

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
DEPARTMENT OF HUMAN CAPITAL MANAGEMENT



**THE RELATIONSHIP BETWEEN PERFORMANCE MANAGEMENT AND
EMPLOYEE SATISFACTION. A CASE OF TSEPO COMPANY**

BY

B190211A

Supervisor Mr Jakata

**SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE DEGREE WITH BINDURA UNIVERSITY OF SCIENCE EDUCATION,
IN THE FACULTY OF COMMERCE.**

YEAR: 2025

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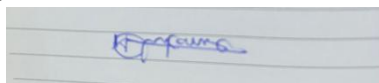
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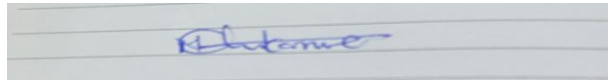
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Submitted by **MERCY CHIKOMWE** , Registration Number **B190211A** in partial fulfilment of the requirements of the Bachelor of Commerce Honours Degree in Human Capital Management

Mercy Chikomwe.

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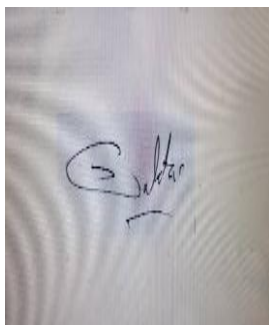
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I declare that this research project is my original work and has not been copied or extracted from previous sources without due acknowledgement of the source.

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DEDICATION

I would like to dedicate this dissertation to my wonderful and ever supporting family which has been with me during this whole research. To my husband John Kafarimani my mother Mwatambudzeni Chikomwe, my sister Wendy Chikomwe and my son Zaiden this one is for your undeterred support both spiritually and financially throughout my academic life. May the Lord continue to bless you with good health and prosperity. Your inspiration kept me going. Most importantly I would like to register my gratitude to the Almighty for making this a success.

ACKNOWLEDGEMENTS

Firstly, I would like to extend my heartfelt gratitude to my supervisor, Mr Jakata for patiently steering me towards the successful completion of this study. Despite his tight schedule and other academic entanglement meticulously took the liberty to supervise me. He is worthy of special recognition because of his quest for excellence I can firmly attest to the fact that without his guidance my work would have been a failure. The work may have not satisfied his yearning for standard but he decided to give my little academic strength some consideration. To my family and friends thank you for your expression of confidence encouragement and support. I am also more than thankful to the generous to the respondents who were willing to provide information and feedback which made me complete my research, one of my enjoyable experiences. Above all, the greatest acknowledgement goes to the Almighty God for his mercy endured me to this point.

ABSTRACT

The purpose of this study was to examine the relationship between performance management and employee satisfaction at Tsebo company. The study was guided by the following research objectives to determine employee perceptions on performance management, to examine the extent to which employee management influences employee satisfaction and to recommend ways in which performance management activities can be carried out without negative impacts on employee satisfaction. The study is a descriptive case study and data for this study was gathered using in-depth interviews and questionnaires which were issued to 25 participants. The research was guided by Herzberg's two factor theory. The study revealed that perception of employees on performance management differ individually as some believe that the process gives them a sense of direction especially if it is fairly conducted. The findings also showed that The strongest driver of job satisfaction is the quality of performance management, followed by rewarding performance, performance planning, and performance appraisals. The study found that there is a strong positive relationship between performance management system and employee satisfaction. Lastly, it was also suggested that the organization should incorporate technology n conducting performance management and also include more appraisals for the workers so as to motivate them.

TABLE OF CONTETS

APPROVAL FORM	II
DECLARATION	III
DEDICATION	IV
ABSTRACT.....	Error! Bookmark not defined.
ACKNOWLEDGEMENTS.....	V
ABSTRACT.....	VI
LIST OF FIGURES	X
LIST OF TABLES	XI
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem	3
1.3 Research objectives.....	5
1.4 Research questions.....	5
1.5 Study assumptions	5
Limitations	6
1.6 Delimitations.....	6
Significance of the study.....	6

1.7 Definition of terms.....	8
1.8 Chapter Summary	8
CHAPTER 2	9
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Conceptual Framework.....	10
2.3 Conceptualizing Performance management	11
Purposes of performance management	12
The performance Management stages	13
2.3.2 Employee satisfaction	14
2.3.3 Performance management and employee satisfaction	17
2.4 Theoretical framework.....	18
2.5 Empirical evidence.....	20
2.6 Gap analysis.....	23
2.7 Chapter summary	23
CHAPTER 3	24
RESEARCH METHODOLOGY.....	24
3.1 Introduction.....	24
3.2 Research approach	24
3.3 Research Design.....	25
3.4 Population	25
3.5 Sampling	26
Sample size	26
3.6 Sampling Method.....	27
3.7 Data collection methods.....	27
3.8 Data Collection Sources.....	29
3.8.1 Primary data	29
3.8.2 Secondary Data	29
3.9 Ethical considerations	29
3.10 Chapter Summary	30

CHAPTER FOUR 4.....	31
DATA PRESENTATION, ANALYSIS AND INTERPRATION	31
4.1. Introduction.....	31
4.1 Response Rate	31
4.2 Demographic Factors	32
4.3 Employee perceptions on performance management	33
4.3.1 Interview Results on the perceptions of employees on performance management	35
4.4 The extent to which employee management influences employee satisfaction	36
4.4.1 Interview results on the extent to which employee management influences employee satisfaction	38
4.5 Improvement of performance management activities to avoid negative impacts on employee satisfaction.....	39
4.6 Chapter Summary	40
CHAPTER 5	41
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	41
5.1 Introduction.....	41
5.2 Summary of findings.....	41
5.2.1 Perceptions of employees on performance management.....	41
5.2.2 The extent to which employee management influences employee satisfaction	41
5.3.3 Improvement of performance management activities to avoid negative impacts on employee satisfaction.....	42
5.3 Conclusions.....	42
5.4 Recommendations.....	42
5.5 Recommendations for further research	44
REFERENCES	45
RESEARCH INSTRUMENTS.....	49
APPENDIX 1- INTERVIEW GUIDE.....	49
APPENDIX 2.....	50
QUESTIONNAIRE FOR RESPONDENTS	50
APPENDIX 3- LETTER FROM UNIVERSITY	53
TURNIT IN DOC.X	55

LIST OF FIGURES

Figure 1	11
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LIST OF TABLES

Table 1	26
Table 2	31
Table 3	33
Table 4	34
Table 5	37

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

With employees being a central part and a key resource of any organization, there should be a balance as to how some strategic activities being done in the organization are impacting them. Mphahela (2022) is of the view that to this end, performance management systems are tool and mechanisms that enable organizations to evaluate the performance of employees and which have the potential to impact employee job satisfaction in either a positive or negative way, depending on the manner in which the systems are implemented. The main concern of performance management is to enhance employee performance at work. According to Carla Tardi (2023) Performance management is a tool that helps managers monitor and evaluate employees' work. The goal of performance management is to create an environment where people can perform to the best of their abilities and in alignment with the organization's overall goals. Performance management is widely used in both the private and public sectors. Jasckic (2023) strongly advocates that in modern organizations, performance management is strongly related to human resources performance management, but it depends as to how the organization is carrying out the whole exercise of performance management. Fithriyana, Maria and Hidayati (2022) explains that in the era of globalization, progressive competition encourages nations to improve the quality of their human resources. Therefore, in as much as companies engage into different performance management practices, they should also be able to set high standards for the creation of high-quality employees who are able to work productively, effectively, efficiently, and professionally, and it forces businesses to come up with strategies to maintain their business and hence create a balance between performance management and employee satisfaction. This is mainly because employee satisfaction contributes to a positive work environment because they are loyal to their employer and follow its rules. They do not work for monetary gain but rather out of a desire to advance their organization (Fithriyana, 2022).

The way that some organizations measure and appraise their employees' performance and the procedures involved in the feedback procedure has a way of affecting the satisfaction of employees and has to be effectively carried out. Therefore, it is important for the human

resource management to understand that the whole processes of employee performance management is done with utmost care so that negative effects on employee satisfaction are avoided. This study was motivated by the relative paucity of extant literature considering the relationship between performance management and employee satisfaction based on the aspect that performance management may set expectations for employee performance in accordance to what the organization wants. However, Nelson (2022) explains that this may give some kind of pressure to the employees and have an impact on their satisfaction.

Globally, the topic on the relationship between performance management and employee satisfaction has been explored by different scholars. Yin (2024) did a research on performance management and motivation on employees and from this research it was shown that traditional practices remain dominant in many Chinese organizations as they are still relying on ratings, goal setting and coaching. From this research Yin (2024) showed that these traditional approach do not link with the current business aim of making organizations flexible and in many cases they are a demotivates to many employees. Stanely (2023) also did another research on how performance management practices can be altered to put people first. In this research, he pointed out that companies that focus more on their people's performance are less likely to perform well as they spend more time focusing on people's performance than trying to correct their ways of management. From these researchers it can be said that performance management practices have an impact on an organization, but this all depends with the practices being implemented as some of the traditional practices may have a demotivating impact on the workers.

