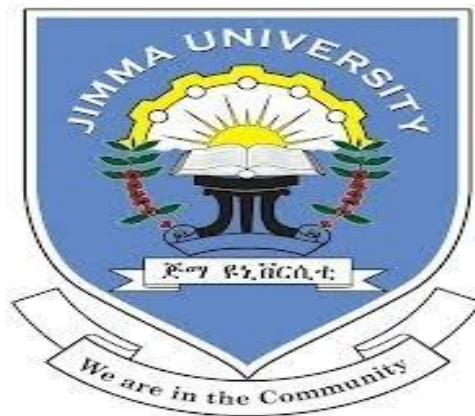


Implementation and Achievements of Performance management system: The Case study of Wachemo University.

Research project submitted in the partial fulfillment of the requirements for the Degree of Master of Business Administration.



By: Tariku Tadewos

Principal Advisor: Mekonnen Bogale (PhD Candidate)

Co-Advisor: Yoseph Tilahun (MBA).

**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MBA PROGRAM**

May, 2015

Jimma, Ethiopia.

Declaration

I, the under signed, declared that this thesis is my original work and has not been presented for a degree in any other university, and that all sources of materials used for this research are duly acknowledged.

Name: Tariku Tadewos

Signature: _____

Date: _____

Approval Sheet
Jimma University
College of Business and Economics
Postgraduate MBA Program

Title: *IMPLEMENTATION AND ACHIEVEMENTS OF PERFORMANCE
MANAGEMENT SYSTEM: CASE STUDY OF WACHEMO UNIVERSITY.*

By: Tariku Tadewos

Approved by board of examiners

_____	_____	_____
Main adviser	Signature	date
_____	_____	_____
Co-adviser	Signature	date
_____	_____	_____
Eternal-Examiner	Signature	date
_____	_____	_____
Internal Examiner	Signature	date

ABSTRACT

The purpose of the study is to assess Implementation and Achievements of performance management system in case of Wachemo University context. The performance management contributions are Motivation to perform increases, self esteem increases; Managers get insight about Subordinates; the definition of job and criteria are clarified; self insight and development are enhanced, administrative actions are more fair and appropriate , and organizational goals are made clear, as and getting them to behave in a manner that will support the mission and objectives of the Institution. As a result it is important that the institution adopts performance management(PM) purposes that make best use of its employees. The main objective of the study is to investigate the implementation and achievements of a performance management system. Primary data were used for this study. A total number of 300 set of questionnaires were distributed and 234 were collected from the respondents and both descriptive and inferential statistics are utilized to analyze the data with the help of the Statistical Package for Social Scientists (SPSS) Version 20.0. Primary data is used as a findings shows that all performance management purposes have significant relationship with organizational performance. The research findings concluded that there is no formal way of providing training and development for the employee of the institution, development purpose of the institution could not have further educational opportunity for administrative employees. The researcher forward recommendations on the management of the organization to focus on more, strategic, administrative, informational purposes could not have the capacity to evaluate employee effectiveness and giving forward of employee feed back on time. While adopting PMS purposes in the university, the management should have no use of extensive/mult-level in selection of candidate in order to select the best that can fit to the institution and the management should exercise the management by objective (MBO) that can make employees to know what is expected from them and motivate them with their participation. This in-turn can raise the performance of the university.

ACKNOWLEDGMENT

Beginning my study of Masters of Business Administration at Jimma University; I have received assistance and encouragement from several individuals. But first and for most I would like to express my deepest gratitude to my advisor Mekonnen Bogale (PhD Candidate) and Yoseph Tilahun(MBA) for their genuine advice, Critical comments and closer supervision, without whom the accomplishment of the study was not made possible.

I am also indebted to thank My Mother Meretech Hirigo for her genuine support and Mr. Irtibano Ahmed, Mr. Umer Hajji, Mr.Madebo Tadewos,Mr. Kaleab Taddese, Mr. Elias Bekele for their special effort in providing me some important materials and advice, which help me for the successful accomplishment of my study.

Table Contents

Declaration.....	ii
Approval Sheet.....	iii
<i>ABSTRACT</i>	i
CHAPTER ONE: INTRODUCTION	1
Overview	1
1.1 Background of the study	2
1.2 Background of the university	4
1.3 Statement of the problem	5
1.4 Objectives of the study.....	6
1.4.1 General objective	6
1.4.2 Specific objectives of the study	6
1.5 Proposed Conceptual frame work and Hypothesis	7
1.5.1 Conceptual frame work	7
Dependant Variable	7
Independent Variables.....	7
1.5.2 Roles of Performance Management system.....	7
Strategic Purpose	8
Administrative Purpose.....	8
Information purpose	8
Development Purpose	8
Organizational Maintenance Purpose	8
Documentation Purpose	8
On boarding	9
1.6 Critics on Some Journal Articles and Thesis's	9
Proposed research Conceptual frame work design and Hypothesis	10
1.6.1 HYPOTHESIS	11
1.7 Significance of the study	11
1.8 Scope of the study	12
CHAPTER TWO: REVIEW OF RELATED LITERATURE	13
2.1 Definition of Performance Management.....	13
2.2 The Theoretical context of Performance Management	13

2.3 The Purpose of Performance Management.....	16
2.4 Criticisms of Performance Management	18
2.5 The Development of an Organization’s Performance Management System	19
2.6 Approaches Applicable to Developing a Performance Management System	19
Key Performance Indicators (KPIs).....	19
2.12 EMPERICAL STUDY ON PERFORMANCE MANAGEMENT	21
Aims and Roles of Performance Management system.....	21
Strategic Purpose	21
Administrative Purpose.....	21
Information purpose	22
Development Purpose	22
Organizational Maintenance Purpose	22
Documentation Purpose	23
On boarding	23
Critics on Some Journal Articles and Thesis's	23
CHAPTER THREE: METHODOLOGY OF THE STUDY	25
Overview	25
3.1 TARGET POPULATION	25
3.2 SAMPLING TECHNIQUE	25
3.3. SAMPLE SIZE DETERMINATION	25
3.4 SOURCE OF DATA.....	27
Dependant Variable	27
Independent Variables.....	27
3.5 DATA ANALYSIS	27
3.6 REIABILITY TEST AND VALIDITY TEST.....	28
3.7 ETHICAL CONSIDERATIONS	29
CHAPTER FOUR	30
DATA ANALYSIS, PRESENTATION AND INTERPRETATION:.....	30
OVERVIEW.....	30
4.1 DEMOGRAPHIC PROFILE	30
4.2 STRATEGIC PURPOSES OF PERFORMANCE MANAGEMENT	31
4.3 Organizational performance.....	46
4.4 HYPOTHESIS TESTING-CORRELATION ANALYSIS.....	47
TEST OF HYPOTHESIS 1	47

TEST OF HYPOTHESIS 2	48
TEST OF HYPOTHESIS 3	48
TEST OF HYPOTHESIS 5	50
TEST OF HYPOTHESIS 6	50
CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.	51
5.1 Summary of Findings.....	51
5.2 CONCLUSIONS.....	51
5.3 RECOMMENDATIONS.....	52
APPENDIX-I: REFERENCE	54
APPENDIX-II: QUESTIONNAIRES.....	57

LIST OF ACRONYMS

PMS= Performance Management System

WCU= Wachemo University

STP= Strategic Purpose

AP=Administrative Purpose

IP= Information Purpose

DP=Development Purpose

DOP=Documentation purpose

OBP= On-boarding Purpose

Op= Organizational performance purpose.

CHAPTER ONE: INTRODUCTION

Overview

This chapter includes background of the study, Statement of the problem, Objective of the study, Conceptual framework of the research, Hypothesis, Role of performance management, Significance of the study, and Scope of the study.

Background of the study entails that when performance management was come to existence as a reform in public sector from private sector as a way of improving performance. It holds some scholarly definitions, contributions, purposes, and effects of performance management to an organizational performance achievements. Statement of problem deals with performance related problems of the proposed institution and shows that the gaps of different previously done researches by many scholars in different consecutive years. Objective part of the study encompass both general and specific objectives of the research are undergoing on. General objective of the study reflects the whole study area framework and specific objectives clarify that the basic questions of the research to be assessed on. Conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply. Hypothesis part entails that the relationship between dependant and independent variables and their effect towards performance management of an organization. Roles of performance management address that the essential performance management tools to an organization and it's reward if it is applied appropriately. Significance of study reflects that the undergoing research's importance to the different bodies such as ,researchers, performance criteria formulators, academicians and practioners. Scope of the study shows that how much areas of the proposed research covers .

1.1 Background of the study

The period from the late 1970's through to the mid 1990's witnessed governments around the world introducing management reforms in the public sector from the private sector as a way of improving performance. New Zealand, in particular, and other countries such as the United Kingdom and Australia, emerged as the leading proponents of such reforms which become models emulated elsewhere, Countries such as Brazil, Korea, Sweden and Portugal followed suit as government sector reform transferred public management(Kettl,1997).

(Asmelash,2000) as he indicated that, Modern Management is a recent Phenomena in Ethiopia, it was in the 19th century that is from (1889-1913), introduced the modern administrative system, later from (1930-1974) augmented his predecessor's initiative both in qualitative and quantitative aspect.

Despite many authors'(Brown & Armstrong,1999;Rademan & vos, 2001;Furnham, 2004; Hazard, 2004; Institute of management & administration (IOMA), 2004) criticism and concerning regard the efficacy of performance management system, it is acknowledged (viedge,2003), in the west world, that these system can and do make a useful contribution to the efficiency and effectiveness of the organization.

Performance management is " A Process for establishing a shared understanding about what is to be achieved and how it is to be achieved , and an approach to managing people that increases the probability of achieving success[Weiss and Hartle,1997].

Performance management is a continuous process of identifying, Measuring, and developing the performance of individuals and teams and aligning performance with strategic goals of the organization . This definition has two main components:

Continuous: Performance management is ongoing, it involves a never ending process of setting goals and objectives ,observing performance, and giving and receiving ongoing, coaching and feedback.

Alignment with strategic goals. Performance management requires that managers ensure that employees, activities and outputs are congruent with the organizations goals and

consequently help organizations gain competitive advantage. However, we must distinguish between performance management and performance appraisal. A system that involves employee evaluations once a year without an ongoing effort to provide feedback and coaching. So that can be improved is not a true performance management system, this is only performance appraisal. It is systematic description of an employee's strength and weakness. It is an important component of performance management(Aguins 2013,pp 2-3).

The performance management contributions are Motivation to perform increases, self esteem increases; Managers get insight about Subordinates; the definition of job and criteria are clarified; self insight and development are enhanced, administrative actions are more fair and appropriate , and organizational goals are made clear. Besides these, dangers of poorly implementation of performance management systems are increases turn over, lower self esteem, Wasted time and money, damage relationships, decrease motivation to perform, employee job burnout and job dissatisfaction, increases risk of litigation, varying and unfair standards and ratings, unjustified demand on managers and employee resources and unclear rating system(Regenesys Management, 2014).

Since their earliest beginnings as mere performance appraisal system, they are now widely incorporated in to organizations overall strategic plan and assist with of organizational objectives. Performance management systems have become more important in recent years because " managers, be they in the public or private sector, are under constant pressure to improve of their organization " (Holloway, Francis & Hinton,1999;351).Much literature is available on the necessity of performance management system to the large corporate organizations. Overtime - however, there has been an increase in the use of performance management systems in sectors such as the public sector (Curtis, 1999; Hoque, Arends & Alexander,2004;Radnor & McGuire, 2004; SA Government, 2004)and the academic sector (Kapp,2001).

There has even been movement towards the incorporation of performance management systems in the larger nonprofit sector (Andrew, 2004).Notice- ably, however, much of the information available regard the usefulness of the performance management system relates to large corporations. While research and experience practitioners have identified several characteristics that are prerequisites for effective performance management systems, there are also many decisions need to be made to design a system ideally suited for a given organizations needs. One such decision is what purpose the system will serve. For instance,

performance management can support pay decisions , promotional decisions , employee development and reductions in force. a performance management system that attempts to achieve too many objectives is likely to die of its own lack of focus and weight. There is no one type of system or set of objectives that is best suited for all organizations. The purposes for a given performance management system should determine by considering business needs , organizational culture and the systems integration with other human resource management systems.

