of the framework focuses on identifying various internal and external factors that impact the performance of employees within the Anti-Corruption Commission. These factors may include leadership effectiveness, organizational culture, resource allocation, job satisfaction, and external political influences when all these are addressed then they lead to an effective performance management system. On the performance planning process, It involves

examining the clarity of performance goals and objectives, the involvement of employees in the planning process, alignment with organizational objectives, and the adequacy of resources allocated for goal attainment. On the Performance Monitoring Process: This element evaluates the adequacy and reliability of the performance monitoring mechanisms employed by the Anti-Corruption Commission. It includes assessing the frequency and comprehensiveness of performance monitoring activities, the accuracy of data collection methods, and the timeliness of feedback provided to employees. Lastly on the Performance Review Process: This component focuses on evaluating the efficiency and fairness of the performance review process within the Anti-Corruption Commission. It involves examining the objectivity of performance evaluations, the consistency of performance criteria application, the frequency of performance reviews, and the extent to which performance feedback leads to meaningful improvements and development opportunities for employees leading to an effective performance management system.

2.6 Chapter Summary

This comprehensive literature review delved into empirical studies examining factors influencing employee performance and the efficacy of performance management systems across diverse cultural and organizational settings. Spanning multiple countries including Germany, China, Greece, Kenya, Nigeria, South Africa, and Zambia. These studies offered valuable insights into the intricacies of performance management system practices globally, regional and locally.

The study explored performance management systems through motivation theories, with a focus on Goal Setting Theory, Control Theory, and Reinforcement Theory. Goal Setting Theory emphasized the importance of setting challenging goals to boost employee motivation and performance. Control Theory emphasized the implementation of control mechanisms to align with goals and objectives. Reinforcement Theory explained how individual behavior was influenced by consequences, with rewards and punishments shaping performance. The conceptual framework explained how these factors influenced the effectiveness of performance management system within the Anti-Corruption Commission in Zambia.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter details the various techniques and methods that were used to achieve the objectives of the study. This chapter was an overview of the methodology used in the study. Polit and Hungler (2004) state that methodology refers to ways of obtaining, organizing and analysing data. Furthermore, methodology maybe defined as a coherent group of methods that complement one another and that have the ability to deliver data and findings that reflected the research question and suit the research purpose. The discussion in the chapter was structured around the research design, population sampling, data collection and data analysis (Holloway, 2005).

3.1 Research Approach

In this research, the researcher used a mixed method called convergent parallel research. This meant that both quantitative and qualitative parts were used at the same time. Equal importance was given to both methods, as they were analyzed separately. (Creswell & Clark, 2011).

3.2 Research Design

A descriptive research design was used in this study, as it provided information useful for addressing local issues and gave an accurate account of the characteristics of a particular phenomenon, situation, community, or person (Salaria, 2012). It was also chosen because the research examined both qualitative and quantitative research methods. The main concern was to review the effectiveness of the Performance Management System in the Anti-Corruption Commission. This study combined both quantitative and qualitative methods to obtain numerical information as well as descriptions of people's perspectives, opinions, and experiences. The choice of this design was supported by Silverman (1995), who stated that "depending on theories, hypotheses, and research questions, methods from both approaches can be used in the same research project." Qualitative data was used because of the intention to gather information that could not be expressed in numbers.

3.3 Study Site

This study concentrated in Lusaka district in Lusaka Province, particularly the Anti-Corruption Commission. Further, the study was confined to the employees at the Anti-Corruption Commission particularly two groups the formal employees and the management employees. The choice of research sites was dependent on the need and ability to access the research sites that were relevant to this field of study and also an “appropriate population of potential subjects.

3.4 Study Population

This study was conducted in Lusaka district in Lusaka Province, Zambia. For this research, out of a total population of 461 employees, 83 were sampled at the Anti-Corruption Commission.

3.5 Sample Size and Sampling Procedure

The study sample consisted of operational staff and management at Anti-Corruption Commission. The sampling procedure involved simple random sampling because identification of respondents was based on the size of the commission. According to (Röling, 1989), simple random sampling is used in cases where the specialty of an authority can select a more representative sample that can bring more accurate results than by using other probability sampling techniques. The process involves nothing but randomly selecting individuals from the population based on the researcher's knowledge and judgement. Therefore, 83 respondents who are the commissions representatives were selected to participate in this study.

3.5.1 Sample Size

The sample size was calculated using a simplified formula for proportion that Yamane (1967:886) used. A 90% confidence level and a margin of error (confidence interval) of +/- 10%. The total number of employees working for the Anti-Corruption Commission as at December 2022 was 461 as shown from the table below.

Departments	Human Resource, Prevention, Investigations and Prosecutions, Public Education
Permanent Staff	461

Source: <https://www.acauthorities.org/country/zm>

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

$$n = \frac{461}{1 + 461 (0.1)^2}$$

$$n = 83$$

Where n = the sample size

N = the population size

e = margin of error (confidence interval).

The sample size used was 83 research subjects and according to Borg and Gall (1996), a minimum sample size of 80 respondents or observations is sufficient for survey research. Therefore, questionnaires were administered to 80 respondents. In addition, in-depth interviews were conducted with 3 members from the human resource department in order to enrich data collection.

3.6 Data Collection

In research, data collection refers to gathering specific information aimed at proving or refuting some facts. Data collection is important as it allows for the dissemination of accurate information. Information from the data collected can be used for the following; promoting decision making, influencing legislative policies and regulations, providing a justification for a programme and creating awareness and improvements (Kombo and Tromp, 2006). In order to gather the information needed for this report, two research instruments (questionnaire and interview guide) were designed. The first one was a questionnaire which was administered to the 80 respondents who were randomly selected. The second being the interview guide was used to conduct the interviews with the 3 human resource personnel.

3.6.1 Secondary Data

This study was partly informed by secondary data. Secondary data provides the researcher a quick insight of what is obtained in the field on performance management. The researcher identified approaches that have been followed in previous studies and saw to it that they can be employed in this particular study. This helped build up on the existing knowledge and see the dimensions that the research can pay attention to. Secondary data in this regard helped refine initial objectives that the researcher had in mind prior to commencement of desk research and data collection. The earlier studies done before have the potential to assist the current researcher on the subject on data analysis. To emphasize on secondary data; this study made use of recommendations made by others on how to enhance this study. As Churchill (2013) aptly put it, begin with secondary data and only when it is exhausted proceed with primary data. Secondary data was obtained from published books, journals, articles and the internet.

3.6.2 Primary Data

This research cannot be complete without raw data being collected from the field. It is important to this study because the data is unique and answers specific research questions. The raw data was collected using quantitative and qualitative data collection tools, that is, the questionnaire and the interview guide. These methods were particularly helpful in the generation of an intensive, detailed examination of the study.

3.6.3 Questionnaires

Designing the Questionnaire: The questionnaire was meticulously designed to include both closed-ended and open-ended questions. Closed-ended questions were used to collect quantitative data, allowing for easy analysis and comparison. Open-ended questions were incorporated to gather qualitative insights and provide participants with the opportunity to express their thoughts in their own words.

Standardization: Questionnaires were administered in a standardized manner to all the 80 participants. This ensured consistency in the data collection process and minimized potential biases or variations in responses. Standardization also facilitated comparability of responses across different participants.

In-Person Administration: The questionnaires were administered directly to the participants in person. This approach allowed for immediate clarification of any questions or uncertainties that participants may have had while completing the questionnaire. It also provided researchers with the opportunity to observe participants' reactions and ensure the integrity of the data collection process.

Explanation and Instructions: Before participants began filling out the questionnaire, they were provided with clear explanations and instructions regarding the purpose of the study and how to complete the questionnaire accurately. This helped to ensure that all participants understood the task and were able to provide informed responses.

Time Allocation: Sufficient time was allocated to participants to complete the questionnaire. This ensured that participants did not feel rushed and had adequate time to carefully consider and respond to each question thoughtfully. Adequate time allocation also helped to minimize errors and inaccuracies in responses.

Privacy and Confidentiality: Participants were assured of the confidentiality of their responses, and measures were taken to ensure the privacy of their information. This encouraged participants to provide honest and candid responses without fear of judgment or repercussions.

Data Collection: Completed questionnaires were collected from participants once they had finished, ensuring that all responses were captured accurately. Care was taken to check for any missing or incomplete responses, and participants were given the opportunity to provide any additional comments or clarifications if needed.