In a research done by Simango (2022) it was shown that performance management is a process hated by both the bosses and the workers, hence, if the bosses are to be counted as part of the employees, there is a possibility that performance management is actually a straining process for both parties involved. Simango (2022) showed that technology companies for example DELL, IBM, ADOBE have since abandoned performance management practices after they had realized that they are a demotivator to some workers including management. Simango (2022) adds on to say that many business organizations have since labeled performance management as a practice that restricts creativity and serves no real purpose at all. This research is also supported by the works of Tenat (2020) who did a research in Kenya and revealed that

organizations should review how they carry out their performance management practices so that they do not end up demotivating all the workforce involved.

Zimbabwean literature does not have much based on performance management and employee performance. The studies mainly focus on performance management practices and methods or ways. A research by Chitembo (2025) shows that in Zimbabwean organizations mostly state owned, performance management practices have become generalized and more of a culture to an extent that even the employees do not see its value or importance. In another research by Ray (2020) showed that most performance management practices in Zimbabwe do not really bring out any relation in employees as they have become something that is ordinary and needs to be done. From these researches, the gap that exists is that the relationship that exists between performance management and employees satisfaction has never been really explored. With this background, this research aims at bringing out the relationship that exists between performance management and employee satisfaction.

1.2 Statement of the problem

Building a strong performance management system is like feeding the engine of a successful company. Effective communication and clear company goals are the fuel, powering employee commitment and competence. When employees understand the big picture, agree on their specific tasks, and know the rewards that wait, they become invested in driving the company forward. Aligning individual goals with overall objectives and core values creates a unified team, working towards a shared vision. To ensure everyone contributes their best, achievements need to be measured fairly and rewarded accordingly. This way, the performance management system acts as a motivator, propelling both individual and company success (Armstrong 2009). Several research studies have been conducted in the area of performance management systems, each exploring different variables and aspects. For instance, Siraj and Hagen (2023), Abdur Rahim (2021), Ying (2012), and Dr Saraswathi (2018) have examined the relationship between performance management systems and employee performance. Some studies focused on specific components of performance management, such as performance measurement tools, as seen in the research by Azadinamin (2011) and Alladyn (2019). Additionally, there are studies that explore the impact of job satisfaction on various factors, including turnover and employee performance, such as the research by Dr Vijaysight (2020),

Hussainkhan and Muhammed Aleen (2014), and Bello (2023). However, there are few studies specifically investigating effect of performance management systems on employee job satisfaction, including Gupta and Upadhyay (2012), Gathoni (2012), Mallaiah (2008), and Jaksic and Jaksic (2013), as well as Sandalika and Jayasekara (2017), have explored this relationship. Therefore, further research is needed to better understand how performance management systems affect employee job satisfaction. The effectiveness of a performance management system in fostering employee job satisfaction is a critical concern for organizations striving to optimize workforce productivity and retention. Despite its acknowledged importance, empirical evidence suggests that challenges within such systems may undermine their ability to positively impact employee satisfaction levels. This study seeks to investigate the specific factors within the performance management system that influence employee job satisfaction, with a focus on identifying areas for improvement. By examining the relationship between performance evaluation criteria, feedback mechanisms, career development opportunities, and overall job satisfaction, this research aims to provide insights into enhancing the effectiveness of performance management systems to better meet the needs and expectations of employees, thereby fostering a more engaged and satisfied.

Having been attached at the organization, the researcher observed that some performance management procedures done at the organization were rather stressing for the employees to an extent that when the exercises began, many of the employees would show some level of reduced engagement. The researcher observed that performance management became a practice that workers would rather do and pass for the sake of having done the practice but with high levels of demotivation. The study by Terzioviski and Power (2007) revealed that performance management practices and activities done can have an impact on the employees' satisfaction whether positive or negative and in turn affect their performance which is quite crucial to the organization as well. However, the existing performance management system has encountered different challenges. Based on the preliminary research the system has confronted lack of a fair job rotation system this hinders employee growth and development opportunities and employees with similar positions are given vastly different workload targets, raising concerns about fairness and equity, unequal workload distribution within the organization's. This propensity creates dissatisfaction among employee that their efforts are unfairly judged and their complaint on the workload distribution. These systemic issues within the performance management system raise serious questions about its effectiveness in fostering employee satisfaction. Inconsistent goal setting, limited career advancement opportunities, and

imbalanced workloads can contribute to feelings of demotivation, frustration, and ultimately, decreased job satisfaction. So, in this study, the researcher was investigating the relationship between performance management system and employee job satisfaction empirically. And how could the different dimension (performance planning, managing performance, performance appraisal and rewarding performance) in performance management system affect employee job satisfaction with the following basic research questions to be examined in the course of the study. The problem lies in the negative impact that performance management practices may have on employee satisfaction because the level of satisfaction that employees have sets the tone on how they will continue performing, their motivation and level of productivity.

1.3 Research objectives

- To determine employee perceptions on performance management.
- To examine the extent to which employee management influences employee satisfaction.
- To recommend ways in which performance management activities can be carried out without negative impacts on employee satisfaction.

1.4 Research questions

- What are the employee perceptions on performance management?
- What is the extent to which employee management influences employee satisfaction?
- How can performance management activities be carried out without negative impacts on employee satisfaction?

1.5 Study assumptions

This study assumed that performance management practices are implemented consistently across an organization and that there are no significant variations in their implementation. In addition to this, the study also assumed that employee satisfaction is measurable using measures like employee productivity, customer satisfaction, labor turnover and employee engagement. Moreover, this study also assumes that performance management practices have got an impact on employee satisfaction hence this will bring to light the nexus that exists between the two. In addition to this, it is another assumption of this research that the participants in this study will provide accurate and reliable data.

Limitations

One of the major boundaries of the investigation was the timeframe. The research was carried out over a period of months, which might not be sufficient to capture the long-term relationship that exists between performance management and employee satisfaction. In addition to this given the possibility that the topic might involve confidentiality information some participants were reluctant to openly share kwy details. To address this concern , the researcher presented an offer letter of approval from the university. However, to counter this, the researcher produced a letter of approval from the university and also informed consent forms that described how the research was to be carried out and also specified how the information from this research would be kept private. In the absence of some primary data the researcher will rely upon secondary data.

1.6 Delimitations

According to Juntal (2023), delimitations refer to the boundaries or limitations set by the researcher, such as conceptual constraints that define what will be excluded from the study. This research adopted a purely qualitative approach, focusing primarily on the participants' experiences, perceptions, and emotions. Within this framework, a single case study was used to conduct the research, even though multiple cases or organizations could have been considered.

Significance of the study

This study will be highly valuable to policymakers and development partners involved in supporting private sector initiatives that foster a diverse and efficient manufacturing industry. In terms of performance management and employee performance, the implementation of policies and regulations will aim to enhance and encourage both areas. This will particularly benefit managers in manufacturing firms, who play a crucial role in driving organizational success.

Organizations will gain insights from this research on how performance management influences their overall effectiveness. Additionally, this study addresses a gap by exploring the relationship between performance management and employee satisfaction, whereas much of

the existing research has focused primarily on how performance management can improve profitability and the various methods to achieve this.

This research will cover a gap in that it will open up on the links that exist between performance management and employee satisfaction. With many previous studies focusing mainly on how performance management may increase profitability and also the various way in which performance management can be practiced , this study will come in to cover the gaps that exist in literature focusing on performance management and employee satisfaction. This study can greatly contribute to academic knowledge and support future researchers. It is grounded in real life case studies and data, which can help evaluate or challenge current models in employee satisfaction and performance management. For students looking to conduct research in this area , this work provides a solid foundation and a useful point of reference. It also equips the researcher with practical experience and an opportunity to practice ethical research methods. This hands on approach will prove valuable as they pursue further academic achievements.

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This study has the potential to contribute to academic research and help other future researchers as well. This is because this research focussed on real-world case studies and data that can be used to test or challenge current theories or models in the area of performance management and employee satisfaction. For other students that will also want to branch doing research in the same area, they will have a starting point and a referral point based on this research. This research comes with practical experience and a hands on approach for the researcher to be able to practice the Ethical conduct within undertaking a research in their profession. This experience will come in handy as they build up to have other qualifications in their academic endeavors.

1.7 Definition of terms

Performance management-it is an ongoing process that is characterized by communication, in many cases between the employee and the supervisor in order to accomplish organizational goals.

Performance management systems- According to Kotler (2000) this is an organizational process that involves employees both as individuals and team players so as to reach the targeted organizational objectives.

Employee satisfaction- the happy or positive feelings that come from evaluating a person's job and professional experience (Permana et al., 2021).

Managing Performance: "Managing performance is the ongoing process of providing feedback, coaching, and support to employees to help them improve their work performance and achieve their goals. It includes setting clear expectations, monitoring progress, and addressing any performance issues in a timely and constructive manner." (Armstrong, 2009).

Performance Appraisal: "Performance appraisal is the formal evaluation of an employee's work performance over a specific period, typically conducted annually or semi-annually. It involves assessing the employee's achievements, strengths, weaknesses, and areas for improvement, and providing feedback to help the employee develop and grow." (Armstrong, 2017).

Rewarding Performance: "Rewarding performance is the process of recognizing and acknowledging an employee's exceptional work or contributions to the organization. This can take the form of financial rewards, such as bonuses or salary increases, as well as non-financial rewards, such as promotions, recognition awards, or opportunities for professional development." (Henderson, 2003).

Job Satisfaction: "Job Satisfaction: is an attitude towards work related condition in organization perspective." (Okpara, 2006).

