



EFFECTS OF PERFORMANCE MANAGEMENT SYSTEMS (PMS) ON STAFF
MOTIVATION OF WAKISO DISTRICT SCHOOLS IN UGANDA

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Approval of the Thesis

EFFECTS OF PERFORMANCE MANAGEMENT SYSTEMS (PMS) ON STAFF
MOTIVATION OF WAKISO DISTRICT SCHOOLS IN UGANDA

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Abstract

EFFECTS OF PERFORMANCE MANAGEMENT SYSTEMS (PMS) ON STAFF MOTIVATION OF WAKISO DISTRICT SCHOOLS IN UGANDA

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The purpose of the study was to investigate the impact that performance management systems have on the motivation of staff members working there. There are a number of schools that have formal performance management systems in place, but these systems do not contribute to their instructors' and staff members' motivation. The staff does not respect and value the entire process since they perceive it to be a waste of both time and resources. This is despite the fact that much effort is put into conducting assessments and evaluations. To add insult to injury, the crew was not adequately prepared for the exercise, and they were not provided with any training in an effort to better comprehend what the exercise included. Having such a performance management system in place did not succeed in increasing the motivation of employees; rather, it left them in a state of bewilderment. This study was conducted with the intention of determining whether or not the implementation of performance management systems in the school would result in an increase in the level of growth, dedication, and motivation among both the teaching staff and the support staff. As a result of the research, many features of performance management systems were identified as independent factors, while motivation was identified as the dependent variable. The investigation was a case study made up of triangulation techniques, and sequential design was utilized in the research. The design was divided into two stages: the first stage consisted of conducting a qualitative study to identify the various aspects of the performance management

systems that are currently in place in the school. This was accomplished through the use of semi-structured interviews with open-ended questions. The second stage consisted of conducting a quantitative survey in which the employees, which included both teachers and staff, were involved in order to investigate the impact of the various aspects of performance management.

The findings of the study indicated that there is a promising connection between performance management systems and the level of motivation exhibited by the staff members working in the educational institution. Those employees who were deemed to be top performers profited from the performance evaluation exercises that were administered to the staff, while those employees who were regarded to be below average were provided with the required assistance to get them up to the level that the employer expects them to be.

Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

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AI Acknowledgment

I acknowledge my use of Chat GBT (<https://chat.openai.com/>) to proofread chapter 2 and chapter 3 of my thesis. This action was completed on 16.12.2025.

Dedication

This thesis is dedicated to my devoted spouse, Norman Anguzu, who has been my pillar of support, tolerance, and inspiration along this journey. My biggest source of strength has come from your belief in me.

To my amazing kids, Keshawn Ariaka Diya and Kayla Lucia Aseru, who have always brought me happiness and inspiration. The difficulties of this road have been worthwhile because of your smiles and hugs.

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CHAPTER 1: INTRODUCTION

The Introduction

Recent years have seen a significant increase in the number of businesses and organizations all over the world that have just arrived at the realization that they need to make adjustments to the manner in which they manage their organizations and enterprises. There have been a variety of businesses and organizations that have come to light about this disclosure. According to DeNisi and Pritchard (2006), a number of businesses rely on assessments as a method of communicating information to their employees about how well they are performing their jobs while they are on the job. This data pertains to the degree to which they are successfully carrying out their duties. Given that this is the situation, it is possible for them to achieve the objective that they have set for themselves. Performance evaluations are carried out in order to provide workers with the opportunity to improve their abilities and in order to address areas in which they are deficient. The end purpose of these assessments is to assist employees in becoming more proficient in their particular professions because that is the ultimate goal.

According to Lawler (2003), the introduction of performance management systems that are favorable to workers due to the fact that they expose areas in which employees are lacking is without a doubt going to result in a rise in the level of motivation among employees. This is because these systems highlight regions in which employees are having difficulties. There is no doubt that a system that takes into account individuals in the workplace after they have been evaluated and continues to evaluate them will unquestionably result in a major increase in motivation. It is impossible to argue against this being a fact. There is a possibility that such a system will be able to acknowledge the contributions made by staff members, as well as come

up with ways to express thanks and offer prizes for the job that they have successfully done. This is one of the potentials that might be taken into account.

When it comes to some businesses and employers, it is a common practice to continue hiring individuals without giving them with a clear explanation of the expectations that are needed of them or the responsibilities that they are expected to fulfill. The scenario that has come about is the result of the difficulty in assessing performance that has emerged as a consequence of this, which in turn adds to a loss of motivation among members of the staff. Having a team that is appropriately motivated increases the likelihood that they will put in long hours of work, accomplish their objectives, and finish the duties that have been delegated to them. Specifically, this is due to the fact that they are more likely to be motivated appropriately. In order to achieve the outcomes that are wanted, which include an increase in productivity and efficiency in the workplace, it is required to carry out this action. When companies fail to build suitable performance management systems for their employees, it has a detrimental influence on the running of the organization. One of the consequences of this failure is that this contributes to low morale, disengagement, and low motivation among employees, which in turn has a negative impact on the operation of the organization. If workers are not motivated, they will be unable to focus on their job, they will not be able to learn new skills, and they will not be able to contribute to the growth of the company. In other words, they will be unable to do any of these things. In addition, if employees are not motivated to perform to the best of their abilities, it is quite probable that the company will not be able to fulfill its full potential and accomplish its vision for the future without the assistance of the employees. To put it another way, this would render it impossible for any firm to continue operating, which would be a condition that would be extremely detrimental to the organization.