3.6.4 Interview Guide

Another data collection tool that was used was the in-depth interview guide. In-depth interviews were used in order to gain deeper understanding with the participant, and gain more knowledge and insight and to provide much more detailed information. In-depth interviews are more appropriate to collect complex information. It facilitates collection of complete with greater understanding, more personal and allows high response rate, (Hudelson, 1994).

Interview Process: In-depth interviews were conducted to gather more detailed information from participants. These interviews provided an opportunity for the researcher to delve deeper into participants' experiences, perspectives, and insights related to the research topic. Each interview was tailored to the individual participant, allowing for a flexible and personalized approach to data collection.

Participant Selection: Participants for the in-depth interviews were selected based on criteria such as their relevance to the research topic, their expertise, and their willingness to participate. The aim was to include a diverse range of perspectives and experiences to enrich the data collected.

Duration: The duration of each in-depth interview varied depending on the complexity of each person being interviewed. On average, interviews typically lasted between 30 minutes to an hour.

In order to capture the rich detail of the interviews, whatever the interviewer obtained from the interviewee was written down word for word. These transcripts captured everything said during the interviews, including questions from the interviewer and answers from the participant. They were carefully studied to find important patterns in the information.

3.6.5 Reliability

In this research, the researcher established reliability by standardizing the instrument. Before conducting the main study, a pilot study was conducted in an environment with comparable characteristics to the setting of the main study. The purpose of this pilot study was to assess the stability of the data collection tool. Reliability, in this context, referred to the extent to which the study findings could be generalized to other settings, populations, and contexts.

The researcher and supervisor meticulously reviewed the data collection instrument to ensure its authenticity. The finalized questionnaire was incorporated into the ultimate draft. A pilot study was conducted to assess the instrument (questionnaire), and adjustments were made to simplify, clarify, and enhance its comprehensibility for the respondents.

3.6.6 Validity

Validity was ensured through a rigorous process. The data collection tool underwent scrutiny by the supervisor, a public health professional, and a researcher. Their feedback was incorporated into the questionnaire, ensuring its clarity and specificity for easy understanding by respondents. Additionally, a pilot study conducted in Lusaka district helped refine the instrument further before its final administration.

Credibility, similar to internal validity, was ensured by collecting and analyzing data carefully to make the findings believable. Transferability, like external validity, was assessed to see if the findings could be used in other places besides the study area. Dependability, similar to reliability, was guaranteed by making sure the findings would likely be consistent over time. Confirmability, similar to objectivity, was maintained by reducing any influence of personal opinions or biases from the researcher during the research process.

3.7 Data Analysis

Analysis of quantitative data was done using Statistical Package for Social Sciences (SPSS) version 23. This software was chosen because not only is it user friendly, but also can perform vast and in-depth analysis; (Reyan, 2007).

To start with, descriptive statistics using Univariate analysis was conducted in order to generalize the background characteristics of the respondents which included demographic and social characteristics. Descriptive statistics deals with the presentation of numerical facts or data in either tables or graph form and with methodology of analyzing the data; (Nicholas, 2006). Univariate analysis is an analysis carried out on only one variable to summarize or describe the variable; (Babbie, 2007). Univariate analysis was used to describe the background characteristics of the study to show variable outputs. In order to achieve this, SPSS software was used to tabulate the dependent and independent variables. The researcher also used SPSS version 23 to analyse the data that was obtained from the interviews in order to draw a pattern of the results.

Results produced from SPSS version 23 were exported to MS Excel for editing and designing of graphs, pie charts and tables, thereafter, to MS Word for report writing

3.8 Ethical Consideration

Ethical consideration entails that the research subjects' rights and rights of others in the research setting are protected. Ethics in research are the principles of right and wrong that a particular group accepts. Research ethics educates and guides' researchers to ensure a high ethical standard. Research ethics could provide guidelines for the responsible conduct of respective research.

In addition, prior informed consent was obtained from participants before they participated in this study. It is worth mentioning here that participants were allowed to discontinue their participation at any time and those who were not interested to participate were informed on their freedom not to do so. Furthermore, participants had the right to understand what the researcher intended to do. They were informed of the researcher's willingness to share the findings with them for their reactions among others. However, no participant acquired any direct benefit from this study but could only benefit from its social value.

The study employed justice by ensuring that all study participants meeting the criteria were fairly selected and included in the study. Finally, participants in the study were treated with due respect, any personal identifiers encountered were removed so as to maintain utmost confidentiality. Information collected was treated with maximum confidentiality and for academic purposes only.

3.8.1 Limitations of the Study

Limitations of the study included the following:

- i. The study was restricted to the Anti-Corruption Commission employees in Lusaka Province only.
- ii. Difficulty in breaking organizational barriers to obtain consent to administer questionnaires due to the sensitive nature of the study topic.

3.8.2 Chapter Summary

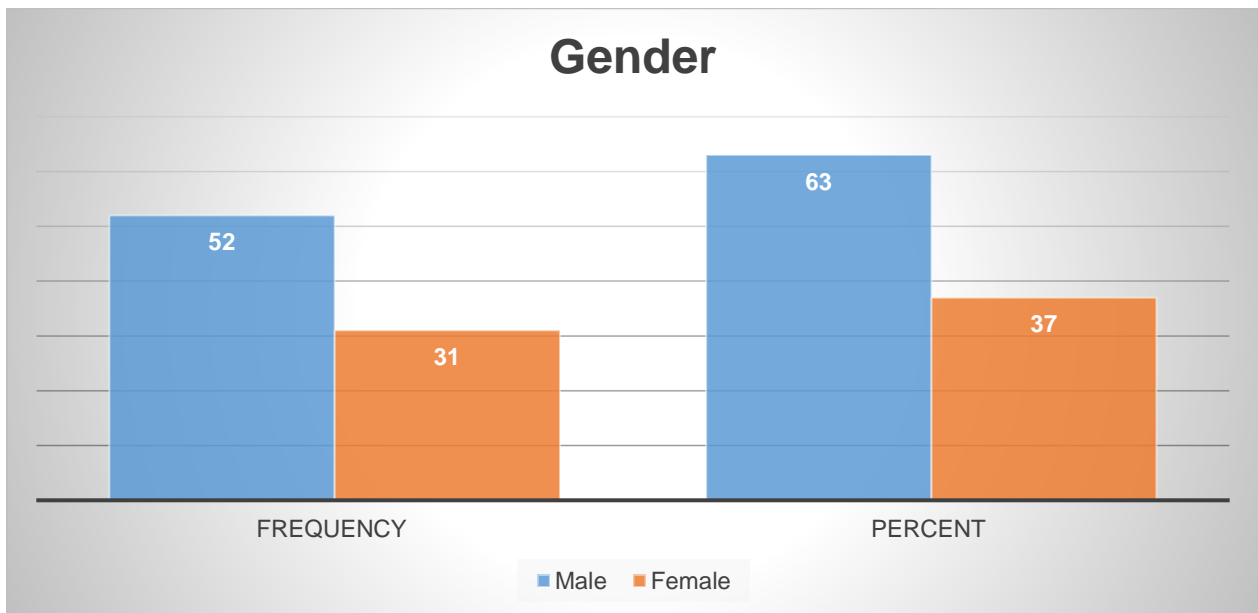
Chapter Three being the research methodology outlined the research approach, design, study site, population, sample size, sampling procedure, data collection, reliability, validity, and data analysis. A mixed method approach was used, combining quantitative and qualitative elements. The study focused on the Anti-Corruption Commission in Lusaka district, Zambia, targeting operational and management employees. A sample of 83 employees was selected through simple random sampling, ensuring a 90% confidence level and a margin of error of +/- 10%. Data was collected through questionnaires and in-depth interviews, and secondary data from published sources was also analyzed.

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESULTS

4.0 Introduction

This chapter provides the findings on the factors affecting performance, performance planning process, performance monitoring process and performance review process. It starts by separating the data into Demographic and Social-Economic characteristics of the respondents at Anti-Corruption Commission. Further, the data was presented according to the objectives of the study.

Figure 3: Gender of the Respondents



Source: Researchers field work 2024

Figure 3 above depicts the gender of the respondents. Out of the 83 participants sampled, 52 representing a total of 63% were male while 31 representing a total of 37% were female.

4.1 Univariate Analysis

The purpose of this analysis was to describe the background variables and find to patterns in the data. The key fact in this type of analysis is that only one variable is involved. This section therefore, used the univariate analysis to present data on the demographic and socio-economic characteristics of respondents as shown in the table 1 below.

