

**EMPLOYEES PERCEPTION OF PERFORMANCE MANAGEMENT
PRACTICES AT WORLD BANK GROUP KENYA COUNTRY OFFICE**

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL
OF BUSINESS, UNIVERSITY OF NAIROBI**

OCTOBER, 2012

DECLARATION

Declaration by the Student

This project is my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of the University of Nairobi.

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Date.....10/11/2012.....

ACKNOWLEDGEMENTS

It has been an exciting and instructive study period at the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's degree. With these acknowledgments, it would be impossible not to remember those who in one way or another, directly or indirectly, have played a role in the realization of this research project. Let me, therefore, thank them all equally.

First, I am indebted to the all-powerful GOD for all the blessings he showered on me and for being with me throughout the study. I am deeply obliged to my supervisor for her exemplary guidance and support without whose help; this project would not have been a success. Finally, yet importantly, I take this opportunity to express my deep gratitude to my loving family, friends who are a constant source of motivation and for their never ending support and encouragement during this project.

DEDICATION

I dedicate this study to my family members, for the support, understanding and encouragement that they have provided during all the years of my studies and as I prepared and worked on this project. **I LOVE YOU ALL.**

ABSTRACT

Effective use of performance management practices can help organizations to better understand its overall efficiency and effectiveness. Positive and negative feelings about one's job lead to job satisfaction and job dissatisfaction respectively. Today, employee perception towards performance management practices will boost their morale leading to increased productivity, job satisfaction, lower turnover, reduce absenteeism and improved quality of service. Negative perception will have the opposite outcome and create indifference towards performance management practices which will lead to staff preferring to maintain the status quo hence being a barrier to introduction of new technologies in the Bank as dictated by rapidly changing global environment.

The population of the study was all employees of World Bank Group Kenya Country office. There is a total number of approximately two hundred employees in the Bank, divided into senior management, middle level management, supervisory and support staff (human resource enrollment register, 2010). The research used censer study because it enabled generalization of a larger population with a margin of error that is statistically determinable. Mugenda and Mugenda, (2003) posts that 50% of the population in each level was sampled and considered large enough to provide a good basis for valid and reliable conclusions. The quantitative data was analyzed through descriptive statistic techniques such as frequency distribution tables, summarized percentages, proportions, means and standard deviation. The data was presented using charts and tables.

From the study it can be concluded that the perception of employees towards performance management is very critical in all organizations as this motivates them to achieve the goals set by the organization and the respondents agreed to the various statements that pertained with the planning and employee expectation, observing individual performance, developing the capacity to perform and evaluating performance which are crucial to managing the output given by the employees of the World Bank, Kenyan Country Office.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The concept of performance management has been one of the most important and positive developments in the sphere of Human Resource Management in the past years. The phrase was first coined by Beer and Ruh (Chan, 2004). But it did not become recognized as a distinctive approach until the mid-1980's, growing out of the realization that a more continuous and integrated approach was needed to manage and appraise reward performance for crudely developed and hastily implemented performance related pay and appraisal systems were all too often failing to deliver the results from them. Performance management rose like a phoenix from the old established but somewhat discredited system of merit and management by objectives. Chan (2004) defines performance management as a strategic and integrated process that delivers sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of individual contributors and teams, (Malathy, 1997).

According to Amimo (2003), performance management concerns everyone in the business, not just managers. It rejects the cultural assumption that only managers are accountable for the performance of their teams and replaces it with the belief that both share that responsibility. Managers and their teams are jointly accountable for results and are jointly involved in agreeing to what they need to do and how they need to do it, in monitoring performance and in taking action. Performance management is a continuous flexible process that involves managers and those who they manage acting as partners within a framework that set out how they can best work together to achieve the required results. It focuses on future performance planning and improvement rather than on retrospective performance appraisal. Performance management reviews provide the inputs required creating personal or team development plans.

This process provides the basis for regular and frequent dialogue between managers and individuals about performance and development needs, hence forward looking and departmental. Performance management is a means of getting better results from the whole organization and individuals, by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. It is a process for establishing shared understanding about what is to be achieved and an approach to managing and developing people in a way that increases the short and long-term probability of the organization. It is owned and driven by line management. Stephen (2002), posts that the fundamental goal of performance management is to establish a culture in which individuals and groups take responsibility for the continuous improvement of business processes and for their own skills and contributions. Performance management is also concerned with satisfying the needs and expectations of all of an organization's stakeholders; that is owners, management, employees, customers, suppliers and the general public.

1.1.1 Perception of Employees

Perception of fairness is central reactions to many organizational decision-making procedures including staff, compensation, discipline, and layoffs (Folger & Greenberg, 1985; Cropanzano & Greenberg, 1997). Fairness refers to the extent to which procedures and outcomes are seen as just, consistent, or appropriate. Generally, research indicates that perception of fairness arises from evaluation of the outcomes received (outcome fairness) and procedures used to determine those outcomes (procedural fairness), and the way in which the decision-making procedures were implemented and explained (interpersonal fairness). For example, with performance appraisals, fairness perception arises from evaluations of the ratings received and rewards tied to those ratings, the appropriateness and consistency of the appraisal process, and the explanations and feedback that accompany the communication of performance ratings.

According to Robins (2007) shows that positive perception by employee towards performance management will boost their morale leading to increased productivity, job satisfaction, and lower turnover, reduce absenteeism and improved quality of service. Negative perception will have the opposite outcome and create indifference towards performance evaluation management which will lead to staff preferring to maintain the status quo. The individual perception is heavily influenced by personal characteristics and individual interpretation of the environment including how they perceive the managers and other colleagues. Certain factors influence the individual perceiver such as personal attitude, personality, motives, interests, past experience and expectations. People in organizations often judge management depending on the relationships and conduct of the manager.

1.1.2 Performance Management

Heckett (1998) states that performance management involves clear definition of goals and objectives for the team or individuals, and performance coaching. Some form of performance review and tracking to chart progress and record achievement are key stages leading to comprehensive performance and development plans. Grahams and Bannet (1998) add that performance management involves the integration of employee development with result based assessment. It encompasses appraisal, objective setting, appropriate training programmes and performance related pay. From the foregoing it can be inferred that performance management entails all human managerial activities for initiating and tracking performance of an organization through its staff. Therefore the purpose of performance management is to improve performance by creating accountability to goals and objectives.

According to Williams (1998) performance management is divided into three perspectives: system of managing organizational performance, system of managing employee performance and system of integrating the management of organizational and employee performance. Williams (1998) further notes that managing of organizational

performance involves planning and reviewing. The use of this model is the determination of, and implementation of organization's strategy through organization's structure, technology, business systems procedures among others. As a system for managing employee's performances, performance management involves planning managing and appraisal. Performance management is seen as integrating the organizational and employee performance and combines the above two perspectives. Hence the aim of performance management is the development of staff appraisal; improve performance through linking employees' individual's objectives to the firm's strategies. Armstrong (2001) proposes that performance management could be evaluated using scales which can either be behavioural with examples of good, average or inadequate or graphic which present points along a continuum alphabetically (a, d, c, etc), numerically (1,2,3) or by means of initials.