One important caveat to consider is that while performance management for purposes of decision making and employee development are certainly limited, these two objectives are rarely supported equally well by a single system. When a performance management system is used for decision making, the appraisal information is used as a basis for pay increases, promotions, transfers, assignments reductions in force or other administrative HR actions. when a performance management system is used for development, the appraisal information uses to guide the training, job experience, mentoring and other development activities that employees will engage in to develop their capabilities. Although it is theoretically possible to have a performance management system that serves both decision making & development purposes well, this can be difficult to achieve in practice. In addition , research will show that the purpose of rating (decision-making versus development) affects the rating that will be observed. Rating will be used for decision making to leniency with most employees receiving ratings on the high end of the scale. Ratings for development purposes tend to be more variable, reflecting both employee strength and development needs.

So this study aims to explore whether PMS purposes have effect on implementation and achievements of performance management system and to assess the perception of employees towards performance management purposes on their organizational performance achievements.

1.2 Background of the university

Wachemo university was established in the year 2007. It is located at Hossana town which is the administrative and trading center of the Hadiya Zone in south, nations, nationalities and peoples regional state. The university is located at a distance of 230 km south west of Addis Ababa and 160 km west of Hawassa city. WCU lies at an altitude of 1500 meters above sea level. The annual average temperature is 14.4 and the average annual rainfall is 1331.6mm.

WCU aims at delivering teaching ,learning ,research and community services. Currently the university offers courses under six faculties in under graduate program, namely Engineering and Technology, Health Science and Medicine, Business and Economics, Social Science, Natural and Computational science and Animal science and Veterinary Medicine.

MISSION: Wachemo university is committed to excellence in teaching, research and service for the benefit of the citizens of Ethiopia and the world and is dedicated to the discovery, development, and Communication.

Vision: Wachemo university (WCU) aspires to be an excellent university in teaching, learning, research and community service by 2025.

1.3 Statement of the problem

Many studies have been done on the implementation & achievements of Performance Management System on organization performance achievements in developed world like USA, Europe, and Asia. It is evident that performance related problems would be among the major reasons underlying the high staff turnover , low productivity and increasing number of customer complain many organizations are experiencing(Ulrich,1998).

A Performance Management system is a complex and dynamic combination of several factors, which should not be seen in isolation; Systems nest within systems and these inter relationships should be understood, like the performance management system is nested within the cultural system of the organization and those of its employees; and to be effective the purpose of the system whole must be evident even though the system is dynamic (Regenesys management, 2014).

Implementation of performance management system have been done in the developed world for several consecutive years.(Carolyn; 2003, sirgut;2006; Rodica;2009; Philip; 2011, Liza,2012, Bethual;2013).But amazingly, very limited number of researches has been conducted on performance management system in perspective of African continent in general and Ethiopian context in particular. Therefore, despite valuable contributions supported by empirical evidences in this regard mostly from organizations in developed countries, the above mentioned pertinent research gaps in Ethiopian context after through and careful review of literature have lead the researcher to undertake this study at Wachemo university. Most of the time researcher's have conducted on implementation and achievements of PMS in a single bases in Ethiopia. But research indicates that systems or bundles of PMS perspectives have more influence on organizational performance

management than single perspective(arthur;1994, Huselid,1995, Huselid, Jackson & schuler,1997, Mac duffe 1995).

That is why the researcher tried to investigate the implementation and achievements of PMS purposes on organization performance management. In spite of its experience of teaching and learning trend the university have faced a lot of problems such as staff development is decreasing; Absenteeism is high, the turnover of professional and technical staff is also high, low labor efficiency, and employee Job Dissatisfaction. Besides, the University had faced problems like Performance Management and financial management. (Strategic plan of Wachemo university(2008/09-2013/14).In previous trends many researchers did their research on the information collected by a performance management system is most frequently used for salary administration, performance feedback and the identification of employee strengths and weaknesses(Aguins,2011).

This study was conducted to fill the existing research gap and to explore the relationship between PMS purposes to organizational performance management. In general, Moreover, performance management systems can serve the following purposes: (a) strategic, (b) administrative, (c) information, (d) developmental, (e) organizational maintenance,(f) documentation, and g, On boarding. Organizational performance in the context of Wachemo University.

1.4 Objectives of the study

1.4.1 General objective

The main objective of the study is to assess and investigate the implementation and achievements of a performance management system of Wachemo University.

1.4.2 Specific objectives of the study

- To assess the perception of employee's towards the performance management system of the university.
- To assess the association between PMS purposes and organizational performance management
- To identify the extent of each PMS purposes implementation on organizational performance management.

1.5 Proposed Conceptual frame work and Hypothesis

1.5.1 Conceptual frame work

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply. For example, Economists use the conceptual framework of supply and demand to distinguish between the behavior and incentive systems of firms and consumers. Like many conceptual frameworks, supply and demand can be presented through visual or graphical representations.

The use of the term *conceptual framework* crosses both scale (large and small theories) and contexts (social science, marketing, applied science, art etc.). conceptual frameworks are abstract representations, connected to the research project's goal that direct the collection and analysis of data (on the plane of observation – the ground). Its explicit definition and application can therefore vary. Shields and Rangarajan argue and define that a conceptual framework as “the way ideas are organized to achieve a research project’s purpose (Shields and Rangarajan 2013).

Dependant Variable

The dependant variable has incorporated opinion of the respondents concerning rate of the university performance (turnover, absenteeism, employee commitment, employee motivation and job satisfaction).

Independent Variables

The items of independent variables includes (strategic, administrative, information, developmental, organizational maintenance, documentation and Onboarding performance management purposes).

1.5.2 Roles of Performance Management system

The information collected by a performance system is most frequently used for salary administration, performance feedback and the identification of employee strengths and weaknesses. In general, however, performance management systems can serve the following purposes

Strategic Purpose

The first purpose of performance management is to help top management achieve the strategic business objectives, by linking the organizations goals with individual goals, the performance management system reinforces behaviors consistent with the attainment of organizational goals (Aguins,2011).

Administrative Purpose

A second function of performance management system is to furnish valid and useful information for making administrative decisions about employees. Such administrative decisions include salary adjustments, promotions, retention or termination, recognition of individual performance, identification of poor performers, layoffs and merit increases(Regensyes management ,2014).

Information purpose

Performance management system serve as an important communication device(Regensyes management school, 2014).

Development Purpose

Feed back is an important component of a well implemented performance management system. This feedback can be used in a developmental way. Managers can use feedback to coach employees and improve performance on an ongoing basis (Aguins,2013).

Organizational Maintenance Purpose

A fifth purpose of performance management systems is to provide information to be used in work force planning is a set of systems that allows organizations to anticipate and respond to needs emerging within in and outside the organizations to anticipate and respond to needs emerging within and outside the organization, to determine priorities and respond to needs emerging within and outside the organization, to determine priorities and respond to needs emerging within and outside the organization, to determine priorities and to allocate human resources where they can do the most good(Regensyes management school, 2014).

Documentation Purpose

Performance management systems allow organizations to collect useful information that can be used for several documentation purposes. First performance data can be used to validate

newly proposed selection instruments. For example:- a newly developed test of typing skills can be administered to all administrative personnel(Aguins,2013).

On boarding

Means the transitioning of new employees from outsiders to participants in the sustained performance of the organization. The performance management system must provide catalyses for change, such as to behaviors and results that are valued and rewarded in the organization(Regensyes management school, 2014).

1.6 Critics on Some Journal Articles and Thesis's

(Sirgut,2006)as she investigated the research on achievements and challenges in the implementation of result oriented performance management system in three government ministry sectors, Ethiopian civil service ministry, Federal ministry of finance and economic development, and federal ministry of trade and investment. She used qualitative research methodology to conduct her research. As she conducted her research(thesis),it states that development of strategic plan, improvement in leadership, quality integrating with other systems of organisation. She also investigated development purpose of PMS like measurement inadequacy. Even she did with these two bundles of PMS, the other PMS Purposes were not all employed. Even if her findings were important to the organizations for which she incorporated the study.

(Bulawa Philip,2011)as he did his research on Implementation of performance management system in senior secondary schools in Botswana. The researcher conducted Qualitative study using the grounded theory methodology. Two Constraints as he investigated in his thesis: Those are cascading of strategic plan from ministry level to departments, and ultimately to the school but reporting is in reverse order as he assessed. The second constraint was also mismatch reform of environment transplantation with PMS. When we come to our country's context these two constraints/limitations are not this much bold. Thus in our country's envisage limitations are informational, like how employees are doing, improvement at work when needed, performance criteria for every employees. Development purpose like, frequent employee feedback recognition problem, un alignment of feedback directed towards activity and resource the individual(employee) can control.

(Liza Estino,2012)as she investigated in her article on the title of Performance appraisal system: It's Implication to employee performance. case of Nass construction company of Bahrain. She used qualitative and quantitative research methodology.

She investigated the research to fill the gap of administrative purpose of PMS, such impediments were like salary increment, incentives, and compensation. So that the research benefit the organization to some extent even if it was done by one perspective of PMS.

Source: International journal of Economics and Management Science, Vol.2, No.3, pp.55-62.
<http://eprints.jcu.edu.au/26275/>.

Proposed research Conceptual frame work design and Hypothesis

After thorough review of some journal articles and thesis's the researcher compiled the following conceptual frame work.



Figure 1

1.6.1 HYPOTHESIS

In this study, the following hypotheses will be tested.

Hypothesis 1:

1. Strategic purpose is positively associated with performance management.

Hypothesis 2:

2. Administrative purpose is positively associated with performance management.

Hypothesis 3:

3. Information purpose is positively associated with the performance Management.

Hypothesis 4:

4. Development of employees purpose is positively associated with performance management.

Hypothesis 5:

5. Organizational maintenance purpose is positively associated with performance management.

Hypothesis 6:

6. Documentation purpose is positively associated with performance management.

Hypothesis 7:

7. On boarding purpose is positively associated with performance management.

1.7 Significance of the study

Conducting research on the purpose of performance management on organizational performance achievement may have the following significances. Also has significance for administrators, teachers, performance criteria formulators, academicians and practioners. Some of the recommendations may use for concerned bodies like organizational management bodies as an input while preparing performance management purposes.

It may contribute for the development of the theory in the area of performance management. The research findings may use as a source of reference regarding performance management system purposes and its relationship with organizational performance management.

It may be used as a base for other research who are interested in the area to investigate further.

1.8 Scope of the study

The research was focused on implementation and achievements of Performance management system of Wachemo university. There are numerous PMS Purposes that have effect on organizational Performance Management. However, this research is limited to seven PMS Purposes, which encompass:

Strategic, Administrative, Informational, Developmental, Organizational maintenance, Documentation, and On boarding of Wachemo University. The Study not incorporated employees who are employed on part time or Contract basis. Those are guards, cleansing and Cafeteria employees as the population of the study, these is due to the fact that they have less understanding of performance management purposes to the Organizational performance achievement. However, the researcher has adequate information on areas of works due to long term work experience on preferred study area. So to investigate the problems thoroughly, the study is limited to incorporate only on implementation and achievements of performance management system of Wachemo University.

1.9 Limitations of the study

The major constraints of the research were unwillingness of management to disclose some information in the name of confidentiality. The research to select seven performance management system based on the literature done outside Ethiopia and there was no previous study which identified the best performance system purposes in the case of African, Specially Ethiopian case. So that the purposes which is not selected may be more important with the context of Ethiopia, this study would have been fascinated to investigate more other variables.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

Overview

This chapter covers literatures related to implementation and achievements of performance management system, classified in to two main parts. The first part cover all theoretical literature and the second part cover empirical studies that have done in different years by many scholars.

2.1 Definition of Performance Management

PMS is a way of providing a measurement of the performance of the organization the team and the individual through a verity of performance measurement technique.

A performance management system typically involves the setting of performance objective, the measurement of performance against these objectives, the identification of development support and review process to develop performance and subsequent objectives. 'The major purposes of PMS is process for strategy implementation, is vehicle for culture change, provides input to other HRS such as development and remuneration.

For the above definitions the main purpose of pm in organization can be seen to be enhance the achievement both of the organization and the individual. PMS are concerned not only with what is achieved but also with how it is achieved.

2.2 The Theoretical context of Performance Management

Performance Management has been a necessary part of organizational life for as long as there have been organizations. The ancient Egyptians had to 'encourage' their workers to build the great pyramids – and, unwittingly, they utilized performance management systems to do so. Their system revolved around whipping those workers who did not perform as required, to achieve their goals. This worked effectively for them as evidenced by the splendid pyramids that they built. There is evidence that other ancient civilizations such as Rome and AD China also had performance management system (Furnham, 2004). However, over time, as our understanding of human nature and the environment in which we exist has changed, the importance of managing performance to align individual goals to a common vision has been

recognized as being vital to an organization's success. The necessity of an effective holistic performance measurement and appraisal system, therefore, became apparent.

For the purpose of this case study the researcher has distinguished between performance measurement and performance management. Confusingly performance management can be applied to either organizational performance or individual performance, and the terms performance measurement and performance management are often used interchangeably.