Table 1: Background Characteristics

Percentage distribution of demographic and social economic characteristics of employees at the Anti-Corruption Commission		
Variable	Frequency	Percentage
Age		
25-29	5	6
30-34	11	13
35-39	39	47
40-44	20	24
45 and above	8	10
Department of the Respondents		
Investigations	33	40
Public Education	19	22.5
Corruption and Prevention	12	15
Legal and Prosecutions	15	17.5
Human Resource and Administration	4	5
Year of Employment		
1990 – 1999	5	6
2000 – 2009	27	32
2010 – 2019	48	58
2020 to Date	3	4
Highest level of Education Attained		
Diploma Holders	14	17
Undergraduate Degree Holders	37	45
Post Graduate Maters Holders	32	38
Total	83	100

Source: Researchers Field Work 2024

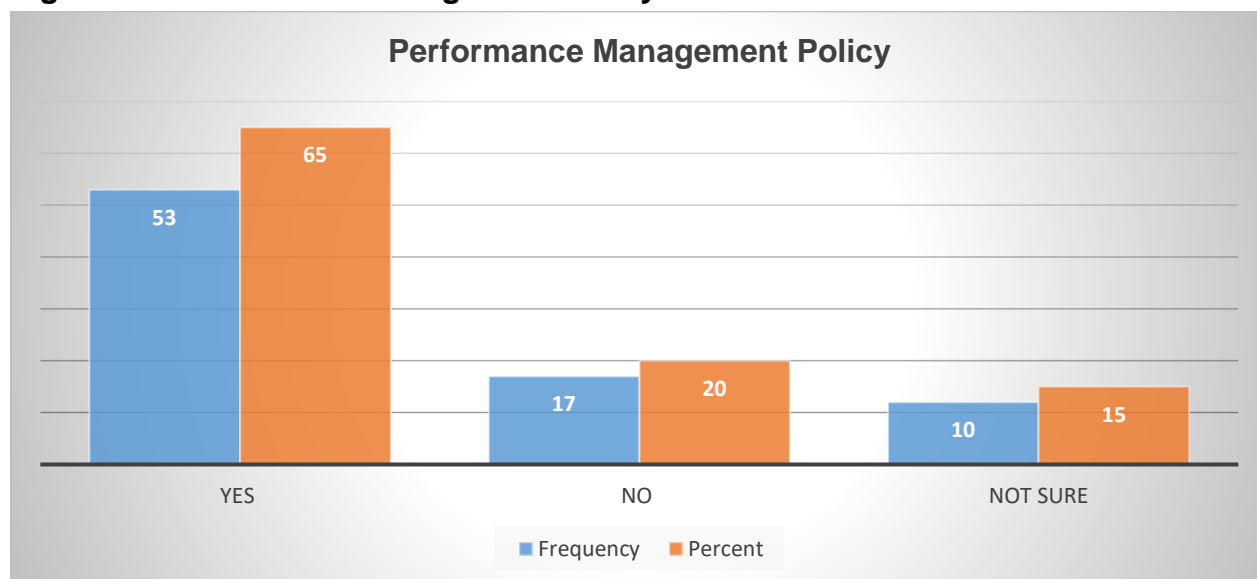
Of the 83 respondents sampled, 4% were aged between 25-29 years, 9% were aged between 30-34, 32% were aged between 35-39 years, 17% were aged between 40-44 years and 7% were aged 45 and above years. Further, 40% of the respondents were from the investigations department, 22.5% were from the Public Education Department, 15% were from the Corruption Prevention Department, 17.5% were from the Legal and

Prosecutions Department while 5% were from the Human Resource and Administration Department as demonstrated in the table above. All of them had attained tertiary education.

The observation depicted from the table above on the year of employment was that majority of the respondents 58% started their employment journey with Anti-Corruption Commission in the range of 2010-2019. The highest level of education attained by the majority was undergraduate degree holders (45%) and Post-Graduate Holders (38 %) respectively. This shows that respondents at the Anti-Corruption Commission were literate.

4.2 Factors Affecting Performance of the Anti-Corruption Commission

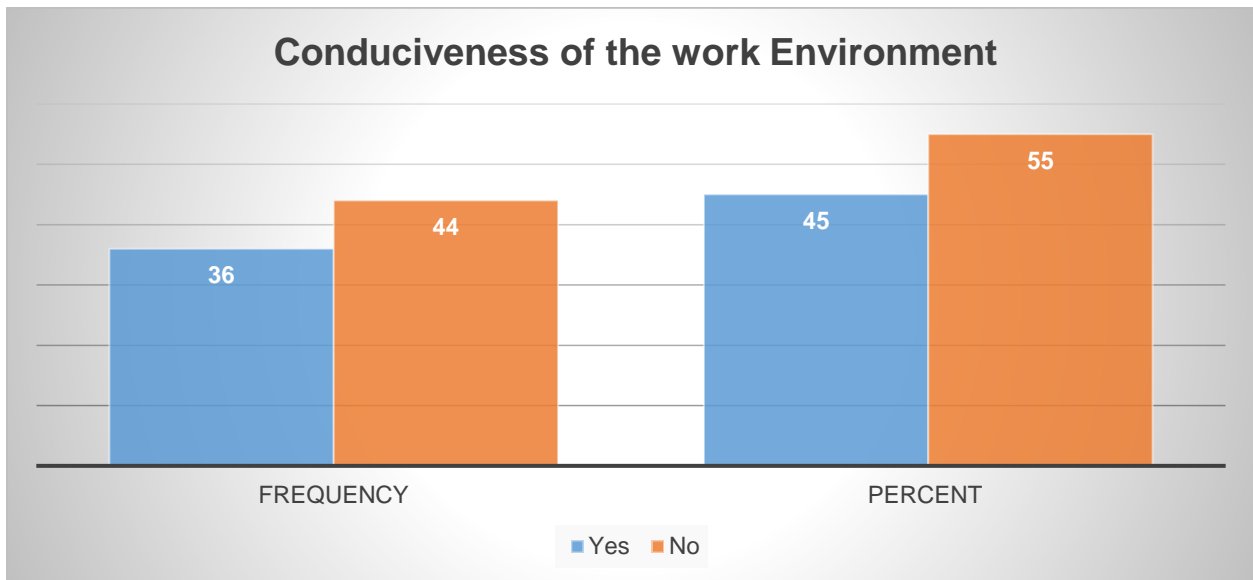
Figure 4: Performance Management Policy



Source: Researchers Field Work, 2024

The findings on whether the Anti-Corruption Commission have a performance management policy indicate that 65% said yes, 20% said no while 15% were not sure as demonstrated in figure 4 above. Further, out of those that stated yes on having the performance management policy, an inquiry was made as to whether this policy had clear guidelines and the majority of the respondents said yes. Additionally, the results on the conduciveness of the work environment reveal that 45% said yes while 55% said no as demonstrated in figure 3 below.

Figure 5: Conduciveness of the Work Environment



Source: Researcher fieldwork, 2024

The researcher went on to interview respondents from the Human resources department on whether they have a performance management policy. Three (3) respondents were interviewed and indicated that the Anti-Corruption Commission has a management policy. One of 3 respondents(R1) stated that *“The performance management policy had clear guidelines and based on that note management had made it clear that when developing policies, they ensure that the policy developed is effective and efficient by consulting with relevant stakeholders to understand the needs and objectives before a policy is implemented.”*

Based on the work environment one of the respondents (R2) stated that “the building was an old structure; the furniture inside had stayed there for some time. The building does not adequately stand as a conducive environment for the employees, there should be renovation and also funding for the office of high esteem which is the Anti-Corruption Commission.”

“The other respondents (R1 and R3) stated that the work environment was not so bad it needed a lot of renovations for it to be in proper state as majority of the employees work station has been in terrible state.”