However, while each manager strives to optimize the performance of his division, the overall performance of the organization may be sub-optimized (Rummer and Brache, 1995). Only a performance management practices engenders strategic evolution and ensures goal congruence. As the performance management practices provides a comprehensive, top-down view of organizational performance with a strong focus on vision and strategy, performance management can be greatly facilitated through its use (Missroon, 2000). Dickinson and Johnson (1999, University say Aubrey Daniels of Atlanta was responsible for popularizing the use of performance management as referring to behavioral applications in business and industry. He changed from using the term organizational behavioral management for at least two reasons; it was believed that children 'behaved' while employees 'performed' and the other reasons that 'behavior' was always associated with 'bad' or inappropriate behavior. This article concludes that 'performance management is about positive reinforcement and behavior'. Performance management is the systematic, data oriented approach to managing people at work that relies on positive reinforcement as the major way to maximize performance (Slottje, 2000). Roger Davis, *Cupa Journal* (1995) defines performance management as a joint process that involves both the supervisor and the employee, who identify common goals,

which correlate to the higher goals of the institution. This process results in the establishment of written performance expectations later used for feedback and performance evaluation. Performance management is a shared process between managers and the teams they manage. It is a strategic and integrated process that delivers sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of individual contributors and teams (Armstrong, 1998).

1.1.3 Performance Management Practices

The concept of performance management practices can be simply understood as a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved. Moreover, as a strategy which relates to every activity of the organization set in the context of its human resource policies, culture, style and communications systems, (Shields,1998). Performance management practices can greatly enhance the effectiveness of organizations by letting employees know what they are doing well and what they need to improve, while motivating employees to change key behaviors. Yet performance management practices often fall short of their potential. Providing employees with feedback can positively influence future performance, but sometimes it has the opposite effect providing feedback decreases performance. Professionals must understand and create situations where feedback helps rather than hurts, (Ferriera 2005).

Dissatisfaction with the performance appraisal process is not new. Both managers and employees respond negatively to performance management systems. Managers often dislike having to rate employees and communicate performance information especially negative information. Employees often feel the process is unfair and reject the information. So we end up with both parties motivated to avoid the appraisal

discussion,(Smith, 1997). Performance management discussions are generally easier and employees are more open to feedback when the manager and employee have the foundation of a good relationship. In other words, feedback has a more positive effect when there is trust between the manager and employee. My research suggested that, even for employees who may not have good relationships with their managers, a few key things your mother probably taught you can go a long way in getting employees to be more receptive to feedback and willing to change. , Be considerate: Let the other person speak. A two-way communication about performance will work better than having the supervisor tell the employee the way things are. Remember how it felt to have your parents tell you the way life is or the way you should feel, without asking for your view? Allow employees to provide their perspective on the situation. How did they see their performance? What are the factors they believe influenced meeting their goals (Merchant 2003).

1.1.4 Overview of the World Bank, Kenya Country office

The World Bank Group (WBG) is a family of five international organizations that makes leveraged loans, generally to poor countries. The WBG came into formal existence on 27 December 1945 following international ratification of the Bretton Woods agreements, which emerged from the United Nations Monetary and Financial Conference .The current understanding of performance management practices at World bank and the consequences of different performance management and control system designs keeps changing as per the fragmentary nature of the accounting and control research. At World bank, performance management practices are utilized in various areas such us; strategic planning, performance measurement and monitoring, business intelligence, analytics, people management, reporting, financial planning & budgeting, forecasting, data warehousing, risk management, project & programme management, business process optimization, knowledge management, dashboards, scorecards, metrics and key performance indicators.

Modern performance management approaches bring together these key aspects of management to form an integrated approach. In the past, performance management was sometimes narrowly associated with either people management (e.g. performance appraisals and dealing with underperforming individuals) or performance monitoring (e.g. collecting and reporting of performance indicators), (Otley, 1999). In addition to the more rationalistic approaches, the broad nature of the framework also enables an examination of the 'softer' approaches. The Audit Committee advises on financial and risk management, corporate governance, and oversight issues. The Budget Committee considers business processes, administrative policies, standards, and budget issues that have a significant impact on the cost-effectiveness of Bank Group operations. The Committee on Development Effectiveness focuses on operations and policy evaluation and development effectiveness with a view to monitoring progress on poverty reduction. The Personnel Committee advises on compensation and other significant personnel policies.

1.2 Research Problem

Effective use of performance management practices can help organizations to better understand its overall efficiency and effectiveness whether in terms of people, processes or programs (Kaplan,1935) indicates that employee's perception is the degree to which employees feel positively or negatively about their jobs. Positive and negative feelings about one's job lead to job satisfaction and job dissatisfaction respectively. Today, employee perception towards performance management practices will boost their morale leading to increased productivity, job satisfaction, and lower turnover, reduce absenteeism and improved quality of service. Negative perception will have the opposite outcome and create indifference towards performance management practices which will lead to staff preferring to maintain the status quo hence being a barrier to introduction of new technologies in the ministry as dictated by rapidly changing global environment. Many sectors in Kenya has embraced performance management practices specifically in government departments and state corporations. Positive perception of employees

towards performance contracts is key towards the success of performance management practices and performance management. Contextually, performance management practices should be clear, concise and easily understood by everyone involved. Managers and individuals should understand what performance management is trying to achieve, not just how it should be done. Most important, and confirmed by the research, it should seek to align the activities and objectives of all employees from senior executives to operatives to business objectives and goals. Finally, everyone should be able to understand how the outcomes will be used and the benefits for themselves and their organization, (Ndeche, 2000).

World Bank Group has a structured Performance Evaluation Process (PEP) where objectives are set at the beginning of the year and the process is an ongoing process whereby feedback is shared between management and staff. At the end of the year, staff are required to undertake self – assessment to outline what they have achieved during the course of the year. Discussions are held between supervisors and staff to determine whether the objectives were met and to determine whether the staff member is eligible for promotion. This process also determines the salary increment of the staff depending on their performance. Despite this, what baffles me is that staff are not motivated to complete the self – assessment process although they know that this process is important for the personal remuneration and career growth. It appears that their perception of the whole process is basically of formality and management have predetermined course of action which is not determined by performance.

