

**CHALLENGES OF PERFORMANCE MANAGEMENT
FOR EMPLOYEES WITH DISABILITIES WORKING AT
SAFARICOM LIMITED, KENYA**

JUDITH ANYANGO OCHIENG

**A 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**

NOVEMBER 2013

DECLARATION

This research project is my original work and has not been submitted for examination to any other University.

SIGNED.....
JUDITH ANYANGO OCHIENG
D61/62657/2010

DATE.....

This research project has been submitted for examination with my approval as the University Supervisor.

SIGNED.....
FLORENCE MUINDI
LECTURER
DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY OF NAIROBI

DATE.....

ACKNOWLEDGEMENT

I wish to extend my utmost and sincere gratitude to the various people who contributed with their ideas, opinions and words of encouragement that led to the successful completion of this project .

First and foremost is my supervisor Florence Muindi for good guidance , advice needed and patience in guiding me . Thanks to Prof. K'Obonyo my moderator for challenging me to reflect widely on the topic of study and the various lecturers who tutored me in many courses during the program whom their contributions during coursework cannot be forgotten.

Much appreciation also goes to my colleagues at Safaricom Limited, Customer Care Management team and Retail team for their contributions and encouragement.

Finally, to all my MBA classmates with whom we shared an academic bond during the entire program, your support, insights and contributions have been priceless.

Above all, I thank the almighty God, who has seen me through this academic journey by providing me with good health, knowledge, courage and finances to undertake the study.

DEDICATION

This project is dedicated to my beloved parents Timon and Linet, for their unending support which has been a great inspiration to me and my dear little sister Apoline who has always supported me. I want to thank sincerely my dear husband Collince and my little babies Natallie and Nessie who have stood by me all through this journey. Thank you and May the Lord bless you.

ABSTRACT

Employees play a very essential role in achieving organisational objectives. As performance management of employees is one of the critical undertakings of human capital management to achieve business goals. The current workforce comprises of employees with disabilities whose performance management is equally important. However, the performance management has not been without its challenges. In this line, this study explored the challenges facing performance management of employees with disabilities. The study was a case study of Safaricom Ltd. Ten line manager were interviewed and the data analysed by qualitative content analysis where the identified key challenges were grouped under respective themes and then discussed in line with the thematic approach in the content analysis. Results were reported by means of narratives with explanations of the various major issues that were captured. Elaborate explanations were given describing the pertinent issues that were raised. The study found during performance review, there is lack of openness by employees with disabilities in stating strengths, weaknesses and special adjustments. Differentiating choice from disability based behaviours in another challenge that many face. There is a challenge establishing the exact utility of special adjustments and lack of dynamism in the performance management system to reflect changes such as improvement or deterioration in the nature and severity of the disability. The study identified inadequate training of the line managers as one of the challenges that affected performance management process for employees with disability. With this in mind, there is need in improving manager's ability to manage employees with disability in areas like; knowing what constitutes reasonable adjustments and designing mechanism to establish efficacy and reflect changes, offer relevant training and adequate training to the line managers to enable them handle performance management for employees with disability effectively. The study noted that the firm should introduce a practice of dynamic system which caters for the nature and severity of disability.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
ABSTRACT.....	v
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Performance Management.....	2
1.1.2 Challenges of Performance Management	4
1.1.3 Employees with Disabilities.....	5
1.1.4 Safaricom Ltd.....	6
1.2 Research Problem	7
1.3 Research Objective	9
1.4 Value of the Study	9
CHAPTER TWO: LITERATURE REVIEW.....	11
2.1 Introduction.....	11
2.2 Theoretical Underpinning of Performance Management	11
2.3 Performance Management Practices.....	12
2.4 Challenges of Performance Management	15
CHAPTER THREE: RESEARCH METHODOLOGY	18
3.1 Introduction.....	18

3.2 Research Design.....	18
3.3 Target Population.....	19
3.4 Data Collection.....	19
3.5 Data Analysis	19
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION	20
4.1 Introduction.....	20
4.2 Demographics and Roles of Line Managers	20
4.2.1 Call Centre Line Managers	20
4.2.2 Retail Centre Managers	21
4.3 Employees with Disabilities	21
4.4 Performance Management for Employees with Disabilities at Safaricom Ltd.....	22
4.5 Challenges of Performance Management for employees with disabilities	26
4.6 Discussion	29
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS ..	31
5.1 Introduction.....	31
5.2 Summarised Findings.....	31
5.3 Conclusion	33
5.4 Recommendations.....	33
5.5 Suggestions for further research	33
5.6 Limitations of the Study.....	34

REFERENCES.....	35
APPENDICES	35
Appendix I: Letter of Introduction.....	42
Appendix II: Challenges of Performance Management.....	43

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the contemporary turbulent business operating environment, an organization's long-term success heavily depends on its ability to sustain the delivery of quality products and services (Owen et al, 2001), which largely depends on how effectively employees perform their jobs (Heneman III and Schwab, 1982). Longenecker and Goff (1992) observed that managers and human resource professionals believe that performance management is, thus, a good tool for Human Resource management and performance improvement. It is noted that as competition for talent, marketplace demands, and the changing business environment call for a diverse workforce that is equally treated regardless of gender, ethnicity, age, physical disability and other special needs, performance management becomes imperative. If well designed and implemented, Performance Management can benefit both the employees and the organizations (Coens and Jenkins, 2000).

Managing employees' performance is a continuous process that involves ensuring that the performance of employees contributes to the goals of their teams and the business as a whole. However, researchers, management commentators, and psychometricians, have expressed doubts about the validity and reliability of the performance management process. This becomes more aggravated when it comes to employees with disabilities, given the unique circumstances they have to discharge their duties. While certain disabilities may prevent a person from performing particular jobs, managers cannot discriminate in hiring, promoting, evaluating, or compensating disabled workers.

The increased success of disabled workers has also helped overcome myths about their inability to perform jobs, fit into an organizational culture, or socialize with other workers. When appraising the performance of people with disabilities it is important to assess them based on outcomes rather than focusing on limiting your expectations (Cleveland and Murphy, 1992). Further, the kind of environment that is created by the performance management process optimizes the employees' work performance.

1.1.1 Performance Management

Organizations are run and steered by people and it is through people that goals are set and objectives are realized. The performance of an organization is thus dependent upon the sum total of performance of its employees, while its success will depend on its ability to measure accurately the performance of its staff and use it objectively to optimize them as a vital resource (Biswajeet, 2009). Performance management may be regarded as a control measure used to determine deviations of work tasks with a view of taking corrective action (Dobbins et al., 2004). It is also used to reflect on past performance as the organization plans ahead to enable achieve organizational objectives (Auerbach, 1996). Accurate performance management are crucial for the evaluation of recruitment, selection, and training procedures that lead to improved performance and can also determine training needs, counseling needs, increase employee motivation through the feedback process and may provide an evaluation of working conditions.