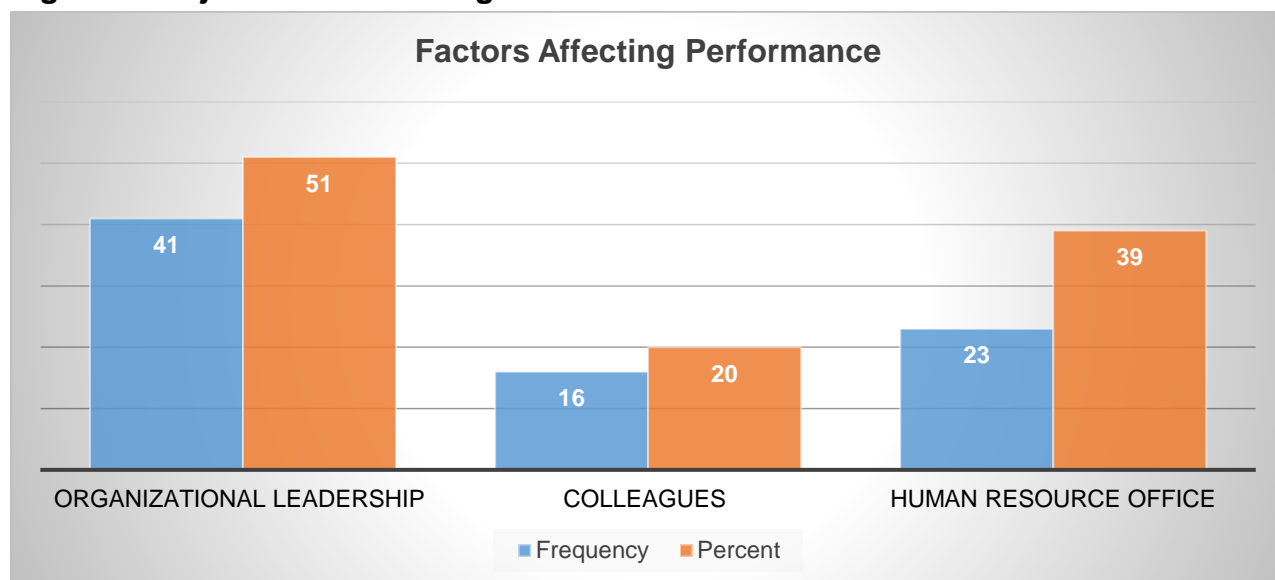
Table 2: Funding and Purpose of the Job

Percentage distribution on Funding, purpose of the job and Salary of employees at the Anti-Corruption Commission		
Variable	Frequency	Percentage
Does the department receive adequate funding		
Yes	20	25
No	53	66
Not Sure	7	9
Are you happy with your Salary		
Yes	14	17
No	66	83
Are you Satisfied with the purpose of your job		
Yes	52	65
No	18	35
Total	80	100

Source: Researchers Field Work, 2024

Table 2 above shows the funding and purpose of the job and the salary scale. The findings on whether the ACC receive adequate departmental funding indicate that 25% said yes, 66% said no while 9% were not sure. As to whether the respondents were happy with their salary scale results show that 17% said yes while 83% said no. In terms of job satisfaction, it is evidenced that 65% said yes while 35% said no as shown in the table below.

Figure 6: Major Factor Affecting Performance



Source: Researchers Field Work, 2024

Out of the 80 respondents interrogated as to what could be the major factor affecting performance, 51% said organizational leadership, 20% said their colleagues while 39% said human resource officers as demonstrated in figure 4 above.

Findings from the 3 respondents (R1, R2 and R3) from the department of Human Resource, confirmed that *“the Anti-Corruption commission receives departmental funding but the only problem is that it inadequate and sometimes delayed resulting into a further delay in progress of the departmental activities.”*

Respondent one also stated that: “The major factor affecting performance was organizational leadership and lack of capacity building. Promotions are not guaranteed and there is no proper structure for upgrade, usually employees remain in one position for a long period of time without salary increment.”

4.3 Performance Planning Process at the Anti-Corruption Commission

This sub-section covers the performance planning process. It covered questions on whether the ACC had a performance plan and to whether employees were involved in the planning process. Further, it looked at whether the plans are aligned to the organisational strategy and if there are any rewards predefined at the onset of planning among others as well as the effectiveness of the planning process.

Table 3: Performance Planning Process

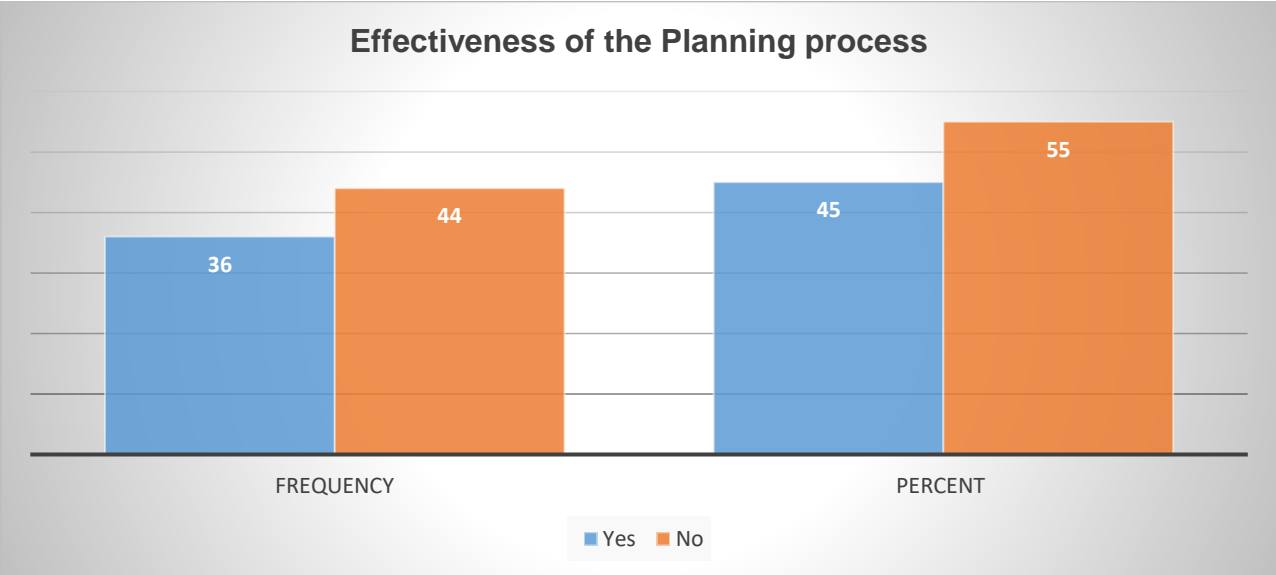
Percentage distribution on the performance planning process at the Anti-Corruption Commission		
Variable	Frequency	Percentage
Does the Anti-Corruption Commission have a performance plan for the employees		
Yes	49	61
No	31	39
Are you involved in the Performance Planning Process		
Yes	27	34
No	53	66
Are objective goals clearly aligned to the organizational Strategy		
Yes	52	65
No	28	35
Are the objectives discussed and agreed with supervision at the start of the performance cycle		
Yes	41	51
No	39	49
At the onset of planning are rewards predefined for the various levels of success		
Yes	18	23
No	62	77
Total	80	100

Source: Researchers Field work, 2024

Out of the 80 respondents 61% said yes to the Commission having a performance plan while 39% said no. Also, 34% said they are involved in planning while 66% said they are not involved in the planning process. The researcher also inquired from the respondents on whether the objective/goals were clearly aligned to the organizational strategy out of which 65% said yes and 35% said no. Further inquiry was made on whether from the onset of planning rewards are predefined for the various levels of success, 23% said yes, they are predefined while 77% said they are not predefined.

According to R2 “In the process of planning employees are usually included but not all the employees are included in the performance planning process for confirmation purposes with everyone on the Commission. The planning process usually includes people from the Human Resource department inclusive of the Monitoring and Evaluation officers.” R1 and R3 said the planning process was not effective as it did not include everyone during the formulation process. “Hence this makes it not easy to predefine what rewards to give to the employees that are working extra hard for the work they offer Anti-Corruption Commission.”

Figure 7: Effectiveness of the Planning Process



Source: Researchers field work, 2024

Figure 7 above shows the effectiveness of the planning process. Out of the 80 respondents questioned as to whether the planning process was effective 80% said no while 20% said yes.

4.4 The Effectiveness of The Performance Monitoring Process at The Anti-Corruption Commission.

This sub section covers the findings on the Anti-Corruption Commission monitoring process. It looked at whether the ACC conducts employee monitoring, whether feedback is offered during the process, if updates are made as to when conditions change and

whether employees have undergone any trainings to enhance performance. Lastly, it looked at the effectiveness of the monitoring process at ACC.