Several studies have been done on performance management practices in Kenya; Odadi (2002) studied the process and experience of implementing the performance management practices techniques, a descriptive survey of Stanbic Bank, Kenya. This study established that due to the rapid change in the business environment, organizations require a performance management system that will encompass both the financial and non financial factors, highly recommending the performance management practices. Kiragu (2005) carried out a survey on the adoption of the performance management practices by

selected companies in Kenya. The findings indicated that approximately sixty nine percent of companies use financial and non-financial performance measures and have a link between the two. However most companies do not call these performance management practices, though their practices model those of the performance management practices. Njiru (2007) studied the use of performance management practices in strategy implementation by quoted companies in the NSE. The findings indicated that thirty five percent of the companies quoted in the NSE are currently using the performance management practices model, showing that the model is gaining popularity. As per the researcher's knowledge, none of these studies focused on World Bank employee's perception of performance management practices, in Kenya. This study thus seeks to fill the gap by seeking answers to the question: what is the perception of staff towards performance management practices in the World Bank?

1.3 Objectives of the Study

i) To establish the perception of staff towards performance management practices at World Bank Group.

1.4 Significance of the Study

First the value of this study will form a theoretical understanding which will help in appreciating performance management strategy as an achieving strategic concept for its contribution to employees' performance. It will also show the implication of perception of individual employees towards performance management practices in the World Bank Group.

Secondly, the study will assist in identification of factors affecting perception by staff of the World Bank Group towards performance management practices. It will guide those involved in policy making when implementing performance management practices in the various countries.

It offers an opportunity for review of performance management practices within the World Bank Group. It will also offer a window for possible amendments and improvements of performance management practices. In addition, the study broadens the knowledge on performance management practices and provides a basis for further research on the factors perceived by employees as inhibiting the success of performance management practices in the World Bank Group.

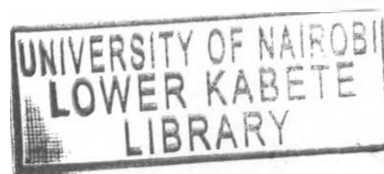
This research will form a basis for further research in this area among academics and lastly, the study will form a theoretical reference in the field of strategic management within its core concepts of performance management practices strategy and responses by employees.

CHAPTER TWO: LITERATURE REVIEW

2.1 Performance Management

The concept of performance management is viewed as a development of individuals, usually members with competencies and commitments, working towards the achievement of shared meaningful objectives within an organization that supports and encourages their achievement. The author notes that the process of performance management relates to the goals and targets set by organization and the subsequent measurement of outputs and outcomes by means of performance indicators. Heckett (1998) states that performance management involves clear definition of goals and objectives for the team or individuals, and performance coaching. Some form of performance review and tracking to chart progress and record achievement are key stages leading to comprehensive performance and development plans.

Performance management is divided into three perspectives: system of managing organizational performance, system of managing employee performance and system of integrating the management of organizational and employee performance. Williams (1998) further notes that managing of organizational performance involves planning and reviewing. The use of this model is the determination of, and implementation of organization's strategy through organization's structure, technology, business systems procedures among others. As a system for managing employee's performances, performance management involves planning managing and appraisal, According to Williams. Moreover, they also involves the integration of employee development with result based assessment. It encompasses appraisal, objective setting, appropriate training programmes and performance related pay. From the foregoing it can be inferred that performance management entails all human managerial activities for initiating and tracking performance of an organization through its staff. Therefore the purpose of performance management is to improve performance by creating accountability to goals and objectives, (Shirley, 2000),



Armstrong (2001) advances the view that the principal aim of performance management should be to support attainment of the organization's strategic objectives by ensuring the availability of a skilled, competent, committed and well-motivated workforce. Performance management is seen as integrating the organizational and employee performance and combines the above two perspectives. It recognizes that employees' performance takes place within the organizational goals and therefore recognizes three levels of performances: Organizational, process function and team individuals. Hence the aim of performance management is the development of staff appraisal; improve performance through linking employees' individual's objectives to the firm's strategies. Armstrong (2001) proposes that performance management could be evaluated using scales which can either be behavioral with examples of good, average or inadequate or graphic which present points along a continuum alphabetically.

2.2 Performance Management Practices

Carried out well, performance management practices are powerful tools to focus activity and effort and, hence, enhance business performance. Done badly it can disengage staff, foster unproductive activities, waste effort and misdirect rewards, Booth, A.L., & Frank, J. (1999). Performance management practices has been around in the language of HR and people management since the 1980s and its development as a key people management tool can help us understand its contribution and positioning in relation to other key HR activities. Through several manifestations from management by objectives to performance review, performance management practices has been the main vehicle by which managers communicate what is required from employees and give feedback on how well they are achieving job goals.

The subsequent survey (Armstrong and Baron 1997) found there was generally consensus that the term encompassed a range of activities to manage individual performance, but these activities were clustered around the areas of development and reward. Hence this work was able to make a differentiation between pay-led performance management

systems and development-led systems. Only in 2005 did the work by Armstrong and Baron provide evidence for performance management as a vehicle to integrate a number of activities focused on individual contribution, such as career planning, talent management and learning and development.

Figure 1: Employee Performance Management Cycle



Source: Immelt,(2003). **In search of global leaders.** *Harvard Business Review* (Aug;81(8):38-45, 139)

2.2.1 Planning work and setting expectations

Planning work means deciding what work will be assigned to staff and ensuring that all work supports organizational goals. Setting performance expectations informs staff of what is required for successful work performance. Involving employees in the planning process helps them understand how their work contributes to the goals of the organization. Clear performance expectations always increase employee understanding of

performance criteria, provide a feedback communication tool and focus on performance results, (Baker, 2008).

Planning is the first step in the performance management process cycle and provides the foundation for an effective process. According to Neely (2005) planning helps to encourage commitment and understanding by linking the employee's work with the organization's goals and objectives. The planning phase establishes expectations of how the work is to be performed. Results, rather than activities, should be the focus in evaluating performance. Expectations should be clearly stated and the results measurable (Kaplan, 1996).

According to Bourne (2005), mutual commitment must be established between the supervisor and the employee with respect to expectations. There is no recipe for gaining commitment, but open and honest two-way communication is an important first step. As the employee, you should be prepared to discuss your responsibilities, past accomplishments and future plans openly and honestly with your supervisor

In an effective organization, work is planned out in advance. Planning means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives Neely (2005). Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done.

According to Heckett (1998) the regulatory requirements for planning employees' performance include establishing the elements and standards of their performance appraisal plans. Performance elements and standards should be measurable, understandable, verifiable, equitable, and achievable. Through critical elements, employees are held accountable as individuals for work assignments or responsibilities. Employee performance plans should be flexible so that they can be adjusted for changing program objectives and work requirements. When used effectively, these plans can be

beneficial working documents that are discussed often, and not merely paperwork that is filed in a drawer and seen only when ratings of record are required.