Longenecker (1997) contended that a performance management system helps the organization identify three major things: performance standards, core competences,

and communicating the standards and competencies to employees. The term performance may also refer to a set of outcome produced during a certain period and does not refer to the traits, personal characteristics, or competencies of the performer. The evaluation of employees' performance reveals the contribution of an individual in the organisation's objectives. Further, for corrective actions to take place feedback must be provided regularly and it should register both successes and failures (Biswajeet 2009).

Performance management is thus a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong 2006). Boice and Kleiner (1997) point out that the organizational objectives must be determined first before embarking on a performance management process in order to make it effective. Departmental and individual objectives are then formulated which must be consistent with the organizational objectives. All employees involved in the performance rating process must be involved throughout the process as this makes them understand organizational goals, what is expected of them and what they will expect for achieving their performance goals (Bertone *et al.*, 1998).

According to Dobbins *et al.* (2004), performance management is the process of obtaining, analyzing and recording information about the relative contribution of an employee, i.e. a review and discussion of an employee's performance of assigned duties and responsibilities. Torrington and Hall (1998) indicated that Performance Management could be used to improve current performance, provide feedback, increase motivation, identify training needs, identify potentials, let individuals know what is expected of them, focus on career development, award salary increases, and

solve job problems. They further stated that the process helps in a very practical way to manage an organization's staff effectively. In addition, employee performance evaluation can improve managerial effectiveness by making supervisors more interested in and observant of individual employees (Auerbach, 1996), since it focuses on what has been achieved and what needs to be done to improve it. The overall aim of performance management is therefore, to establish a high performance culture in which individuals and team take responsibility for the continuous improvement of business processes and for their own skills and contributions within a framework provided by effective leadership.

Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results from the organisation, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence (Armstrong, 2007). Hence, the objective of performance management is to develop the capacity of employees so that the performance of every individual can improve, with the interest in measuring performance being to link with rewards (Pareek and Rao, 2006). Maximizing performance is a priority for most organizations today, and performance management is a part of a link between organizational strategy and results (Bhatia, 2006).

1.1.2 Challenges of Performance Management

The performance management, accuracy and fairness in measuring employee performance are very important and provision of feedback on the required corrective action is critical in the process, Armstrong (2001). Kipchumba et al. (2010) posit that

in order to have a balance of employee work load or over load, the Performance Management must be conducted regularly, though this may be resource consuming in terms of man hours. For the Performance Management to be effective, the top management must also be supportive in providing information, clear performance standards must be set, and it must not be used for any other purpose other than managing performance. Henderson (1984) argues that a good performance management process should be based on measuring employee's contribution to the job as opposed to the employee's activities or behaviors. However, developing such a system that accurately reflects employee performance is not an easy task since such systems must be tailor-made to match employee and organizational characteristics.

Since performance ratings are evaluations, they are subjective to human judgments as personal factors and prejudices are likely to influence the ratings (Cleveland and Murphy, 1992). Furthermore, errors based on age, gender or race can influence the performance management, Training of all the relevant personnel is important for successful implementation of performance management (Mathis and Jackson, 2000). Indeed, Lopez (1968) notes that few people are born with evaluation skills and thus proper training of evaluators will help avoid or alleviate evaluator errors such as leniency, strictness, central tendency, and especially halo effects (Smith, 1986).

1.1.3 Employees with Disabilities

Martha (1991) argues that disability is hard to define because it encompasses numerous conditions of mind and body and the boundary between ability and disability seems to be less clear. However, according to Prof. Quinn (2004), all definitions of disability are impairment-related. Thus, people with disability are people with impairments who are disabled by barriers in society, with the central

theme in this characterization being that disability is external to the individual and is a result of environmental and social factors (Productivity Commission of Australia, 2004). Employment places a pivotal role in providing people with disabilities with a sense of inclusion, not only in the workplace but also in other social networks. Having a job can provide the means to improved participation in other areas of life, and the interactions that result from this can greatly enhance the wellbeing of people with disabilities.

Accordingly, discrimination that erects barriers to the full and equal involvement of people with disabilities in the work force can have widespread and profound negative ramifications. However, it must be noted that the nature of disability is changing, and that new and different types of disabilities are now being recognized, courtesy of advances in technology have made it possible to find out about and treat many medical conditions. Regarding employees with disability, there should be a proper development of the performance management process to eliminate subjectivity and bias in the ratings. Jansen & Yloeberghs (1999) propose multi-rater systems to deal with rater inaccuracy; a method consisting of a questionnaire that contains instances of work behavior.

1.1.4 Safaricom Ltd

Safaricom, which started as a department of Kenya Posts & Telecommunications Corporation, the former monopoly operator, launched operations in 1993 based on an analogue network and was upgraded to GSM in 1996 (license awarded in 1999) . It began as private limited company, later was converted into a public company with limited liability following offer and sale of 25% stake of a 60% shareholding by the Government of Kenya.

The company has a workforce of approximately 3,500 employees (Safaricom, 2013). According to the directorate of human resources, 61% are male and 39% female, all with a median age of 28 years. On employee recruitment, the company embraces the “equal opportunity employer” principle. Diversity forms part of Safaricom’s talent acquisition policy, with a clear focus on gender and the physically disabled. On workforce diversity, the Safaricom Human Resource manual states, “Safaricom is also committed to ensuring that 5% of its total workforce comprises of physically challenged citizens of our community”, with the minimum entry level for a physically challenged candidate being a diploma in any discipline from a recognized institution of learning. Currently, Safaricom has employed over 50 employees who are physically challenged in various departments within the organisation.

1.2 Research Problem

One major challenge with performance management for special needs employees is personality-based performance management that disadvantage special needs employees who emerge as having less of the desired attributes. Jansen & Yloerberghs (1999) propose multi-rater systems to deal with rater inaccuracy. Special needs employees are disadvantaged on the account of system defects that include defective machinery, management planning, and lack of adequate resources, inconsistent working conditions, and faulty or inconsistent measuring criteria (Bannister & Balkin, 2008). Since these factors fluctuate randomly over time, measuring an individual's performance at any moment in time is akin to a lottery based on random events. Some scholars have even suggested that the Performance Management process is so inherently flawed that it may be impossible to perfect it (Derven, 1990). The

challenging part for managers is to ensure that everything is in place for the disabled and how to incorporate this in the performance management system.

Safaricom LTD has employed individuals with disabilities, but despite this, the firm is facing some challenges regarding performance management for these employees with disabilities, including identifying performance measure and criteria for evaluating their performance. This has led to the making of separate performance objectives and measures for them. The key Performance indicators are formulated generally hence does not cater for individual employees. For instance, one measure may serve well those who have impaired eyesight but may affect the others on wheelchair or the ones who only have one arm. Formulating performance measures that will cater for the specialized kind of disability has become a major challenge. Another challenge is concerning the introduction of various roles to help cater for various disabled employees, for example, serving customers via the SMS tool. The additional role comes with the responsibility of creating a different Key Performance Indicators to help in managing the performance of the team involved.