1.8 Chapter Summary

In this chapter, the basic tenets upon which the study grounded in were introduced. The chapter looked at the background of the study, the definition of key terms such as performance management and employee satisfaction and performance management. The chapter also discusses the research objectives, research questions, delimitations and limitations.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The literature pertinent to this study is reviewed in the following chapter. The following section addresses the author conducts a deta assessment of relevant literature, organizing it into three main subsections: theoretical review, empirical review based on previous related studies, and the subsequent development of a conceptual framework. Additionally, the chapter concludes by drawing valuable lessons from the literature reviewed.

2.2 Conceptual Framework

Researcher has reviewed various studies and created a model exploring the link between performance management (PM) and employee satisfaction. This model only focuses on PMS factors (planning, managing, appraising, and rewarding performance) and their effect on employee motivation. Essentially, the model treats PM features as the main influences and employee motivation as the outcome. In other words, if performance management practices and systems are fair then they have the power to increase employee satisfaction and this will lead to increased motivation and productivity. However, if performance management practices and systems are conducted in an unfair manner, it might lead to lower levels of employee satisfaction.

Figure 1 Conceptual model of the study



Figure 1

2.3 Conceptualizing Performance management

The objective of performance management is to ensure that workers are delivering as to what the management wants them to deliver. According to Demartini (2014) performance management is evolving mechanisms that are both formal and informal with the mandate to analyze the performance of employees and if they are aligning to the organization's objectives. Fletcher (2001) characterizes performance management as a method aimed at fostering a common understanding of the organization's objectives and goals, aiding employees in grasping their roles in advancing them, and thereby, optimizing both individual and organizational performance. Similarly, performance management encompasses managerial procedures designed to guarantee that employees are aligning their efforts with the organization's mission. It involves three key stages: (a) establishing performance expectations for employees, (b) evaluating actual performance against these expectations, and (c) enhancing performance as necessary. Greve (2013) explains that the process of performance management begins with the generation of feasible objectives, sustainable and credible measures, together with procedures and practices that will allow for the measurement to happen. Gabba (2012) explains that performance management usually consists of four stages planning, monitoring and coaching, reviewing and lastly rewarding. An effective performance management is not there to instill fear in the employees, but rather align the organization towards its objectives. This means that performance management is integrated by linking organizational, team and

individual goals. Therefore, for this whole process to be successful, Barth (2017) suggests that there should be effective communication and the understanding of the organizational culture.

Armstrong (2004) offers a comprehensive definition of performance management as a method aimed at enhancing overall organizational outcomes by comprehending and managing performance within an agreed-upon framework. This involves overseeing the attainment of planned goals, standards, and competency prerequisite. Furthermore, performance management is described as a process involving the design and implementation of motivational strategies, interventions, and incentives to leverage the inherent potential of the workforce into tangible performance. While every individual possesses potential across various functional domains, converting this potential into actual performance is often hindered by obstacles. Performance management serves as a facilitator in this conversion process by addressing intermediate barriers and fostering motivation among employees. Additionally, it involves (b) facilitating ongoing dialogue between supervisors and employees to ensure performance remains aligned with organizational goals and (c) Performance management involves establishing declared aim objectives and targets for both individuals and teams, regularly reviewing actual achievements, and ultimately rewarding successful target attainment (O'Callaghan, 2005).

Purposes of performance management

Organizations install performance management system in human resource management practice to be benefited from the advantages obtained from it. Bratton and Gold (2007) categorized purposes of performance management system based on the judgments to be made as control and development purposes such that the making of administrative decisions concerning pay, promotions and careers, and work responsibilities-the control purpose and the improvement of performance through discussing development needs, identifying training opportunities and planning action-the development purpose.

However, a more elaborated explanation of performance management system was given by Cleveland and Murphy (1989), as cited by Bratton and Gold (2007), and they describe that the purpose of performance management system is not just to manage and measure performance of employee; it has strategic significance to the organization. So performance management systems can serve six important purposes:

1. Strategic: it the process of aligning organizations goals with individual employee goals promoting behaviors that support the achievement of organizational objectives overally.

2. Administrative: provides valid useful information to support decisions related to employees , such as salaries adjustments, promotion, retention and termination, performance appraisal , identifying poor performance, layoffs and merit increases.
3. Communication: Keeps and continuously informing employees about strategic goals of the organization and their performances , highlighting areas that needs improvement and clarifies organizations expectations and changes that happen from time to time reason being the world and market place is ever changing.
4. Developmental: It includes ongoing feedback enabling managers to coach employees and support continuous improvement performance on an on-going basis.
5. Organizational maintenance: Supplies data on employee skills abilities and promotion potentials and assignments history , useful for workforce planning assessing training needs , evaluating organization performance and measuring the impact of HR interventions such as training programs such as succession planning.
6. Documentation: It generates the records that can be used to evaluate the accuracy of selection tools and support important administrative decisions. After analyzing various organizations it was found that no two organizations follow the exact same steps in performance management processes(Balyan2011). Similarly multiple authors(Hartle 1994 , Schneir et al) have noted various variations in approaches performance management across different contexts.

The performance Management stages

Stage1: Pre-requisites – The important prerequisites that are required before a performance management system is implemented is having a clear understanding of the organization mission, strategic goals and the specific job roles involved. .

Stage 2: Performance Planning – This is the first step where the manager and employee meet to discuss about employee needs to do during a certain period and they set clear specific goals that are related to the team or organizations goals. This includes setting SMART goals (Specific Measureble Achievable Relevant and Time bound) discussing roles and responsibilities and agreeing on how performance will be assessed.

Stage 3: Performance Execution – Following the start of the view cycle the employee endeavor to produce the results and display the behaviors agreed on earlier as well as to work on development needs. The employee has primary responsibility and ownership of this process and supervisors also have primary responsibility over the issues of observation and documentation, feedback, resources, and reinforcement.

Stage 4: Performance Assessment - In the assessing phase , the manager keeps an eye on how the employee is doing. Thus it doesn't not necessarily mean that each move is monitored it means checking progress regularly anf giving feedback. It includes regular checks ind or meetings , offering support and guidance and identifying any problems early.This helps both parties to be transparent and being accountable to their actions.

Stage 5: Performance Review - The performance review stage involves the meeting between the employee and the manager to review their assessments. This meeting is usually called the appraisal meeting or discussion. The appraisal meeting is important because it provides a formal setting in which the employee receives feedback on his or her performance.

Stage 6: Performance Renewal and Re-contracting- The final stage in the performance process is renewal and re-contracting. Essentially, this is identical to the performance planning component. The main difference is that the renewal and re-contracting stage uses the insights and information gained from the other phases. (Henderson, 2003).

2.3.2 Employee satisfaction

According to Zendax (2022) employee satisfaction is the degree of contentment that team members experience in relation to their role in an organization. In other words, it tries to describe how happy employees are with their job. There are benefits associated with satisfied workers and in a research by Davis (2022) it was shown that employee satisfaction is as a result of good leadership through being open, transparent, creating a good work environment, recognition, work- life balance and growth on the part of the employees. If practices in the organization are too hard and complicated, workers tent to be dissatisfied. Employee satisfaction can be measured through surveys, and in modern organizations, the introduction of modern HR chatbots which give the HR insights to their workforce's satisfaction levels. Fithriyana et al (2022) explains that employee satisfaction is important among employees

because when employees dislike their jobs, it affects their performance on the job as well. According to Tnay et al., (2013) employee satisfaction is viewed as a combination of psychological and environmental factors that can lead someone to really express satisfaction with the task completed. Employees who are satisfied are more likely to promote the company, more considerate of their teammates, and more supportive of task decisions (Vizano et al., 2021). However dissatisfied employees are hesitant to embrace the organization's objectives and values (Lee & Liu, 2021).

One of the most significant investigations into job satisfaction was the Hawthorne study, conducted from 1924 to 1933 by Elton Mayo of Harvard Business School. Mayo sought to understand how different work conditions affected worker productivity. The study revealed that introducing new changes to work conditions temporarily boosted productivity, a phenomenon known as the Hawthorne Effect. This discovery underscored that factors beyond just pay influence people's work behavior, prompting further research into additional elements contributing to job satisfaction. According to Susan (2010), employee satisfaction pertains to the contentment and fulfillment of employees in their workplace. She highlights several factors influencing employee satisfaction, including treating employees respectfully, consistently acknowledging their contributions, empowering them, and offering competitive benefits and compensation packages. Similarly, Freeman (2003) asserts that the prosperity of any organization hinges on the satisfaction levels of its employees, who serve as the embodiment of the company. Employee satisfaction is evaluated through periodic anonymous surveys aimed at assessing various aspects such as management effectiveness, alignment with the organization's mission and vision, empowerment levels, teamwork, communication, and interactions with coworkers (Susan, 2010). Additionally, methods for measuring employee satisfaction include exit interviews and conducting small group meetings where employees are verbally asked the same questions. Employee satisfaction serves as a metric for gauging the contentment of workers with their job roles and work environment. Modic (2005) describes employees as valuable assets who actively choose to return to work each day. Similarly, Kash (2003) emphasizes the importance for organizations to prioritize their employees alongside their customer base. Employee satisfaction significantly impacts various aspects of an organization's business operations. According to Carpittella (2003), businesses that prioritize employee satisfaction tend to experience a range of benefits, including a notable 50% reduction in turnover rates compared to industry norms, an average increase in customer satisfaction to 95%, a decrease in labor costs by 12%, and a boost in pretax margins by an average of 4%.