Goals can be developed in a number of ways. They can be drafted by the employee, written by the supervisor, written jointly, cascaded or aligned. It is the supervisor's responsibility to provide general guidance on the nature and number of employee goals. Therefore, before an employee can enter goals, a conversation between the employee and supervisor is required. During this conversation, the supervisor broadly outlines the goals for the year and may then ask the employee to develop and enter more specific goals on the 'Performance Goals' tab (Bourne, 2005).

At the beginning of the performance management cycle, it is important to review with employees their performance expectations, including both the behaviors employees are expected to exhibit and the results they are expected to achieve during the upcoming rating cycle. Behaviors are important because they reflect how an employee goes about getting the job done—how the individual supports the team, communicate, mentor others and so forth. We are all familiar with employees who may achieve exceptional results but are extremely difficult to work with, unhelpful or exhibit maladaptive behaviors at work. Because such behaviors can be extremely disruptive, behavior is important to consider in most work situations. On the other hand, an employee can be extremely helpful, considerate and interpersonally effective, yet never achieve any important results (Bourne, 2005).

Behavioral and results expectations should be tied to the organization's strategic direction and corporate objectives. In fact, if developed and implemented properly, performance management systems drive employees to engage in behaviors and achieve results that facilitate meeting organizational objectives. For example, if improving customer service is determined to be critical to an organization's future success, including customer service related expectations and rewards in the performance management system will not only communicate its importance but also promote increases in behaviors and results

related to this area. Similarly, if effective teaming with strategic partners is a key organizational value, the performance management system should hold employees accountable for effective collaboration (Booth, & Frank, 1999).

According to Kaplan, (1996), while goals and expected results can be established for the entire rating cycle, many employees are in jobs that are characterized by continual change. Under these circumstances, it may be necessary to set nearer-term goals in order to ensure that they are sufficiently specific and achievable to have positive motivating effects. In addition, feedback should be given and appraisals can be performed as employees reach key milestones or achieve goals during the rating period.

2.2.2 Observing Individual Performance

Observing individual performance means observing your employees in action, reviewing work products, and providing ongoing feedback focusing on performance. Ongoing observation provides an opportunity to check if employees are meeting performance expectations, change unrealistic expectations, recognize achievements along the way and address gaps in knowledge or skills and address problematic performance, (Robins, 1985).

In an effective organization, assignments and projects are monitored continually. Monitoring well means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals (Cole, 1996).

According to Otley (2009), regulatory requirements for monitoring performance include conducting progress reviews with employees where their performance is compared against their elements and standards. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. And by monitoring continually, unacceptable performance can be identified at any time during the appraisal period and assistance

provided to address such performance rather than wait until the end of the period when summary rating levels are assigned.

Providing on-going feedback to employees about their performance is very important for maintaining productive working relationships, for accomplishing goals, and for general work performance reinforcement or redirection. Reinforcement occurs when a supervisor wants an employee to continue performing as they have been performing. Redirection however occurs when the employee needs to change what or how they've been performing (Lohman, 2004).

During the performance planning process, both behavioral 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. (Frank 1999)

The feedback process to work well, experienced practitioners has 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 Williams (1998). 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 (Rakshit, 2006).

2.2.3 Developing the Capacity to Perform

Developing the capacity to perform means providing ongoing feedback, building on strengths, and providing growth opportunities to strengthen job-related skills and competencies. Results-oriented developmental strategies may include, formal training, on-the-job training (OJT), mentoring, coaching, rotational assignments, job shadowing and job aids,(Ansoff ,2004).

Under developing the capacity to perform, management practices must be flexible to deal with the changing environment (Cole, 1996). The higher the hierarchy of management, the more attention is paid in planning, particularly in setting out goals and strategies for a long period ahead. The management practices should consider the activities that all the departments are involved in so that they may plan towards achieving the demands of the whole organization. This management practices should be continuous and should also be aligned to the external environment. Strategic management practices that take into account the dynamic changes of both the internal and external environment will minimize risks and uncertainties.

In an effective organization, employee developmental needs are evaluated and addressed. Developing in this instance means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or other methods. Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology (Neely, 2005).

According to Cole, (1996) carrying out the processes of performance management provides an excellent opportunity to identify developmental needs. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. Areas for improving good performance also stand out, and action can be taken to help successful employees improve even further.

2.2.4 Evaluating Performance

Evaluating Performance is an on-going process. Documented, formalized performance evaluations include performance expectations, managerial observations, and performance objectives, and identify both growth opportunities, and successes. Employee evaluations should be conducted at least annually and there should be no surprises. Performance evaluations are to be provided to probationary employees on a timely basis, provided at least annually after employees have passed their probationary period, consistent with the goals and expectations discussed with the employee, objective and directly linked to job requirements,(Stephen 2002).

From time to time, organizations find it useful to summarize employee performance. This can be helpful for looking at and comparing performance over time or among various employees. Organizations need to know who their best performers are (Otley, 2009).

Within the context of formal performance appraisal requirements, rating means evaluating employee or group performance against the elements and standards in an employee's performance plan and assigning a summary rating of record. The rating of record is assigned according to procedures included in the organization's appraisal program. It is based on work performed during an entire appraisal period. The rating of record has a bearing on various other personnel actions, such as granting within-grade pay increases and determining additional retention service credit in a reduction in force. Although group performance may have an impact on an employee's summary rating, a rating of record is assigned only to an individual, not to a group (Rakshit, 2006).

A self-evaluation is a great opportunity for employees to honestly and objectively consider and document their performance. Employees must also know how to complete a self-evaluation and be comfortable with the process. Properly conducting a self-evaluation can make the difference between a meaningful evaluation and one that is less effective. Interim reviews and annual evaluations begin with an employee's self-evaluation of performance goals and competencies. While not required, employees are encouraged to complete this self-evaluation ensuring their voice is heard in the process. Following the employee's self-evaluation, the supervisor rates the employee separately on both goals and competencies and provides an overall rating. All ratings should be supported with comments providing specific examples of observed performance during the current evaluation cycle (Lohman, (2004).

According to Lohman, (2004), for performance management purposes, competencies should be defined in terms of important job behaviors and expectations that are associated with them. Defining competencies behaviorally provides a solid basis for differentiating between employees who are performing more or less effectively than others. The competencies should also be defined to reflect different levels of responsibility, complexity and difficulty that characterize employees' jobs at different levels in an organization. Employees at different job levels are certainly paid differently, based on their experience, responsibility and contributions. For performance evaluation purposes, it is important to articulate clearly how expectations change at different job levels as well as what reflects more or less effective job performance at each level.