In this instance performance measurement has been used to describe the "act of measuring the performance" (Radnor & McGuire:2004, 246) which is usually at an organizational or organizational business unit level, and performance management is used to mean a system that "aims to react to the 'outcome' measure using it in order to manage the performance" (Radnor & McGuire:2004, 246) which is usually at an individual level. It has been noted that performance measurement as we know it now can be recognized as having started in the mid 1800's with the cost and management accounting profession (Radnor & McGuire, 2004).

Performance measurement seems to have been quite a clear cut choice for businesses to implement for two reasons-firstly, it was driven by the cost and management accounting profession with their focus on measuring financial indicators, particularly in terms of direct labor costs and direct material costs (Neely, Gregory & Platts, 1995) and secondly, because it is easier to measure performance than to manage it. After much work from the cost and management side in refining the available measures (resulting in the introduction of activity based costing (abc) in the mid 1980's (Cooper, cited in Neely et al., 1995)) and from the financial accounting side in terms of measures such as Return on Investment (ROL) and Return on Equity (ROE), it became clear that accounting indicators on their own were not necessarily clear predictors of the success or failure of an organization. By the early 1980's the growing trend to move away from viewing capital assets as the most important to understanding that intellectual or human capital would be the way of the future, had been identified (peters & Waterman, 1995). Those companies that had a strong belief in their people, not necessarily only their financial indicators, were turning out to be the top companies. Examples of such companies would be Hewlett-Packard with their 'the HP way', which included mutual trust and confidence expressed in terms of, for instance, their flexible working hours and open door policy (Peters & Waterman, 1995), and Disney's description of staff as 'cast members' with all staff being recognized on a first name basis from the President down, and all staff being part of 'the show' (Peters & Waterman, 1995).

These examples show how working with people was infiltrating to the very core of a company's internal operations and how this commitment was reaping rewards in terms of the companies' bottom line. By the mid to late 1980's traditional organizational performance measurement systems had many critics (Neely, 1999). For example, it seems that a focus on purely accounting performance measure might have promoted a culture of short-termism (Neely et al., 1995) resulting in managers trying to achieve financial targets to meet their performance measurement objectives, at the expense of long-term sustainability.

It was at around this time that Kaplan & Norton (1992) developed and proposed a balanced scorecard to include the measurement of indicators other than financial ones. They proposed four areas of importance including financial but in addition, customer, internal business processes and learning and growth. They felt that these provided a more holistic picture of an organizations' performance, Kaplan & Norton (1996) then postulated that these scorecards could then be linked to and be drivers of strategy.

Performance management as a more holistic complex measurement and management system arose out of a combination of performance appraisals (which have been noted by Furnham (2004:83) as early as being "in both Britain and America in the eighteenth and nineteenth centuries") and of performance measurement systems. According to Furnham (2004:84) "by the 1950s in America and the 1960s in Europe, around a half to two thirds of bigger companies had some performance appraisals process", and since then this has increased further. Organizations performance management systems were becoming increasingly complex, taking factors other than financial indicators into consideration and were aimed at the long-term sustainability of the organization. Since the mid-1990 there has been a marked increase in research of both an academic and a practical nature (Thorpe & Beasley, 2004; Neely, 1999) into the areas of organizational performance measurement and performance management of both the organization as well as the individual.

There are many reasons for the current trend to focus on performance management as a whole. As our society changes and these changes become apparent, it is clear that to be a successful organization requires some form of measurement system. To ensure that the results of these measures are managed and improved upon, performance management needs to be in everyday organizational life. In many ways it is a natural progression of our understanding from the importance of performance measurement to the philosophy of performance management.

Performance management in today's knowledge economy is a vastly important system that contributes to the success of an organization in finding and retaining the right people, training and developing these individuals to realize their and the organizations full potential, and as a system of evaluating and rewarding individuals within the organization. In fact the 'old' way of operating and the 'Organization Man' model (Bartlett & Ghoshal, 1995) are not able to achieve the results required for success in our constantly changing world. In the 'Old' way, according to Bartlett & Ghoshal (1995:134) "workers' tasks were well defined, measured, and controlled. With the objective of making people as consistent, reliable, and efficient as the machines they supported". This meant that systems and procedures in place were designed to control workers. However, employees are individuals and this type of forced system neither brought out the best in individuals nor fostered employee motivation and commitment. As noted by Maritz (1995) it is underlying cultural supports that provide a basis for excellent performance by an individual within an organization.

A high performance culture facilitates and rewards potential through factors such as a strong system of values and a credible leadership. Today's performance management systems are more refined and are based on the understanding that the dynamic, creative employees that an organization desires and requires today cannot be fitted in to a one-size-fits-all model. "the new paradigm recognizes that, as suggested by the science of chaos theory, we live in a complex world characterized by randomness and uncertainty and that small events often have massive and far-reaching consequences" (Daft, 1999:9). It is being realized that a synergistic solution can be gained from discussions with different minded people, that teamwork and collaboration increase productivity and efficiency and that doing the right things right, is critical.

2.3 The Purpose of Performance Management

Performance Management encompasses all those aspects of human resources management that are designed to improve the efficiency and effectiveness of both the individual and the organization. Brown & Armstrong (1999) consider performance management to be anything that an organization does to improve its total performance. They postulate that it has four primary purposes. Performance Management assists organizations in providing a basis for managing both organization and employee expectations. This is achieved by enabling individuals and organizations to clarify the nature of the psychological contract (Argyris, 1960; Schein, 1970) between them. It also aims to provide a framework which facilitates the

integration of corporate and individual objectives, beginning with the communication and integration of the organizations core values. Performance management systems aim to motivate towards established and clearly communicated expectations, and also, to provide a developmental process for the organization by setting guidelines that assist in establishing future needs and outcomes.

A performance management system typically involves “the setting of performance objectives, the measurement of performance against these objectives, the identification of developmental support and a review process to develop performance and subsequent objectives” (Brewster, Carey, Dowling, Grobler, Holland & Warnich, 2003:261).

The performance management system is a way of providing a measurement of the performance of the organization, the team and the individual through a variety of performance measurement techniques (Price, 2000). As has already been shown, the performance management system depends on performance measurement, but has a wider role in evaluating and developing individuals to encourage improved performance results, and assisting in managing for these results. Later in this chapter, performance measurement and performance management systems will be considered in more detail. Bennett & Minty (cited in Nel, Gerber, van Dyk, Haasbroek, Schultz., Sono & Werner, 2002:516) argue that there are “three major purposes of performance management:

It is a process for strategy implementation. It is a vehicle for culture change. It provides input to other human resources systems, such as development and remuneration”.

From the above definitions, the main purpose of performance management in organizations can be seen to be to enhance the achievements both of the organization and the individual. Performance management systems are “concerned not only with what is achieved but also with how it is achieved” (Price, 2000:177). All effective generic performance management systems have certain specific components in common, without which the system would be ineffective. These are the principle steps that must be implemented to ensure the effective functioning of the system.

According to Price (2000:181) “in every case, effective performance management requires an organization to do three things well. Define the characteristics of good- as opposed to average or bad- performance. Facilitate employees to perform well by removing obstacles Encourage performance through reward, praise or promotion” The main reason for having a performance management system in operation in an organization is proposed by Armstrong & Baron (cited

in Price, 2000) as being that people perform best when they know what is expected of them and have helped in setting the expectations.

2.4 Criticisms of Performance Management

A number of authors (Brown & Armstrong, 1999; Rademan & Vos, 2001; Furnham, 2004; Hazard, 2004; LOMA, 2004) have leveled criticisms at performance management systems including, amongst other things, staff de-motivation, unfair application, too subjective, unclear, unethical and very time consuming.

Another noted criticism of performance management systems is that although it might be easy to devise a good performance management process on paper, the reality of that system might be vastly different, and it might actually be very difficult to implement (Brown & Armstrong, 1999; Furnham, 2004). Performance appraisals, as part of the performance management system, can be seen to be time-wasting and having no value as the information received during the appraisals is just filed afterwards and not utilized fully (Alfred & Potter, 1995; Rademan & Vos, 2001) that is, the theory behind the system might be relevant but in practice it does not work effectively. Performance management systems need to be developed along ethical lines (Brown & Armstrong, 1999; Rademan & Vos, 2001). Brown & Armstrong (1999) propose an ethical framework that should be considered in the designing of a performance management system. Items such as “(1) respect for the individual, (2) mutual respect, (3) transparency of decision making and (4) procedural fairness” (Brown & Armstrong, 1999:263) need to be adhered to.

The ethical component is very important, particularly given the reliance on the judgment of the appraiser, and the relationship between the appraisee and appraiser. It is an issue that the appraiser comes with their own set of biases, and judgment systems, which affects the outcome of the appraisal. In fact, higher than average ratings can be attributed to factors such as preserving morale, avoiding confrontation, and the perceived image of the management of an underrated department (Price, 2000). Alfred & Potter (1995) and Rademan & Vos (2001) similarly noted that a person’s appraisal could be subjective (i.e. based on the relationship between the person interviewing and the person being interviewed).

Because performance management systems are implemented for many reasons they are often overburdened with expectations. If the reason for the performance management system is to

reward individuals, then staff will expect their pay to be linked to their performance. Senior staff might be told that the performance management system will enable them to identify and make provision for achievers and underperformers. They will expect that the system is able to assist them in making these identifications. Directors might feel that the performance management system will improve organizational effectiveness, and will then expect it to do so. The performance management system must clearly reward behaviors and achievements that actually contribute to the improved efficiency and effectiveness of the organization, thus playing both an evaluative and developmental role. Systems must be 'living documents' i.e. they must be adaptable, particularly in our turbulent rapidly changing environment and with the advent of the knowledge worker (Tobin, 1998).

2.5 The Development of an Organization's Performance Management System

The following section provides insight into both the reasons for the development of a performance management system within an organization, and highlights important aspects for consideration in the development of a performance management system. It begins by noting some of the various approaches that can be utilized in deciding what type of organizational performance management system is best suited to your organization.

2.6 Approaches Applicable to Developing a Performance Management System

Over the period of the last 20 years a number of frameworks have been presented that are aimed at assisting organizations to develop and implement performance management systems within their organizations. Following, selected relevant frameworks are considered, each representing different ways of perceiving a performance management system. This will ultimately affect the development and design of the performance management system to suit a particular organization.

Key Performance Indicators (KPIs)

KPIs can be defined as "quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization. They will differ depending on the organization" (Reh, date not available (a): 1). It is important that the KPIs that are chosen by the

organization are specifically designed to help focus the organization (through its employees) on what it needs to do in order to succeed. In fact Bauer (2004:64) notes that “KPIs must emanate from the vision level and cascade through the organization” as shown in Figure 2.

Vision
Strategy
Objectives
Critical Success Factors
Key Performance Indicators
Key Action Initiatives

Vision-What do we want to be in the future?

Strategy – How do we intend to accomplish our vision?

Objectives- What must we complete to move forward?

CSFs-What areas must we focus on to achieve our vision?

KPIs-What are our metric indicators of success?

KAIs-What action programs will achieve our performance goals?

Figure 2

Sources: Bauer,2004

KPIs need to be measurable, so it is necessary for a KPI to be clearly defined, and then to be defined the same way over a number of years in order to perform comparisons between years measured. Once KPIs have been established, measurement is focused on targets for each KPI. For example, if a KPI is set out as being ‘number of new clients’, then a target could be written as ‘a 5% increase in the number of new clients by the end of the financial year’. This, providing there is accurate data available for collection of the statistics on new client retention rates, provides a benchmark for future improvements on this KPI. Because there are many things that are measurable in an organization it is easy to get sidetracked by those that are not critical success factors. However for a KPI to make an impact on the long term sustainability of the organization, only critical success factors should be considered for this purpose. Bauer (2004:63) notes that “selection of the wrong KPIs can result in counterproductive behavior and sub optimized results”. Reh (date not available (b)) also notes that once measurable KPIs have been defined the organization is in a position to use

them in an individual's performance agreement as part of a performance management system. They can be utilized as a reward indicator and a motivator. As a clearly defined target, with predetermined measurement criteria, it becomes a small task to link the attainment of targets into your performance appraisal. The performance appraisal is the method that the organization utilizes to evaluate and reward the performance of the individual employees within its organization. If KPIs have been set at an organizational or team level, it is possible to clearly define the individuals' tasks that need to be accomplished. It then becomes inherent in the performance management system that you are rewarding the attainment of organizational goals, through the achievement of KPIs. It sets clear expectations for staff and communicates the importance of the KPIs.