Locally, Mathooko and Sitati (2011) investigated the effects of performance appraisal system on civil servants job performance and motivation in Kenya at the ministry of State for Public Service. The authors noted that the system was being embraced in the Kenyan public service for tracking employees' performance in service delivery, signalling the possibility for improved performance in civil service productivity and employee motivation. In addition, Kanini (2012) reviewed performance management system for the Kenya Electricity Generating Company. She concluded that feedback to both the organization and the employees is central to the success of an organization

via performance management. Further, Ochoti, et al. (2012) conducted an in depth research to determine factors influencing employee performance appraisal system at the ministry of state for provincial administration and internal security in Kenya. The authors recommend that, the policy makers in the performance management system should re- evaluate the validity of the current system as it uses one approach for all employees in different organizations, education qualification and different needs. Hence, there is a gap in the empirical research knowledge in respect of the practices of performance management for employees with disabilities in Kenya. This, then, leads to the research question: What are the challenges facing Safaricom LTD when conducting performance management for employees with disabilities?

1.3 Research Objective

To establish the challenges of performance management for employees with disabilities at Safaricom Ltd

1.4 Value of the Study

This study is timely, relevant and of importance to Safaricom Ltd, policy makers and Human Resource professionals alike. This study will examine various aspects of performance management for employees with disabilities in the firm and make recommendations. The study will assist the management in determining strategies for effective performance management and assist in highlighting the challenges to effective performance management for employees with disabilities in the organization.

Additionally, other organisations can also use this document as reference material in pursuit of an effective performance management for a diverse workforce in their organizations. Relevant government agencies like the Ministry of Labour, trade unions and international organizations like the International Labour Organization (ILO), will use the study findings to implement relevant policy framework and institutional competencies to foster a diverse yet productive labour market. Lastly, other researchers can also use the information gathered to expound on areas not yet addressed in the themes of performance management process for employees with disabilities.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses theories upon which performance management is anchored. It further brings out the performance management practices. In line with the research objective, the chapter concludes by discussing the challenges facing performance management for both employees with and without special needs.

2.2 Theoretical Underpinning of Performance Management

Performance management is anchored on the motivation theory particularly expectancy theory and goal setting theory. Goal setting theory holds that not only does the assignment of precise goals result in improved performance but that assuming goal acceptance and increasing the challenge of goals leads to increased motivation consequently increased performance (Locke & Latham 2002). As Locke and Latham (2002) observe, goals have an insidious influence on employee behaviour and performance in management practice. Programs like High performance work practices, management by objectives and benchmarking include development of specific goals. Latham (2003) notes that individual with set goals, difficult but attainable goals perform better than those with easy, non-defined or no goals at all. Latham further adds that at the same time, the employees must have adequate ability, acknowledge the goals and receive reaction related to performance.

Expectancy theory holds that persons adjust their behaviour according to their anticipated satisfaction in attaining set goals (Vroom 1994). Expectancy theory is a cognitive process that is of the view that people believe there are strong associations

between the effort they put at work, the performance they attain from the effort and the remuneration they receive from the effort and performance (Pinder, 1987; Porter & Lawler, 1968). Vroom notes that people join organizations with expectations about their needs, motivations and experiences and these influence how persons react to the organization. Expectancy theory assumes people's behaviour is a result of conscious choice and that people will choose among alternatives to optimize outcome for personal gain (Vroom 1994). Both theories have an implication in the design of performance management system.

Much of the performance and management motivation and design have come from the organization theory and strategic management (Murphy, Trailer & Hill, 1996). Business performance, which is a reflection of strategic management, is a compartment of the overall organization efficiency. Murphy and colleagues argue that from organization theory, three elementary approaches to measuring organizational effectiveness have been developed: The goal based approach, the systems approach and the multiple constituency approach. The goal-based approach evaluates organization by the goals it sets and their attainment (Ventkataraman & Ramanujam, 1986). The system approach considers concurrent accomplishment of manifold generic aspects. The multiple constituency approach factors the agenda of various stakeholders and how it has been attained.

2.3 Performance Management Practices

Performance management cycle is the process of planning, monitoring, developing, rating and rewarding of employees within a certain period usually a year. Performance planning is the first stage of the performance management cycle. At the

beginning of the cycle, the management plans with employees by setting goals to be achieved with a set timeline. The Managers review expectations with the employees both input, output and the behaviours to be exhibited (Hillgren, & Cheatham, 2000). The aim is to drive employees to achieve results and at the same time engage in behaviours that facilitate meeting the objectives of the organization. It is imperative managers make sure employees understand how behaviour expectations relate to their jobs (Rodgers & Hunter, 1991). Results expectations are tied with the organizations strategy and goals. It involves goal setting with a clear time line. The goals are specific, measurable, achievable relevant and time based (Armstrong, 2004). Goal setting aims to increase employee motivation and commitment to goal attainment leading to greater performance and productivity.

Performance monitoring is the collecting of systematic information about performance with an aim of establishing whether the intended results have been achieved and the extent to which the jobholder has produced those results (Fletcher, 1993). Monitoring forms, a basis for employees and managers to obtain information that will be used in performance development. Immediate supervisors are charged with the responsibility of monitoring employee performance against the set goals. Performance developing is the use of feedback to coach employees with an aim of improving performance on an on-going basis (DeNisi & Kluger, 2000). The feedback allows the identification of strengths and weaknesses and causes of performance deficiencies, which could be group, individual or contextual. It gives both manager and employee an opportunity to take remedial action and concrete steps to implement solve any deficiencies. Employees get an opportunity to make tailor made solutions that will help them achieve goals and scale up their career. In the process, career-

limiting factors are tackled and any other capabilities employees may need to take the next step in their career. Thus, development purpose is both short-term and long-term (Cawley, Keeping & Levy, 1998).

Performance rating is the assessment of employee's productivity against a rating scale. In most cases the scale is five point with elements that correspond to outstanding, commendable, satisfactory, needs improvement and unsatisfactory. The measures used in rating should be objective and observable and capture results not efforts (Fletcher, 1993).employees are rated in relation to the performance expectations and any mitigating circumstances impacting their achievement. The overall rating should be based on assessment of the total work and job factors contributing to accomplishment. When one or more factors are considered significantly important, their relative weight is indicated. In most cases, the rater is the employee's immediate supervisor but in the wide use of technology, there are integrated systems that rate one's performance with relation to output.