Similarly, Greenberg (2004) emphasizes that profit and growth are predominantly driven by customer loyalty, which in turn is heavily influenced by customer satisfaction stemming from their perceived value of the services received. This value is fundamentally shaped by the satisfaction, loyalty, and productivity of employees. Job satisfaction plays a crucial role in decreasing turnover rates and enhancing motivation. Previous research has identified various tools for enhancing employee satisfaction, including compensation, acknowledgement, and the work environment (Mathauer et al., 2006). This aspect is significant not only for the well-being of employees but also for the overall success of the organization (Lim, 2008). When employees are dissatisfied with their jobs, they are less likely to demonstrate loyalty to the organization and may actively seek alternative employment opportunities (Reed et al., 1994).

Importance of Job Satisfaction

Employee satisfaction or dissatisfaction plays a pivotal role in an organization's growth and development. When employees are satisfied with their work environment it directly brings a positive impact to the organization. Reason being employees form the foundation of any organization, their job satisfaction becomes a crucial factor to consider. The section below will explicitly describe the significance of job satisfaction.

1. It creates a better work environment -When employees are satisfied with their jobs, the workplace becomes more positive, fostering a room for employees to submit their problems to the management. In response, the management listens and takes the right steps to fix the issues. As a result, the workplace becomes more peaceful and friendly.

2. It gladdens the managers:-When there's employee engagement, employees tend to improve their skills and take their duties more seriously. This motivates them to work better and take responsibility. As a result, managers receive good feedback from employees and treat them with respect. Therefore, job satisfaction leads to high productivity. It makes managers happy.

3. Reduces the Absenteeism:-When employees are satisfied with their jobs, they feel more comfortable and motivated to do their task. This increases their interest in their job and encourages them to show up regularly. As a result, employee absenteeism reduces.

4. Reduces the labor turn-over:-Job satisfaction pivot on how employee's feel about their working conditions and mental health. If they don't get the support and opportunities they need they may choose to leave the job, which affects the organization negatively. Nevertheless when employees are happy with their work they prefer to stay longer thus it helps reduce employee turnover.

5. Reduces the industrial dispute:-In organization conflicts can occur between workers and supervisors, between workers themselves or even between different factories. These conflicts are known as industrial disputes. They can cause loose for the company and disrupt production. However when employees are satisfied with their jobs , such disputes are less likely common

6. It increases the productivity:-When employees are highly satisfied and feel secure in their jobs they tend to work harder and more consistently. This leads to better performance and as a result the overall productivity of the organization increases.

7.Reduces the accident:-Many workplace accidents happen because employees are tired or not focused on their tasks. This can be harmful for both the workers and the organization. Nevertheless when employees are satisfied with their job they pay more attention to their work. As a result the number of accidents decreases helping the organization to improve.

8. Increases the quality of the products:-Producing high quality products is important for an organization's success. When employees receive proper training, they become more knowledgeable , focused and dedicated to their work. This helps them maintain and even improve the quality of the products they produce. .

9. High morale of the workers:-Job satisfaction helps build a positive attitude among workers by meeting their expectations. It improves their morale and overall motivation which leads to higher morale in the workplace.

10. Increases the discipline:-An organization's success largely depends on how disciplined its employees are. Job satisfaction encourages employees to follow rules and maintain proper behavior at work. This helps organization achieve its goals (Hossaon2016)

2.3.3 Performance management and employee satisfaction

According to Rodrigues, Gomes, and Junça-Silva dissatisfaction among employees in relation to performance management has a way of building negative attitudes and perceptions that translate into counterproductive results for the organization (e.g., low productivity, increased turnover intention), which is why the performance management practices should be conducted

in a way that they actually build upon employee satisfaction rather than dissatisfaction. Memon (2019) therefore explains that employee satisfaction and performance management have a reciprocal relationship when the performance management practices are done in a reciprocity relationship and if the performance management processes are fair, impartial, and mutually beneficial they have a tendency to reciprocate in the same way, leading to increased performance and organizational commitment (Memon et al., 2019).

Madureira et al. (2021) conducted a research in Portugal in order to assess the different practices of performance appraisal and how they affect employees in the private and public sectors. The research had in sum of 865 professionals participants, 52.8% from the private sector and 47.2% from the public sector. The data were gathered at one point in time using a survey questionnaire administered to be convenience sample. Evidence from the study suggests that performance management in the private sector often results in leading to constructive results like productivity rewards, rapid career progress or negative ones including penalties, slow career progress for the evaluated party. In turn, these results influence workers' involvement with the performance management processes in accordance with how fair/unfair and/or positive/negative they perceive it to be. On the other hand, the public sector has faced many setbacks in Portugal because of the introduction of new practices in the evaluation of the worker known as the New Public Management (NPM), that facilitated the evaluation and distinction of employee performance and their impact on achieving organizational goals. (Madureira et al., 2021).

2.4 Theoretical framework

2.4.1 Two factor theory

This study made the use of the Two Factor Theory for its theoretical framework. Fredrick Herzberg was the proponent of the Two Factor theory. In this theory, Herzberg looked not at motivation directly but at the causes of job satisfaction and dissatisfaction in an attempt to more fully understand what motivates people at work. The two factors were he dwelled on were the hygiene factors. The motivators according to Richads (2019) are things like sense of achievement, an opportunity for personal growth, the sense of having done a job well, having

responsibility and achieving recognition for your work. On the contrary,, the hygiene factors are considered to be including things as pay, physical employment conditions, employment stability, corporate policy ,and quality of supervision and human relations.

In this theory, the motivators and hygiene factors are different in their own way and have different effects to the worker. Herzberg's Two-Factor Theory distinguishes between motivators and hygiene factors, noting that each influences employee behavior differently. While the improvement of hygiene factors can eliminate dissatisfaction, increasing them beyond a certain threshold does not enhance job satisfaction. In contrast, genuine satisfaction can only be increased by strengthening motivator factors. However, the presence of motivators alone is insufficient to eliminate dissatisfaction, highlighting that these two dimensions operate independently (Herzberg, 1964). Herzberg posits that satisfaction and dissatisfaction are not opposite ends of a single continuum. Rather, the absence of satisfaction does not imply dissatisfaction, just as the absence of dissatisfaction does not equate to satisfaction. Supporting this perspective, Robbins and Judge (2013, p. 206) argue that effective motivation is achieved by focusing on intrinsic job-related elements, such as advancement opportunities, personal development, recognition, responsibility, and achievement—factors that employees inherently value and find fulfilling.. This theory is suitable for this study because it looks at performance management as a motivator that can actually have an impact on the employee's satisfaction. The theory captures how performance management, if done correctly, can actually result in the satisfaction of the worker.

2.4.2 Social exchange theory

This theory emphasizes on how management can invest in its employees through support, development and fair practices. In return, employees reciprocate with increased effort, commitment and job satisfaction (Roders, 2023). In other words, the theory tries to bring out that a relationship between management and employees is possible, and in any cases, it can actually do more good for both of them. However, in most cases, it is management that should try and breed that relationship so that it comes to reality. This theory views how management can actually affect the employees' morale if no relationships are built. The theory also makes consideration of reciprocity, stating that a central norm of social exchange is that when one party provides something that is valuable, the other feels obliged to also return the favour. In the same way, the type of management that employees go through, sets the pace for their satisfaction as away of paying back good management. Pillay (2024) explains that when

organizations demonstrate support and commitment for their employees, this will lead to satisfaction on the part of the employees as well. In other words, this theory demonstrates that employees, like in any relationship, seek a fair exchange of costs and rewards. When employees perceive that the benefits from their organization and leaders such as support, respect and fair treatment- outweigh their costs they feel a sense of obligation to reciprocate with positive behaviour like engagement and commitment, leading to higher job satisfaction. This creates a mutually beneficial cycle where perceived organizational support fosters positive employee outcomes.

2.5 Empirical evidence

Several studies suggest a strong link between effective performance management systems and enhanced employee job satisfaction. Gupta & Upadhyay (2012) found a significant correlation in Indian banks, highlighting the system's impact on satisfaction. Lawson (2015) emphasizes how well-designed systems promote individual development, satisfaction, and potential fulfillment, benefiting both employees and organizations. Armstrong (2000) underscores the importance of meeting employee needs, including through performance management. Robby (2010) highlights the association between practices related to people, performance management, and organizational results with employee satisfaction. Williams (2011) and DDI (n.d.) (cited in Gathoni, 2012 & Aguinis, 2005, respectively) suggest that proper implementation of performance management systems leads to higher satisfaction. Gathoni (2012) further confirms this in an NGO setting, concluding that performance management practices enhance employee satisfaction. Torrington (2018) and Fletcher & Williams (2016) also emphasize the positive relationship between these systems and employee job satisfaction. Different studies point to a positive connection between effective performance planning and increased employee job satisfaction. Gathoni (2012), citing Berger (2008), highlights this link, while Fletcher and Williams (1996) specifically mention how goal-setting within performance planning leads to higher satisfaction. Further research by Decramer et al. (2012) reinforces this, showing that consistent performance planning practices contribute to employees feeling more satisfied with the system itself.