A critical issue faced by organizations is how to measure and evaluate results. Some results can be evaluated by tracking various objective indicators of performance, such as dollar volume of sales, profitability and amount of product produced. Due to the inherent difficulties in collecting good objective performance measures, many organizations have moved the evaluation of results to collecting information on employees' most meritorious accomplishments and the impact of these contributions

2.2.5 Recognizing Successful Performance

Managers should recognize employees individually and as members of groups for their performance. They should acknowledge employee contributions to the organization's mission. Recognition can be formal or informal and as with providing feedback, it should be ongoing. It can be as simple as saying "thank you" or writing a letter of appreciation. Inexpensive ways to recognize: Create success ceremonies provide recognition certificates, give out recognition letters, create "Behind the Scenes Recognition Certificates" for those not usually in the limelight who were key to the success of a project or initiative and coordinate a "Thank you" call from the Director, (Lienert, 2003).

In an effective organization, rewards are used well. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative (Rakshit, 2006).

According to Bourne (2005), good performance is recognized without waiting for nominations for formal awards to be solicited. Recognition is an ongoing, natural part of day-to-day experience. A lot of the actions that reward good performance — like saying "Thank you" — don't require a specific regulatory authority. Nonetheless, awards regulations provide a broad range of forms that more formal rewards can take, such as cash, time off, and many nonmonetary items. The regulations also cover a variety of contributions that can be rewarded, from suggestions to group accomplishments.

2.3 Employees Perception towards Performance Management Practices

Carried out well, performance management is a powerful tool to focus activity and effort and, hence, enhance business performance. Done badly it can disengage staff, foster unproductive activities, waste effort and misdirect rewards, Booth, & Frank,(1999). What an individual perceives depends on their characteristics, size and intensity of the stimuli and their exposure to the stimuli. Attention is a fundamental component of perception that is often used to differentiate higher order cognitive processes from those that are purely sensory. Individual differences in abilities and cognitive styles are also important in perception. Attribution refers simply to how a person explains the cause of another's or her own behavior.

Being a process by which people draw conclusions about the factors that influence one another's behavior, applied to social perception therefore are two types of attributions that people make: dispositional attribution which ascribe a person's behavior to internal factors such as personality traits, motivation or ability and situational attributions which attributes a person's behavior to external factors such as equipment or social influence from others Bacon, (1986). PT. Telkom as one of the large SOEs, the main human resource management on performance management has been very good. Effective assessment of employee perception towards performance management practices is always positive on a performance management practice which provide the ability to asses guidance to subordinates (coaching), initiative, ability finding information, understanding people capability, ability affect other people, capability building a working relationship with others (team work), conceptual thinking ability, expertise and trust, (Frank1999)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research design used was a descriptive survey. Descriptive survey determines and reports the way things are and commonly involves assessing attitude, opinions towards individuals, organizations and procedures. This design by answering the what, how, why and which phenomenon will best elicit the study objective of establishing perception of employees towards performance management practice at world bank group Kenya country office (Mugenda and Mugenda, 2003).

3.2 Population of Study

The population of the study was all employees of World Bank group Kenya country office. There is a total number of approximately two hundred employees in the bank, divided into senior management, middle level management, supervisory and support staff (human resource enrollment register, 2010).

3.3 Sample

The research used censer study because it enabled generalization of a larger population with a margin of error that is statistically determinable. Mugenda and Mugenda, (2003) posts that 50% of the population in each level was sampled and considered large enough to provide a good basis for valid and reliable conclusions.

3.4 Data Collection

Primary data was used in this study. The data was collected by use of self-administered questionnaires method and through email. The questionnaire will be divided into the following sections: respondent's background/profile, perception of staff towards performance management practices. The questionnaire comprised semi structured questions. The questionnaire had the following sections; section A which had back

ground information of the employees while section B had perception of staff on Performance Management.

3.5 Data Analysis

The questionnaires were adequately checked for reliability and verification. The data collected shall be edited for accuracy, uniformity, consistency, completeness and arranged to enable coding and tabulation before final analysis. The quantitative data was analyzed through descriptive statistic techniques such as frequency distribution tables, summarized percentages, proportions, means and standard deviation. The data was presented using charts and tables.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS & INTERPRETATION

4.1 Introduction

This chapter analyses the results of the data obtained through the questionnaire, discusses those results and the interpretation. The research objective was to establish the perception of staff towards performance management practices at World Bank Group. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2 The Response Rate

A total of 100 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 100 questionnaires used in the sample, 82 were returned represented a response rate of 82%, which the study considered adequate for analysis. However, 18 questionnaires were not returned making 18% non-response. The findings are presented in percentages and frequency distributions, mean and standard deviations.

4.3 Demographic Information

This section presents the demographic findings of the study. The respondents were asked to indicate their gender, job level, period of service, terms of employment and highest academic qualifications. The findings are discussed below.

4.3.1 Gender of respondents

The respondents were asked to indicate their gender bracket of the respondents. The results as shown in Table 4.1 below indicate that 62.2% of the respondents were male while 37.2% of the respondents were female.

	Frequency	Percentage
Male	51	62.2
Female	31	37.8
Total	82	100.0

Table 4.1: Gender of Respondents

This indicates that male respondents were dominant in the World Bank Group, Kenyan Country Office. This shows that there is a gender disparity among the respondents but meets the requirement of one-third rule on gender representation policy in the Bank.

4.3.2 Job level of the respondent in the organization

The respondents were asked to indicate their job level. The results as shown in Table 4.2 below indicate that 19.5% % of the respondents were in senior level, 45.1%) , middle and 35.4%, lower level.

	Frequency	Percentage
Senior staff	16	19.5
Middle level staff	37	45.1
Lower level staff	29	35.4
Total	82	100.0

Table 4.2: Job level of the respondent

This indicates that most of the employees are in the lower and middle level categories compared to senior management staff. This is in line with the staff establishment in any organization.

4.3.3 Period of Service

The respondents were asked to indicate the length of service in the organization. The results in Table 4.3 below indicate that 50% had worked for less than 5 years, 34.1% had worked for a period of between 5 – 10 years while 15.9% had worked for a period between 10 – 15 years.

	Frequency	Percentage
Less than 5 years	41	50
5 – 10 years	28	34.1
10 – 15 years	13	15.9
Total	82	100

Table 4.3: Period of Service

These results show that respondents (50%) have worked in the organization for more than 5 years which means that they have been in the World Bank |Group, Kenya Country Office long enough to understand and appreciate the performance management practices adopted by the Bank.

4.3.4 Terms of Employment

The respondents were asked to indicate their terms of employment in the organization. The results in Table 4.4 below indicate that 56.1% were on contract while 43.9% were on permanent basis.

Terms Of Employment	Frequency	Percentage
Permanent	36	43.9
Contract	46	56.1
Total	82	100.0

Table 4.4: Terms of Employment

These results show that respondents 56.1% of the employees were on contract. This practice is in line with the United Nations Agencies policy.