The authors Kochanski, Alderson, and Sorenson (2005) are of the opinion that performance management in the workplace does not receive the required attention that it

requires. As a result of this, businesses are having difficulty accomplishing their long-term goals to the level that they should be. This is one of the repercussions of this. According to Giles and Mossholder (1990), initiatives that do not give performance evaluations are considered to be useless. This is another reason why these initiatives are considered ineffective. This is because the end user does not believe them to be useful and does not place a high value on them. These factors have contributed to this situation. As a consequence of the aforementioned, organizations such as the School need to have a comprehensive understanding of what performance management means and what steps need to be taken in order to overcome some of the obstacles that have arisen as a consequence of the concerns that are associated with managing the performance of various staff members from a variety of departments. This is necessary in order to overcome some of the obstacles that have arisen as a consequence of the concerns that are associated with doing so. It is quite unlikely that they will be able to overcome a lot of the obstacles that have come to light if they do not possess this knowledge. It is vital for a school of this sort to have methods for managing both the teaching staff and the support workers, and it is also crucial for them to have these processes in place. This is because it is necessary for the school to attain financial stability and expand their operations. While it is crucial to provide assistance to staff members, it is also essential to provide support to staff members in order to address areas of weakness. Both of these things are fundamentally important. It is important to offer all employees, especially those who are considered to have strong qualities, with encouragement to continue working successfully. The expression of thanks and acknowledgment, as well as the provision of incentives and prizes, are all potential means of accomplishing this goal.

Without the adoption of a complete performance management system, a system is doomed to fail, which in turn adds to the unhappiness of staff members, which in turn leads to a lack of motivation in the workplace. In other words, a system is doomed to fail. It is possible

to describe the circle of failure as a vicious loop. Cascio's definition of "performance management" is that it is "the evaluation and continuous improvement of individual or team performance" (page 1, 2006). This concept is included in the definition of "performance management." There is a possibility that the statement that came before this one has a definition of this statement. In order for the leadership of enterprises to be able to analyze and improve the performance of their employees, it is essential for them to have a number of tools at their disposal. It is imperative that this be done in order for the leadership to be successful in accomplishing the objectives that they have established for themselves.

According to Aguinis and Gottfredson (2011), there are certain businesses that are not aware of the benefits that are associated with performance management systems and do not place a considerable level of significance on these systems. There are also certain businesses that do not place a large amount of value on these systems. These firms are of the opinion that these systems are a waste of time and a way that demands, for example, a manager to score and grade the performance of a subordinate. This is the reason why this is the case. This is the reason why situations are the way they are.

Performance management systems have the ability to play a role in the establishment of a company's culture, which, in turn, serves to increase the motivation of all of the individuals who are employed by that firm. This is a positive outcome for the organization as a whole. When an organization has performance management systems that are crystal clear, well-streamlined, and linked with the company's objectives, the organization's motivation is enhanced, and goals that were supposed to be done are realized inside the business.

Clearly communicating performance expectations to employees is essential for improving overall organizational effectiveness. When staff understand what is required of them, they are more likely to align their efforts with the company's goals, which increases the chances of achieving those goals successfully.

Providing clear direction enables employees to see how their work contributes to the broader vision of the organization. It also encourages them to adopt efficient work strategies, take ownership of their roles, and remain motivated. When information related to performance is shared in a clear and understandable way, employees are better prepared to perform at their best, make sound decisions, and contribute to team success.

In the end, strong communication around performance is more than just a management practice—it plays a vital role in boosting employee engagement, enhancing productivity, and supporting the long-term growth and success of the organization

When it comes to evaluating and monitoring the performance of their workers, line managers in Uganda typically make use of the many different performance management tools that are presently accessible to them. This is done in order to ensure that they are able to keep track of their employees' progress. Among the several methods of performance management that are used in Ugandan schools, the most common and widely utilized strategies are the annual appraisal activities. Different methods of performance management are utilized by educators in a variety of diverse contexts. When evaluating the performance of individual workers, it is the obligation of line managers and administrators to depend on these acts as a basis for evaluation. An evaluation that is provided to workers by their managers and supervisors in order to evaluate their performance in line with the goals that have been specified as the foundation of the evaluation is referred to as a "performance appraisal (PA)." The term "performance appraisal" is known by its acronym, "PA." When it comes to giving the assessment to the staff members, the responsibility is with the management and supervisors. Assessment strategies are developed by school administrators during the course of the school year in order to evaluate the work that has been generated by their staff members. After that, at the end of the school year, these evaluation tools are made available to the staff members who are employed by the institution. The administrators and line managers of the organization meet

together with the workforce at the beginning of each new year to discuss and establish their aims and objectives, which are meant to be completed during the course of the company's existence. This occurs at the beginning of each year. These goals are expected to be achieved in the future.

According to Vainieri, Noto, Ferre, and Rosella (2020), there is a higher number of tools that can be employed for the purpose of monitoring and assessing the performance of persons in the workplace. These instruments may be applied for the goal of monitoring and performance evaluation. The versatility of these machines allows them to be utilized for a wide range of different processes and applications. Other methods of evaluating the performance of staff members include holding regular meetings to discuss issues of performance, observing staff members as they perform their work in order to determine whether or not they are able to handle the responsibilities of the job, and holding quarterly review meetings in order to evaluate how far the employees have progressed in relation to the targets and goals that were established. All of these methods are used to evaluate the performance of staff members. Every one of these approaches is utilized in the process of assessing the performance of staff workers. The process of evaluating the performance of staff members makes use of each and every one of these methodologies.

According to the results of Bititci, Cocca, and Ates (2016), one approach that may be employed to boost the degree of communication that exists between employers and workers in the workplace is the utilization of performance management systems. This is one of the methods that may be implemented. The implementation of this strategy is among the most successful methods that have ever been devised in order to accomplish this purpose. An increase in the degree of motivation that employees have at their place of employment or workplace might be the result of doing research on the impacts of the various methods to performance management. This is a possibility that could be brought about by conducting such

research. One of the most important steps that you need to do in order to achieve your goals is to complete this step. If an employer has a conversation with their employees, during which the employer expresses their concerns about the employees' performance and the employees discuss the obstacles that prevent them from completing tasks, and both parties listen to each other and come to an agreement on the next steps, then the employees are motivated to deliver, which contributes to a healthy relationship within the workplace. An increase in the amount of motivation that workers experience while they are working in the job is directly correlated with the building of trust between employers and workers. This association is apparent and unmistakable. This is because of their direct relationship, which explains why it is the case.