Numerous studies link key activities within performance management, like feedback, coaching, and training, to increased employee job satisfaction. Ying (2012) identifies these activities as part of the "managing performance" step in a performance management system. Aguinis et al. (2011) and Islam & Rasad (2006) specifically highlight the effectiveness of performance feedback in boosting satisfaction. Additionally, training and development, as

highlighted by Gathoni (2012) and Gagne & Deci (2005), are shown to improve both performance and satisfaction simultaneously. Various researches reinforce the idea that effective performance appraisal systems can magnify employee job satisfaction. Herpen et al. (2005) and Martinez (2005) found a direct link between perceived fairness in appraisals and higher job satisfaction. Likewise, Waal (2003) observed that performance appraisals themselves contribute to positive employee feelings. Ukko et al. (2008) further explored this, demonstrating that performance measurement positively impacts job satisfaction as part of overall quality of working life. Finally, Brown et al. (2010) highlighted that poor-quality appraisals (lacking trust, communication, clarity, or fairness) lead to lower job satisfaction. Several studies support the idea that linking rewards to performance raise employee satisfaction. Usman and Danish (2010) highlight this connection, along with Heywood & Wei (2006) and Green & Heywood (2008). Furthermore, Bryson et al. (2012) found employees in performance related pay schemes (piece-rate, team-incentive, or profit-sharing) reported higher job satisfaction. Despite its potential benefits, performance management often ranks poorly in employee surveys, according to Pulakos (2009). She suggests this dissatisfaction stems from a misunderstanding of how effective performance management works. Too often, it's seen as merely a burdensome paperwork exercise for human resources, neglecting the potential for employee development and engagement. Ajitha & Panchanatham (2014) highlight how employee perceptions of fairness and accuracy in performance appraisals impact their motivation. If employees believe the system is fair and accurate, they're more likely to be motivated to improve weak areas or develop their potential.

Conversely, a system perceived as unfair or inaccurate can demotivate employees, hindering their growth and performance. Lloyd Mphahlele, Leigh-Anne P. Dachapalli (2022) conduct study on the influence of performance management systems on employee job satisfaction levels at a telecommunications company in South Africa and the research revealed that “there is a clear link between performance management and employee JS, more specifically as this relates to the implementation of performance management systems and the perceived fairness thereof. While employees believe that performance management systems are both needed and important, they consistently report neutral sentiments regarding the manner in which the system is applied. They are neutral as concerns perceived managerial fairness in application; this neutrality in opinion runs counter to the very purpose of a performance management system, which is built to improve relations between management and employees. Furthermore, the high levels of standard deviation across all question responses are possibly indicative of the

inconsistent application of the performance management system, insofar as a performance management system is geared at homogenizing employee expectations and managerial experience in a consistent and procedurally understood manner. The high levels of variability in employee perception of performance management thus run contrary to the principles of a good performance management system and are indicative of poor implementation or coordination of the performance management system both across departments and in general.” Sandalika, and Jayasekara, (2017) did research on impact on performance management system on employee job satisfaction in Automobile Companies in Western Province, Sri Lanka and found that “performance management system and job satisfaction are highly correlated with each other and there is significant impact of effectiveness of performance management system on employee satisfaction. Additionally the research findings revealed that there was a strong positive impact of independent variable (performance management system) and all four dimensions of performance management system performance planning (goal setting and communicating the established goals), managing performance (training, coaching, feedback), performance appraisal and rewarding performance for the dependent variable (job satisfaction) in executives and above level staff in automobile companies in western province.

Abebe Kassaye (2017) did study on the role of performance management practice on employee motivation the Case of Commercial Bank of Ethiopia and he concluded that effective performance management system is positively related to employees motivation. He added that a *“well performed performance management process gives a powerful tool for addressing or improving poor performance issues, when they identified.”* Abdurehim (2017) had studied The Role of performance Management Practice on Employee Productivity in East Africa Bottling Share Company and found out that “the performance management practice of the company has a significant role on employee productivity. Regarding its relationship with employee productivity, it has positive and significantly high correlation. And, it has also positive and significant effect on employee productivity.” (2017) Menberu (2022) did study on the effects of performance management practices in motivating employees in the case of Hibret Bank S.C the study found an effective performance management practice and evaluation system can enhance the motivation and effectiveness of the employees leading to the completion of specified work and Performance management system is a key driver to employee motivation and Nega (2022) conducted study on the effects of performance management practices in motivating employees The Case of Ethiopian Air Lines she found that “The dependent variable of the study - employees,, motivation - was analyzed separately and in relation to the

performance management system. Accordingly, the study has found out that the motivation level of the employees to be positive, as 57% of the employees feel that they are motivated in response to the six separate questions asked in relation to their motivation. The analysis of the study has indicated that employees are hardly affected by the effectiveness of the performance management system. While the relationship model has shown that the performance management system and motivation variables are positively related and significant.”

2.6 Gap analysis

In relation to the literature review, it can be said that there are a number of studies conducted in the area of performance management system and employee job satisfaction independently using different variables but there is limited number of researches on the effect of performance management on employee job satisfaction. In case of our country Zimbabwe, more needs to be done.

2.7 Chapter summary

This chapter looked at different literature that has been brought forward by other scholars. The chapter also covered the theoretical and conceptual framework including the gap review as well. The next chapter looks at the research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The use of proper methodology provides a base of a scientific research which a research should give proper attention to. In this chapter, the research design, sample and sampling technique, instrument for data collection, procedure of data collection, method of data analysis, reliability and validity and ethical issue are addressed

3.2 Research approach

According to Creswell (2009), there are three common approaches or methods to conduct research quantitative, qualitative and mixed approach. This research adopted the mixed approach which incorporates both the qualitative and quantitative research approaches. As explained by Taherdoost (2022) a qualitative research approach is a method that makes use of description and non-numerical material whilst making use of case studies, life experiences and stories so as to get an understanding of the problem at hand. In qualitative approach the main aspect is to gather first-hand information from the participants basing on their experiences, feelings, knowledge and perceptions. The reason why this research used the qualitative approach is because the researcher aimed at understanding the nexus between performance

management and employee satisfaction. This meant getting more information from the people that actually work and run things in the organisation so that they give first-hand information based on their own knowledge and experiences.

Quantitative research focuses on numerical and unchanging data and detailed thus it deals with numbers, logic and objective stance. Objective theories can be tested by exploring the connection between different variables. These variables are usually quantifiable and measured using tools or instruments allowing researchers to analyze the resulting numerical data through statistical methods. When both qualitative and quantitative methods are integrated it results in a mixed methods approach a research strategy that blends both two forms of inquiry.

3.3 Research Design

The researcher used both descriptive and casual research design in order to support the decision maker in determining, evaluating and selecting the best course of action to take in a given situation. It is typically more formal and structured. The integration of both descriptive and explanatory research designs enabled the researcher to systematically assist in decision-making processes by identifying relevant issues and evaluating possible solutions. Descriptive research allowed for the detailed observation of patterns, while explanatory research anchored in theoretical foundations sought to interpret those patterns through causal reasoning. In the field of business research, direct causal links are often elusive, leading scholars to focus more on interpreting, predicting, and managing relationships between variables. Explanatory studies fulfill this purpose by offering insights into the reasons behind observed outcomes the researcher make use of theories or hypothesis to back up the factors that lead to the cause of particular phenomenon to happen. Consequently, this methodological approach was appropriate for investigating the influence of performance management systems on job satisfaction among employees.

3.4 Population

The target population in this research will be all the employees at Tsepo group of companies as of 2022 to 2023 when the organisation significantly lost a lot of revenue which was attributed to lack of quality management. This makes a total of 776 employees. From this population, the sample is derived using a sampling method which will be discussed below. Though

incorporating all employees“ idea on the analysis could have better for conclusion and generalization but economically and operationally it was very difficult to contact all employees in the research. Therefore, taking a representative sample of the population of the employees“ was feasible.

3.5 Sampling

Sampling involves selection of a subset of individuals or items from larger population in order to make inferences or draw conclusions about the entire population. Therefore, through sampling, the larger population can be sized down to a number that the research will be able to practically accommodate.

Sample size

Gupta (2010) states that a sample can be understood as a small number of the whole population that will be under study of the population selected for observation and analysis. This research made use of 20 participants. In order to reach to this sample size, the researcher will use the surmised by Yin (2017) who states that a qualitative approach should make use of a smaller sample size. In support of this as well, Charmaz (2006) also states that when making use of interviews in qualitative research, at least 25 participants are practical in order to collect enough data.

Table 1 Sample Size

Respondents	Number of participants	Sampling Method	Type of Interview
Managerial participants	8	Purposive	In-depth
Non managerial participants	16	Random	In-depth
TOTAL	25		

Table 1

Source: Researcher's Configuration (2024)

3.6 Sampling Method

The study apply purposive sampling, a non probability technique commonly used in qualitative research to select participants based on their relevance to the research problem. Patton (2015 as cited in Leavy , 2017) explicitly emphasizes that selecting information rich cases improves data quality and strengths research outcomes. SAGO (2023) depicts that purposive sampling allows researchers to identify individuals who possess specialized knowledge or one can say they have firsthand experience regarding to the research topic.