4.3.5 Highest Academic Qualification

The respondents were asked to indicate their levels of education. The results in Table 4.5 below indicate that 41.5% of the respondents had postgraduate education while 37.8% had undergraduate and 20.7% had college education.

	Frequency	Percentage
Post-graduate	34	41.5
Undergraduate	31	37.8
College education	17	20.7
Total	82	100

Table 4.5: Highest Academic Qualification

This shows that 79.3% of the respondents had a first degree and above, hence competent enough to give concrete information on employee perception of performance management practices at the World Bank Group, Kenya Country Office.

4.4 Perception towards Performance Management Practices at the World Bank Group

Respondents' views were sought on the employees' perception towards performance management practices at the World Bank Group, Kenya Country Office. Their perceptions were required on areas of planning, observation, developing capacity and evaluating performance management practices. Using a five (5) point likert scale, where 1 represents "Strongly Disagree" while 5 represents "Strongly Agree". The opinion of the respondents is considered positive if the mean of those who strongly agree is ≥ 4.5 , agree if the mean is 3.5 – 4.5. The opinion of the respondents is considered neutral if the mean of those who neither agree nor disagree is 2.5 – 3.5. The opinion is considered negative if the mean of those who disagree is 1.5 – 2.5 and the mean of those who strongly disagree is < 1.5 .

4.4.1 Planning on Performance Management Practices

Planning is a significant component of performance management practices. Respondent's views were sought on the employee perception towards performance management practices at the World Bank Group, Kenya Country Office.

Planning on Performance Management Practices	Mean	Standard Deviation
Continuous change in the environment is factored in the performance management practices	4.0470	0.3534
Employees are involved in the planning process to helps them understand how their work contributes to the performance management practices goals of the organization	4.5217	0.0673
The setting of performance management practices goals and expectations informs staff of what is required for successful performance management practices	4.3261	1.4728
There are adequate controls to ensure effectiveness of performance management practices	4.1522	0.4196
Planning of performance management practices are in line with the main company strategic plans	3.2391	1.7567
Planning helps to encourage commitment and understanding by linking the employee's work with the organization's performance management practices goals and objectives	4.1957	0.1802
Mutual commitment to performance management practices is established between the supervisor and the employee with respect to expectations	4.2391	1.1866
Supervisor's provide general guidance on performance management practices and expected goals	4.8261	0.2272

Behavioral and results expectations are tied to the performance management practices and organization's strategic direction and corporate objectives	3.5461	1.5728
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Table 4.6: Planning and employee expectation

The results as shown in table 4.6 below indicate that the respondents strongly agree that supervisor's provide general guidance on performance management practices and expected goals (M=4.82), employees are involved in performance management practices planning process to helps them understand how their work contributes to the goals of the organization (M=4.52). They also agreed that employees are involved in setting the performance management practices targets (M=4.32). They also agreed that mutual commitment on performance management practices is established between the supervisor and the employee with respect to expectations (M=4.23), planning helps to encourage commitment and understanding of performance management practices by linking the employee's work with the organization's goals and objectives (M=4.19). They agree that there are adequate controls to ensure effectiveness of performance management practices (M=4.15) and that continuous change in the environment is factored in the performance management practices (M=4.04). Respondents agree that behavioral and results expectations are tied to performance management practices and organization's strategic direction and corporate objectives (M=3.54). However, the respondent neither agreed nor disagreed on whether planning of performance management practices are in line with the main company strategic management (M=3.23).

In summary it can be said that the employees' perception of the performance management practices at World Bank Group, Kenya Country Office shows that employees are involved in the planning process at the Bank. Supervisors provide general guidance on performance management process and expected goals. Employees are involved in the planning process to helps them understand how their work contributes to the goals of the organization. Staffs are involved in setting the performance targets. Mutual commitment is established between the supervisor and the employee with respect

to expectations. Planning helps to encourage commitment and understanding by linking the employee's work with the organization's goals and objectives. There are adequate controls to ensure effectiveness of performance management practices. Continuous change in the environment is factored in the performance management practices and behavioral and results expectations are tied to the organization's strategic direction and corporate objectives. However, the respondent neither agreed nor disagreed on whether planning practices are in line with the main company strategic performance management practices.

4.4.2 Observing Performance Management Practices

Observing performance management practices is another important component. Respondent's views were sought on the employees perception of performance management practices at the World Bank Group, Kenya Country Office.

Observing Performance Management Practices	Mean	Standard Deviation
Observing performance management practices entrains observing employees in action, reviewing work products.	3.6043	1.35414
Products as defined under the strategy involve and provide ongoing feedback focusing on performance management practices	4.8913	1.52682
Staff of the Institution are doing their utmost to meet the set performance management practices	4.1957	1.53242
There is adequate knowledge and expertise within the institution to implement the performance management practices	3.1522	1.55156
There are adequate controls to ensure performance management practices strategy milestones are met	4.9130	1.40114
Assignments and projects are monitored continually on	4.5435	1.43022

performance management practices		
Progress reviews with employees are conducted performance management practices compared against their elements and standards	3.0432	0.09652
Feedback to is provided to employees regularly about performance management practices	4.2391	0.7567
Effective ongoing performance management practices conversations between managers and employees is most important determinant of whether or not a performance management practices will achieve its maximum benefits from a coaching and development perspective	4.1957	0.1802

Table 4.7: Observing Performance Management Practices

The results as shown in table 4.7 above indicate that respondents strongly agree that there are adequate controls to ensure strategy milestones are met at the Bank (M=4.91) and that products as defined under the strategy involve and providing ongoing feedback focusing on performance management practices (M=4.89). They also strongly agree that assignments and projects are monitored continually on performance management practices (M=4.54). They agree that feedback to is provided to employees regularly about their performance management practices (M=4.23) and that effective ongoing performance management practices conversations between managers and employees is most important determinant of whether or not a performance management practices will achieve its maximum benefits from a coaching and development perspective (M=4.19). Respondents also agree that staff of the Institution are doing their utmost to meet the set performance management practices (4.19) and that observing performance management practices entrains observing employees in action, reviewing work products (M=3.60). However, the respondent neither agreed nor disagreed on whether there is adequate knowledge and expertise within the institution to implement the performance management practices (M=3.15). They did not agree that progress reviews with

employees are conducted and their performance management practices is compared against their elements and standards (M=3.04).