When it comes to performance, performance management systems are beneficial to businesses since they are utilized by employers as a tool to assist during the process of determining decisions about performance. Consequently, this highlights the significance of performance management systems for businesses. In order to make decisions that are beneficial to the company, supervisors and line managers rely on the feedback that they achieve via the evaluation exercises and the meetings that they attend. It is for the purpose of advancing the company that these decisions be put into action. The actions that management takes are examples of decisions that management makes. Some examples of these actions include promoting workers who have demonstrated exceptional performance and organizing the required trainings for employees who are considered to be either failing to catch up with the demands of their employment or performing poorly. In the absence of performance management tools of this kind, it would be difficult to carry out the decision-making process described here.

Despite the fact that it is feasible for schools to have formal performance management systems in place, it is essential to keep in mind that these approaches do not help to the motivation of either the staff or the instructors. In spite of the fact that the staff is compelled to

go through the evaluations, the results of the evaluations do not provide support for the approaches that were utilized. This is because the staff is not given any kind of acknowledgment, reward, or encouragement once the entire activity has been finished. This is the reason why this is the case. In point of fact, the vast majority of teachers are unable to have a basic regard for the process and this is due to the fact that they are unable to see the value that the process brings to the table. Taking everything into consideration, they never make an effort to thoroughly prepare themselves for the action. When it comes to their responsibilities, supervisors are frequently confused because, despite the fact that they are tasked with the obligation of defining objectives at the beginning of the year in such a manner that they are able to comprehend expectations placed on them and what is required of them, this rarely occurs. This leads to the supervisors being confused. There is a single head teacher who is responsible for ensuring that all of the instructors are under his supervision at a school like this one, which has a number of teachers who are all under the direction of the head teacher. There are a lot of problems associated with a performance monitoring system such as this one, one of which is that it poses a risk to the company. This is owing to the fact that it is difficult for a single individual to evaluate such a large group of educators. Having the responsibility of teaching in the upper portion of the school, in addition to being the head teacher of this school, is not an easy task. Not only is the head teacher responsible for instructing students, but they are also in charge of administering the administration of the school. Due to the amount of work that is expected of the head of the school, it is rather difficult to maintain presence in all classrooms in order to oversee such instructors. This is because of the amount of work that comes with the job. A challenge has been presented to those persons who are responsible for the supervision of a group of educators as a result of this. During the activities that are being carried out by the head teacher in order to evaluate and monitor the job that the teachers are doing, it is conceivable that some of the instructors would obtain lower ratings than others. The

score would be skewed and not totally accurate as a consequence of this. This conclusion is the most reasonable one to draw in light of the circumstances that have been described. There is a high probability that the head teacher may give poor evaluations to some members of the staff based on the conduct that was displayed at that particular moment, whether or not the ratings are objective. Therefore, this is due to the fact that the head teacher might not be able to deliver assessments that are objective. In spite of the fact that certain instructors have performed really well, it is usually challenging to give them a high grade since the head teacher might not be able to see it at the same time. It is not uncommon for this to occur, especially in situations when the teachers have demonstrated great performance.

Additionally, even in cases in which workers have been given the opportunity to engage in the process, they are nevertheless supplied with the chance to assemble their own self-evaluation forms, which are eventually preserved. Because of the inability to acknowledge the contributions that teachers have made as a result of their performance after the evaluation, a considerable number of instructors are exploited, which results in the teachers feeling demotivated and dissatisfied with their professional life. Therefore, the teachers are exploited. It is possible that they were promised prizes in the event that they performed particularly well; but, even when this scenario occurs, they are not acknowledged, which leads them to have emotions of discontent inside themselves. They are the same teachers that will provide the students with information that is not correct in an effort to impair the academic achievement of the children while they are attending school. There is also the chance that this phenomenon may be explained by the fact that the professors did not accept the evaluation technique. This has the potential to be significant. There is a potential that the instructors will view the method as a device that is designed to keep them from becoming involved in their job. Considering that the staff believes that those who evaluate them are interested in highlighting them in order to deny them the right to a promotion and elevation that would improve their motivation, not only

do they not trust the entire process, but they also do not trust the individuals who are responsible for carrying out the evaluations. This is because the staff believes that those who evaluate them are interested in highlighting them. As a consequence of this, the procedure of gaining an understanding of the effects of performance management systems has to be evaluated as a component of the research, and this assessment ought to get underway as quickly as feasible for the reasons that have been discussed above.

The purpose of this study is to investigate the effects that performance management systems have on the motivation of staff members in order to determine whether or not performance evaluations, if carried out, provide any value to the teaching staff as well as the support staff in terms of growth, commitment, and motivation. This value can be determined by determining whether or not performance evaluations are carried out. Furthermore, they will investigate whether or not performance assessments are carried out as part of the research. There are many different types of performance evaluations that are conducted by administrators on employees; however, administrators do not always offer feedback that is intended to aid staff members in improving their performance. The staff members at a variety of schools are subjected to performance evaluations on a weekly, monthly, or annual basis. These evaluations are carried out on a regular basis. The completion of these evaluations might take place at a variety of different time periods. On the other side, the fact that these evaluations are just stored away in a cabinet or some other area is a drawback of these evaluations. The teachers are not necessarily engaged in the process, nor are they guided through it in an effort to emphasize both their areas of strength and weakness. This indicates that the instructors are not necessarily participating in the process.

Statement of the Problem

Because they highlight each employee's unique strengths and shortcomings, performance management systems are vital tools for businesses. Based on their degree of productivity, these systems highlight each worker's contribution and advancement. Employees become alienated, lose motivation, and become less productive when companies do not give them fair and transparent performance evaluations, claim (Amaratunga and Baldry, 2012). In the end, this has a favorable or bad impact on the organization's performance. For example, companies can help their staff by designating those who are already accustomed to processes and systems to mentor and support those who are having difficulties (Armstrong and Bacon, 2000).