2.12 EMPIRICAL STUDY ON PERFORMANCE MANAGEMENT

Aims and Roles of Performance Management system

The information collected by a performance system is most frequently used for salary administration, performance feedback and the identification of employee strengths and weaknesses. In general, however, performance management systems can serve the following purposes

Strategic Purpose

The first purpose of performance management is to help top management achieve the strategic business objectives, by linking the organizations goals with individual goals, the performance management system reinforces behaviors consistent with the attainment of organizational goals. Moreover, even if for some reasons individual goals are not achieved, linking individual with organizational goals serves as away to communicate what are the most crucial business strategic initiatives(Aguins,2011).

Administrative Purpose

A second function of performance management system is to furnish valid and useful information for making administrative decisions about employees. Such administrative decisions include salary adjustments, promotions, retention or termination, recognition of individual performance, identification of poor performers, layoffs and merit increases. so the implementation of reward systems based on information provided by the performance management system falls within the administrative purposes(Regensy management ,2014).

Information purpose

Performance management system serve as an important communication device. First, they inform employees about how they are doing, and provide them with information's on specific areas that may need improvement. Second, related to the strategic purpose ,they provide information regarding the organizations and the supervisor's expectations and what aspects of the work the supervisor believes are most important(Regensyes management school, 2014).

Development Purpose

Feed back is an important component of a well implemented performance management system. This feedback can be used in a developmental way. Managers can use feedback to coach employees and improve performance on an ongoing basis. This feedback allows for the identification of strengths' and weaknesses and of the causes of performance deficiencies which could be due to individual, group or contextual factors, of course feedback is useful only to the extent that remedial action is taken and concrete steps are implemented to remedial action is taken and concrete steps are implemented to remedy and deficiencies. And feedback is useful only when employees are willing to receive it.

Organizations should strive to create a " feedback culture that reflects support for feedback, including feedback that is non-threatening and is focused on behaviors, and coaching to help interpret the feedback provided another aspect of the developmental purpose is that employees receive information, about themselves that can help them tailor their paths, Thus, the developmental purpose refers to both short term and long-term development aspects.

Organizational Maintenance Purpose

A fifth purpose of performance management systems is to provide information to be used in work force planning is a set of systems that allows organizations to anticipate and respond to needs emerging within in and outside the organizations to anticipate and respond to needs. emerging within and outside the organization, to determine priorities and respond to needs emerging within and outside the organization, to determine priorities and respond to needs emerging within and outside the organization, to determine priorities and to allocate human resources where they can do the most good. An important component of any work force is planning effort is the talent inventory, which is information on current(e.g, skills, abilities, promotional potential and assignment histories of current employees).

Performance management systems are the primary means through with (which) accurate talent inventories can be assembled. other organizational maintenance purposes served by

performance management systems include assessing future training needs, evaluating performance achievements at the organizational level, and evaluating the effectiveness of HR interventions (e.g whether, employees perform at higher levels after participating in a training program me. These activities cannot be conducted effectively in the absence of a good performance system.

Documentation Purpose

Performance management systems allow organizations to collect useful information that can be used for several documentation purposes. First performance data can be used to validate newly proposed selection instruments. For example:- a newly developed test of typing skills can be administered to all administrative personnel. Then scores on the test can be paired with scores collected through the performance management system. If scores on the test and on the performance measures are correlated, then the test can be used with future applicants for the administrative positions.

Second, performance management systems allow for the documentation of important personnel decisions. This information can be especially useful in the case of litigation.(Aguins,2013).

On boarding

Means the transitioning of new employees from outsiders to participants in the sustained performance of the organization. The performance management system must provide catalyses for change, such as to behaviors and results that are valued and rewarded in the organization. This in turn, would lead employees to understand the organization. This, in turn, would lead employees to understand the organization's culture and what it values.(Regenesys business school, 2014).

Critics on Some Journal Articles and Thesis's

(Sirgut,2006)as she investigated the research on achievements and challenges in the implementation of result oriented performance management system in three government ministry sectors, Ethiopian civil service ministry, Federal ministry of finance and economic development, and federal ministry of trade and investment. She used qualitative research methodology to conduct her research. As she conducted her research(thesis),it states that development of strategic plan, improvement in leadership, quality integrating with other systems of organisation. She also investigated development purpose of PMS like measurement inadequacy. Even she did with these two bundles of PMS, the other PMS

Purposes were not all employed. Even if her findings were important to the organizations for which she incorporated the study.

(Bulawa Philip,2011)as he did his research on Implementation of performance management system in senior secondary schools in Botswana. The researcher conducted Qualitative study using the grounded theory methodology. Two Constraints as he investigated in his thesis: Those are cascading of strategic plan from ministry level to departments, and ultimately to the school but reporting is in reverse order as he assessed. The second constraint was also mismatch reform of environment transplantation with PMS. When we come to our country's context these two constraints/limitations are not this much bold. Thus in our country's envisage limitations are informational, like how employees are doing, improvement at work when needed, performance criteria for every employees. Development purpose like, frequent employee feedback recognition problem, un alignment of feedback directed towards activity and resource the individual(employee) can control.

(Liza Estino,2012)as she investigated in her article on the title of Performance appraisal system: It's Implication to employee performance. case of Nass construction company of Bahrain. She used qualitative and quantitative research methodology.

She investigated the research to fill the gap of administrative purpose of PMS, such impediments were like salary increment, incentives, and compensation. So that the research benefit the organization to some extent even if it was done by one perspective of PMS.

Source: International journal of Economics and Management Science, Vol.2, No.3, pp.55-62.
<http://eprints.jcu.edu.au/26275/>.

CHAPTER THREE: METHODOLOGY OF THE STUDY

Overview

This chapter covers about the way that the research carried out. It includes research design, target population, sample determination, sampling technique, source of data, procedures of data collection, analysis and interpretations and reliability and validity test are presented respectively. This study is examined the implementation and achievements of performance management system of Wachemo university, Hosanna, Ethiopia.

3.1 TARGET POPULATION

Therefore, the focus of the study is the implementation and achievements of performance management system on organization performance achievement of Wachemo university that have 820 permanent employees. The target populations of this study focused on Administrative employees and teachers, this is due to the fact that administrative and teaching staff have a better understanding on performance management purposes rather than other employees, those are Guards, cleansing employees and Cafeteria employees.

3.2 SAMPLING TECHNIQUE

For this study stratified sampling technique is used, because of the researcher believes that it is necessary to include representative respondents from each division of the Faculty. The respondents were divided into seven namely; Administrative staffs, Faculty of Business and Economics, Faculty of Engineering and Technology, Faculty of Health science and Medicine, Faculty of Natural and computational science, Faculty of social science & Humanity and Faculty of Animal science and Veterinary Medicine. After this, simple random technique was used in order to peak individual respondents from each target division. Random sampling is advantageous in that each member has an equal probability of being included in the sample (Lombard, 2010).

3.3. SAMPLE SIZE DETERMINATION

Sample Size Determination is based on the formula of that was developed by Baridam (2001: 93) and the sample size was computed as follow.

n =Error! Reference source not found.

Where,

n =The required number of sample size

N = Number of total population

α = Level of significance

$N=820$

$\alpha=5\%$ (0.05).

$$\frac{820}{1 + 0.05^2 \times 820}$$
$$= \frac{820}{3} = 273$$

Where, A 10% of the total sample is added in order to take in to account the non-response.

$273+10\%$ (273)=300

The reason that the researcher added 10% to the sample size is to compensate the non-response rate and to have the response rate (Dennis, 2003: 278-295). Non-response rate may arise in case the researcher is unable to contact the respondents. The total population is 820.

Faculty Division	No; of employees	Percentage out of the total (%)	Representative Sample
Business and Economics	80	9.8	29
Engineering and Technology	98	12	36
Health science and Medicine	85	10.4	31
Natural and computational science	79	9.6	29
Animal science and veterinary Medicine	78	9.5	28
Administrative staff	400	48.7	147
Total	820	100	300

3.4 SOURCE OF DATA

Primary data is used for this study. The researcher collected the data using the survey questionnaire research method since this method has many advantageous like, the researcher has adequate information on areas of works due to long term work experience on preferred study area. Moreover, it is an excellent vehicle for measuring a wide variety of unobservable data, such as people's attitude, belief and behavior (Bhattacharje, 2012) and unstructured interview with heads were also employed. The questionnaire was designed based on seven independent variables of PMS purposes, which were Strategic purpose, administrative purpose, information purpose, development of employees purpose, organizational maintenance purpose, documentation purpose and Onboarding purpose. Those items was derived from comprehensive review of literature on Performance management system that are considered to relate to organizational performance and was adopted from other researchers with minor modification.

Dependant Variable

The dependant variable has incorporated opinion of the respondents concerning rate of the university's performance (turnover, absenteeism, , employee commitment, employee motivation and job satisfaction). The items of the questionnaire will be developed on the basis of literature review and with adopting some previous questionnaires with minor adjustment. A five point Likert-type scale will be used as the response format for the dependent variables, with assigned values ranging from 1 being "Very poor" to 5 being "Very good".

Independent Variables

The items of the questionnaire was developed on the basis of literature review and studying some previous questionnaires. A five point Likert-type scale was used as the response format for the independent variables, with assigned values ranging from 1 being "Strongly disagree" to 5 being "Strongly agree".

3.5 DATA ANALYSIS

Both descriptive and inferential statistics are utilized to analyze the data. In general, to analyze the data the researcher has used descriptive statistics, figure, and correlation. The descriptive statistics used to describe the data while inferential statistics used to generalize the data finding (Kimberly, 2011). In order to facilitate the analysis of data, the researcher

use different tools. The tools that used to process the data are Statistical Package for Social Scientists (SPSS) Version 20.0 Software for Windows. This software used for data manipulation and inferences. Correlation co-efficient was applied which is a common measure to examine the relationship between two or more than two variables. Multiple regression analysis is used to analyze the relationship and to see the significant effect of the independent variable to performance of the WCU is measured using strategic management purpose, Administrative purpose, Information purpose, development purpose, documentation and on boarding purpose. Organizational performance as dependent variables. The Co linearity statistics, i.e. tolerance and variation indicator factor (VIP) applied to test the multi co linearity.

3.6 REIABILITY TEST AND VALIDITY TEST

It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. It is associated with the degree to which an individual's response or their score on a survey would stay the same overtime, cronbach's alpha is coefficient of reliability. Hence, according to Lombard(2010), coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations and .70 may be appropriate. Thus, the researcher tested the reliability of the items that were developed for respondents. Therefore, as shown on table 3.2 below the reliability of the whole items is .966 which ensures that the whole items in the questionnaire are reliable and appear to produce internally consistent results.

Table 3.2 Reliability test of the items

Reliability statistics

Cronbach's Alpha	N of Items
.966	47

The strategic Purpose includes 14 statements(1 to 14). It represents the importance of strategic purpose in the university. The scale exhibited a coefficient of reliability cronbach's Alpha of .901.

Administration purpose includes eight statements (15 to 22). It represents the extensive of the promotion process. The scale exhibited a coefficient of reliability cronbach's alpha of .88 .

Information purpose includes 5 statements (23 to 27). It represents the importance of informing employee's how they are working. The scale exhibits a coefficient of reliability of cronbach's alpha of .901.

The development purpose includes ten statements (28 to 37). It represents the importance of employee development, like educational opportunity. The scale exhibits a coefficient of reliability cronbach's Alpha of .731.

Documentation Purpose includes four statements (38 to 41). It represents the effective usage of documentation materials within the university and the degree of which employees are involving in this process. The scale exhibited a coefficient of reliability cronbach's Alpha .858.

The Onboarding purpose includes 6 statements (42 to 47). It represents the effectiveness of transitioning employees from outside in to the organization, like for experience sharing. The scale exhibits a coefficient of reliability of cronbach's Alpha .893.

3.7 ETHICAL CONSIDERATIONS

Everyone who participated in this study was entitled to the right of privacy and dignity of treatment. Moreover, there is no any tendency of affecting them negatively related to their involvement in this study. The response provided also kept confidential and employed solely for accomplishment of the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION:

OVERVIEW

In this chapter, results of empirical analysis of the study are presented. The discussion focuses on Implementation and achievements of performance management system with the context of WCU. The collected data was analyzed using frequency, percentages, mean value and linear regression model out of the total 300 distributed questionnaires, 234 were properly filled and collected which accounts the response rate of 78%.

4.1 DEMOGRAPHIC PROFILE

This section presents the descriptive analysis of sample sample respondents included in the study, which concerned about sex of the respondent , age, educational status and tenure of the respondents are analyzed accordingly.