In conclusion it can be said that the employees perception of the performance management practices at World Bank Group, Kenya Country Office show that employees perception is that there are adequate controls to ensure performance management practices strategy milestones are met at the Bank. Products as defined under the strategy involve and provide ongoing feedback focusing on performance management practices. Assignments and projects are monitored continually on performance management practices. Feedback is provided to employees regularly about their performance management practices. Effective ongoing performance management practices conversations between managers and employees is most important determinant of whether or not a performance management practices will achieve its maximum benefits from a coaching and development perspective. Staff of the Institution are doing their utmost to meet the set performance management practices. Observing performance management practices entrains observing employees in action, reviewing work products. However, the respondent neither agreed nor disagreed on whether there is adequate knowledge and expertise within the institution to implement the performance management practices and progress reviews with employees are conducted and their performance management practices are compared against their elements and standards.

4.4.3 Developing the Capacity to Performance Management Practices

Developing of Capacity to performance management practices was also considered an important factor. Respondent's views were sought on the perception of observing individual performance at the World Bank Group, Kenya Country Office.

Developing the Capacity to Performance Management Practices	Mean	Standard Deviation
Staff meet regularly to discuss actions under the performance management practices	4.6043	0.35414
Deadlines and milestones under performance management practices development are constantly reviewed	4.8913	1.52682
Implementation steps of performance management practices and processes are working correctly	4.1957	1.53242
The performance management practices consider the activities that all the departments are involved in so that they may plan towards achieving performance management practices goals in the whole organization	4.9130	1.40114
Training and developmental opportunities of performance management practices helps employees keep up with changes in the workplace, such as the introduction of new technology	4.7542	0.9673
Training and developmental opportunities strengthens performance management practices skills and competencies	4.9265	0.0547

Table 4.8: Developing the Capacity to Performance Management Practices

The results as shown in table 4.8 above indicate respondents strongly agree that training and developmental opportunities strengthens job-related skills and competencies (M=4.92) and that the performance management practices consider the activities that all the departments are involved in so that they may plan towards achieving the performance management practices goals in the whole organization (M=4.91). They also strongly agreed that deadlines and milestones under performance management practices development are constantly reviewed (M=4.89) and that training and developmental opportunities helps employees keep up with changes in the workplace, such as the introduction of new technology (M=4.75). Respondents strongly agree that staff meet

regularly to discuss actions under the performance management practices (M=4.60). On the other hand, respondents agree that implementation steps of performance management practices and processes are working correctly (M=4.19).

In conclusion it can be said that the employees perception of the performance management practices at World Bank Group, Kenya Country Office show that employees perceive that training and developmental opportunities strengthens performance management practices skills and competencies. The performance management practices consider the activities that all the departments are involved in so that they may plan towards achieving the performance management goals of the whole organization. Deadlines and milestones under performance management development are constantly reviewed. Training and developmental opportunities of performance management practices helps employees keep up with changes in the workplace, such as the introduction of new technology. Staff meet regularly to discuss actions under the performance management practices. Implementation steps of performance management practices and processes are working correctly.

4.4.4 Evaluating Performance Management Practices

Evaluating performance management practices was also considered as an important aspect. Respondent's views were sought on the perception of evaluating performance management practices at the World Bank Group, Kenya Country Office.

Evaluating Performance Management Practices	Mean	Standard Deviation
Evaluating performance management practices is an on-going process	4.5642	0.2243
Organizations need to know their best performance management practices	4.9416	0.1689
The rating of record is assigned according to performance management practices procedures included in the	4.5682	0.7833

organization's appraisal program		
Rating of performance management practices record is assigned only to an individual	4.7174	0.3471
Employees know how to complete a self-evaluation of performance management practices and are comfortable with the process	3.4783	1.97575
The organizations face challenges on how to measure and evaluate performance management practices results	2.8913	0.73181

Table 4.9: Evaluating Performance Management Practices

The results as shown in table 4.9 above strongly agree that organizations need to know their best performance management practices (M=4.94) and that rating of performance management practices record is assigned only to an individual (M=4.71). Respondents also strongly agreed that the rating of performance management practices record is assigned according to procedures included in the organization's appraisal program (M=4.56) and that evaluating performance management practices is an on-going process (M=4.56) However, the respondent were neutral on whether the employees know how to complete a self-evaluation of the performance management practices and that they are comfortable with the performance management practices process (M=3.47). Respondents were not sure whether the Bank face challenges on how to measure and evaluate performance management practices results (M=2.89).

In conclusion it can be said that the employee's perception of the performance management practices at World Bank Group, Kenya Country Office show that employees agreed that performance management practices rating of record is assigned only to individuals and according to procedures included in the organization's appraisal program and that evaluating performance management practices is an on-going process However, the respondent neither agreed nor disagreed on whether the employees know how to complete a self-evaluation of performance management practices and are comfortable

with the performance management practices process and whether the Bank face challenges on how to measure and evaluate performance management practices results.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussions of the key findings presented in chapter four, conclusions drawn based on such findings and recommendations on performance management practices. This chapter is, thus, structured into discussions, conclusions, recommendations and areas for further research.

5.2 Summary of the findings

In summary it can be said that the employees perception of the performance management practices at World Bank Group, Kenya Country Office is that employees perceived that they are involved in the performance management practices planning process at the Bank. Supervisors provide general guidance on performance management practices and expected goals. Employees are involved in the performance management practices planning to helps them understand how their work contributes to the performance management practices goals of the organization. Staff are involved in setting the performance management practices targets. Mutual commitment on performance management practices is established between the supervisor and the employee with respect to expectations. Planning helps to encourage commitment and understanding of performance management practices by linking the employee's work with the organization's goals and objectives. There are adequate controls to ensure effectiveness of performance management practices. Continuous change in the environment is factored in the performance management practices and behavioral and results expectations are tied to the performance management practices and the organization's strategic direction and corporate objectives. However, the respondent neither agreed nor disagreed on whether

planning practices are in line with the main company strategic performance management practices.

The findings indicate that the employees perception of the performance management practices at World Bank Group, Kenya Country Office shows that there are adequate controls to ensure strategy milestones on performance management practices are met at the Bank. Products as defined under the strategy involve and provide ongoing feedback focusing on performance management practices. Assignments and projects on performance management practices are monitored continually. Feedback is provided to employees regularly about the performance management practices. Effective ongoing performance management practices conversations between managers and employees is most important determinant of whether or not a performance management practices will achieve its maximum benefits from a coaching and development perspective. Staff of the Institution are doing their utmost to meet the set performance management practices. Observing performance management practices entrains observing employees in action, reviewing work products. However, the respondent neither agreed nor disagreed on whether there is adequate knowledge and expertise within the institution to implement the performance management practices and progress reviews with employees are conducted and their performance management practices are compared against their elements and standards.

The results show that the employees perception of the performance management practices at World Bank Group, Kenya Country Office is that training and developmental opportunities strengthens performance management practices skills and competencies. The performance management practices consider the activities that all the departments are involved in so that they may plan towards achieving performance management practices demands of the whole organization. Deadlines and milestones under capacity development of performance management practices are constantly reviewed. Training and developmental opportunities on performance management practices helps employees keep up with changes in the workplace such as the

introduction of new technology. Staff meet regularly to discuss actions under the performance management practices. Implementation steps of performance management practices and processes are working correctly.