Reward is the appreciation of achievements and expectations by employees (Thomas, S. L., Bretz, R. D. (1994).). Usually it comes at the end of the performance management cycle. At the end of the year, an evaluation of the performance is done and employees are rated in relation to the performance, employee rewarded with both monetary and non-monetary rewards (Lewin, 2002,). The reward is both tangible and or intangible form. The tangibles are base pay, merit pay short term and long term incentives, and allowances while intangible returns include promotion, status recognition and learning opportunities(Lewin, D. (2002,). In the reward system, not all returns are directly related to performance but also seniority.

2.4 Challenges of Performance Management

In the changing competitive business environment, the effective and efficient use of resources is very important for the survival of organization in market. Armstrong (2001) notes that, in performance management, accuracy, fairness in measuring employee performance is very important, and provision of feedback on the required corrective action is critical in the process. However, given the human element, this is not always achieved.

The bottleneck of a performance management process (Prowse and Prowse, 2009), has always been developing clear performance measures for it to be effective. Further, the top management may not be supportive in providing information, clear performance standards may not be set, and the Performance management may be used for other purposes other than performance management, which makes the process ineffective. Indeed, Henderson (1984) argues that a good performance management process should be based on measuring employee's contribution to the job as opposed to the employee's activities or behaviors. However, developing such a system that accurately reflects employee performance is not an easy task since such systems must be tailor-made to match employee and organizational characteristics. This then calls for an extra effort and resources in proper training of evaluators for successful implementation of performance management to help alleviate evaluator errors such as leniency, strictness, central tendency, and especially halo effects (Smith, 1986).

The research has confirmed that people with a disability are valuable contributors to a diverse workforce, the benefits of diversity in employment have not flowed to people with a disability (Graffam et al., 2005), as they remain disproportionately excluded as

employees. One major challenge with performance management for special needs employees is personality-based performance management which disadvantage special needs employees who emerge as having less of the desired attributes. Jansen & Yloeberghs (1999) propose multi-rater systems to deal with rater inaccuracy.

Special needs employees are disadvantaged on the account of system defects, which include defective machinery, management planning, and lack of adequate resources, inconsistent working conditions, and faulty or inconsistent measuring criteria (Bannister & Balkin, 2008). Since these factors fluctuate randomly over time, measuring an individual's performance at any moment in time is akin to a lottery based on random events. Some scholars have even suggested that the performance management process is so inherently flawed that it may be impossible to perfect it (Derven, 1990).

Since there are various disabilities, firms have to make some adjustments that will aid the day-to-day responsibilities of disabled employees. These adjustments depending on how good they are will affect one's performance and employees with special needs have to feel that the organization has not only recognized their needs but also provides extra support. It seem logical to expect employees who have negative perception to special accommodation to likely experience lack of organizational commitment, perceive low organization support or perceive discrimination which will affect their performance (Judge, Thoresen, Bono & Patton, 2001; Ostrof, 1992).

Categorization of employees as disabled is affected by the concealability or visibility, disruptiveness of the disability, (Stone & Colella 1996 Stone & Michaels, 1993). Some employees find themselves categorized as disabled or not simply because their disability is not visible enough. The challenging part for managers is to ensure that everything is in place for the disabled and how to incorporate this in the performance management system. Coaching is an important part of the performance management process that ensures one improves performance. Wayne, Liden, and Sparrowe, (1994) notes that coaching is affected by quality of leader employee relationship. The researchers further note that disability of an employee is bound to affect performance evaluations and the relationship with the leader and supervisors. Depending on how the employee and leader relate as far as the coaching will be affected. Employees may not take the coaching positively if they perceive that the leader is discriminatory or that they management has failed to provide special sized tools.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses design that was used for the study. It defines the data collection methods that the researcher applied and highlights the qualitative data analysis technique of content analysis for interpreting and reporting the data.

3.2 Research Design

A research design is a roadmap used to provide definitions to the method as well as the Procedure that the researcher applies in guiding and focusing the entire research process (Welman & Kruger, 2001). When choosing a research design, the researcher should ensure the design helps answer collection of evidence that will answer the research questions as unambiguous as possible. With this in mind, a case study research design was used. A case study design is applied when a researcher intends to explore a is a problem to be studied, which will reveal an in-depth understanding of a phenomenon or bounded system, which involves understanding an event, activity, process, or one or more individuals. (Creswell, 2002). The researcher's purpose is to have an in depth understanding of challenges facing performance management of employees with special need at Safaricom .As such a case study research design was appropriate to provide an intensive study of a single unit (Safaricom Ltd) where the researcher aimed to elucidate features if the case in line with the research objective.

3.3 Target Population

The target population was the line managers who are 10 in number. It is imperative to seek their opinion on any challenges they face in managing performance for employees with disabilities.

3.4 Data Collection

Data for this study was collected by means of an interview guide. Depth interviews were conducted with 10 respondents drawn from Safaricom customer Management Department. An interview guide of questions would be circulated in advance to enable them reflect on the questions in preparation for an interview session with the researcher. This would ensure that respondents have thought through the questions and in this way, help to save time and achieve effectiveness during interview administration. Depth interviews make use of defined set of probing questions posed one-on-one to a subject by means of a trained interviewer so as to gain an idea of what the subject thinks about something. The objective of depth interviewing is to obtain unrestricted comments or opinions and to ask questions that helped the researcher better understand the various dimensions of these opinions as well as the reasons for them (Burns and Bush, 2006).

3.5 Data Analysis

The research employed interviews that captured qualitative data. The data was analyzed by means of the qualitative content analysis where the identified key challenges were grouped under respective themes and then discussed in line with the thematic approach in the content analysis. Results were reported by means of narratives with explanations of the various major issues that were captured. Elaborate explanations were given describing the pertinent issues that were raised.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The objective of the study was to determine the challenges of performance management for employees with disabilities at Safaricom LTD. In this chapter the data analysis, findings and discussions are presented. The study targeted to interview 10 interviewees drawn from Safaricom two sections that deal directly with employees with disabilities, namely; call centre and retail centre departments which are under Customer Management Division. In the end 10 respondents were interviewed representing 100% response rate. Six managers were from the call centre section and four from the retail section.

4.2 Demographics and Roles of Line Managers

This section sought data on the demographic information of the respondents. This was to understand the background of their work ability to give relevant data useful to the study. The study involved call centre managers and retail centre managers.

4.2.1 Call Centre Line Managers

The study involved six call centre managers. All the managers had worked in their capacity for at least three years with a maximum of eight years. Their vast experience and involvement in performance management programme for a number of years was essential for this study since they understood the performance management process. The role of the call center line manager is to manage day to day planning, operations and problem solving of teams of agents to meet with the required standards and targets. Cascade performance targets set

for the team by interpreting performance indicators. Responsible for staff development in teams, Conduct performance review for the team and oversee the performance measurement process and implementation of reward and recognition activities for the team are fair. Communicate to the team any on-going initiatives.