Even while official performance management procedures are in existence in schools, support personnel and teachers are not always motivated by them. Employees feel undervalued and unloved since evaluation outcomes are rarely followed by encouragement, rewards, or acknowledgment. Because of this, a lot of teachers consider performance reviews as pointless tasks that don't advance their careers. Despite the fact that performance reviews are carried out, employees are frequently unprepared for them and may not know the standards, criteria, or instruments that are employed in the evaluation process. Teachers get confused and anxious as a result of this ambiguity, which lowers their trust in the procedure.

To make sure that workers know what is expected of them, supervisors and line managers should ideally establish clear goals at the start of the year. This rarely occurs in most schools, though, so teachers are left unsure of their performance objectives. A head teacher, who serves as their supervisor, is the person to whom each teacher reports. However, head teachers may feel overburdened by a variety of tasks, such as management, instructional, and administrative responsibilities. As a result, they find it difficult to give each instructor under their supervision a personalized and impartial evaluation. Because most schools employ a large number of instructors, it is challenging to conduct fair and accurate performance appraisals.

Because the head teacher was unable to regularly review their work, some instructors may obtain lower ratings rather than for doing poorly. On the other hand, exceptional educators could not get the credit they deserve only because their excellent work was not observed. As a result, the validity and impartiality of the evaluation procedure are called into doubt. This undermines performance management's primary goal of identifying, rewarding, and enhancing employee performance. Teachers' motivation and morale suffer when they believe the procedure is biased or ineffectual.

The fact that performance reviews are sometimes viewed as a formality and carried out more for administrative reasons, including contract renewal, than for actual staff development, presents another significant obstacle. Teachers' contributions are rarely examined or valued, even when they participate in self-evaluation exercises. Instead of viewing performance evaluations as a useful tool for development, many managers and administrators perceive them as a necessary chore. Furthermore, obligations to receive rewards, promotions, or acknowledgment for meeting performance goals are rarely kept. Staff members become widely frustrated and disillusioned as a result. Teachers thus lose interest in and motivation for their work. A teacher who lacks motivation is less imaginative, less dedicated, and less inclined to put forth effort in planning lessons or interacting with students. In severe situations, they might completely give up on teaching, which would have a detrimental impact on students' academic achievement. It is becoming more and more clear that instructors' poor motivation, stemming from a sense that their efforts are not valued or acknowledged, is correlated with students' dropping exam scores. As teachers look for better workplaces where their efforts are appreciated, this lack of motivation also results in a higher staff turnover rate. Moreover, the ongoing cycle of replacement and turnover exacerbates institutional weariness by making the surviving employees take on more work, which lowers morale even more.

Head teachers, who are in charge of performance evaluation, find it difficult to strike a balance between their administrative responsibilities and efficient monitoring, which exacerbates the issue. Their assessments are based on incomplete information since they frequently lack the time and opportunity to properly observe classroom instruction. As a result, the input is less helpful and the process as a whole loses credibility. Employees lose faith in management when feedback is viewed as subjective or unjust, and they see appraisals as punishing rather than constructive.

As a result, rather than seeing performance reviews as chances for professional development, teachers now link them with disciplinary measures, contract terminations, or rejections for promotions. This misconception leads to a bad opinion of school performance management systems. Workers believe that evaluations are just done to find underachievers for disciplinary action, and that their contributions are ignored. Because of this, they view performance management as a danger rather than a useful instrument. Additionally, the lack of unbiased and helpful criticism exacerbates the mistrust that exists between employees and managers. Workers think that the only reason their efforts are recognized is to keep them from getting prizes or promotions that could increase their motivation. Frustration and anger result when good performance is not acknowledged or rewarded. Teachers experience emotional exhaustion as a result, which lowers their productivity and increases their likelihood of considering quitting the school. Unfair assessments, a lack of acknowledgment, poor feedback, and a lack of desire have all contributed to a major issue in schools. Overall, there has been a discernible drop in students' exam scores, a high staff turnover rate, and an increase in teacher burnout and indifference. Overworked and underappreciated teachers are unable to give their best efforts, which lowers the standard of instruction.

Therefore, it is imperative to investigate ways to enhance school performance management systems in order to foster motivation, equity, and transparency. In addition to

measuring performance, effective systems should encourage employee growth, honor hard effort, and offer insightful feedback. When properly executed, performance management can be a tool for development, increasing teacher satisfaction, decreasing attrition, and eventually raising students' academic achievement. However, the procedure has largely lost its intended purpose in the current circumstances. Schools' performance is diminishing as a result of the current systems, which are seen more as administrative duties than as motivating resources.

Therefore, the purpose of this study is to look into the difficulties that arise when schools use performance management systems and how they affect student performance, staff retention, and teacher motivation. By being aware of these issues, suitable solutions may be created to rebuild trust in the system and guarantee that performance management advances corporate objectives and employee development.

Purpose of the Study, Research Aim, and Objectives

This study aims to investigate how performance management systems affect school staff motivation and whether, when implemented, performance evaluations offer significant benefits to teaching and support staff in terms of engagement, commitment, and professional development. Administrators administer a range of performance reviews to staff members, but occasionally they neglect to offer constructive criticism that would help them perform better. Discussing the findings of performance evaluation interviews with the appraisee is essential because it enables the appraiser to provide helpful criticism and point employees in the direction of development.

The study's goal is to investigate how school performance management systems might be improved to inspire employees, foster professional growth, and advance a positive workplace culture. The study finds gaps that restrict the efficacy of current performance appraisal procedures and examines whether they accomplish these goals.

The following is the purpose of the study:

1. To investigate how school staff motivation is affected by performance management methods.
2. To determine whether performance reviews offer helpful criticism that promotes teaching and support staff engagement, dedication, and professional development.
3. To determine the obstacles to performance management system deployment that reduce the systems' ability to effectively inspire employees.
4. To make recommendations on how to improve school performance management procedures in order to raise employee happiness, engagement, and overall performance.