Table 4.1 Demographic profile

variables		Frequency (N=234)	Percent(%)
Sex	Male	212	90.6
	Female	22	9.4
Level of Education	College Diploma	1	.4
	Bachelor	19	8.1
	Masters	214	91.5
Age	18-30	205	87.6
	31-50	29	12.4
Service in year	Less Than 5	231	98.7
	More Than 5	3	1.3
Salary in ETB	3258-5722	22	9.4
	6497-10,858	212	90.6

Position	Department Head	21	9.0
	Lecturer	202	86.3
	Assistant Lecturer	11	4.7

Source: Survey questionnaire (2015).

The results of the demographic characteristics of the respondents show that (91 %) of the respondents are Male while (9 %) of the respondents are female.

Regarding the age of respondents, the majority of respondents are (87.6 %) under the age category of 18-30 years. The next dominant respondents, which account (12.4%) are within the range of 31-50.This shows that the majority of respondents are young and productive group and under the category of 18-30 years.

The Profiles of respondents are also assessed in terms of their educational level. The majority of the respondents are that account (91.5%) are Masters holders. The remaining (8.1%) are completed their Bachelor Degree. Diploma Account only(0.4%). It is possible to infer that the major of the respondents are well educated in their area of expertise. This implies the employees know very much about performance management how it is important to one's organization works achievements.

In relation to service of year within the organization, (98.7 %) of the respondents have work experience fall under the age of less than 5 years. Around 1.3% of the respondents have work experience of 5 years and above. This shows that most respondents are under the age category of 5 years and below.

According to the age of respondents most of the respondents are range from 6497-10,858 are 90.6 %, 3258-5722 are 9.4 % of as a sample shows.

4.2 STRATEGIC PURPOSES OF PERFORMANCE MANAGEMENT

Table 4.2.1 Strategic purposes of performance management

No	Items	SD	D	I	A	SA	Mean value	
1	Clearly defined purpose of Performance Management System(PMS) is communicated effectively to all	Frequency	55	72	40	43	24	3.39
		Percent	23.5	30.8	17.1	18.4	10.3	

	employees.							
2	Senior Management is accountable for effective implementation of Performance management system.	Frequency	49	70	50	39	26	3.33
		Percent	20.9	29.9	21.4	16.7	11.1	
3	Goals, with appropriate performance standards are in place at three levels , namely organizational, team and individual.	Frequency	39	60	58	50	27	3.15
		Percent	16.7	25.6	24.8	21.4	11.5	
4	Formal communication processes are in place to ensure that employees understand the department's Strategic plan	Frequency	42	69	48	51	24	3.23
		Percent	17.9	29.5	20.5	21.8	10.3	
5	The department's performance system supports the objectives of the department's Strategic plan	Frequency	39	62	31	66	36	3.01
		Percent	16.7	26.5	13.2	28.2	15.4	
6	The performance management system is viewed by employees as a valuable tool for managing how work gets done and how effective each individual is performing.	Frequency	50	78	28	60	18	3.35
		Percent	21.4	33.3	12.0	25.6	7.7	
7	Team and individual objectives are aligned with the mission and strategy of the department	Frequency	48	67	35	53	31	3.21
		Percent	20.5	28.6	15.	22.6	13.2	

8	The performance management system is viewed by employees as a valuable tool for managing how work gets done and how effective each individual is performing.	Frequency	53	76	38	42	25	3.38
		Percent	22.6	32.5	16.2	17.9	10.7	
9	The Performance management system is better than the incident reporting system that the department had been previously implementing	Frequency	43	72	48	53	18	3.29
		Percent	18.4	30.8	20.5	22.6	7.7	
10	The Performance management system will result in fair performance appraisal of staff members.	Frequency	44	60	50	49	31	3.16
		Percent	18.8	25.6	21.4	20.9	13.2	
11	The Performance management will enable the department to identify underperformers.	Frequency	46	64	45	55	24	3.23
		Percent	19.7	27.4	19.2	23.5	10.3	
12	Senior Management is committed to successful implementation of Performance management system.	Frequency	47	86	38	39	24	3.40
		Percent	20.1	36.8	16.2	16.7	10.3	
13	Supervisors are held accountable for ensuring completion of each step of Performance Management system.	Frequency	65	82	34	31	22	3.59
		Percent	27.8	35.0	14.5	13.2	9.4	

14	All employees are committed to the successful implementation of Performance management system	Frequency	67	77	36	24	30	3.54
		Percent	28.6	32.9	15.4	10.3	12.8	
Grand Mean 3.30								
Percent 100								

Source: Based on Survey questionnaire (2015).

Based on analysis of responses given by the sample respondents shown on the table 4.2.1 item one above, the significant proportion respondents that account 72% have shown disagreement within the implementation of the strategic purpose as the performance management input in to the university. While 55% have shown their strongly disagreement. Around 43% of the respondents agreed with strategic purpose is an integral part of the university's strategic planning process, about 40 % of respondents had no idea or neutral about the way of strategic purpose is integrated part of performance management and 20% respondents show strategic purpose is very important for the university performance and 24% have shown strong agreement with the item and these figure and the mean value which is (3.39) lead towards conclusion that clearly defined purpose of Performance

Management System(PMS) is communicated effectively to all employees are an integral part of strategic purpose of performance management to the university. In other way, majority of the respondents perceive that the implementation is weak because it was not implemented properly.

As it can be seen in table 4.2.1 item 2 above, regarding senior management accountability to the effective implementation of performance management ; major of respondents that account (70%) responded their disagreement. Only (39%) of the respondents agreed. Moreover, the mean value result indicates(3.33). These figures shows that majority of them are not comfortable with the current senior management involvement because senior management are not accountable.

The next issue was about goals, with appropriate performance standards are in place of strategic purpose 60% of the respondents that responded their disagreement. Only 50% of the respondents agreed. Moreover, the mean value result indicate (3.15). This figure shows that

majority of them are not comfortable with goals of the university because appropriate performance management goals were not implemented. From this descriptive analysis results, it can be concluded that employees did not have enough knowledge about the goals of appropriate performance management standards.

As we seen from table 4.2.1 regarding formal communication processes, majority of the respondents that account (69%) responded their disagreement. Only (51%) Of the respondents were agreed. Moreover, mean value result indicates (3.23). This figures shows that majority of them perceive that formal communication is not practiced.

The next issue was about the departments performance system supports the objectives of departments strategic plan , majority of the respondents that account (66%) responded their agreement. While (62%) of the respondents respond disagreement. Moreover, the mean value result indicates(3.01). This figures shows that majority of them perceive that performance system test is practiced. While strategic purpose of performance management.

as we seen from table 4.2.1 regarding performance management viewed by employees as a valuable tool for managing how works gets done, majority of respondents representing (33.3%) respondents expressed their disagreement. While the (25.6%) showed that value ability of PMS as tool for managing how works gets done by agreement. Furthermore, the mean value is (3.35).This shows that majority of the respondent's not happy on the how works done .

Team and individual objectives are aligned with mission and strategy of the department. In addition to this, the respondents were asked to what extent that the university briefed staffs about team and individual objectives. As depicted in table 4.2.1 item seven above, 28.6% and 22.6% proportion of respondents disagreed and does not happy with team and individual objectives are aligned with the mission & strategy of the university departments.

The performance management system is better than the incident reporting system that the department have been previously implementing, majority of respondents respond that (30.8%) with the response of disagreement and (22.6%) have shown agreement. While the mean value is (3.29). This shows that majority of the respondents are not happy within the implementation of PMS other than incident reporting system.

The performance management system will result in fair performance appraisal of staff members, majority of respondents of (25.6%) have shown disagreement and does not happy and (21.4%) shown neutrality and the mean value is (3.16). This shows that majority of the respondent's perceive that there is no fair performance appraisal system of employees.

The next issue deals with the performance management will enable department to identify under performers, majority of the respondents (27.4%) shown their disagreement and (23.5%) shown agreement. While the mean value is(3.23). This shows management of performance of the university was not enable to identify underperformers.

According to item 12 in the table 4.2.1, the majority of the respondents shown that (36.8%) disagreement and (16.7%) shown agreement. While the mean value is (3.40). This shows that there is less commitment of senior management to successful implementation of PMS.

The next issue deals that supervisors accountability for ensuring completion of each step of PMS Implementation, majority of the respondents (35.0%) shown their disagreement and (13.2%) shown agreement. While the mean value is (3.59). This shows majority of the respondents are not happy on supervisors accountability for ensuring the completion of each step of PMS.

Table 4.2.1 item 14 shows that (32.9%) proportion of respondents expressed their disagreement while (10.3%) shown their agreement on the issue of all employees are committed to the successful implementation of PMS. Furthermore, the mean value result is (3.54). This shows that the commitment of employees is minimum because the implementation was no successful.

Table 4.2.2Administrative Purposes

N	Items	SD	D	I	A	SA	Mea	
o:							n	
1	Our University uses employee Motivation, like salary adjustments	Frequency	79	72	39	28	16	3.73
		Percent	33.8	30.8	16.7	12.0	6.8	
2	Our University uses administrative purpose, like employee promotion	Frequency	58	75	52	36	13	3.55
		Percent	24.8	32.1	22.2	15.4	5.6	
3		Frequency	61	79	51	32	11	3.63

	Our University uses administrative measures, like employee retention	Percent	26.1	33.8	21.8	13.7	4.7	
4	Our University uses employee termination due to performance	Frequency	65	79	38	40	12	3.62
		Percent	27.8	33.8	16.2	17.1	5.1	
5	Our University gives recognition for high performing individuals(employees)	Frequency	62	92	30	35	15	3.65
		Percent	26.5	39.3	12.8	15.0	6.4	
6	Our University uses identification process of poor performing employees	Frequency	69	83	38	35	9	3.72
		Percent	29.5	35.5	16.2	15.0	3.8	
7	Our University follows merit during layoffs and merit increases, like employee promotion	Frequency	68	89	38	29	10	3.75
		Percent	29.1	38.0	16.2	12.4	4.3	
8	Our University uses implementation of reward systems	Frequency	77	79	41	25	12	3.79
		Percent	32.9	33.8	17.5	10.7	5.1	
		Grand Mean 3.68 Percent 100						

Source: Based on survey questionnaire (2015).

Based on the analysis of responses given by the sample respondents shown on the table 4.2.2 item 1 above the significant proportion of respondents that account (33.8%) shown their strong disagreement with the university employee motivation, while (12.0%) have shown their agreement. Around (16.7%) respondents have no idea or neutral about. These figures and the mean value, which is (37.3%) lead towards conclusion that majority of the respondents perceive that the university employee motivation, like salary increment is not practiced.

As it can be seen in table 4.2.2 item 2 above, regarding the usage of employee job promotion as the administration purpose, majority of the respondents account (32.1%) responded disagreement. Only (15.4%) respondents were agreed. Moreover, the mean value results indicates (3.55). This figures shows that the majority of them perceive that employee promotion was not practiced when administration purpose implemented.

In the table 4.2.2 in item 3, our university uses administrative measures, like employee retention, majority of respondents (33.8%) respond disagreement and (13.7%) were agreed .

While the mean value of (3.63). This figures shows that majority of the respondents do not happy on the employee retention, because they did not use as administrative measure.

The next issue is our university uses employee termination due to performance, majority of the respondents (33.8%) responded dis -agreement and (17.1%) responded agreement. while the mean value is (3.62). This figures shows that majority of the respondents perceive that employee termination due to performance is was not practiced.

Based on analysis of responses given by the sample respondents on the table 4.2.2 item 5 above, the significant proportion of the respondents that account(39.3%) shown their disagreement on the university recognition for high performing employees, while(15.0%) shown their agreement. While the mean value, which is (3.65). These figures lead to the conclusion that majority of the respondents are not happy because of not recognition of their works.

As it is depicted in the table 4.2.2, item 6, majority of the respondents account(35.5%) shown their disagreement and only (15.0%) have shown agreement. While the mean value is (3.72). These figures show that majority of them were disagree because the university does not use identification process of poor performing employees.

As it can be seen in the table 4.2.2 item 7 above, regarding the university follows merit during layoffs and merit increases, like promotion(employee), majority of the respondents account(38.0%) responded disagreement and only (12.4%) responded agreement. Furthermore, the mean value results indicates (3.75). These figures shows that majority of them disagree because they perceive that employee merit increasing is not practiced.

As indicated in item 8 table 4.2.2, majority of the respondents account (33.8%) shown their disagreement and only(10.7%) shown their agreement .While the mean value account (3.79). This figures shows that the university do not uses implementation of reward systems.