4.2.2 Retail Centre Managers

Four Retail managers participated in this study. The managers had worked in their current roles for at least three to six years. They had been dealing with the performance management process during this period hence their suitability in this study. The retail center managers define and implement staff and shop performance indicators and follow up on their measurement. Identify and reward high performance. Discipline and recommend on staff promotions based on achievement of high performance criteria, mentor, coach and lead to ensure long term and sustainable high performance. They also involve in day to day management of staff issues that impact on performance.

4.3 Employees with Disabilities

The study sought to know the criteria for identifying employees with disabilities. The managers confirmed that employees have either to be registered with the government as disabled for them to be recognized as such within the Safaricom human resource management or the disability should be visible enough to warrant no explanation. The study confirmed that currently the following work related adjustments/accommodation have been provided; Safaricom have installed various adaptive computers; placement of workstations at easily accessible areas, appropriate lighting, larger computer screens, telephones placed at easily

accessible areas, installation of lifts for ease access of some parts of the building, special wash rooms and parking areas.

4.4 Performance Management for Employees with Disabilities at Safaricom Ltd.

The managers in the interview confirmed one major issue; Safaricom is committed to performance management as the primary human resource driver to recognize the member of staff contribution to the company. The starting point of performance management is creation of understanding of what each individual is expected to do. This is done by making each employee aware of what their roles and responsibilities are, and signing of the performance objective at the beginning of each financial year. The manager's role is to discuss and agree on the individual objectives with each member of staff reporting to them. The managers are expected to interpret to the employee how the individual objective is derived from the main corporate objective as this will enhance understanding on how individual performance affects the entire company's performance. All the managers agreed to the fact that an objective setting is an effective tool in managing performance for the employees with disability.

All line managers were of the opinion that there is a variation in expectation of employees with disabilities from other employees of the same position with no disabilities. They confirmed that there is a positive bias towards employees with disabilities. The key performance indicators rating for the employees with disabilities are slightly lower than the rest of the other employees within the same job group. For example, at the call center the KPI for Adherence; the rating for

employees with disabilities is 97% for an Exceptional performer whereas other employees would need 100% to be an exceptional performer. In talk time, the KPI for the employee with disability for an exceptional performer is 150 seconds whereas for other employees performing the same task is 160 seconds. These adjustments are necessary considering the nature in which employees with disabilities carry out their duties. The managers pointed out at the tasks assigned to employees with disabilities saying that they are given less engaging duties that tend to reflect their special needs even though some of them have exemplary performance in the past. For example, majority of them depending on the nature of disability serve customers via the sms tool (100, 234, 200) as opposed to answering calls. At the retail shop, most of them serve at the back office which is less straineous as opposed to front office

The performance appraisal is done annually which consist on bi-annual evaluations. The employee with disabilities evaluates performance against the objectives and targets that were set at the beginning of the year after then send the review to their line manager. The line manager reviews the performance appraisal to ensure the targets are correctly captured. This is because employees with disabilities have distinct key performance indicators different from the other employees and which must be factored in during appraisal. The line manager also confirmed that during calibration or moderation sessions, all the ten line managers in charge of the employees with disabilities are allowed to review the performance of each employee to ensure that the performance appraisal process is as accurate as possible. This is important since at times the line managers confirmed that they find it difficult to distinguish choice based behaviours that

affect performance hence the cumulative view would be effective in coming up with appropriate results.

Coaching is provided by line managers and supervisors. All managers agreed that Coaching is a short-term means of developing staff in order that they perform more effectively and reach their potential to meet the business objectives. It is delivered through one on one developmental session/ discussions. The performance assessments are done monthly and uploaded for the staff member to view. The line manager then schedules a coaching session which is done at least once a month to explore the outcome of the assessment. The managers pointed out that employee with disabilities are scheduled for several coaching sessions in a month as opposed to the one done monthly to other employees. They confirmed this was essential since employees with disabilities require much training at a slightly lower pace. For instance, during introduction of a new product or service in the market, the line managers ensure that they hold several coaching sessions in order to reinforce the knowledge imparted during training to ensure effective service delivery.

In the discussion, all the managers confirmed that Learning and development is an integral part of Safaricom's commitment to attract, motivate and retain talented employees in the organization. The managers also held the view that there are equal opportunities for career growth and adequate trainings are normally organised to enhance it. Each employee together with their line manager is required to evaluate his or her own training needs through the performance and development review process. For career growth, the employees with disabilities are normally given priority as their training needs are selective depending on the nature of disability. For example, at the

call center, majority of the employees with disability are trained to be support analyst or mpesa support analyst as opposed to quality analyst. This is to ensure they get the right job that they can perform with minimum pressure. The nature of trainings normally given includes; On the Job Training (OJT). The trainee learns in the actual work setting, usually under the guidance of an experienced employee, supervisor, coach, trainer or mentor. In Safaricom, it is normally known as “sit by nelly”. The employee with disability is allowed longer period of three weeks during sit by nelly as opposed to the normal two weeks given to other employees.

Employees with disabilities are allowed to go for Job Rotation and Job Shadowing.

Safaricom also support Education Programs which cover Professional qualification training offered through professional bodies. Self-Learning where employee is given the opportunity to learn and develop skills and knowledge at their own pace. To promote a learning culture in Safaricom, L& D provides opportunities for self-learning through: Approved E-Learning initiatives e.g. Online Learning, Web Based Learning and other technology delivered learning and development initiatives. Safaricom has Resource Centres which offer an avenue for staff to access information that is relevant for their learning and development needs. Apart from books and magazines, the resource center offer specifically videos, audio tapes, DVDs, Computer aided programs, larger computer screens for employees with disabilities to facilitate learning.

Salary reviews and bonus payments to staff are principally differentiated by individual performance. The salaries reviewed and bonus amounts to be paid out are based on the Performance rating of the individual employee. The policy regarding performance and reward is applicable to all employees since employees with

disabilities had been catered for during objective setting and performance evaluation and rating process. Again, exceptional performers are coached, mentored, trained and developed to prepare them for leadership and more challenging roles. During such a decision, the employees with disabilities are guided with their line managers to enable them come up with the right career path. The managers try various options, for example, employee with disability is scheduled for a three month job rotation to gain experience on a given job, after successful completion, and then the line manager and the employee with disability discuss the successes and challenges encountered on that particular job. After the evaluation, the line manager then recommends the employee with disability for that job.

4.5 Challenges of Performance Management for employees with disabilities

Employees with disabilities experience difficulties in their work place. The difficulties vary with the type of disability the employee has. All managers who participated in the study acknowledged they had experience a challenge in the performance management of employees with disabilities. Their opinions though varied could be connected. There is the challenge in establishing the efficacy of adjustments in improving performance. As acknowledged earlier by the managers there are range of special needs, including adjustments and workplace support that stem from the nature and severity of a person's disability or disabilities but the challenge is to determine the exact efficacy and helpfulness of the adjustment in improving performance.