To thoroughly evaluate the effect of performance management on employee motivation, this study used a case study methodology that combined qualitative and quantitative research techniques. A qualitative study using semi-structured interviews and open-ended questions was conducted in the first stage to determine the different facets and difficulties of the school's performance management systems. In order to ascertain the effect of these systems on motivation, engagement, and perceived value all of which were established in the first stage of the study a quantitative survey was given to employees in the second stage, which included both teachers and support personnel.

Objectives of the Research

1. To evaluate the structure of performance management systems implemented in schools and analyze the key components and practices.
2. To evaluate the impact of performance management systems on the motivation levels of teachers and support staff, with an emphasis on measurable outcomes such as job satisfaction, performance, and engagement.

3. To suggest enhancements to current performance management systems in order to increase the motivation, engagement, and retention of teachers and staff.

Schools have been confronted with the difficulty of high turnover of competent and talented personnel for a considerable amount of time. This involves both teaching and non-teaching staff, and it causes them to leave for schools that are better and more well-paying, and that frequently have effective performance management systems in place. In the company, the procedures of attracting, hiring, and keeping qualified workers have been significantly impacted as a result of the loss of such competent staff members. As a visiting consultant on issues pertaining to human resource management in schools, the researcher has witnessed this phenomenon over the course of several years, during which time very little or no action has been taken to alleviate the problem. Consequently, this is having a detrimental impact on the overall performance of these well-established schools, which have the potential to become among the most prestigious educational institutions in the nation. As a result of this unsettling event, the researcher believes that it is essential to do research that aims to determine the true nature of the issue, with the objective of developing strategies for bridging the gap that currently exists in the performance management system of schools.

The Aims of the Research Project

The objective of the investigation is to investigate the impact of performance management systems on the motivation of teachers and support personnel in educational institutions.

Research Questions and Research Hypotheses

RQ1: How are school performance management systems established and implemented and what are their essential practices?

RQ2: How do performance management systems affect teachers and support staff motivation?

RQ3: How do performance management systems affect work satisfaction and professional growth?

RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?

Hypotheses

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₀₁: School performance management systems are not systematically established or implemented, and their essential practices do not significantly influence staff performance.

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

RQ3: How do performance management systems affect work satisfaction and professional growth?

H₀₃: Performance management systems do not have a significant influence on work satisfaction and professional growth among school staff.

H₁₃: Performance management systems have a significant positive influence on work satisfaction and professional growth among school staff.

RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?

H₀₄: Modifying performance management systems does not significantly improve teacher and staff motivation or retention.

H₁₄: Modifying performance management systems significantly improves teacher and staff motivation and retention.

If there is a connection between performance management systems and motivation, then the question arises as to whether or not the presence of performance management systems brings about an increase in the level of motivation among the staff members working in schools.

In this study, performance management systems served as the independent variable, while employee motivation served as the dependent variable.

After determining which variables were dependent and which were independent, the hypotheses were constructed accordingly.

According to Cappelli and Tavis (2016), performance management methods that result in training and development are conducive to an increase in employee motivation inside the educational institution. The development of open and honest methods for assessing the performance of staff members is a way to boost employee motivation. (Hauser, 2014) asserts that the establishment of performance goals boosts the level of motivation among employees working inside the institution.

The motivation of workers can be improved by providing more clarity on the expectations of performance standards. Employee motivation may be improved by reviewing the evaluation assessments with the employees, as stated in Hypothesis 5. It has been shown

that giving feedback to employees leads to increased levels of both performance and motivation. The performance of employees can be improved by offering awards and incentives to those who do very well. A higher level of motivation is achieved by the use of prizes, provided that these awards are related to the requirements of the employees.

To summarize, the purpose of this chapter was to conduct a literature study on performance management systems and other forms of motivation. An analysis of the literature was conducted to investigate the various types of performance systems and the effects that these systems have on employees in the workplace. In addition, the concept of motivation was established, and the many sorts of motivation were discussed specifically. It was essential to thoroughly comprehend and compile all of the pertinent literature on the two subjects that were the focus of the study in order to get an understanding of the impact that performance management systems have on the motivation of workers.

Conclusion

In conclusion, the first chapter discussed the introduction to the study of the effects of performance management systems of motivation on staff members working within the school. This study included how organizations view the various performance management systems, how they define them, and how these systems contribute to the motivation of staff members working within the school. The researcher was able to define the statement of the problem by using this narrative, and this statement elucidates the necessity of doing the research study in a clear and concise manner. There are a number of organizations that have performance management systems in place; however, they do not even evaluate the possibility of tailoring the most effective performance management system to their requirements, which would result in greater motivation and, as a result, contribute to production and expansion. The chapter did,

in fact, include an explanation of the objectives of the investigation, as well as the nature and relevance of the research, the research target, and the purpose of the study.