Table 4: Performance Monitoring Process

Percentage distribution on the performance monitoring process at the Anti-Corruption Commission		
Variable	Frequency	Percentage
Does the Anti-Corruption Commission conduct ongoing employee performance monitoring		
Yes	34	43
No	46	57
Does the Anti-Corruption Commission Offer feedback on the Monitoring process		
Yes	26	32
No	54	68
Do you update and revise initial objectives, performance standards and job competency areas as conditions change		
Yes	27	34
No	53	66
Have you undergone any training to enhance your performance		
Yes	30	38
No	50	62
Total	80	100

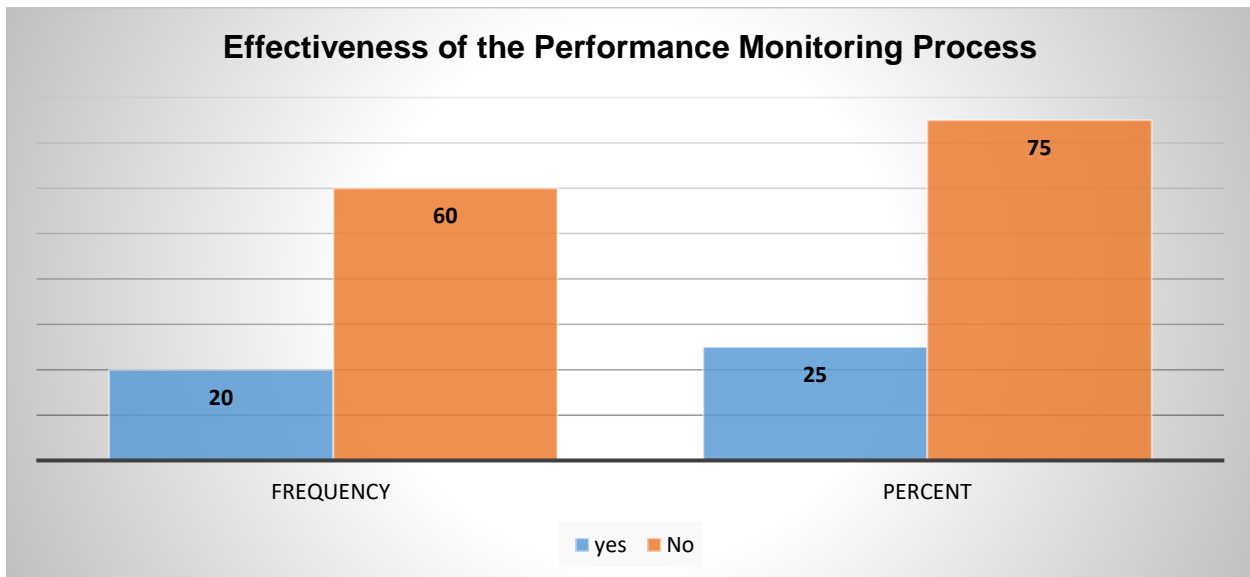
Source: Researchers field work, 2024

Regarding as to whether the Anti-Corruption Commission conducts ongoing employee's performance monitoring, out of the 80 respondents questioned 43% said yes while 57% said no. Further, 32% stated that the ACC does offer feedback on the monitoring process while 68% said no. Furthermore, an inquiry on whether the Commission updates and revises initial objectives, performance standards and job competency areas as conditions change indicate that 34% said yes while 66% said no. Lastly, the researcher asked a

question to the 80 respondents on whether they underwent trainings to enhance their performance of which 38% said no while 62% said yes as demonstrated in table 4 above. Additionally, the researcher interviewed the other participants from the human resource department who indicated that the employee’s performance monitoring is not regularly conducted despite it being there. *R3 stated that a regular and consistent check on performance helps Human Resource measure and evaluate employee’s efficiency in meeting responsibilities and accomplishing objectives so the very fact that it is not regularly conducted makes it difficult to monitor employee’s performance.”*

Respondent 1 believes that capacity building is necessary to help the institution adapt or respond well to new or changing situations. This would involve structured decision-making and implementation processes, along with promoting monitoring. Additionally, R1, stated that lack of monitoring was a big problem and therefore, monitoring provides crucial information for improving development efforts and increasing the chances of success.

Figure 8: Effectiveness of the Performance Monitoring Process



Source: *Researchers Field work, 2024*

Lastly, figure 8 shows the effectiveness of the performance monitoring process. Of the 80 respondents 25% stated that the monitoring process was effective while 75% stated that the monitoring process was not effective.

4.5 The Effectiveness of the Performance Review Process at The Anti-Corruption Commission.

This sub section presents the findings of the performance review process at the Anti-Corruption Commission. It covered the following issues; does the ACC conduct performance appraisals; how often the appraisals are conducted; whether appraisals are fairly conducted and if incentives are given for good performance.

Table 5: Performance Review Process

Percentage distribution on the performance review process at the Anti-Corruption Commission		
Variable	Frequency	Percentage
Does the Anti-Corruption Commission conduct performance Appraisals		
Yes	62	77
No	18	23
How often does ACC conduct performance Appraisals		
Once a year	51	82
Twice a year	11	18
In your opinion, do you think that performance appraisal in the commission is fairly conducted		
Yes	43	70
No	19	30
Are there any forms of incentives for employees with good performance		
Yes	61	76
No	19	24
Total	80	100

Source: Researchers Field work, 2024

Out of the 83 respondents 77% stated that performance appraisals are conducted while 23% said they are not. Further on, from the respondents who stated that performance appraisals are conducted 82% said they were conducted once a year while 18% said they are conducted twice a year. When asked whether they thought that the performance appraisal in the commission was fairly conducted, 70% were of the view that it was fairly

conducted while 30% were of the view that it was not fairly conducted. Further the researcher asked whether there are any forms of incentives for employees with good performance and findings revealed that 76% said yes while 24% said no as demonstrated in table 5 above.

Similar responses were also obtained from the 3 respondents that were interviewed adding that, *“performance appraisal has been conducted fairly but the only problem is that it does not change the results once conducted. There is no system to ensure that the employees position changes with time. The organizational structure of the Commission should offer room for growth of the employees from one level to another.”*

Interviewed participants echoed similar sentiments, noting that while performance appraisals were conducted fairly, there was a lack of mechanisms to ensure progression within the organization. They highlighted the need for an organizational structure that facilitated employee growth and advancement.

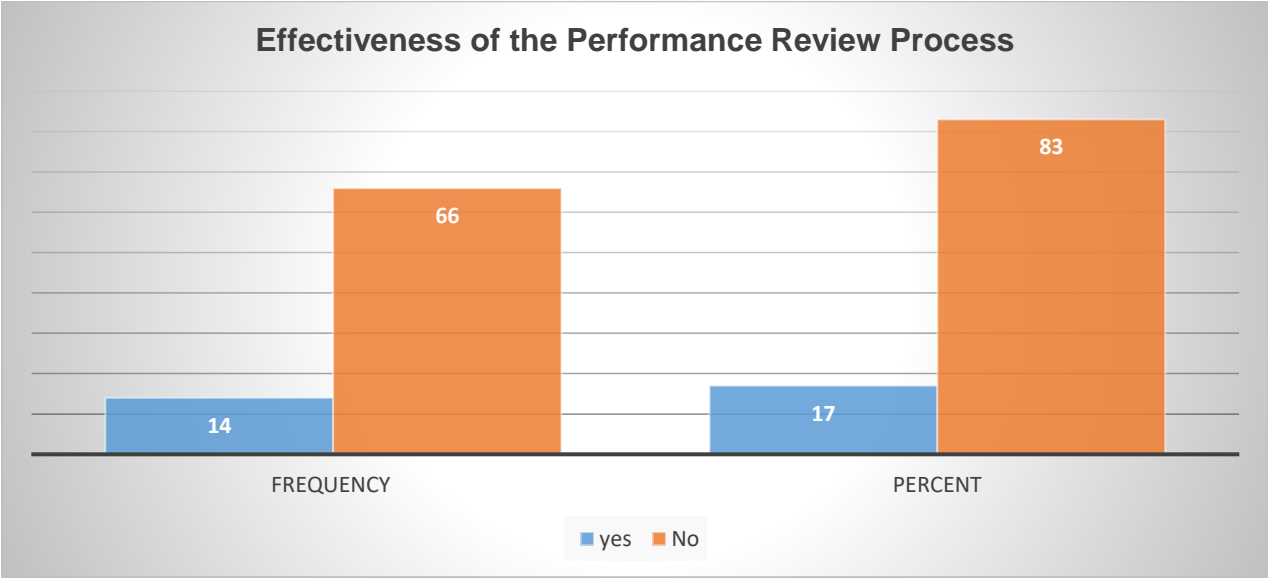
Figure 9: Incentives Offered



Source: Researcher Field work

Figure 9 above shows the types of incentives currently offered at the ACC. The researcher went further to inquire what are some of the incentives currently used at the Anti-corruption commission to improve performance. Out of 80 respondents 45% said nothing, 30% said encouragement, 15% said bonuses while 10% said training programs as demonstrated in figure 7 above.