Table 4.2.3 Information Purpose

N	Items		SD	D	I	A	SA	Me
o:								an
1	The University informs us how we are doing	Frequency	55	86	43	37	13	3.5
		Percent	23.5	36.8	18.4	15.8	5.6	7
2	The University informs when we	Frequency	65	84	43	30	12	3.6

	need improvement at work	Percent	27.8	35.9	18.4	12.8	5.1	8
3	Our University provides information regarding the organization tasks and responsibilities	Frequency	63	86	49	23	13	3.70
		Percent	26.9	36.8	20.9	9.8	5.6	
4	Our University provides information regarding the organization tasks and responsibilities	Frequency	73	80	39	28	14	3.73
		Percent	31.2	34.2	16.7	12.0	6.0	
5	The University informs Performance criteria for every employees	Frequency	79	85	27	29	14	3.79
		percent	33.8	36.3	11.5	12.4	6.0	
		Grand Mean 3.69						
		Percent 100						

Source: Based on Survey questionnaire(2015).

As the result indicates on the table 4.2.3 item 1 above, majority the respondents account (36.8%) replied their disagreement on the information, which the university how they are doing the university provides. Around(15.8%) of the respondents show their agreement and (18.4%) of the respondents indifferent. Furthermore, the mean score value is (3.57).These descriptive results imply the majority of the existing staff are not happy because the university does not emphasize how they are doing their work.

In the table 4.2.3 item 2 above, majority of the respondents account (35.9%) responded disagree. Only (12.8%) on the need of work when they need improvement on it. Furthermore, the mean value result is (3.68). These shows that the university's improvement at work for employees need is not clearly done.

Table 4.2.3 shows that (36.8%) proportion of respondents expressed their disagreement. While the (9.8%) show their agreement on university's provision of information of strategic purpose, like supervisor's expectation. Furthermore, the mean value result is (3.70). These shows that the university not informing supervisor's expectation to employees extensively.

Table 4.2.3 item 4 shows that (34.2%) proportion of respondents expressed their disagreement. While the (12.0%) show their agreement on provision of information of the university to employees regarding the organizational tasks and responsibilities.

Furthermore, the mean value result is (3.73). This shows the organizational tasks and responsibilities are not frequently practiced in the university.

Table 4.2.3 item 5 above, shows that (36.3%) proportion of respondents expressed their disagreement. While the (12.4%) show their agreement and (11.5%) indifferent on evaluation of performance criteria for every employees. Furthermore, the mean value result is (3.79). From Managers explanation, it can also be understand that there are no awareness of performance criteria for every employees.

Table 4.2.4 Development Purpose

N o:	Items		SD	D	I	A	SA	Mean
1	Performance of employees are measured on the basis of objective results	Frequency	69	84	43	29	9	3.67
		Percent	29.5	35.9	18.4	12.4	3.8	
2	Employees receive their feedback of formal performance evaluation	Frequency	67	90	36	36	5	3.74
		Percent	28.6	38.5	15.4	15.4	2.1	
3	Employees capabilities are viewed as the main source of competitive advantage	Frequency	68	79	41	33	13	3.75
		Percent	29.1	33.8	17.5	14.1	5.6	
4	Feedback is directed towards activities and resources the individual(employee) can control.	Frequency	68	90	34	32	10	3.76
		Percent	29.1	38.5	14.5	13.7	4.3	
5	Our university spends a great deal of effort for employee tailor their path	Frequency	67	97	34	27	9	3.79
		Percent	28.6	41.5	14.5	11.5	3.8	
6	Our university reward practice are based on seniority	Frequency	77	78	47	29	3	3.82
		Percent	32.9	33.3	20.1	12.4	1.3	
7	Our university places a great deal of importance on merit when making promotion systems and further educational opportunities	Frequency	67	98	35	29	5	3.83
		Percent	28.6	41.9	15.0	12.4	2.1	
8	Employees are provided based feedback on time	Frequency	73	98	35	27	1	3.84
		Percent	31.2	41.9	15.0	11.5	.4	
9	Outcomes of performance review are feed directly into other human resources systems, (e.g. reward, training and development).	Frequency	70	111	26	23	4	3.92
		Percent	29.9	47.4	11.1	9.8	1.7	
10	This University allows involvement and participation of employees in the entire development of the institution?	Frequency	72	91	37	28	6	3.94
		Percent	30.8	38.9	15.8	12.0	2.6	

Valid Percent 100

Source: Based on survey questionnaire (2015).

The results on table 4.2.4 item 1 above, have shown that the majority of the respondents, representing (35.9%) are dissatisfied with the measurement of employee performance on the objective results of the university. Only (12.4%) are comfortable with the measurement of employee performance, while the remaining (18.4%) are neutral about the matter. Additionally, the mean value is (3.67). These results indicated that majority of the respondents perceive that employee performance measurement did not based on objective results.

In addition to this, the respondents were asked to what extent that the organization employee's receive their feedback of formal performance evaluation. As depicted in table 4.2.4 item 2 above, (38.5%) and (15.4%) proportion of respondents disagreed and does not happy with briefing of it employee's receive their feedback of formal evaluation.

Table 4.2.4 item 3 shows that (33.8%) proportion of respondents expressed their disagreement, while the (14.1%) shown their agreement on the employees capabilities are viewed as the main source of competitive advantage. Furthermore, the mean value result is (3.75). This shows that the majority of the respondents not happy on the employee capabilities because of do not considered as the main source of competitive advantage to the university.

The next issue regarding feedback directed towards activities and resources the employee can control in their job. As shown in the table 4.2.4 item 4 above, majority of the respondents which account (38.5%) indicated their disagreement, while (13.7%) and (14.5%) agreed and neutral respectively. Additionally, the mean value is (3.76). These analysis result shows that majority of the employees do have feedback towards their activities and resources they can control.

Table 4.2.4 item 5 above shows that (41.7%) proportion of respondents expressed their disagreement while the (11.5%) shows their agreement on the great deal of effort for employee tailor their path. Furthermore, the mean value result is (3.79). This shows that the majority of the respondents not happy on the effort for employee tailor their paths to their job.

Table 4.2.4 item 6 above, shows that(33.3%) proportion of respondents expressed their disagreement , while the (12.4%) show their agreement on university reward practice based on seniority. Furthermore, the mean value result is(3.82%).This shows that majority of the respondent's perceive that reward system is not based on seniority.

The results on table 4.2.4 item 7 above have shown that the majority of the respondent's representing(41.9%) are dissatisfied with the objectivity of placing a great deal of importance on merit when making promotion and educational opportunities. Only (12.4%) are comfortable with the objectivity of the importance on merit when making promotion and educational opportunities. Furthermore, the mean value result is (3.83). This shows that majority of the respondents are not happy because of the objectivity of promotion and educational opportunities is not satisfactory.

Table 4.2.4 item 8 shows that (41.9%) proportion of respondents expressed their disagreement, while the (11.5%) show their agreement on feedback provision on time. Furthermore, the mean value result is(3.84). This shows that the majority of the respondent's on feedback provision are not happy in the university.

Table 4.2.4 item 9 shows that (47.4%) proportion of respondents expressed their disagreement, while the (9.8%) show their agreement on feed directly into other human resources systems, (e.g. reward, training and development). Furthermore, the mean value result is (3.92). This shows the majority of the respondent's not satisfied on human resource system.

Lastly, table 4.2.4 item 10 shows that (38.9%) proportion of respondents expressed their disagreement while the(12%) show their agreement on employee involvement and participation in the entire development goals. Furthermore, the mean value result is (3.94). This shows that the majority of the respondents perceive that employee involvement and participation in the entire development goals is not satisfactory. From managers response, there is formal training provided for the employees, not based on plan of firm rather by the need of employees, if training is related to his/ her job and budget, there institution will sponsor the training(Interview from managers).

As depicted in the table 4.2.4 that majority of the respondents not happy towards training and development practice of the university.

Table 4.2.5 Documentation Purpose

No:	Items		SD	D	I	A	SA	Mean	
1	Our University uses recruitment and documentation instruments	Frequency	60	82	45	35	12	3.61	
		Percent	25.6	35.0	19.2	15.0	5.1		
2	Our University uses performance data to validate newly proposed selection	Frequency	58	90	49	31	6	3.70	
		Percent	24.8	38.5	20.9	13.2	2.6		
3	Our University uses test of typing skill, like scores of the test .	Frequency	56	98	49	24	7	3.74	
		Percent	23.9	41.9	20.9	10.3	3.0		
4	There is no any bias in the instruments of documentation and selection process of this institution	Frequency	65		98	46	21	4	3.85
		Percent	27.8		41.9	19.7	9.0	1.7	
Grand Mean 3.73									
Valid Percent 100									

Source: Based on survey questionnaire (2015).

The results on table 4.2.5 item 1 above have shown that the majority of the respondents, representing (35.0%) are dissatisfied with the recruitment and documentation instruments.

Only (15.0%) are comfortable with the recruitment and documentation, while the remaining(19.2%) are neutral about the matter. Additionally, the mean value is (3.61). These results indicated that majority of the respondents perceive the recruitment and documentation lack objectivity.

Table 4.2.5 item 2 shows that (38.5%) proportion of respondents expressed their disagreement, while the(13.2%) show their agreement on the uses of performance data to validate newly proposed selection. Furthermore, the mean value result is(3.70). This shows that the majority of the respondents are not happy on the university data usage for validating newly proposed selection.

Table 4.2.5 item 3 shows that(41.9%) proportion of respondents expressed their disagreement, while the (10.3%) shown their agreement on test of typing skill, like scores of the test. Furthermore, the mean value result is (3.74). This shows that the majority of the respondent's not happy on the University uses test of typing skill, like scores of the test.

Table 4.2.5 item 4 shows that (41.9%) portion of respondents expressed their disagreement, while(9.0%) show their agreement on no any bias in the instruments of documentation and selection process of this institution. Furthermore, the mean value result is (3.85). This shows that the majority of the respondent's perceive that there is bias in the documentation and selection process of the university.

Table 4.2.6 Onboarding Purpose

No:	Items	SD	D	I	A	SA	Mean	
1	Our University uses employee transition from outside to participate in performance management?	Frequency	60	95	41	30	8	3.72
		Percent	25.6	40.6	17.5	12.8	3.4	
2	Our university uses employee values and rewards in organizational transition?	Frequency	64	98	36	29	7	3.78
		Percent	27.4	41.9	15.4	12.4	3.0	
3	Our university system catalyzes for change, like results are valued ?	Frequency	73	94	39	21	7	3.88
		Percent	31.2	40.2	16.7	9.0	3.0	
4	Our university provides opportunity to learn institution's work behavior?	Frequency	69	95	37	25	8	3.82
		Percent	29.5	40.6	15.8	10.7	3.4	
5	Our university provides institution's culture and work behavior when new employee is transition in?	Frequency	67	94	28	41	4	3.76
		Percent	28.6	40.2	12.0	17.5	1.7	

6	There is no any mistrust of employee transitioning from outside into our institution?	Frequency	75	83	38	27	11	3.79
		Percent	32.1	35.5	16.2	11.5	4.7	
Grand total 3.79								
Valid Percent 100								

Source: Based on survey questionnaire(2015).

The results on table 4.2.6 item 1 above have shown that (40.6%) and(12.8%) of respondents are disagreed and agreed with the employee transitioning from outside to the university performance management. And of the respondents neutral on the issues. From manager's explanation, it can also be understand that the employee transitioning were not employed.

The employees were asked to indicate the extent that the employee values and rewards in organizational transitioning. Along with the table 4.2.6 item 2 above shows, the significant proportion of the respondents, which account about(41.9%) indicated values and the reward in the university did not recognize the effort of employees. The remaining (12.4%) and (15.4%) of the respondents were agreed and neutral respectively. Besides, the mean value result was (3.78). This shows that values and reward system failed to recognize the effort of employees.

Table 4.2.6 item 3 shows that (40.2%) proportion of respondent's expressed their disagreement on university system catalyzes for change, like results are valued. Furthermore, the mean value result is(3.88). This shows that the majority of the respondent's perceive that the university's actualization for change is not competitive.

Table 4.2.6 item 4 shows that (40.6%) proportion of respondents expressed their disagreement (10.7%) show their agreement on opportunity to learn institution's work behavior. Furthermore, the mean value result is (3.82). This shows that the respondent's perceive that there is no sufficient opportunity to learn institution's work behavior for new employees.

The employees were asked to indicate the extent of qualified learn provision institution's culture and work when new employees transitioning from outside. Along with as the table 4.2.6 item with as the table item 5 above shows that significant proportion of respondent's, which account about (40.2%) indicated the employees did not perceive that the transitioning from outside to provide institution's culture and work when new employees transition in. The

remaining (17.5%) and (12.0%) of the respondents were agreed and neutral respectively. Besides, the mean value result is (3.76). This shows that the firm failed to promote culture and work for new employees.