In conclusion it can be said that the employee's perception of the performance management practices at World Bank Group, Kenya Country Office show that employees agreed that performance management practices rating of record is assigned only to individuals and according to procedures included in the organization's appraisal program and that evaluating performance management practices is an on-going process. However, the respondent neither agreed nor disagreed on whether the employees know how to complete a self-evaluation of performance management practices and are comfortable with the performance management practices process and whether the Bank face challenges on how to measure and evaluate performance management practices results.

5.3 Conclusions

From the study it can be concluded that the perception of employees towards performance management practices is very critical in all organizations as this motivates them to achieve the goals set by the organization and the respondents agreed to the various aspects of performance management practices in line with the planning and employee expectation, observing performance management practices, developing the capacity of performance management practices to perform and evaluating performance management practices which are crucial to managing the output given by the employees of the World Bank, Kenyan Country Office.

5.4 Recommendations

It can be recommended from the study that the World Bank, Kenyan Country Office should enhance the various parameters mentioned on the employees perception towards performance management practices in the Bank and widen the scope on other parameters that may be used to gauge the levels of performance management practices in the Bank by the employees.

5.5 Suggestions for further study

This study has examined the perception of employees towards performance management practice at World Bank group Kenya Country Office. To this end therefore the same study should be carried out in other organizations to find out if the same results would be obtained. The study used a sample size of 100 and thus the study suggests that for other studies dealing with the same, a larger sample size should be used.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

This questionnaire seeks to collect information on the perception of staff of World Bank Group in the Kenya Country Office towards performance management practice.

SECTION A: Details of Staff

Background Information

1. Department
2. What is your gender?
 - a) Male []
 - b) Female []
3. Please indicate your job level
 - a) Senior staff []
 - b) Middle level staff []
 - c) Lower level staff []
5. Period of service in the World Bank Group
 - a) Less than 5 years []
 - b) 5 – 10 years []
 - c) 11 – 15 years []
 - d) 16 – 20 years []
 - e) 21 – 25 years []
3. Please indicate your terms of employment
 - a) Permanent []
 - b) Contract []
4. What is your highest academic qualification (please tick as appropriate)
 - a) Primary education []
 - b) Secondary education []
 - c) College education []
 - d) Undergraduate []
 - e) Post-graduate []

SECTION B: This section seeks to establish the perception of staff of the World Bank Group performance management:

Rate the extent to which the following potential performance management practices has been realized by your bank.

Please indicate your level of agreement with the statements given below.

Where: 5- Strongly Agree 4-Agree 3-Neutral 2-Disagree 1-Strongly Disagree.

Planning and employee expectation	1	2	3	4	5
Continuous change in the environment is factored in the management practices					
Employees are involved in the planning process to helps them understand how their work contributes to the goals of the organization					
The setting of performance expectations informs staff of what is required for successful work performance					
There are adequate controls to ensure effectiveness of performance management practices					
Planning practices are in line with the main company strategic management					
planning helps to encourage commitment and understanding by linking the employee's work with the organization's goals and objectives					
mutual commitment is established between the supervisor and the employee with respect to expectations					
supervisor's provide general guidance on the nature and number of employee goals					
Behavioral and results expectations are tied to the organization's strategic direction and corporate objectives					

Observing individual performance	1	2	3	4	5
Observing individual performance entrains observing employees in action, reviewing work products.					
Products as defined under the strategy involve and providing ongoing feedback focusing on performance					
Staff of the Institution are doing their utmost to meet the set performance standards					
There is adequate knowledge and expertise within the institution to implement the performance practices					
There are adequate controls to ensure strategy milestones are met					
assignments and projects are monitored continually					
There is conducting of progress reviews with employees where their performance is compared against their elements and standards					
on-going feedback to employees about their performance is very important for maintaining productive working relationships, for accomplishing goals, and for general work performance reinforcement or redirection					
effective ongoing performance conversations between managers and employees is most important determinant of whether or not a performance management system will achieve its maximum benefits from a coaching and development perspective					

Developing the capacity to perform	1	2	3	4	5
Staff meet regularly to discuss actions under the performance management					
Deadlines and milestones under capacity development are constantly reviewed					
Implementation steps performance management and processes are working correctly					
The institution has relevant capacity development indicators for all employees					
The management practices consider the activities that all the departments are involved in so that they may plan towards achieving the demands of the whole organization					
employee developmental needs are evaluated and addressed					
Providing employees with training and developmental opportunities encourages good performance					
training and developmental opportunities helps employees keep up with changes in the workplace, such as the introduction of new technology					
training and developmental opportunities strengthens job-related skills and competencies					

Evaluating Performance	1	2	3	4	5
Evaluating Performance is an on-going process					
Organizations need to know who their best performers are					
The rating of record is assigned according to procedures included in the organization's appraisal program					
rating of record is assigned only to an individual, not to a group					
Employees know how to complete a self-evaluation and are comfortable with the process					
The organizations face challenge on how to measure and evaluate performance results					

Rewarding	1	2	3	4	5
Managers recognize employees individually and as members of groups for their performance					
The bank acknowledges employee contributions to the organization's mission. Recognition can be formal or informal and as with providing feedback					
The Institution has adequate motivational capacities to its employees					
The organization reate success ceremonies provide recognition certificates, give out recognition letters, create "Behind the Scenes Recognition Certificates" for those not usually in the limelight					
Good performance is recognized without waiting for nominations for formal awards to be solicited.					
Awards regulations provide a broad range of forms that more formal rewards can take, such as cash, time off, and many nonmonetary items.					

In the scale of 1 to 5 (shown below) indicate the extent to which you perceive the importance of the following statements by agreeing or disagreeing with particular statement:

Key

1. Strongly disagree (totally unimportant)
2. Disagree (unimportant)
3. Neither agree nor disagree (indifferent)
4. Agree (important)
5. Strongly agree (very important)

Statement	1	2	3	4	5
World Bank Group attaches much importance of performance management					
The introduction of performance management has brought much freedom in the performance of duties in the World Bank Group					
World Bank Group is very successful in implementing performance management					
Feedback mechanism in the administration of performance management is very effective					
World Bank Group capacity to achieve its objectives has greatly improved after the introduction of performance management					
There is adequate budget allocation to enable you to achieve the self targets					
Further improvements are necessary to enhance effectiveness of performance management at the World Bank Group					
Allocation of some specific time to discuss performance management					
Training and development of employees of World Bank Group					
Creating organization structures that enhance openness and flexibility					
Salary disparity affects performance					
Introduction of performance management has led to increased performance					
Appreciation of the staff needs and expectations					