This method waa chosen for its practicality and resources efficiently. Mishra (2010) underscores the cost effectiveness of purposive sampling, particularly in contrast to census approaches. Similarly, Lund Researchers (2012) highlight that this sampling strategy is most effective when the study seeks to understand particular populations traits. Despite its benefits, SAGO (2023) cautions that purposive sampling can introduce selection bias due to the researcher's discretion in participant selection. To address this participant were approached individually and invited to participate voluntarily, thereby enhancing the study's ethical ans methodological robustness,

Saunders and Lewis (2012) define interviews as a qualitative method involving direct verbal interaction between the researcher and participants, enabling the collection of rich, contextualized data. Interviews in this study were conducted using a structured guide, allowing the researcher to pose relevant questions while also probing for additional detail when necessary. Each interview lasted approximately 15 to 20 minutes. The purpose of the interviews was to gather empirical data on how performance management systems influence job satisfaction, capturing participants' personal experiences and insights.

3.7 Data collection methods

Data collection methods refer to systematic tools and procedures employed for gathering research evidence (Leavy ,2017) Since this research adopted a qualitative paradigm in depth interviews were selected as the most suitable technique for obtaining detailed data.

In- Depth Interviews

Saunders and Lewis (2012) explains that interviews are a qualitative verbal data collection method where the interviewer asks face to face questions and gets answers from the participant. Interviewer asks participants about their opinion regarding the topic and allows the researcher to get more detailed information as participants get to open up more. Thus it allows the researcher to pose relevant questions while also probing for additional details when necessary. Each interview lasted approximately 10 to 30 minutes. The main objective of the interviews was to gather empirical data on how performance management systems influence job satisfaction, capturing participants personal experience and insights reason being experience and insights tend to be different from person to the other .Although in-depth interviews can be long drawn out relying on the length of explanation given by the interviewee.

Questionnaires

Questionnaires were used to generate quantitative data, the researcher designed a two part questionnaire which was given to the respondents to complete within a specific time. .Maddon (2010) defines a questionnaire as a set of questions that the researcher will ask respondents to obtain information for a study .A total of 25 participants participated through questionnaires. The questionnaire tried to convey research objectives into specific questions. Most of the questions in the questionnaire was developed from the previous researches, review of related literature and was adapted to the current study. Section A covers the demographics of the respondents; section B establishes to collect information about subject matters of performance management system effect on employee job satisfaction. Five point Liker scale ranging from 1 (strongly Disagree) to 5 (strongly agree) was used because it is helpful to choose one option from the given scaling that best align with their views. Colclough (2010) states that questionnaires are cheaper, saves time and often have standardised answers that make data collection simpler. This was indeed the case in this research as questionnaires proved to be affordable throughout the whole process. Questionnaires enabled the researcher to accumulate a large volume of information from many people in a short period of time and relatively cost effective. In addition to this, through the questionnaires, respondents were also able to provide information freely, as the researcher did not interfere during the data collection process.

3.8 Data Collection Sources

3.8.1 Primary data

In this research, the researcher was used both primary and secondary data. Peterson (2010) states that primary data provides original insights into the research topic, making it essential for achieving accurate results. The primary data is information that is gathered for the first time, in this research, this is the data that was gathered which is obtained from the questionnaire and interviews from the employees involved in this research.

3.8.2 Secondary Data

According to Saunders et al (2016) secondary data refers to data that has already been collected and analysed by others such as researchers, organisations or governments. Characteristics of secondary data existing data, collected for another purpose. Secondary data was gathered from various sources, including annual reports, journals, articles, and reputable websites. This data supported the primary findings and provided a broader context for analysis.

3.9 Ethical considerations

Ethical considerations are a set of the accepted principles or guidelines of right and wrong, especially those of some organization or profession. Bhandari, (2021) describes the ethical considerations as a set of principles that guide your research designs and practices. This research will consider four (4) ethical considerations which are, informed consent, anonymity, confidentiality and voluntary participation

Informed Consent

The participants will be made aware of the main aim of the research, how they are benefiting from it, risks of the research and the people behind the research. According to Beauchamp & Childress (2014) informed consent is the ability for self-determination in action according to a personal plan. As a result, full consent will be obtained from the participants prior to the study.

Anonymity

The study will use pseudonyms rather than participants legal name. The fact finder will not collect the personal information or data of the participants for confidentiality sake. Anonymity refers to keeping secret by not identifying the ethnic or cultural background of respondents, refrain from referring to them by their names or divulging any other sensitive information about

a participant Mugenda, (2013).Hence, Anonymity of individuals and organization participating in the research will be ensured.

Confidentiality

The researcher will keep the data from interviews in a password protected device. The researcher will hide the information of the participants that he or she knows to ensure confidentiality. Information that may lead to personal identification will be anonymized to avoid linkages to the data given by a participant. As a result, the protection of the privacy of research participants will be ensured.

Voluntary Participation

The researcher will not force or coerce participants to participate in this research program. The respondents are given freedom to choose if they want to participate in the research without forcing them. It can be noted that, the participants will be free to opt in or out at any time without hesitation.

3.10 Chapter Summary

This chapter outlined the research methodology used in this study, including the design, data sources, sampling techniques, and data collection processes. The following chapter will present the data analysis and discussion of finding

CHAPTER FOUR 4

DATA PRESENTATION, ANALYSIS AND INTERPRATION

4.1. Introduction

This chapter presents a comprehensive analysis of performance management practices and its relationship with employee satisfaction. It examines the response rate, demographic characteristics of the respondents, and the key results from the survey conducted. The findings are discussed in the context of relevant academic literature, providing a strong foundation for the other studies to follow.

4.1 Response Rate

Description	Value
Total Questionnaires Distributed	25
Questionnaires Completed and Returned	23
Response Rate	92%
Factors Contributing to Response Rate	Effective distribution and follow-up processes, Participants' willingness to contribute

Table 2

The totality number of questionnaires distributed was 25. Out of the 25 questionnaires, 23 were successfully completed and returned, resulting in a response rate of 92%. This high response rate can be attributed to the effective distribution and follow-up processes, as well as the participants' willingness to contribute to the study.

The survey achieved a high response rate of 90%, which is considered excellent according to Baruch and Holtom (2008). This can be attributed to the effective distribution and follow-up processes employed, as well as the participants' willingness to contribute to the study. Dillman et al. (2014) suggest that thorough follow-up procedures are crucial for maximizing response rates in questionnaire-based research. Additionally, the participants' engagement was likely influenced by the perceived relevance and importance of the study, as Cycyota and Harrison (2006) found that response rates tend to be higher when respondents believe the research has practical implications for their organization. Overall, the high response rate provides a strong foundation for the reliability and generalizability of the study's findings (Fowler, 2013).

4.2 Demographic Factors

The table below summarizes demographic details of participants, including gender , age , educational qualifications , job experience within the organization. The results are presented as follows :

4.2.1 Table 3 Demographic factors

GENDER	COUNT	PERCENTAGE
Male	15	60%
Female	10	40%
AGE	COUNT	PERCENTAGE
18-25 years	2	8%
26-33 years	5	20%
34-41 years	6	24%
42-49 years	9	36%
Above 49 years	3	12%
EDUCATIONAL BACKGROUND	COUNT	PERCENTAGE
Diploma	5	20%
Degree	10	40%
MA	6	24%
PHD holder & above	4	16%
WORK EXPERIENCE	COUNT	PERCENTAGE
0-5 years	4	16%
6-10 years	9	36%
11-15 years	8	32%

Above 15 years	4	16%
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Table 3

The gender distribution of the participants shows that the majority are male, with 15 respondents (60%) being male and 10 respondents (40%) being female. This suggests that the Tsebo Zimbabwe workforce has a slightly higher representation of male employees compared to female employees. The relatively balanced gender distribution indicates that the organization may have policies and practices in place to promote gender diversity and inclusion.

The education level of the respondents is diverse, with the majority holding a Diploma (20%), degree holders at (40%). This reflects a highly educated workforce, which is essential for the effective operation of a company like Tsebo Zimbabwe. The presence of employees with masters qualifications was (24%) and PHD qualifications was also at (16%) suggests that the organization may provide opportunities for professional development and career advancement, regardless of the initial level of education.

The time employees have been with Tsebo Zimbabwe varies, with the majority (36%) having 6-10 years of experience. This indicates a relatively stable workforce, with a good balance of experienced and newer employees. The presence of employees with less than 1 year (16%) and 11-15 years (32%) of experience suggests that the organization may have a healthy mix of fresh perspectives and long-standing institutional knowledge. The smaller proportion of employees with 15 or more years of service (16%) may reflect opportunities for career advancement or a relatively young organizational history.

4.3 Employee perceptions on performance management

Section B of the questionnaire focussed on employee perceptions on performance management. The respondents were asked to rate the following claims using a five-point Likert scale (Strongly Agree, Agree

, Strongly Disagree, Disagree,

Neutral)

Table 4.2 Results on employee perceptions on performance management

Claim	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
Performance management is a fair process	25%	35%	10%	15%	15%
Performance management can be stressful for workers	30%	40%	10%	10%	10%
Workers opinions and judgement is valued during performance management	25%	30%	25%	10%	10%
Performance management makes workers feel valued and appreciated	35%	40%	5%	10%	10%

Table 4

These findings suggest that workers have mixed perceptions about performance management at the organization. From the results, 35% of the surveyee agree that performance management at the organization is a fair process and 25% of the workers strongly agree that performance management is a fair process. This makes a total of 60% of the respondents that have a positive perception about performance management. As stated by Fletcher (2001) performance management is a method aimed at fostering a common understanding of the organization's objectives and goals, aiding employees in grasping their roles in advancing them, and thereby, optimizing both individual and organizational performance, therefore, if workers consider it to be fair process, it becomes easier to conduct because the workers will be willing to be part of it. Alternatively, 10% of the participants strongly disagreed, 15% disagreed and 10% were neutral on this aspect denoting that there are also negative perceptions that people also have about the performance management process.