Lack of openness from employees with disabilities in stating what is needed to improve their performance during performance reviews leave the managers

without the necessary information to help employees advance. The managers are unable to identify strengths, performance gaps, and training that will address those gaps or build on the strengths since some employees with disabilities do not come out candidly to say their weakness for fear of perceived stigma, lack of self-confidence, psychological effect and not wanting to look demanding.

Special adjustments have been highlighted to be essential and complementary in the work life of employees with disabilities. However, some employees with disabilities do not come out to ask for special accommodation. This can be explained due to the improbability about the efficiency of the adjustment and concerns about how the request would be considered by colleagues without disabilities for example, it may be regarded as 'special' or 'preferential' treatment and concerns about the reaction of senior management – for example, whether a request would be regarded as an admission of inability. In some cases the employees in conjunction with the line managers do make request for special adjustments but not availed by the management for various reasons.

There is a challenge on continuously changing the performance management process to reflect changes in the nature of disability and the working environment hence need to continually focus attention on how adjustments made need to be aligned with the changing nature of the working environment. In their execution of performance management, the researcher sought to know if the managers had any difficulty in distinguishing disability and choice based behaviours. Only three managers had not experienced any difficulties while the seven who had experienced difficulties held that employees with disabilities sometimes fake behaviours or magnify their special needs in order to get preferential treatment.

These affect mostly those with disabilities not visible like hearing and visually impaired. Most managers agree that they have difficulties in differentiating between choice and disability based behaviours with some employees taking advantage of their condition to seek preferential treatment. This becomes a challenge when reviewing performance given the contribution of behaviour in attaining goals.

Another challenge is establishing the utility of special adjustments in order to determine how its usefulness in improving performance. It seems the managers are wondering what would be the performance without special accommodation but cannot ascertain it. The researcher sought the opinion of the managers on what could be done to improve the performance management of employees with disabilities. Two managers noted that from their interactions with employees with disabilities, they observed that treating them with pity did not help create an enabling environment as perceived by many. As such, they recommend that employees with disabilities be treated like other employees when managing behaviour, no pity, just respect and needful support. This is because from the employee's perspective it all comes down to not wanting to be seen as having any 'special' attention or treatment. Sometimes they want to be seen as one of the workforce. This requires training of all managers on how best to manage employees with disabilities. Considering the need of adjustments and those factored in the performance process, there is need for improving managers' understanding of what is and what is not 'accessibility' and what constitutes 'reasonable adjustment'. This can be achieved through training.

4.6 Discussion

The study involved en line managers from Safaricom retail center and call center. Performance management of employees with disabilities begins by outlining expectations and objectives for each financial year. The managers make the employees aware of their responsibilities and how their performance affects the overall organization performance. Employees with disabilities have slightly lower expectations such as 97% for exceptional performer and longer talk time of 150 seconds while serving customers. The goals are set with a consideration of the challenges facing disabled employees and are very specific and precise hence they are achieved in line with the goal setting theory as noted by Locke & Latham (2002).

The study found that Safaricom provides coaching, training and learning and development opportunities with the aim of enhancing performance and acquiring new skills and attract, motivate and retain employees. This is done by the line managers who are the immediate supervisors as observes by DeNisi & Kluger (2000). At the end of each year employees with disabilities are rewarded for their performance. This is in line with expectation theory by Pinder (1987) and Porter & Lawler (1968) that notes that there is strong association between the effort employees put at work, the performance they attain and the remuneration they receive.

The study identified one of the challenges managers face while managing performance of employees with disabilities is distinguishing disability and choice base based behaviours affecting performance. This was in line with Rodgers& Hunters (1991). They noted that it is imperative for the managers to ensure the employees understand how behaviour expectations relate to their jobs and that employees should engage in behaviours that facilitates meeting the objectives of the

organization. Another challenge was establishing the efficacy of adjustment in improving performance. Henderson (1984) argues that a good performance management process should be based on measuring employee's contribution to the job as opposed to activities or behaviours. However, developing such a system that accurately reflects employee's performance is not easy since such systems must be tailor made to match employee and organizational characteristics. This therefore becomes further difficult while dealing with employees with disabilities as the nature of disability varies hence the complexity.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study focused on challenges of performance management for employees with disabilities working at Safaricom Ltd. The researcher managed to accomplish the objective and this section presents the summary of the findings, conclusion, recommendations and suggestions for further research.

5.2 Summarised Findings

The study involved 10 respondents drawn from Safaricom call centre management and retail center management. Six call center line managers and four retail center managers were interviewed. The study sought to know the criteria for identifying employees with disabilities. The managers confirmed that employees have either to be registered with the government as disabled for them to be recognized as such within the Safaricom human resource management or the disability should be visible enough to warrant no explanation of living with disabilities.

The managers confirmed that there is a positive bias towards employees with disabilities. The key performance indicators ratings for the employees with disabilities are slightly lower than the rest of the other employees within the same job group. The line manager revealed that special attention is given when appraising performance for the employees with disabilities to ensure that the performance appraisal process is as accurate as possible since at times the line managers confirmed that they find it difficult to distinguish choice based behaviours that affect performance.

The managers pointed out those employees with disabilities are scheduled for several coaching sessions in a month as opposed to the one done monthly to other employees. They confirmed this was essential since employees with disabilities require much training at a slightly lower pace. For career growth, the employees with disabilities are normally given priority as their training needs are selective depending on the nature of disability. The employees with disabilities are guided with their line managers to enable them come up with the right career path this is to ensure they get the right job that they can perform with minimum pressure.

The challenges captured by the study included; lack of dynamism in the performance management system to reflect changes in nature and severity of disability, this leads to faulty capturing of unreal condition of employees. Managers also experience challenges due to their lack of adequate training to handle employees with disabilities. Lack of openness from employees with disabilities denying the managers useful information they need to enable them effectively manage performance. The continuously changing working environment requires constant focus on changing the performance management process for employees with disabilities, these changes comes with special adjustments which at times may not be availed by the management. Most managers agree that they have difficulties in differentiating between choice and disability based behaviours with some employees taking advantage of their condition to seek preferential treatment. This becomes a challenge when reviewing performance given the contribution of behaviour in attaining goals.

5.3 Conclusion

Performance of an organization is dependent upon the sum total of performance of its employees. Employees with disability form part of the workforce therefore their performance management need to be effectively, efficiently and accurately measured. Safaricom ltd therefore faces a daunting task to streamline the challenges captured in this study to enable the firm remain at the top of the market in this contemporary turbulent business environment.