Figure 10: Effectiveness of the Performance Review Process



Source: Researchers field work, 2024

Figure 10 above shows the effectiveness of the performance review process at ACC. The findings indicate that 17% stated that the performance review process was effective while 83 % stated it was not effective as demonstrated in figure 8 above.

4.6 The Effectiveness of The Performance Management System at The Anti-Corruption Commission.

This sub section provides the findings on the effectiveness of the performance management system at ACC. It covered issues such as; are levels of performance carefully defined so as to ensure clear setting of goals; are employees empowered to deal with performance contingencies; whether performance appraisals are conducted regularly; and whether trainings are conducted at all. It also looked at the general overview as to whether the performance management system was effective at ACC.

Table 6: Performance Management System Process

Percentage distribution on the performance Management process at the Anti-Corruption Commission		
Variable	Frequency	Percentage
The levels of performance are carefully defined so as to ensure clear setting of goals		
Strongly Agree	8	10
Agreed	20	25
Neutral	31	39
Disagree	11	14
Strongly Disagree	10	12
ACC employees empowered to deal with performance contingencies to enable them achieve the work goals efficiently		
Strongly Agree	1	1
Agreed	11	14
Neutral	22	27
Disagree	30	38
Strongly Disagree	16	20
Are performance reviews conducted regularly		
Strongly Agree	2	3
Agreed	8	10
Neutral	12	15
Disagree	45	56.4
Strongly Disagree	13	15.6
Time and ongoing feedback are provided to employees to enable them reach the desired levels of performance		
Agreed	8	10
Neutral	14	17
Disagree	48	60
Strongly Disagree	10	13
Appropriate training is provided to employees to support them and enable them reach the expected levels of performance.		
Agreed	11	14
Neutral	9	11

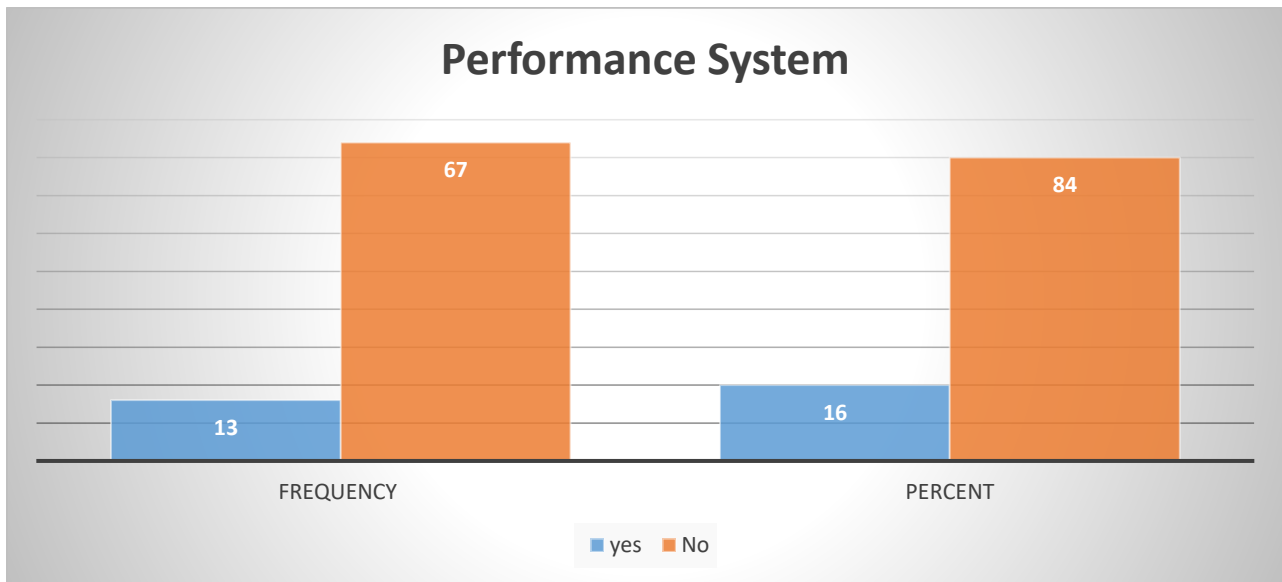
Disagree	44	55
Strongly Disagree	16	20
Total	80	100

Source: *Researchers Field work, 2024*

Table 6 above shows the performance management system process. Out of the 80 respondents asked if the levels of performance were carefully defined so as to ensure clear setting of goals, 10% strongly agreed, 25% agreed, 39% gave a neutral perspective, 14% disagreed while 12% strongly disagreed. Results on whether the Anti-Corruption Commission empowers employees to deal with performance contingencies to enable them achieve the work goals effectively reveal that only 1% strongly agreed, 14% agreed, 27% gave a neutral perspective, 38% disagreed while 20% strongly disagreed.

Other information was inquired by the researcher on whether performance reviews are conducted regularly. The findings show that 3% strongly agreed, 10% agreed, 15% were neutral about the issue, 56.4% disagreed while 15.6% strongly disagreed. The researcher also asked on whether time and ongoing feedback is provided to employees to enable them reach the desired levels of performance and it was discovered that 10% agreed, 17% gave a neutral view, 60% disagreed while 13% strongly disagreed. Lastly the researcher asked if the appropriate training is provided to employees to support them and enable them reach the expected levels of performance; 14% agreed, 11% gave a neutral perspective about the issue, 55% disagreed while 20% strongly disagreed.

Figure 11: Effectiveness of the Current Performance System



Source: Researchers field work, 2024

Figure 11 above shows the effectiveness of the current performance management system. Of the 80 respondents, 20% stated that the performance management system was effective while the 84% stated that it was ineffective.

4.7 Chapter Summary

Chapter four presented findings on demographic and socio-economic characteristics of Anti-Corruption Commission employees. It presented factors affecting performance, such as the existence of performance policies, work environment, funding, organisational leadership, and salary satisfaction. The chapter also assessed the effectiveness of performance planning, monitoring, and review processes, including employee involvement, goal alignment, feedback mechanisms, and training opportunities. Overall, it evaluated the performance management system, identifying areas for improvement

CHAPTER FIVE: DISCUSSION OF THE FINDINGS

5.0 Introduction

The purpose of this chapter was to summarize, assess, and discuss the significance of the findings in light of the study problem statement, objectives, and research questions in order to offer reasons for any discoveries. Secondary data was sought, reviewed, and presented in order to improve the study by comparing the findings to the literature explored by various academics and relevant articles on the issue.

5.1 The Factors Affecting Performance in the Anti-Corruption Commission.

Work performance is directly linked to a variety of workplace factors. If something is amiss, it can have negative consequences for attitudes, efficiencies, and productivity. The researcher discovered that an average number of employees at the Anti-Corruption Commission representing 65 percent are aware of the Commission's performance management policy. The researcher also observed that the performance management policy has clear guidelines. Despite the guidelines in the policy being clear, rarely does the Commission follow what is stipulated in it.

The discovery that the Commission lacks a conducive work environment resonates with literature emphasizing the importance of organizational infrastructure and facilities in promoting employee productivity and satisfaction (Smith et al., 2017). The observation regarding the outdated building and furniture aligns with studies highlighting the impact of physical work conditions on employee morale and performance (Jones & George, 2011). Furthermore, the recommendation for renovation and increased funding corresponds to discussions in the literature about the significance of adequate resources and support for organizational effectiveness (Armstrong, 2006). These findings underscore the need for organizational investments in infrastructure and resources to enhance employee well-being and ultimately improve performance, as supported by existing research.

In the discussion, it is evident from the findings that the work environment at the Anti-Corruption Commission (ACC) is not conducive, as highlighted by the respondent's

feedback regarding the outdated building and furniture. This aligns with literature emphasizing the importance of organizational infrastructure in promoting employee well-being and productivity (Smith et al., 2017). The observation that the building does not adequately support a conducive work environment underscores the need for renovation and increased funding, particularly for an office of high esteem like the ACC. This resonates with discussions in the literature about the significance of adequate resources for organizational effectiveness (Armstrong, 2006). Therefore, addressing these infrastructure deficiencies is crucial for enhancing employee satisfaction and ultimately improving the Commission's performance, as supported by existing research

Transparency is limited, and promotions are not guaranteed. Employees are often stuck in one position without salary increments, leading to employee dissatisfaction. These were the major factors affecting employee performance at the Anti-Corruption Commission. It should be noted that the findings of the study were similar to the study conducted by Mathis and Jackson (2011), who discovered that factors such as leadership, political influence and lack of employee's motivation were the major factors affecting employee performance. Similarly, in research conducted by Le Tran (2016) on factors affecting employee performance findings revealed that leadership, motivation and training had a strong relationship with employee performance.