From the results, 70% of the respondents also strongly agreed and others agreed that performance management can be a stressful process all together. This shows that in as much as the workers appreciate that performance management is fair, they also acknowledge that the whole process can be stressful and this might actually wear out the workers to some extent. Linking to literature, Zandex (2022) also highlighted that employee management process can be stressful especially to the workers if the management takes too much time and if it is done in a way that could be intimidating to the workers. 10% Of the respondents highlighted that

they strongly disagree, another 10% highlighted that they disagree and the remaining 10% were neutral on this aspect highlighting that in some cases, the organization's performance management might not affect other workers in relation to stressing them out depending on their and perception about the whole process.

25% of the respondents strongly agreed that workers' opinions and judgement is appreciated in the performance management process, with 30% who agreed, 25% strongly disagreed, 10% agreed and 10% were neutral. This suggests that many of the workers have a perception that the organization takes their opinions into consideration when it comes to performance management. On the other hand, a smaller percentage believe that their opinions and suggestions are not taken into consideration. Fithriyana et al (2022) explains that when workers' opinions are valued during performance management, this has an impact on their sense of belonging and satisfaction on the job as this makes them feel valued. The fact that many of the employees at the organization have a perception that their opinions are valued during the performance management process is an indicator that their satisfaction also increases.

35% and 40% of the respondents showed that they strongly agreed and agreed that the performance management process makes them feel valued and appreciated for the job that they do at the organization. 5% strongly disagreed, 10% disagreed and 10% were neutral on this response. This shows that many of the workers have the perception that the performance management process at the organization is not a punishment but rather a way of valuing and appreciating the work they do so that they align to the organizational objectives. As highlighted by According to Tnay et al., (2013) employee satisfaction is viewed as a combination of psychological and environmental factors that can lead someone to really express satisfaction with the task completed. Employees who are satisfied are more likely to promote the company, more considerate of their teammates, and more supportive of task decisions. In other words, the more performance management is done in a way that values and appreciates workers, it also motivates them as well.

4.3.1 Interview Results on the perceptions of employees on performance management

Most of the interviews generally showed that many workers have negative perceptions about performance management. Many of the workers showed that the performance management

process at their organization is usually conducted in a way of respect and common good for both the workers and the organization. One of the participants stated that

“I perceive performance management as a good exercise for all of us because it is usually done to point us in a better direction in relation to how we will be working.”

Another participant D also stated that

“for me, performance management is not stressful at all, I used to feel threatened by it, but now I am so used to it and it does not affect me in any way.”

However, there were some participants who showed that in some cases, performance management can be a scary and stressful process for them. This was mainly highlighted by those who have had lesser years working in the organization. They also highlighted that at times they perceive it to be a way of managers trying to show them their shortcomings which can be a demotivation to them. This may be linked to literature by Memon (2019) who explains that during the first years of work, some employees may be dissatisfied by their jobs because of performance management as they might feel threatened by the practice.

4.4 The extent to which employee management influences employee satisfaction

Section C of the questionnaire focused on the extent to which employee management influences employee satisfaction. The participants were requested to evaluate the following claims using the same five-point Likert scale and the results were as follows:

Table 4.3 Results on the extent to which employee management influences employee satisfaction

Claim	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral
agree that performance management has an effect on employee satisfaction	40%	35%	10%	5%	10%
Performance management usually leaves me satisfied	30%	30%	20%	15%	5%

Performance management has an impact on the way in perform going forward	30%	35%	15%	10%	10%
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Table 5

The results from this section showed that indeed performance management has an effect on employee satisfaction. 40% of the participants agreed, 35% strongly agreed, 10% disagreed, 5% strongly disagreed and 10% were neutral. Based on these results, it can be said that performance management has an impact on employee satisfaction. According to Carpittella (2003) performance management, if done fairly, and if feedback is given to the employees has a way of giving satisfaction to the workers because it gives them a sense of belonging. In addition to this, Carpitella (2003) also explains that it allows employees to be informed about how well they are doing, to receive information on specific areas that may need improvement, and to learn about the organization's and the supervisor's expectations and what aspects of work the supervisor believes are most important. Therefore, the more the feedback that employees get through performance management, the more the satisfaction because they now know where to correct and where they should at least address.

The study also revealed that 30% of the respondents agreed that performance management leaves them satisfied and 30% strongly agreed as well with 20% in disagreement, 15% who strongly disagreed and 10% who were neutral. From these results, it can be said that there is a strong relationship between performance management and employee satisfaction. The respondents in this research showed that performance management has a way of making them satisfied as it has a way of communicating with them. This can be linked to the theoretical framework of the study which is Herzberg's two factor theory which explains how employee satisfaction can be improved by providing more motivators (Richards, 2019). In this case, motivators being the feedback, inclusion and fairness in the whole process of performance management.

Respondents in this study also showed that performance management has an impact on the way that they work going forward. 30% of the respondents showed that they agreed, 35% strongly agreed, 15% disagreed, 10% disagreed and 10% were neutral on this aspect. From the results, it can be concluded that the way in which performance management is conducted at an organization has an effect on the work conduct of the employees gong further. This shows that

if the whole process is done without guidance, it might dissatisfy the workers. However, if every stage is done well, it can actually improve and inform workers on where they should improve going further. Linking to literature, As Robbins and Judge (2013) explain, if we want to motivate people on their jobs, Herzberg suggested emphasizing factors associated with the work itself or with outcomes directly derived from it, such as promotional opportunities, personal growth opportunities, recognition, responsibility, and achievement. In this regard, it can be said that performance management should be used as a tool to motivate workers and increases employee satisfaction going further. Lawson (2015) emphasizes how well-designed systems promote individual development, satisfaction, and potential fulfillment, benefiting both employees and organizations. In other words, if performance management is well designed it will indeed boast employee satisfaction. In a study that was conducted by Sandalika, and Jayasekara, (2017) The study demonstrated a strong correlation between the performance management system and job satisfaction showing that an effective performance management system has a significant influence on employee satisfaction. Moreover the findings indicated that the independent variable performance management system and its four components (performance planning through goal setting and communication managing performance through training, coaching, feedback, performance appraisal and rewarding performance) had a strong positive impact on the dependent variable job satisfaction. This goes to show that performance management should not be seen as a way of just measuring the employee and how they are working, but also as a time to communicate, plan and set goals that will help the worker going forward.

4.4.1 Interview results on the extent to which employee management influences employee satisfaction

The interview results showed that indeed, performance management has an effect on employee satisfaction. The participants showed that, their organization's performance management usually points them in the direction as to the grey areas in which they need to improve. Therefore, the ability to know where to improve increases employee satisfaction as it serves as communication between them and the organization. Participant A stated that

“in our organization, performance management has a way of increasing employee satisfaction, this is because it clarifies where one should improve and it serves as a communicator”.

From this response, it can be said that performance management can actually communicate with the workers. In addition to this, it was also highlighted through the interviews that in some cases, performance management can also result in employee dissatisfaction. Participants stated that in some cases, they feel intimidated in the way that performance management is conducted in the organization to an extent that they end up developing a negative attitude towards the whole process. Participant F stated that

“at times I feel overwhelmed by the way in which performance management is carried out to an extent that it is not an easy process for me”

It can therefore be sad that performance management and employee satisfaction have a close relationship depending on how the whole process is carried out within the organization. If it is conducted fairly and clearly, it has a way increasing employee satisfaction. This can be linked to literature by Herpen et al. (2005) and Martinez (2005) who found a direct link between perceived fairness in appraisals and higher job satisfaction. Likewise, Waal (2003) observed that performance appraisals themselves contribute to positive employee feelings. Therefore, in as much as performance management can be done, it has to be done in a fair manner so as to achieve on employee satisfaction. If not, it may actually lead to lower employee satisfaction as stated by Brown et al. (2010) who highlighted that poor-quality appraisals (lacking trust, communication, clarity, or fairness) lead to lower job satisfaction. Conversely, a system perceived as unfair or inaccurate can demotivate employees, hindering their growth and performance. Mphahlele and Dachapalli (2022) conduct study on the influence of performance management systems on employee job satisfaction levels at a telecommunications company in South Africa and the study found that “there is a clear link between performance management and employee JS, more specifically as this relates to the implementation of performance management systems and the perceived fairness thereof.