5.4 Recommendations

At Safaricom Limited, line managers are vital to performance management of employees with disability. It's a company policy for line managers to appraise performance, coach and set targets. However, the line managers lack adequate training on managing employees with disabilities who need a unique style of managing performance. As such there should be company practice that the managers be trained adequately to equip them with necessary skills to help employees deal with stigma and enhance coaching and increase the likelihood of differentiating disability and choice based behaviour. The company should introduce a practice of dynamic system which caters for the nature and severity of disability.

5.5 Suggestions for further research

More studies should de be done on the efficacy of workplace adjustments and accommodation provided to employees with disabilities. Further there is need to establish how to effectively train managers pertaining performance management of employees with disabilities.

5.6 Limitations of the Study

This study was to establish the challenges facing performance management of employees with disabilities at Safaricom Ltd. One limitation of this case study is being a case study its findings cannot be generalized to other organisation, as it is a bounded system. The study only captured primary data from line managers but did not utilise triangulation to include document review. As such, the accuracy of findings is limited to the honesty of the respondents and their keenness at making correct observations.

REFERENCES

- Armstrong, M. (2001). *Human resource management practice*, (8th ed.) London: Kogan Page Publishers.
- Armstrong, M. (2004). *Human Resource Management Practice*, Institute of Personnel and Development London
- Auerbach A. (1996). *An introduction to Industrial/Organizational Psychology*. Times Mirror Higher Educational Group Inc: 206-207
- Bannister, B.D., & Balkin, D.B. (2008). Performance evaluation and compensation feedback messages: an integrative model. *Journal of Occupational Psychology*, 63, 97-111.
- Bertone, S., et al. (1998). *Developing Effective Consultation Practices: Case Studies of Consultation at Work* Melbourne: South Pacific Publishing.
- Bhatia, S.K. (2006). *Human Resource Management: A Competitive Advantage*. Deep & Deep Publication.
- Biswajeet, P. (2009). *Human Resource Management* (PHI Learning).
- Boice, D. & Kleiner, B. (1997). Designing effective performance appraisal systems: *Work Study*, 46 (6), 197-201.
- Boswell, W.R. & Boudreau, J.W. (2000). Employee satisfaction with performance appraisals and appraisers. *Human Resource Development Quarterly*, 11(3), 283-299.
- Cawley, B. D., Keeping, L. M., Levy, P. E. (1998). Participation in the performance appraisal process and employee reactions: a meta-analytic review of field investigations. *Journal of Applied Psychology*, 83, 615-633.
- Cardy, R. L. & Dobbins, S. G. (1994). *Performance appraisal: Alternative perspectives*. Cincinnati, OH: South-Western Publishing.

- Cleveland, J. N., & Murphy, K. R. (1992). Analyzing performance appraisal as a goal directed behavior. *Research in Personnel and Human Resources Management*, 10, 121-185.
- Coens, A. T., & Jenkins, M. (2000). *Abolishing performance appraisals*. San Francisco, CA: Berrett-Koehler Publishers, Inc.
- Colella, A. (2001). Coworker distributive fairness judgments of the workplace accommodation of employees with disabilities. *Academy of Management Review*, 26, 100–116.
- Cooper, D.R. & Schindler, P.S. (2000). *Business Research Methods* (7thed.). New York: USA.
- Creswell, J. (2002) *Research design: Qualitative, quantitative and mixed method approaches*. London: Sage
- DeNisi, A. S., & Kluger, A. N. (2000). Feedback effectiveness: can 360-degree Appraisals be improved? *Academy of Management Executive*, 14, 129–139.
- Derven, M.G. (1990). The paradox of performance appraisals. *Personnel Journal*, (69), 107-111.
- Dobbins, G.H., Cardy, R.L., & Carson, K.P. (2004). Examining fundamental assumptions: a contrast of person and system approaches to human resource management. *Research in Personnel and Human Resource Management*, 9, 1-3
- Fletcher, C. (1993). *Appraisal: Routes to Improved Performance*, Institute of Personnel Management, London.
- Graffam, J., Smith, K., & Hardcastle, L. (2005) *Achieving Substantive Equality and Optimal Participation: Employees with a Disability in the Victorian Public*

- Sector*, A report prepared for the Victorian Office of Public Employment, Deakin University.
- Henderson, R. I. (1984). *Practical guide to performance appraisal*. Virginia: Reston Publishing.
- Heneman III, H.G., & Schwab, D.P. (1982). *Perspectives on Personnel/Human Resource Management*, Homewood: Richard D Irwin.
- Hillgren, J. S., & Cheatham, D. W. (2000). Understanding performance measures: An approach to linking rewards to the achievement of organizational objectives. Scottsdale, AZ: World at Work
- Jansen, P., & Yloeberghs, D. (1999). Multi-rater feedback method: Personal and organizational implications, *Journal of Managerial Psychology*, 14 (6), 455-476.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job Performance relationship: A qualitative and quantitative review. *psychological Bulletin*, 127, 376–407
- Kanini, J.C. (2012). Review of performance management system: a case of Kenya Electricity Generating Company. Unpublished MBA thesis, School of Business, Kenya University.
- Lalonde, B., Cooper, M., & Noordewier, T. (1988). *Customer Service: A Management Perspective*, Prepared by the Ohio State University for the Council of Logistics Management, Oak Brook.
- Latham, G. P. (2003). Goal setting: A five-step approach to behavior change. *Organizational Dynamics*, 32(3), 309-318.

- Lewin, D. (2002, January). Incentive compensation in the US public sector: A study of usage, perceptions, and preferences. Paper presented at the annual meeting of the Industrial Relations Research Association, Atlanta, GA.
- Lillian, G. O., Mathooko, P. & Sitati, N. (2011). The Effects of Performance Appraisal System on Civil Servants Job Performance and Motivation in Kenya: A Case Study of Ministry of State For Public Service. Kabarak University First International Conference.
- Locke, E. A., & Latham, G. P. (1990). A theory of goal setting and task performance. Englewood Cliffs, NJ: Prentice-Hall
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist*, 57(9), 705-717.
- Longenecker, C.O. (1997). Why managerial performance appraisals are ineffective: Causes and lessons. *Journal of Career Development International*, 2 (5), 212-218.
- Longenecker, C.O. & Goff, S.J. (1992). Performance appraisal effectiveness: A matter of perspective. *Advanced Management Journal*, 57 (2) 18-23.
- Lopez, F.M. (1968). *Evaluating Employee Performance*. Chicago: Public Personnel Association.
- Mamoria, C. B. (1991). *Personnel Management*: Bombay: Himalaya Publishing House.
- Martha, M. (1991). Making All the Difference. Inclusion, Exclusion, and American Law (2nd ed). Ithaca and London, Cornell University Press.
- Mathis, R. L. & Jackson, J. H. (2000). *Human Resources Management*, 9th ed, Cincinnati, Ohio: South-Western College Publishing.