Additionally, a study conducted in Zambia by Themba (2010), on the impact of motivating factors influencing employee satisfaction at Zambia National Commercial Bank (ZANACO), the findings revealed that factors influencing employee performance management included promotions, salary increment, fringe benefits and relationship between employee and employer. The study concluded that motivation factors play a major role in improving employee performance at ZANACO. These findings are indeed similar to what this research has established and are also in agreement with what Armstrong (2002) stipulated that concept of organizational effectiveness and how performance management contributes to it are embedded in motivation theories.

However, the findings of the study were in contrast to a study conducted by Shoer et.al, (2009), who found that Performance is based on commitment, that should come from the employees themselves, committed employees perform better than those that are not

committed, hence the results indicated a positively correlated relationship between affective commitment and employee performance.

5.2 The Effectiveness of The Performance Planning Process as Conducted at The Anti-Corruption Commission.

The findings under the above objective revealed that the performance planning process conducted at the Anti-Corruption Commission was not effective. This came to light as 66 percent of the employees stated so. It was reported that the performance planning process usually includes people only from the Human Resource Department inclusive of the Monitoring and Evaluation officers. Similarly, the same information was obtained from the other respondents interviewed adding that *“the planning process is not effective as it does not include everyone during the formulation process.”* Hence this does not make it easy to predefine what rewards to give to the employees that are working extra hard for the work they offer to Anti-Corruption Commission,” (R2 and R3). The implication of these findings could mean that most of the employees working for the ACC do not own the plans and therefore may not understand what their contributions are to the goals of the Commission which could be worrying as it affects overall institutional performance.

However, the findings of the study are in contrast with a study conducted by Kamel, (2010), who discovered that employees in Egyptian tourism companies are able to clearly understand the goals of the performance management system process. This became evident when 70 percent of the respondents concurred that the performance planning process, which incorporates employee participation, is highly effective according to the planners themselves. However, the results on the feedback of the planning process are less productive than it should be. The respondents believed that the feedback session misses important features. The Reinforcement theory also stresses that feedback helps employees to learn and develop thus improving performance which can lead to the success of an organisation.

5.3 The Performance Monitoring Process Effective at The Anti-Corruption Commission.

The researcher conducted a survey on the Anti-Corruption Commission's performance monitoring. The findings indicated that 57 percent said the monitoring process is not effective. On the feedback on the monitoring process, it was discovered that 68 percent

said they do not receive any feedback on the monitoring process. This hinders the Commission from making necessary changes as conditions change at work to improve effectiveness.

Similar research findings were observed in a study by Tembo (2018), on the effectiveness of performance management system a case of the Zambia Public Service. The findings under this research indicated that the performance management system being used in the Zambian public sector was ineffective as it failed to measure employee's performance and was not reflective of the performance of the public service employees. Further the study findings revealed that the process of appraisal was ineffective as it was a matter of meeting requirements of promotion and other human resource management decisions. The study revealed that in as much as the process itself is transparent, the process takes long to complete and employees have to fill in bulky annual performance appraisal system. The system has no punitive measures for non-performers hence almost every public service employee gets a positive rating.

The researcher also discovered updates and revisions of initial objectives, performance standards, and job competency areas change from one year to another. Further investigations about whether employees undergo training to enhance their performance were conducted and the majority of them stated that not a lot of trainings were conducted. Additionally, respondents stated that performance monitoring is not regularly conducted, making it difficult to monitor employee efficiency. Interviews from the Human Resource team indicated that trainings are limited because finances are limited to undertake capacity building.

These findings imply that the employees at the commission may lack new skills at are needed to enhance their performance and the lack of monitoring may imply that there is not enforcement for employees to improve their performance.

The research also discovered that the respondents emphasized the need for capacity building to help the Anti-Corruption Commission respond effectively to new situations through a structured and strategic decision-making process with 70 percent of them stating so. They suggested sealing the gap in monitoring at the commission, introducing learners and trainers, and evaluating the expansion of access to monitoring through institutional collaboration with other partners.

5.4 The Performance Review Process Effective at The Anti-Corruption Commission.

The commission conducts performance appraisals with 82 percent stating that performance appraisals are conducted once a year. Furthermore, it was discovered that 70 percent according to the researcher's findings performance appraisal is fairly conducted with the respondents stating that *"performance appraisal has been conducted fairly but the only problem is that it does not change the results once conducted. There is no system to ensure that the employees position changes with time. The organizational structure of the Commission should offer room for growth of the employees from one level to another."* However, on the incentives given to the employees at the Commission 30 percent are only given encouragement in form of words to help them improve and work hard.

On employee review process it was discovered that 83 percent were of the view that performance review process was not effective. The reason is that performance reviews are not conducted regularly with 73 percent of them stating that time and ongoing feedback is not provided. It was also discovered that the current performance management system used by the Anti-Corruption Commission is not effective with 84 percent stating so. This becomes difficult to control employee's behavior in that there is minimal teamwork and cohesion at the commission. According to the control theory of performance management, Control theory focuses on control mechanism which should be imposed at all levels of organizations. In order for an organization to get the desired results, the control theory explains that different forms of control can be used such as organization structure, behavioral controls like norms and policies of an organization or performance measurement mechanisms.

The findings of the study are in contrast to a study conducted by Apalia, (2017), whose study found that majority of the respondents agreed that there was sound and effective performance management policy at the County Education Office Human Resource Department in Turkana Kenya. In support of their answer those who agreed indicated this helped in controlling employee's behavior by ensuring there is teamwork and cohesion in the organization.

5.5 Chapter Summary

Chapter Five provided a comprehensive discussion of the findings related to performance factors, planning, monitoring, and review processes at the Anti-Corruption Commission. The study revealed issues such as inadequate adherence to performance management policies, ineffective planning processes due to lack of employee inclusion, and shortcomings in performance monitoring and review processes. These findings underscored the need for organizational reforms and aligned with existing literature on the importance of leadership, motivation, and inclusive planning processes in enhancing employee performance.

CHAPTER SIX:

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

In this section, the author presents the key conclusions based on the study's general objective, specific objectives and provides relevant recommendations for management at ACC and stakeholders. The conclusions arising from the study that sought to review the effectiveness of the performance management system as conducted at the Anti-Corruption Commission are presented in the same order as the study objectives which are restated below:

- i. To determine the factors affecting performance in the Anti-Corruption Commission.
- ii. To establish the effectiveness of the performance planning process as conducted at the Anti-Corruption Commission.
- iii. To establish if performance monitoring process is effective at the Anti-Corruption Commission.
- iv. To establish if the Performance review process is effective at the Anti-Corruption Commission.

6.1 Conclusion

This study reviewed the effectiveness of the performance management system in the Anti-corruption commission based on a mixed approach. It was established that based on the three parameters of performance management that is, Planning, Monitoring and Review, the ACC performance management system was not effective with most of the respondents affirming its ineffectiveness. Additionally, the most significant factors that negatively impacted performance management was organizational leadership and inadequate funding.

Thus, this research addressed the objectives of the study and there is clear need to improve the performance management system of the Anti-Corruption Commission for it to work effectively.

6.2 Recommendations

The ACC Should lobby for funds

Organisational leadership and inadequate funding were the major factors affecting performance management.

Management at the Commission should drum up support from various stakeholders including the donor community to set up an independent source of funding mechanism.

The ACC should improve on the Performance planning

The study established that the performance planning process was not effective. Therefore, ACC employees should be actively involved in the planning process as well as oriented effectively on the essence of the performance management systems.

The ACC should improve on the Performance Monitoring process

The study established inadequacies particular that of training and general awareness contributing to the monitoring process not being conducted effectively. It is recommended that the ACC should improve monitoring tools, build capacity in both supervisor and subordinate's as well as conduct awareness sessions.

The ACC should improve the Performance Review process

The study established that the performance review process is fairly conducted and performance appraisals are conducted yearly. The researcher recommends that during the performance review process, the head Human Resource should come up with performance appraisal tools that are in line with the commission's respective objectives.

6.3 Further Areas of Research for ACC

The Commission should conduct research that should emphasize on the need for capacity building to help the Commission respond effectively to new situations through a structured and strategic decision-making process.

6.4 Chapter Summary

Chapter Six provided a summary of the conclusions drawn from the study on the effectiveness of the performance management system at the Anti-Corruption

Commission (ACC). The conclusions were presented in alignment with the study objectives, which aimed to determine factors affecting performance, evaluate the effectiveness of performance planning, assess performance monitoring processes, and evaluate the effectiveness of performance reviews at the ACC.