In addition to this, the respondents were asked to what extent that there is mistrust of employee transitioning from outside into our institution, depicted in the table 4.2.6 item 6 above,(35.5%) and (11.5%) proportion of respondents disagreed and agreed respectively. The remaining respondents that represent (16.2%) neutral with mistrust of employee transitioning from outside into the institution. Moreover, the mean value is(3.79). From these figures, it can inferred that the employees were not happy in transitioning of new employees from outside the institution.

4.3 Organizational performance

The dependant variable of the research collected by asking employees to forward their feeling toward organizational performance regarding the university they currently work for. The researcher was used different types of questions to get the feeling of employees toward the performance of their university by comparing to other universities within the country.

Table 4.3.1 Organizational performance Purpose

No:	Items	SD	D	I	A	SA	Mean	
1	Compared to other universities, in your university, how would you rate your university's performance in terms of employee job satisfaction	Frequency	20	38	46	90	40	2.61
		Percent	8.5	16.2	19.7	38.5	17.1	
2	Compared to other universities, in your university, how would you rate your university's performance in terms of reducing employee's turnover?	Frequency	2	42	46	86	58	2.33
		Percent	.9	17.9	19.7	36.8	24.8	
3	Compared to other universities, in your university, how would you rate your university's performance in terms of Excellency?	Frequency	10	22	39	88	75	2.16
		Percent	4.3	9.4	16.7	37.6	32.1	
4	Compared to other universities, in your university, how would you rate your university's performance in terms of employee's commitment to	Frequency	25	41	28	55	83	2.44
		Percent	10.7	17.5	12.0	23.5	35.5	

the institution?								
Grand Mean 2.4								
Valid Percent 100								

Source: Based on survey questionnaire(2015).

Table 4.3.1, contains the entire items for the organizational performance scored mean range from 2.16 to 2.61. The average mean is 2.4. For organizational performance items, item one has a score above the average mean with a mean value 2.61. The remaining items scored below the average mean. The least scoring item is item three (2.16).i.e Rate of the university's performance in terms of reducing employee's turnover which indicates that for this item the respondents feel the poorness of performance.

However, number one item received the highest mean score (2.61). This indicates majority of the respondents perceive the university's performance system is poor when compared to other universities.

4.4 HYPOTHESIS TESTING-CORRELATION ANALYSIS.

TEST OF HYPOTHESIS 1

Hypothesis 1

Strategic Purpose is positively associated with organizational performance

Table 4.4.1 Correlation between strategic purpose with organizational performance.

	Pearson Correlation	P-Value
Value	.496**	.001

Correlation is significant at the 0.01(2-tailed).

Table 4.4.1 shows the person correlation test for hypothesis 1.This is a moderate significant positive correlation (r=0.496) between strategic purpose with organizational performance at a significant level 5%

The findings of this study supports hypothesis 1, which states a positive relationship between strategic purpose and organizational performance.

This study supports the findings from previous study conducted by Philip Bulawa(2011), which concluded that the strategic purpose of the organization influences the performance of the organization.

TEST OF HYPOTHESIS 2

Hypothesis 2: Administrative Purpose is Positively associated with the organizational performance.

Table 4.4.2 Correlation between Administrative Purpose with Organizational performance.

	Pearson Correlation	Significant
Value	.327**	.000

Correlation is significant at the 0.01(2-tailed).

Table 4.4.2 shows the Pearson correlation test for hypothesis 2. There is a significant positive correlation($r=0.327$) between administrative purpose with organizational performance with a significant level of 5%. The findings of this study supports hypothesis 2, which states a positive relationship between administrative purpose and organizational performance.

This study does support the findings from previous studies conducted by Sir gut(2006) good administration leads to a better organizational performance.

TEST OF HYPOTHESIS 3

Hypothesis 3: Information Purpose is positively associated with the organizational performance

Table 4.4.3 Correlation between Information Purpose with organizational performance.

	Pearson	Significance
Value	.425**	.000

Correlation is significant at the 0.01(2-tailed).

Table 4.4.3 Shows the Pearson correlation test for hypothesis 3. There is significant positive correlation ($r=0.425$) between administrative purpose with organizational performance with a significance value of 5%.

The finding of this study supports the hypothesis 3, which states a positive relationship between administrative purpose and organizational performance.

Therefore, H3 is accepted, so there is a significant positive relationship between information purpose and organizational performance. This study does support the findings from previous studies conducted by carolyn.

TEST OF HYPOTHESIS 4

Hypothesis 4: The relationship between development purpose and organizational performance.

Table 4.4.4 correlation between development purposes and organizational performance.

	Pearson	significance
Value	.407**	.001

Correlation is significant at the 0.01(2-tailed).

Table 4.4.4, shows that Pearson correlation test for hypothesis 4. There is a moderate positive correlation ($r=0.407$) between development purpose and organizational performance and significance value of 5%.

The findings of this study supports hypothesis 4, which states a positive relationship between development purpose and organizational performance.

Therefore, H4 is accepted, so the there is a significant positive relationship between development purpose and organizational performance. This study does support the findings from previous studies concluded by sirgut(2006) development purpose in decision making have positive effect on organizational performance(employee feedback recognition.

TEST OF HYPOTHESIS 5

Hypothesis 5: The relationship between Documentation purpose and organizational performance.

Table 4.4.5 correlation between documentation purpose and organizational performance.

	Pearson	Significance
Value	.479**	.001

Correlation is significant at the 0.01(2-tailed).

Table 4.4.5 shows the Pearson correlation test for hypothesis 5. There is moderate positive correlation($r=0.479$) between documentation purpose and organizational performance with a significance value of 5%.

The findings of this study supports hypothesis5, which states a positive relationship between documentation and organizational performance achievement.

Therefore, H5 is accepted, so there is a significant positive relationship between documentation and organizational performance. This study is inconformity with previous studies conducted by reward contributes positively to organizational performance by decreasing document wastage.

TEST OF HYPOTHESIS 6

Hypothesis6: The relationship between Onboarding Purpose and organizational performance.

Table 4.4.6 correlation between Onboarding purpose with organizational performance.

Table 4.4.6 shows the Pearson correlation test for hypothesis 6. There is a moderate positive correlation($r=0.43$) between Onboarding purpose with organizational performance with a significant value of 5%..

The findings of this study supports hypothesis 6 which states a positive relationship between Onboarding and organizational performance.

Therefore, H6, is accepted, so there is a moderate relationship between Onboarding and organizational performance.

CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

This section presents summary of findings, conclusions and Recommendations based on the analysis of the data and interpretation made in the previous chapters of this study.

5.1 Summary of Findings

- ✚ The study revealed that the strategic purpose of the institution could not help the employee communicate effectively with the supervisors.
- ✚ As it is clearly depicted in the study here is no fair and equal treatment of management system is viewed by employees as a valuable tool for managing how works done.
- ✚ In this study, strategic purpose, administrative purpose, information purpose, development purpose, documentation and Onboarding purpose has found to be a strong relationship.
- ✚ Finally, there are gaps in implementation of administration, like lack of employee further educational opportunities.
- ✚ Lack of objectivity in undergoing information for how they are doing, and also fail to recognize the effort of employees in reward scheme could result in poor maintenance of the morale of employees and achievement of university goals.

5.2 CONCLUSIONS

The following are the major conclusions remark by the researcher.

- ✚ The strategic purpose of the university prepared by not involving employees of the university.
- ✚ There is no multi (level/ extensive) ways evaluating the performance of candidates during the way of getting the target employees.
- ✚ Employees participation in decision making not practiced in the institution and there is not freedom to forward suggestion about their work.
- ✚ There is no formal way of providing information, training and development for the employee of the institution and employees are not trained effectively.
- ✚ The overall training and development purpose, couldn't satisfy employees of the institution.
- ✚ Development purpose of the institution could not have the capacity to evaluate and measure objective and give feedback timely for employees.
- ✚ Onboarding purpose of the institution could not have the practice of transitioning of employees from outside the institution into the institution for further skill, experience sharing.
- ✚ The study found that strategic purpose, administrative purpose, information purpose, development purpose, documentation and Onboarding purpose have moderate positive relationship.

5.3 RECOMMENDATIONS

Based on the study findings and conclusions drawn, the researcher forwards the following recommendations.

- ✚ Strategic management body should focus on how to make effective communication with strategy of best practices to enhance current and future performance of the institution.
- ✚ The Administration Purpose those tested in our research, which are applicable in enhancing the overall organizational performance of the institution. Thus, the management of the firm should use them as guidelines when formulating administrative purpose of the firm.
- ✚ The management should be participatory in development purpose; involvement Of employees on decision making process performance, giving opportunity for further educational opportunity.

- ✚ The management should use extensive/ multi level in selection of candidates in order to select the best that can fit to the university. As Ananthorama(2003) stated effective hiring can ensure the presence with the right qualifications, leading to increase economic performance.
- ✚ The management exercise management by objective (MBO) in performance development purpose. This can make employees to know what is expected from them and increase their motivation through participation in the process. This in turn can raise the performance of the university.
- ✚ The management should assess employee's performance based on quantifiable standards and providing feedback to employees on their performance on timely basis.
- ✚ The management should develop the compensation practice of this institution that can recognize the effort of employees. performance based development the capacity to enhance the performance of the institution(Macduffe, Huselid, 1995, Teseema & soeters, 2006).

APPENDIX-I: REFERENCE

- 1.Allan,C.2001.' Human Resource Management certificate course assignment'.
- 2.Unpublished assignment. Grahams town: Department of management, Rhodes university.
- 3.Alfred, M. and potter, m.1995. People really matter. south African companies learn tough lessons. Pretoria: knowledge resources (pty) Ltd.
- 4.Andrew, C.2004. Personal communication. Regional Director for Africa, The international Award Association, Grahams town. November.
- 5.Argyris, C.1960. 'Understanding Organizational Behavior'.. London: Tavistock publications.
- 6.Bartlett, C.A. and Ghoshal, S. 1994. Changing the Role of Top Management: Beyond strategy to Purpose. 'Harvard Business Review'. 72(6):79-88.
- 7.Bartlett, C.A. and Ghoshal, S. 1995. Changing the Role of Top Management: Beyond strategy to People. 'Harvard Business Review'. 73(3):132-142.
- 8.Bauer, K.2004. KpIs- The metrics that drive Performance management. DM Review.14(9):63-64.
- 9.Brown, D. and Armstrong, M. 1999. 'Paying for contribution. Real Performance-related pay Strategies'. London: Kogan Page.
- 10.Collins, J.C. and Porras, J.I. 1996. Building your company's vision. Harvard Business Review. 74(5): 67.
- 11.Curtis, D. 1999. Performance Management for Participatory Democracy: Thoughts on the transformation process in South African local government. International Journal of Public Sector Management. 12(6): 260-272.
- 12.Daft, R.L. 1999. Leadership: Theory and Practice. New york: Harcourt Brace College Publishers.
- 13.Draft, R.L.2004. Organizational Theory and Design. 8th Edition. USA: South western, Thomson Learning.
- Drucker, P. 1961. The Practice of Management. London: William Heinemann Ltd.

14. Furnham, A. 2004. Performance management Systems. *European Business Journal*. 83-94.
15. Goalman, D. Emotional Intelligence: Issues in paradigm Building. In: Chernis, C. and Goleman, D. (eds). *The Emotionally Intelligent work place. how to select for, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. San Francisco: Jossey-Bass.
16. Hazard, P. 2004. Tackling performance management barriers. *Strategic HR Review*. 3(4):3.
17. Holloway, J., Francis, G. and Hinton, M. 1999. A vehicle for change? A Case Study of Performance Management Improvement in the "new" public Sector. *The international Journal of public sector Management*. 12(4):351-365.
18. Hoque, Z., Arends, S. And Alexander, R. 2004. Policing the police service. A Case Study of the rise of "new public management" within an Australian police service". *Accounting, Auditing & Accountability Journal*. 17(1): 59-84.
19. Institute of Management & Administration (IOMA). 2004. Tactics for reducing employee confusion about performance management & Pay. *IOMA'S Pay for performance Report*. 4(9):2-4.
20. Kaplan, R.S And Norton, D.P. 1992. The Balance Score Card-Measures that drive performance. *Harvard Business Review*. 70(1):71-79.
21. Lewis, D. 2001. *The Management of Non- Governmental Development Organizations*. An introduction. New York : Routledge.
22. Martiz, F. 1995. Leadership and mobilizing potential. *The art of the possible and the science of probable*. *Human resource Management*. oct:8-16.
23. Murphy, K. And Cleveland, J. 1995. *Understanding Performance appraisal: Social, Organizational and Goal based Perspectives*. London: Sage.
24. Mullins, L.J. 2002. *Management and Organizational Behavior*. 6th Edition. London: Financial Times Prentice Hall.