- McDowall, A., & Fletcher, C. (2004). Employee development: An organizational justice perspective. *Journal of Personnel Review*, 33 (1), 8-29.
- Mugenda, O., & Mugenda, A. G. (1999). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: ACT Press.
- Murphy, G. B., Trailer, J. W., & Hill, R. C. (1996). Measuring research performance in entrepreneurship. *Journal of Business Research*, 36, 15-23
- Murphy, K. R. & Cleveland, J. N. (1995). *Understanding Performance Appraisal: Thousand Oaks, CA: Sage Publications*.
- Ochoti, N. G., Maronga, E., Muathe, S., Nyabwanga, N. R., & Ronoh, K. (2012). Factors Influencing Employee Performance Appraisal System: A Case of the Ministry of State for Provincial Administration & Internal Security, Kenya *International Journal of Business and Social science*, 3(20), 37-46.
- Owen K., Mundy R., Guild, W., & R. Guild. (2001). Creating and Sustaining the High Performance Organization," *Managing Service Quality*, 11 (1) 10-21
- Pareek, U. & Rao, T. V. (2006). *Designing and Managing Human Resource System*. Oxford and IBH Publishing.
- Pinder, C. C. (1987). Valence-instrumentality-expectancy theory. In R. M. Steers & L. W. Porter (Eds.), *Motivation and work behavior*. New York: McGraw-Hill.
- Porter, L. W., & Lawler, E. E. (1968). *Managerial attitudes and performance*. Homewood, IL: Dorsey Press and Richard D. Irwin.
- Productivity Commission. (2004). Review of the Disability Discrimination Act 1992, *Report No. 30, Melbourne*.
- Prowse, P., & Prowse, J. (2009). The dilemma of performance appraisal. *Journal of Measuring Business Excellence*, 13 (4), 69-77.

- Potgieter, L. (2005). Performance Management. www.pmia.org.au/white/appvperf.pdf.
accessed on 3rd May, 2013.
- Quinn, G. (2004). *E.U. Network of Experts on Disability Discrimination*. National University of Ireland at Galway
- Rodgers, R., & Hunter, J. E. (1991). Impact of management by objectives on organizational productivity. *Journal of Applied Psychology*, 76, 322-336.
- Safaricom HR Manual. (2013). Retrieved from www.safaricom.co.ke on 4 July 2013
- Smith, D.E. (1986). Training Programs for Performance Appraisal: A Review. *Academy of Management Review* 11(1):22-40.
- Stake, R. (2005). Qualitative case studies. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (3rd ed., pp. 433-466). Thousand Oaks, CA: Sage.
- Stone, D. L. and A. Colella. (1996). A Framework for Studying the Effects of Disability on Work Experiences. *Academy of Management Review*, 21: 352-401.
- Stone, D. L. and C. Michaels. (1993). Factors Affecting the Acceptance of Disabled Individuals in Organizations. *Paper presented at the meeting of the Academy of Management*, Atlanta, GA.
- Suutari V. & Tahvanainen M. (2002). The antecedents of performance management among Finnish expatriates. *International Journal of Human Resource Management*, 13No. (1) 55-75.
- Thomas, S. L., Bretz, R. D. (1994). Research and practice in performance appraisal: Evaluating employee performance in America's largest companies. *SAM Advanced Management Journal*, 59(2), 28-34.

- Torrington, D., Hall, L. & Taylor, S. (2005). *Human Resource Management* (6th ed). Harlow: FT/Prentice Hall.
- Vance, C. M., McClaine, S. R., Boje, D. M., & Stage, D. H. (1992). An examination of the transferability of traditional performance appraisal across cultural boundaries *Management International Review*, 32(4) 313–26.
- Ventkataraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11(4), 801-814.
- Vroom, V. H. (1994). *Work and motivation*. San Francisco: Jossey-Bass.
- Wayne, S. J., R. C. Liden, and R. T. Sparrowe. 1994. "Developing Leader-Member Exchanges: The Influence of Gender and Ingratiation." *American Behavioral Scientist* 37(5): 697-714.
- Welman, J. C., & Kruger, S. J. (2001). Research methodology for the business and *Administrative science* (2nd Ed.). Cape Town: Oxford University Press.
- Williams, R. (2002). *Managing Employee Performance: Design and implementation in organisations*. London: Thomson Learning.

APPENDIX I: LETTER OF INTRODUCTION

19th September, 2013

Greetings,

I JUDITH ANYANGO OCHIENG, (ADM NO D61/62657/2010) have been a graduate student at the University on Nairobi, school of business. As part of the program I am required to do a thesis. My interest is in the area of HUMAN RESOURCE MANAGEMENT and my thesis is on **CHALLENGES OF PERFORMANCE MANAGEMENT FOR EMPLOYEES WITH DISABILITIES WORKING AT SAFARICOM LTD**

By participating in the interview as a respondent, you will be providing helpful information to the development of knowledge in the field of agent network as a mode of expansion as used in businesses. Your responses will be kept confidential and only used as part of supporting the research and results of my final project with analyzed data will be made available once completed.

If you have any questions or concerns regarding this study and would like to seek clarifications, please contact my supervisor at University on Nairobi, School of Business Florence Muindi via telephone +254722710936.

Thank you in advance for your assistance.

Yours sincerely,

Judith Anyango Ochieng

APPENDIX II: CHALLENGES OF PERFORMANCE MANAGEMENT FOR EMPLOYEES WITH DISABILITIES AT SAFARICOM LTD

INTERVIEW GUIDE FOR THE LINE MANAGERS.

1. What is your department? What is your specific role in this department?
2. What is the categorization criteria used to identify employee with disability?
3. In your opinion, does disability or long-term condition cause significant difficulties at work? Why? why not?
4. Does the disability require a work-related adjustment / accommodation? Why? Why not?
5. Do you have any difficulty in distinguishing disability behaviours and choice based behaviours?
6. Does performance management system provide reasonable accommodations/adjustments for employees with disabilities? (please explain)
7. Is there a variation in the expectation of employees with disabilities from other employees in the same position? (kindly explain)
8. Do you offer training and development that is tailor made for employees with special needs? (probe)
9. Is there a positive bias towards employees with disabilities?(If yes, kindly explain)
10. Does employee's disability reflect in the performance management system? If yes, how is it reflected?
11. Kindly state any challenges you face in the performance management of employees with disabilities?

12. Your opinion on characteristics of performance management system, rate effectiveness of the current performance management system; the extent to which it caters for employees with disability based on the following areas:

(probe)

- a) Objective/goal setting
- b) Performance evaluation /appraisal
- c) Feedback personal assessment
- d) Coaching for performance enhancement
- e) Training and development in regard to career growth
- f) Rewards in relation to performance
- g) Overall performance management system

13. Kindly give any suggestions that will improve the performance management of employees with special needs