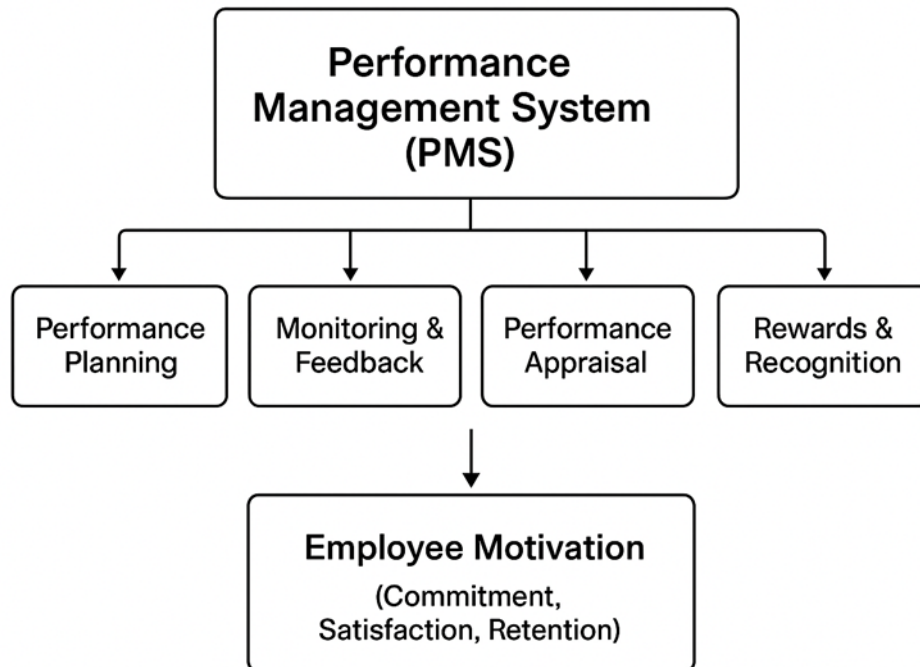
CHAPTER TWO: A REVIEW OF THE LITERATURE

A Review of Literature

The purpose of this section is to conduct a comprehensive review of the literature on performance management systems and employee motivation. The literature highlights the various dimensions of performance management systems and their influence on the motivation of staff members in the workplace. Several scholars have written extensively on performance management systems, emphasizing their role in aligning individual performance with organizational goals and promoting staff engagement. This section provides a critical analysis of differing perspectives and how these contribute to employee motivation across organizational contexts.

A systematic search of relevant academic literature was conducted to identify studies and theoretical perspectives related to performance management systems and employee motivation. The review drew on multiple databases and search engines, including Google Scholar, ProQuest, ScienceDirect, and Emerald Insight, which provide access to peer-reviewed journals and academic publications.

The search employed key terms and combinations such as “performance management systems,” “employee motivation,” “teacher motivation,” “performance appraisal,” “staff engagement,” “performance evaluation and feedback,” “school performance management,” and “human resource management in education.” Boolean operators were used to refine and combine search terms for example, “performance management systems and employee motivation” or “performance appraisal or staff development.”

Figure 1*Conceptual Framework*

Performance management systems are a collection of codified procedures and methods that are built by firms in order to explain expectations, monitor employee performance, provide timely feedback, foster professional progress, and reward successes. These systems serve as a basis for aligning the behaviors and outputs of individual employees with the larger organizational goals. This ensures that all members of the organization are aware of their assigned tasks and are able to respond appropriately to those responsibilities. The theory of motivation serves as the primary theoretical basis for the investigation of the connection between performance management systems and the motivation of employees. Certain theories, such as Vroom's Expectancy Theory and Herzberg's Two-Factor Theory, are particularly relevant because they offer frameworks for comprehending the ways in which different aspects of performance management influence the behavior, engagement, and productivity of employees. Vroom (1964) presented his Expectancy Theory, which postulates that employee motivation is

a function of three key perceptions: expectancy, which is the belief that increased effort will lead to better performance; instrumentality, which is the belief that improved performance will be rewarded; and valence, which is the value that the individual places on the rewards that are offered. According to Vroom (1964), this theory emphasizes the significance of effectively communicating expectations to employees and establishing a transparent connection between performance and outcomes as two of the most important variables in motivating workers. Employees are more likely to be motivated to reach or surpass performance targets when firms build processes that clearly specify what is expected from employees and how their performance will be evaluated and rewarded. This is because employees are able to see the practical advantages that their efforts will bring about (Vroom, 1964). In the same vein, Herzberg and his colleagues came up with the Two-Factor Theory in 1959. This theory differentiates between hygiene factors, which include things like income, business policies, and working conditions, and motivators, which include things like achievement, recognition, and the nature of the work itself. Herzberg's research reveals that while hygiene elements are required to prevent unhappiness, only motivators may actually boost job satisfaction and drive higher performance (Herzberg, Mausner and Snyderman, 1959). This is according to information that Herzberg gathered in 1959. From the point of view of performance management, this highlights the need of not just providing appropriate working conditions and fair compensation, but also making certain that the job that employees do is important and that their accomplishments are publicly acknowledged. Effective communication and a clear understanding of what is expected. Clarifying job expectations as a main driver of employee effectiveness and motivation is a recurrent theme in both historical and contemporary literature. This is because job expectations are a primary driver of employee outcomes. According to Islami, Mulolli, and Mustafa (2018), when employees are provided with clear information regarding their roles, responsibilities, and

performance standards, they are better equipped to carry out their tasks in an effective manner and strive to achieve goals that have been established. This is in direct agreement with the expectancy component of Vroom's theory, which demonstrates that establishing expectations with clarity creates the framework for increased motivation. On the other hand, research conducted by Yamoah (2014) advises that when managers believe that employees understand their tasks without providing clear clarification, this can lead to decreased motivation and productivity among employees. If employees are not given clear instructions regarding what is expected of them, they may experience feelings of anxiety or unappreciation, which can ultimately result in less-than-ideal performance. It is necessary to have open and consistent communication with employees in order to motivate them and prevent them from disengaging from their work. This is a fundamental aspect that should be considered while designing and implementing performance management systems.

Monitoring of Performance: Instruments, Procedures, and Current Trends.

The process of performance monitoring is commonly acknowledged to be a continual and ever-changing procedure that incorporates a wide range of instruments and approaches. According to Tomczak, Lanzo, and Aguinis (2018), successful performance monitoring includes a variety of methods, including periodic performance reviews, electronic monitoring systems, and peer evaluations, amongst others. These monitoring systems serve various purposes: they enable early detection of performance gaps or areas that require support, they facilitate prompt interventions, and they offer managers with regular insight into the progress of their employees. In the past, organizations have traditionally placed a significant amount of importance on annual performance assessments as the primary method of performance evaluation. Modern research, on the other hand, supports the idea that performance management should be approached in a manner that is more ongoing and developmental. The accusations that annual assessments are frequently too infrequent to meaningfully impact employee progress or address

performance issues in real time have been the driving force behind this shift (DeNisi and Murphy, 2017). It is becoming increasingly important for modern systems to provide an emphasis on continuous feedback, data collecting in real time, and frequent check-ins, all of which are more conducive to the growth and engagement of employees. This development is a reflection of a more widespread trend in the field of organizational behavior research, which acknowledges the importance of responsiveness and agility in order to effectively manage performance.