25. Neely, A., Gregory, M. And Platts, K. 1995. Performance Measurement System Design. A literature review and research agenda. *International Journal of Operations and Production Management*. 15(4): 80-116.
26. Neely, A. 1999. The performance Measurement revolution: Why now and What next? *International Journal of Operations and Production Management*. 19(2): 205-228.
27. Peters, T. And Waterman. R.H. 1995. *In search of excellence. Lessons from America's Best-Run Companies*. London: HarperCollins Publishers.
28. Philip Bulawa, 2011, implementation of the performance management system in senior secondary schools in Botswana: The perspective of senior management team.
29. Liza Estino Doancis, performance appraisal system: Its implication to employee performance.
30. Carolyn stringer, performance management: Observations from Empirical work.
31. Herman Aguinis, performance management Essentials, 2011.
32. Shiefields and Ranjandran, 2013.
33. Herman Aguinis 2013. performance management, pp 2-3.
34. Regensys management book, 2014.

APPENDIX-II: QUESTIONNAIRES
Jimma University
College of Business and Economics
MBA Program

Name of Student: Tariku Tadewos

Mob-0931551678.

Dear Respondent,

I am a Graduate Student at Jimma university pursuing my Masters of Business Administration(MBA).A final requirement of this degree is to complete a thesis for which I am conducting a research on the implementation and achievements of performance management system, a case study at Wachemo university. The objective of this thesis will be just to identify the existing implementation and achievements of performance management system.

I would be grateful for your cooperation in completing a simple questionnaire to collect data for my thesis. I can assure you that any information you provide will be confidential and is solely for the purpose of completing my degree requirements. Therefore, please go through each question patiently and give genuine answers.

Directions

- No need to write your name.
- Answer by making a mark by circling or in writing wherever appropriate.
- In case you have ambiguities on any of the questions, Please do not hesitate to contact me through my mobile number shown above.

THANK YOU FOR YOUR VALUABLE COOPERATION

Please put "✓" in Box of your suitable answer.

Part (A) Demographic Questions

1. Sex:

a. Male

b. Female

2. Age

a. 18-30

b.31-50

c, 51 and above

3.What is your highest level of Education?

a, College diploma

b, Bachelor

c. Masters

d. PhD

e. Others, Please Specify-----

4. Year of Service in your current university(Year)

a, Less than 5

b, more than 5

5. How much is your basic salary

a, 963-2923

b, 3258-5722

c, 6497-10858

d, 11359-19884

6. Position/Title

a, President

b, Vice president

c, Faculty Dean

d, Department Head

e. Lecturer

f, Assistant lecturer g, employee h, Other, please specify-----

Section B

Performance Management System Purposes

Instructions

The following statements describe your feelings toward Performance management purpose related issues regarding the Institution(University) you currently work for.

Please place a cross (x) in the column which most closely reflects your view about the statement.

	Statement	Strongly Agree	Agree	Neutral/Indifferent	Disagree	Strongly disagree
Strategic Purpose						
1	Clearly defined purpose of Performance Management System(PMS) is communicated effectively to all employees.					
2	Senior Management is accountable for effective implementation of Performance management system.					
3	Goals, with appropriate performance standards are in place at three levels , namely organizational, team and individual.					
4	Formal communication processes are in place to ensure that employees understand the department's Strategic					

	plan					
5	The department's performance system supports the objectives of the department's Strategic plan					
6	The performance management system is viewed by employees as a valuable tool for managing how work gets done and how effective each individual is performing.					
7	Team and individual objectives are aligned with the mission and strategy of the department					
8	The Performance Management system was developed with inputs from the staff throughout the department.					
9	The Performance management system is					

	better than the incident reporting system that the department had been previously implementing.					
10	The Performance management system will result in fair performance appraisal of staff members.					
11	The Performance management will enable the department to identify underperformers.					
12	Senior Management is committed to successful implementation of Performance management system.					
13	Supervisors are held accountable for ensuring completion of each step of Performance Management system.					
14	All employees are					

	committed to the successful implementation of Performance management system.					
Administrative Purpose						
15	Our University uses employee Motivation, like salary adjustments					
16	Our University uses administrative purpose, like employee promotion					
17	Our University uses administrative measures, like employee retention					
18	Our University uses employee termination due to performance					
19.	Our University gives recognition for high performing individuals(employees)					
20	Our University uses identification process of poor performing employees					
21	Our University follows merit					

	during layoffs and merit increases, like employee promotion					
22	Our University uses implementation of reward systems					
Information Purpose						
23	The University informs us how we are doing					
24	The University informs when we need improvement at work					
25	Our University provides information of strategic Purpose, like Supervisor's expectation					

26	Our University provides information regarding the organization tasks and responsibilities						
27	The University informs Performance criteria for every employees						
Development Purpose							
29	Performance of employees are measured on the basis of objective results						
30	Employees receive their feedback of formal performance						

	e evaluation						
31	Employees capabilities are viewed as the main source of competitive advantage						
32	Feedback is directed towards activities and resources the individual(e mployee) can control.						
33	Our university spends a great deal of effort for employee tailor their paths						
34	Our university reward practice are based on seniority						
35	Our university						

	places a great deal of importance on merit when making promotion systems and further educational opportunities						
36	Employees are provided based feedback on time						
37	Outcomes of performance review are fed directly into other human resources systems, (e.g. reward, training and development).						
38	This University allows involvement and participation of employees in the entire development of the institution?						
	Documentation Purpose						

39	Our University uses recruitment and documentation instruments					
40	Our University uses performance data to validate newly proposed selection					
41	Our University uses test of typing skill, like scores of the test .					
42	There is no be any bias in the instruments of documentation and selection process of this institution					
	Onboarding					
43	Our University uses employee transition from outside to participate in performance management?					
44	Our university uses employee values and rewards in organizational transition?					
45	Our university system catalyzes for change, like results are valued ?					
46	Our university provides opportunity to learn institution's work behavior?					

47	Our university provides institution's culture and work behavior when new employee is transition in?					
48	There is no any mistrust of employee transitioning from outside into our institution?					

Please answer each statement. Strongly disagree(5), Disagree(4), Neutral(3), Agree(2), Strongly agree(1).

Part (C) Organization Maintenance Performance purpose

The following statements describe your feelings towards organizational maintenance purposes regarding the university you are currently work for. For each, Please indicate the extent to which your institution performance is Very poor, Poor, Indifferent, good, Very good with the statement by putting 'x' appropriate number on the Scale. Very Poor(1), Poor (2), Indifferent (3), Good (4), Very good(5).Tick "x" Sign on your Option.

	Organizational purpose	1=very poor	2=poor	3=Indifferent	4=good	5=very good
1	Compared to other universities, in your university, how would you rate your university's performance in terms of employee job satisfaction					
2	Compared to other universities, in your university, how would you rate your university's					

	performance in terms of reducing employee's turnover?					
3	Compared to other universities, in your university, how would you rate your university's performance in terms of Excellency?					
4	Compared to other universities, in your university, how would you rate your university's performance in terms of employee's commitment to the institution?					

Please give (3) three ideas as to how the implementation of the performance management and development system could be improved.

1. _____

2. _____

3. _____

UNSTRUCTURED RESEARCH QUESTIONNAIRES

FOR THE MANAGEMENT BODY OF WACHEMO UNIVERSITY

Please complete the following questions should be answered by ticking the appropriate(either yes, May be or No).column.

QUESTIONS YES/MAY BE /NO	YES	MAY BE	NO
1. Do you Know What is expected of you at work?			
2. Are you clear on what constitutes good/above average performance in your job?			
3.Are you clear on what constitutes good/above average performance for all job profiles within the WCU?			
4.Do you ensure that staff have the right material and equipment(resources) to do their work efficiently and effectively?			
5. Are sufficient training and development opportunities offered and supported by WCU?			
6.Do you feel that all staff at WCU are fairly remunerated given their levels of responsibility?			
7.Do you believe that above average performance is adequately rewarded through bonuses and notches awarded through the performance management system?			
8. Do you believe that your associates (Colleagues/subordinated)are committed			

to doing quality work?			
9. Do you provide those employees working under your supervision with job descriptions and clear performance expectations?			

Section B

Please answer all questions in section B as fully as possible, in the space provided.

1. Why you Choose to work in WCU?
2. Are you still fulfilling your Motivation to work at the WCU as outlined by your answers to1,above?
- 3.If the answer is yes for question 2, does the WCU performance management system assist you in achieving your goals and objectives?
4. If the answer to 3 is No" what changes would you recommend to the WCU'S performance management system that would assist you in achieving your goals and objectives?
- 5.Are the core values identified by the WCU(dependability, flexibility, quality of work interpersonal relationships, and creativity/initiative), supportive of the above mentioned culture?
 Agree
 Disagree
- 6.Do you feel that the core values are an integral part of organizational life at the WCU?
 Agree
 Disagree
7. If the answer to 6. is yes, give an example of where you feel these values have directly affected your behavior in the past 6 years?
8. If the answer to 6 is No, identify other core values which you feel more strongly undermine the workings of the WCU, and given an example of where you feel any of these values directly affected your behavior in the last six months?
- 9.Why did you set up the WCU performance management system?
10. Does the WCU's performance management system reflect commitment to the above mentioned core values?
 1.Yes 2. No

11. Do you have any recommendations for changes that you feel might improve the usefulness either to yourself or to the organization -of the WCU performance management system?

12. Have you had the opportunity to discuss issues surrounding the performance policy with any relevant WCU's individual in the last 6 months period? Please include in your answers whether any meetings held were formal or informal in nature?

13.How often do you have performance review meetings? Please indicate whether in your opinion, this is sufficient, too many or too few.

14.Do you feel that the results and recommendations from the 6 monthly performance appraisals were fair and unbiased?

1.yes 2.No

15.If the answer to 14 is No, why not?

16. Do you feel that the results and recommendations from the 6 monthly performance appraisals largely reflected accurately on your performance over the period in question?

1.Yes 2. No

17. If the answer to 16 is "No", why not?

18.Do you feel that the implementation of performance management system assisted you in the achievements of your agreed performance targets? How was it of assistance/not of assistance to you ?

19.what is your experience of the administrative and time commitment necessary for the performance management system?

20.How often do you evaluate your subordinates in a year?

21.It is well known fact that an employee who is assigned to work on a job in which he/she is not interested would not have effective performance, at least in the long run . In this regard ,do you make efforts to make sure that your subordinates are in their right career path that would allow them to meet their personal as well as organizational goals?

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.404	.240		18.318	.000	3.930	4.878
	sp	-.289	.075	-.326	-3.835	.000	-.438	-.141
	AP	.090	.074	.098	1.222	.223	-.055	.235
	IP	-.015	.083	-.018	-.186	.853	-.179	.148
	DE	.095	.099	.092	.960	.338	-.100	.290
	DDP	-.205	.079	-.214	-2.588	.010	-.362	-.049
	BD	-.246	.091	-.250	-2.702	.007	-.426	-.067

a. Dependent Variable: OP

Model Y = Op = 4.404 + -.326SP + -.214DDP + -.250BD

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	4.404	.240		18.318	.000	3.930	4.878		
sp	-.289	.075	-.326	-3.835	.000	-.438	-.141	.413	2.423
AP	.090	.074	.098	1.222	.223	-.055	.235	.461	2.169
IP	-.015	.083	-.018	-.186	.853	-.179	.148	.308	3.248
DE	.095	.099	.092	.960	.338	-.100	.290	.324	3.086
DDP	-.205	.079	-.214	-2.588	.010	-.362	-.049	.435	2.297
BD	-.246	.091	-.250	-2.702	.007	-.426	-.067	.348	2.876

a. Dependent Variable:

OP

VIP=3.248

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.980	.155		6.329	.000	.675	1.285		
ddpnew	.207	.079	.216	2.611	.010	.051	.364	.435	2.300
SPNEW	.294	.076	.331	3.885	.000	.145	.442	.411	2.436
APNEW	-.090	.074	-.098	-1.223	.223	-.235	.055	.461	2.169
IPNNEW	.017	.083	.020	.200	.841	-.146	.179	.310	3.222
DOPNEW	-.108	.097	-.105	-1.114	.266	-.300	.083	.335	2.986
OBDNEW	.250	.091	.254	2.754	.006	.071	.429	.351	2.847

a. Dependent Variable:

OP