4.5 Improvement of performance management activities to avoid negative impacts on employee satisfaction

On this aspect, participants showed that the current performance management at the organization is being helpful in relation to employee satisfaction. The respondents showed that the practises at the organization has been helpful in making the workers realize their shortcomings. Having realised how performance management in the organization is fair, it was also shown that the organization also shown by the participants in this research that there is

need for the organization to rather upgrade and make use of performance management software faster and will also save time unlike making managers to have dialogues with employees which might be intimidating, prone to favouritism and very slow in turn slow down work on the other side. Respondents in this research also suggested that it will also be good for the organization to also have online employee engagement surveys that will also help in performance management.as stated by Rhagai (2023) technology has been effective in saving many organizations in performance management. Not only does it keep track and document everything, there are live chatbots that can be used as well that will keep the workers engaged.

In addition to this, some of the respondents in this research also suggested that there is need to improve on their ways of recognition after having done performance management. Taking this improvement into consideration will be a great opportunity to actually show appreciation for the workers and the work that they do. Many of the participants in the study highlighted the importance of performance appraisals within the organization. In addition to this, the respondents also suggested that there is need of bringing in employees into the performance process and including them into the whole process of performance management as this will also help them to have an understanding of why they are doing it and why it is important to the organization. According to Nega (2022) there is need for companies to compensate workers for meeting their expectations after performance management. This will motivate other workers and give that satisfaction to those that have done good.

4.6 Chapter Summary

In this chapter, results that were collected from the interviews and questionnaires were presented, analysed and discussed. Data was presented as collected from the respondents and reviews were done linking to the previous research analysis review in chapter two. The following chapter will dwell on the summary, conclusions and recommendations

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The following chapter a summary of the findings is given, the conclusions drawn from the research and the recommendations as well based on the data that was collected in the research. The analysis was based on the objectives of the study which included to determine employee perceptions on performance management, to examine the extent to which employee management influences employee satisfaction and to recommend ways in which performance management activities can be carried out without negative impacts on employee satisfaction.

5.2 Summary of findings

5.2.1 Perceptions of employees on performance management

In summary, it can be said that perception of employees on performance management differ individually. However, many of the employees have the perception that if performance management is done in a fair manner, it becomes less stressful and will not imply on fault finding but rather a communicative process between the employer and employee. On the other hand, some employees perceive performance management as an intimidating and stressful process.

5.2.2 The extent to which employee management influences employee satisfaction

In summary, it is apparent that performance management system has both strengths and weaknesses. The strongest driver of job satisfaction is the quality of performance management, followed by rewarding performance, performance planning, and performance appraisals. It was

discovered through the study that a strong positive relationship between performance management system and employee satisfaction. .

5.3.3 Improvement of performance management activities to avoid negative impacts on employee satisfaction

It can be summarized that manually done performance management can be straining for the workers. Hence organizations should invest into more technological systems that will allow them to do online interactive performance management processes. In addition to this, performance management should result in better appraisal systems that will continuously motivate workers to do good and improve in their line of work.

5.3 Conclusions

It can be concluded to say while some aspects function well, others require improvement in the area of performance management and employee satisfaction. On the positive side of performance management and employee satisfaction, it can be said that employees feel their goals are clear and their work is meaningful based on performance planning and job satisfaction findings. They receive regular feedback and supervisors seem open to it according to performance management findings. Room for improvement: Some employees feel their input during goal setting isn't valued. There is a need to strengthen development opportunities and ensure employees can apply learned skills depend on performance management findings.

Compensation could be improved found on job satisfaction findings. The study confirms that a well-designed performance management system with effective planning, managing performance, appraisals, and rewards can significantly contribute to employee motivation. The findings of this research are valuable for both theoretical and practical application. These findings are important to improve job satisfaction of the employees at Tsebo. This study successfully achieved its goals of examining that performance management has an impact on employee satisfaction. The findings from the research support this connection and also suggest that once performance management processes are fair, they also yield greater satisfaction among employees as well.

5.4 Recommendations

- From the conclusion of the research the following recommendations are proposed. It is important for organizations to ensure clear, measurable and achievable performance goals that align with organizational objectives and involve employees in the goal-

setting process to foster ownership and commitment in addition provide training and resources to help managers and employees effectively plan performance.

- In addition to this, organizations should improve Performance Management Processes through Implementing regular check-ins and feedback sessions between managers and employees and encourages a culture of continuous feedback and coaching to support employee development further.
- Organizations should also introduce technology to streamline performance management processes and provide visibility among their employees.
- There is need to strengthen Performance Appraisal process by developing a fair and transparent performance appraisal system with well-defined criteria and Train managers on conducting effective performance reviews and providing constructive feedback additionally establishes a clear appeals process to address any concerns or disputes.
- Implement performance-based rewards through reviewing the compensation and benefits structure to ensure it is competitive and aligned with market standards and implement a performance-based reward system, such as bonuses, incentives, or recognition programs moreover communicate the performance-based reward structure clearly and apply it consistently.
- Foster a positive work environment by implementing initiatives to improve the overall work environment, such as team-building, wellness programs, and recognition and
- Encourage open communication and collaboration between employees and managers correspondingly when it comes to performance management
- Provide Learning and Growth Opportunities by Invest in employee development through training, workshops, and mentorship programs and provide clear career paths and opportunities for internal promotions likewise encourages a culture of continuous learning and support employees in pursuing their professional goals so that performance management becomes a process that everyone can be able to withstand.
- Promote Meaningful Work by Ensure employees understand how their participation and contributions align with the organization's mission and goals.
- Provide opportunities for employees to engage in meaningful, challenging work similarly recognize and celebrate the positive impact of employees' work on the organization's success

5.5 Recommendations for further research

Supplementary inquiry needs to carry through to fill in the gap that has been left out by this study, for example, future research should engage trying to find a model that will help organizations to improve employee satisfaction through performance management. Further research can also focus on comparing different geographical areas so as to have a different perspective as to how performance management influences employee satisfaction. In addition to this, extensive research should be done with a larger sample so as to get more opinions and experiences.

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RESEARCH INSTRUMENTS

APPENDIX 1- INTERVIEW GUIDE

1. What do you think about the employee management systems at your organization?

.....
.....
.....

2. Do you think that performance management has an effect on employee satisfaction?

.....
.....
.....

3. What do you think are the positive impacts of performance management on employee satisfaction?

.....
.....
.....

4. What do you think are the negative impacts of performance management on employee satisfaction?

.....
.....
.....

5. How can performance management activities be carried out without negative impacts on employee satisfaction?

.....
.....
.....

APPENDIX 2

QUESTIONNAIRE FOR RESPONDENTS

My name is Mercy Chikomwe (B190211A), a student at Bindura University studying towards attainment of Degree in Human Management. May you kindly assist me by completion of questionnaire .I'm conducting an academic research on the relationship between performance management and employee satisfaction.

Your responses will be kept fully confidential and your identity will not be revealed in this report. .If you have an questions contact me on 0786801001.Please answer the questions by ticking or filling the appropriate fields .Your responses to this questionnaire will be kept private and confidential and the researcher will only use them to conduct this study. As a result **DO NOT WRITE YOUR NAME**

SECTION A : Demographic information.

In this section please tick the most appropriate option.

1 .Gender category .

Male	
Female	

2.Level of education of the respondents.

O level	
Diploma	

Degree	
Other	

3. The period you have been with Tsebo Zimbabwe.

Less than 1year	
5-10 years	
10-15years	
15 and above	

5. SECTION B- Employee perceptions on performance management

You are kindly requested to rate the following claims ,which are inform of the statements that relate the employee perceptions on performance management. To show your response tick the most appropriate box in the table below .Use the following scale : Strongly Agree,Disagree ,Agree,Strongly Disagree and Neutral.

6.SECTION C: The extent to which employee management influences employee satisfaction

The following claims indicate the extent to which employee management influences employee satisfaction. Show your responses by ticking the most appropriate box on the table below.

	Strongly agree	Agree	Disagree	Strongly disagree	Neutral
--	-----------------------	--------------	-----------------	--------------------------	----------------

		Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
Performance management is a fair process						
Performance management is a stressful process for workers						
I feel my opinions and suggestions are valued and considered during goal setting discussions						
My supervisor is open to receiving feedback from me on their approach to providing feedback						
The performance management system helps to feel valued and appreciated						
The performance management system helps to feel valued and appreciated						
To what extent do you agree that employee management has an effect on employee satisfaction?						
Performance management						

usually leaves me satisfied?					
Performance management has an impact on the way in perform going forward					

7. SECTION D: Improvement of performance management activities to avoid any negative impacts on employee satisfaction

1. How do you think current performance management practices impact on employee satisfaction.....
.....
.....
.....
.....

2. Propose how the organization can develop an effective performance management that can
.....
.....

APPENDIX 3- LETTER FROM UNIVERSITY

REQUESTING PERMISSION TO CONDUCT RESEARCH

AT TSEPO COMPANY

Bindura University Of Science Education

Private Bag 1020

Bindura Zimbabwe

Tel :066271- 7127, 7620 7615

Mercy 0786801001

25 May 2025

TSEPO COMPANY

Msasa Harare

Zimbabwe

RE : REQUEST FOR DATA COLLECTION

My name is Mercy Chikomwe. I'm studying Human Resources Management (190211A) 4.2 at Bindura University of Science Education. I'm kindly asking for your permission to do my research at your company. I'm conducting a research on the relationship between performance management and employee satisfaction. The research will entail collecting data from employees. I will invite staff members from your organization to participate in this study.

Please let me know if you require any further information. Your assistance will be greatly appreciated. I look forward to your response as soon as is convenient.

Yours sincerely

Mercy Chikomwe

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