The literature emphasizes the need of providing opportunities for ongoing professional development and training as critical components of performance management systems that are effective. Ozkeser (2019) highlights the fact that employees who have access to training on a regular basis are able to acquire new abilities, which in turn boosts their sense of self-worth and promotes a deeper sense of commitment to their firm. Not only can training increase employee competency, but it also sends a message to employees that the firm is dedicated in their professional development over the long term. In line with Herzberg's theory of motivational variables, this demonstrates that possibilities for personal development and professional advancement play a significant part in the process of developing intrinsic drive. In addition, Ampomah (2016) provides more evidence in support of the viewpoint that the provision of training and development leads to improvements in communication, the accomplishment of goals, and the resolution of difficulties linked to performance. Organisations can create an environment in which employees feel empowered and inspired to contribute to the aims of the organisation by providing them with the knowledge and skills necessary to excel in their positions. When viewed in this light, professional development is not only a method for filling in skill shortages, but it is also a strategic instrument for developing a workforce that is both high-performing and engaged.

Performance management systems include a number of essential components, one of which is the provision of timely and constructive feedback to employees, as well as the evaluation of their performance accurately. DeNisi and Murphy (2017) point out that effective feedback mechanisms enable the identification of performance shortcomings and facilitate talks about solutions for overcoming difficulties. When performance assessment criteria are implemented in a manner that is both clear and consistent, employees are more likely to perceive the appraisal process as being fair. This, in turn, can increase their motivation and trust in the system. Another essential component of efficient performance management is the provision of recognition and awards, whether they be monetary or non-monetary in nature. Both Massoudi and Hamdi (2017) and Ganta (2014) underline the fact that both sorts of awards contribute to a favorable corporate atmosphere, enhance job satisfaction, and reinforce employees' impression that they are valued. There is a growing recognition in the contemporary literature that non-monetary recognition, such as public acknowledgment, additional responsibilities, or opportunities for advancement, can be equally as effective as monetary recognition in motivating employees. This is in contrast to the traditional approaches to recognition, which frequently placed a higher priority on monetary compensation. In spite of the fact that there have been considerable advancements in the design and implementation of performance management systems, there are still a number of arguments and controversies occurring. For example, the growing reliance on electronic monitoring has given rise to worries over the privacy of employees, as well as the possibility that such technologies could damage trust and autonomy (Tomczak, 2018). The relative effectiveness of extrinsic and intrinsic motivators is another topic that is always being discussed. Some studies contend that an excessive dependence on extrinsic rewards can, over time, lead to a decrease in the amount of intrinsic drive that an individual possesses.

Another significant problem that needs to be addressed in this sector is the decision between individual and team-based performance evaluations. Evaluations conducted on an individual basis may encourage personal accountability; but, systems that are centered on teams are frequently seen to be more favorable to collaboration and collective accomplishment. As a reflection of the complexity and diversity of today's workplaces, the appropriate equilibrium between these methods continues to be a matter of dispute among academics. An examination of research from the past as well as research that is currently being conducted demonstrates that performance management systems have undergone significant changes over the course of time. These systems have transitioned from inflexible, top-down appraisal processes to more flexible, employee-centered approaches. These improvements have been informed by theoretical breakthroughs in the field of motivation research, which highlights the significance of aligning organizational structures with the psychological needs and expectations of employees. There is a continuous body of research that demonstrates that when firms successfully adopt systems that give employees with clarity, support, chances for growth, and meaningful recognition, employees are more likely to be motivated, engaged, and devoted to the success of the organization. To summarize, the connection between performance management systems and the motivation of employees is deeply anchored in well-established theories of motivation, and it continues to develop in response to new research and the dynamics of the workplace. Effective performance management is dependent on the communication of expectations in a clear and concise manner, continuous monitoring of performance, opportunities for professional development, timely feedback, and recognition that includes both monetary and non-monetary appreciation. Organizations are able to establish a culture that fosters high levels of motivation, productivity, and long-term success for both its employees and the firm as a whole by incorporating these components in a manner that is both methodical and responsive.