The findings highlighted various issues affecting performance at the ACC, including inconsistencies in implementing performance management policies and the negative impact of a poor work environment on productivity. Recommendations were provided to address these issues, emphasizing the need for improved performance planning, enhanced performance monitoring processes, and more efficient performance review mechanisms.

Specific recommendations included advocating for the ACC's independence in funding, improving performance planning processes by orienting staff effectively and allocating funds for performance improvement programs, implementing a more effective performance monitoring process, and evaluating and improving the communication style and methods during the performance review process.

Additionally, the chapter suggested further areas of research for the ACC, particularly focusing on the need for capacity building to enable the Commission to respond effectively to new challenges through structured and strategic decision-making processes. Overall, the chapter concluded that significant improvements were necessary in the performance management system of the ACC to achieve its intended goals.

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APPENDIX I: QUESTIONNAIRE

Questionnaire Identification Number|_|_|_|_|

TOPIC: A REVIEW OF THE EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT SYSTEM AT THE ANTI-CORRUPTION COMMISSION.

Dear Respondent,

In reference to the above topic, you have been randomly chosen to help in this research. You are requested to answer the questions as honestly as possible.

INSTRUCTIONS

1. Do not indicate your name on the questionnaire.
2. Tick the answer that expresses your view as shown:
3. Only one response is required for each question and where you have to write your response, you may be as brief as possible by filling in the space provided.

DATE OF INTERVIEW...../...../.....

LOCATION OF THE INTERVIEW: Anti-Corruption Commission.

Please Note: the research is purely for academic purpose. Therefore, you are assured that the information obtained will be treated confidentially. Your cooperation is sincerely appreciated.

SECTION A: BACKGROUND INFORMATION

1. Sex

- a. Male []
- b. Female []

2. What is your age?

.....

3. Marital Status

- a. Single []
- b. Married []
- c. Divorced []
- d. Separated []
- e. Widowed []

4. Year of employment at ACC

.....

5. Position of first appointment in the Commission

.....

6. Current employment position.

.....

7. The Highest level of Education Attained:

- a. PHD []
- b. Postgraduate []
- c. Undergraduate []

SECTION B. FACTORS AFFECTING PERFORMANCE AT THE ANTI-CORRUPTION COMMISSION.

8. Does the Anti-Corruption Commission have a performance management policy?

a. Yes

b. No

c. Not sure

9. Does the performance management policy have clear guidelines?

- a. Yes []
- b. No []
- c. Not sure []

10. Do you have all the tools of trade to enable you discharge your work responsibilities?

- a. Yes []
- b. No []

11. Do you think that your work environment is conducive for you to complete your work effectively?

- a. Yes []
- b. No []

12. Does your department receive adequate funding to implement departmental activities?

- a. Yes []
- b. No []

13. Are salaries paid on time?

- a. Yes []
- b. No []
- c. Sometimes []

14. Are you satisfied with the purpose of your job?

- a. Yes []
- b. No []

15. If no to question 14, what do you think is the biggest stumbling block?

- a. Organization leadership []
- b. Human Resource office []
- c. Your colleagues []
- d. Yourself []
- f. Others (please describe)

16. What do you think should be done in order to make your job more satisfying to enhance performance? Tick all that applies

- a. Good pay []
- b. Good performance management policy []
- c. Good working conditions []
- d. Good working relations []
- e. Others, specify.....

PERFORMANCE PLANNING PROCESS AT THE ANTI-CORRUPTION COMMISSION.

17. Does the Anti-Corruption Commission have a performance plan for the employees?

- a. Yes []
- b. No []

18. Are you involved in the performance planning (goal setting) process?

- a. Yes []
- b. No []

19. Are you aware of the strategic plan objectives you contribute to in terms of your work/department?

- a. Yes []
- b. No []

20. Are Objectives/goals clearly aligned to organizational strategy?

- a. Yes []

b. No []

21. Are the objectives discussed and agreed with supervisor at the start of the performance cycle?

a. Yes []

b. No []

22. Are key performance indicators made clear and mutually understood by all parties?

a. Yes []

b. No []

23. At the onset of planning are rewards predefined for the various levels of success.

a. Yes []

b. No []

24. In your opinion is the planning process effective?

a. Yes []

b. No []

25. In your opinion how can the Performance Planning process be enhanced

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THE EFFECTIVENESS OF THE PERFORMANCE MONITORING PROCESS AT THE ANTI-CORRUPTION COMMISSION.

26. Does the Anti-Corruption Commission conduct ongoing employee performance monitoring?

a. Yes []

b. No []

27. Does the Anti-Corruption commission offer feedback on the monitoring process?

a. Yes []

b. No []

28. Do you update and revise (document) initial objectives, performance standards and job competency areas as conditions change?

a. Yes []

b. No []

29. Do you request for feedback from the supervisor?

a. Yes []

b. No []

30. Do you discuss career development proposals with your supervisor?

a. Yes []

b. No []

31. Have you undergone any training to enhance your performance?

a. Yes []

b. No []

32. Is the employee performance monitoring effective?

a. Yes []

b. No []

33. In your opinion how can the Performance Monitoring process at ACC be enhanced

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THE EFFECTIVENESS OF THE PERFORMANCE REVIEW PROCESS AT THE ANTI-CORRUPTION COMMISSION.

34. Does the Anti-Corruption Commission (ACC) conduct performance appraisals?

a. Yes []

b. No []

35. How often does ACC conduct performance appraisals?

- a. Once every quarter []
- b. Once a year []
- c. Twice a year []
- d. Others.....

36. In your opinion, do you think that performance appraisals in the commission are fairly conducted?

- a. Yes []
- b. b. No []

37. Are you comfortable to approach supervisor/management in cases where you feel that you have been are unfairly appraised?

- a. Yes []
- b. No []

38. Are there any forms of incentives for employees for good performance at the Anti-corruption commission?

- a. Yes []
- b. No []

39. What are some of the incentives currently used at the Anti-corruption commission to enhance performance of employees?

- a. Encouragement []
- b. Promotion []
- c. Training programs []
- d. Bonuses []
- e. Others (please describe)

40. Are there rewards for the various levels of success?

a. Yes []

b. No []

41. Is the employee performance review effective?

a. Yes []

b. No []

42. In your opinion how can the Performance review process at ACC be enhanced

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THE EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT SYSTEM AT THE ANTI-CORRUPTION COMMISSION.

(Please tick an appropriate response to each of the statements in the table below)

Q no	Question	Rating
43	The levels of performance are carefully defined so as to ensure clear setting of goals.	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree
44	ACC employees are empowered to deal with performance contingencies to enable them achieve the work goals efficiently.	1. Strongly agree. 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree
45	Performance reviews at the ACC are conducted regularly.	1. Strongly agree. 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree
46	Time and ongoing feedback is provided to employees to enable them reach the desired levels of performance.	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree

- | | | |
|----|---|--|
| 47 | Appropriate training is provided to employees to support them and enable them reach the expected levels of performance. | <p>5. Strongly disagree</p> <p>1. Strongly agree</p> <p>2. Agree</p> <p>3. Neither agree nor disagree</p> <p>4. Disagree</p> <p>5. Strongly disagree</p> |
|----|---|--|

48. In your opinion, do you think that the current performance management system is effective?

- | | |
|--------|-----|
| a. Yes | [] |
| b. No | [] |

49. What improvements to the current performance management system would you recommend?

.....

.....

.....

.....

APPENDIX II: INTERVIEW GUIDE FOR HUMAN RESOURCE

1. How long have you worked for the Anti-Corruption Commission?
2. Does the Anti-corruption commission have a performance management policy?
3. As human resource, how do you ensure that the performance management policy is made aware to the employees?
4. Who is responsible to ensure that the strategic plan is made aware and understood by the employees?
5. How is the performance planning process conducted at the Anti-corruption commission?
6. Does the Anti-Corruption Commission conduct employee performance monitoring?
7. How effective has the employee performance monitoring process been?
8. How are employee performance appraisals conducted at the Anti-corruption commission?
9. How is the overall institutional performance measured at the Anti-Corruption Commission?
10. What are some of the factors affecting employee performance at the Anti-Corruption Commission?
11. What do you think should be done to enhance employee performance?
12. What improvements to the current performance management system would you recommend?



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I recommend this dissertation for submission for examination (If you do not recommend, kindly provide a written report and attach hereto).

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