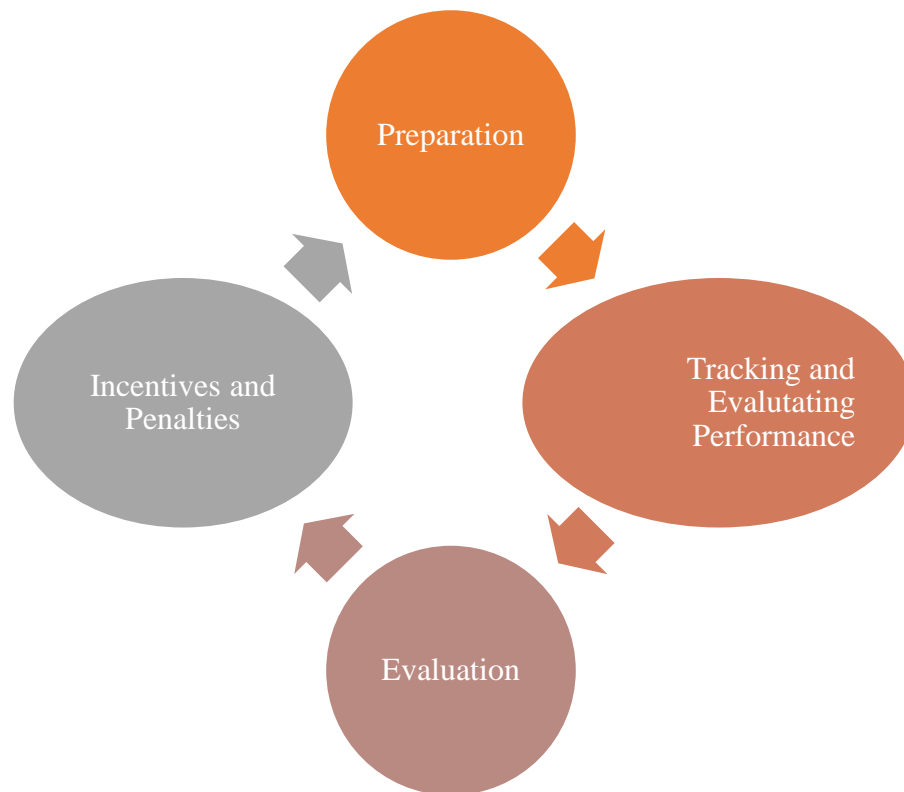
2.1 Performance Management Systems,

Performance management systems are referred to as "a series of activities beginning from performance planning, monitoring/review of performance, performance assessment, and follow-up in the form of rewards and punishment" (Suhardi, 2015, p 449). Performance management systems are extremely important in any organization setting, and if they are implemented properly, they can result in increased productivity, efficiency, and growth for the organization. The activities that begin with the planning stage are of utmost significance. This is due to the fact that when firms make it a point to ensure that the managers and supervisors conduct planning meetings right from the start, they are able to offer direction to the employees in the workplace and prepare them to deliver on the objectives and goals. Organizations that fail to plan their operations from the very beginning are in a precarious situation, which may result in people losing their motivation and disengaging from their job in the workplace.

According to Dooren, Bouckaert, and Halligan (2015), it is of the utmost importance for organizations to initiate planning activities. This is because it enables the leadership to clarify about the areas in which they should place emphasis and focus, and it also provides employees with an explicit explanation of what they need to do in order to accomplish the goals and tasks that have been established. There are several reasons why performance management systems are beneficial: they offer guidance to employees inside the organization with relation to performance requirements.

PMS, or performance management systems, are also systems that allow for the evaluation of employee performance inside the workplace. It is of the utmost importance that organizations have mechanisms that enable them to evaluate the performance evaluations of their personnel. Depending on the nature of the company, these kinds of evaluations may be carried out on a regular basis, quarterly, or annually. Employees should put in a lot of effort to

ensure that they reach the goals that have been agreed upon during the planning stage. This will also assist the organization in meeting its own goals and objectives with the support of the employees. Employees in an organization consider performance evaluations as a mechanism by which their impacts are evaluated and recognized by the respective employer. As a result, performance reviews serve as a type of incentive for the employees in the organization.

Figure 2

According to Suhardi (2015), depicts the process of the performance management system.

In order to have a grasp of the development, scope, and practical consequences of performance management systems (PMS), it is required to do a thorough literature review. In the following review, both foundational theories and more contemporary study are taken into consideration, and the evaluation is organized both chronologically and across themes. It addresses both supportive and critical opinions, so providing a balanced perspective, and it highlights holes that justify the present investigation and gives justification for it.

It is possible to trace the origins of performance management systems back to the early 20th century scientific management, namely Taylor's concepts, which placed an emphasis on the measurement, control, and optimization of worker production (Taylor, 1911). According to Suhardi (2015), performance management systems (PMS) have progressed from rigid control

mechanisms to more holistic frameworks that combine company goals, personnel development, and continuous improvement over the course of time. The performance management system is depicted by (Suhardi, 2015) as an organized, cyclical process that includes monitoring, evaluation, and performance enhancement activities. This approach sets the framework for the organization. His argument is that this process is fundamental to the operation of the organization.

According to Armstrong and Baron (1998), the primary purpose of performance management systems (PMS) was initially to guarantee compliance and responsibility, with monitoring being regarded as the most important management activity for preserving standards. When these early models were in place, managers were accountable for direct observation, the measurement of compliance with specified duties, and the documentation of deviations. Kaplan and Norton (1996) found that as the complexity of organizations increased, there was a corresponding increase in the requirement for monitoring systems that were more advanced. Real-time tracking of key performance indicators and benchmarking to best practices are two examples of the expanded range of activities that monitoring has come to encompass as a result of this evolution.

A performance management system (PMS) is a managerial tool that is used to systematically monitor and evaluate employee performance in comparison to pre-defined goals that were developed during the planning phase, according to (Taouaband Issor, 2019). With regard to this particular environment, monitoring is widely acknowledged as an essential activity that guarantees accountability and is in accordance with the objectives of the organization. In order to have a better understanding of how activities are carried out and whether or not duties are being met, supervisors and managers are sometimes tasked with the responsibility of directly observing personnel. There are some organizational situations in

which daily inspections are required to guarantee continual alignment with objectives, whereas in other contexts, periodic assessments are adequate to accomplish the same thing.

Accountability is strengthened by the use of such procedures, which also create opportunity to discover areas of great performance as well as those that require development. The author Darwin (2017) highlights that the only accurate method to identify whether individuals and teams are succeeding in accomplishing corporate goals is to conduct constant monitoring. Because of this, project management systems (PMS) need to contain mechanisms that enable efficient and ongoing monitoring. This will allow firms to proactively watch the development of their employees and intervene when it is required.

2.2 Feedback, Communication, and Documentation in Performance Management Systems (PMS)

Feedback is presented as a major and recurrent subject across the PMS literature. Many aspects of contemporary PMS design are based on the classical feedback loop, which is a concept that is derived from cybernetic theory (Wiener, 1948). Not only does feedback assist in the correction of irregularities, but it also encourages learning and adaptation. The authors McDermott, Conway, Cafferkey, Bosak, and Flood (2019) state that feedback is an important communication route and a key motivator inside the workplace. In addition to highlighting areas in which employees need additional training, it gives employees with recognition for tasks that they have successfully performed. A dialogue between supervisors and employees is opened up through the provision of constructive feedback. This dialogue encourages employee involvement and gives individuals the opportunity to seek clarification or assistance with tough areas of their roles.

According to London (2003), the fact that feedback has the ability to boost employee motivation and improve job performance is the primary reason for its significance. According

to Aguinis (2013), providing regular feedback of a high quality promotes morale, defines expectations, and aligns individual goals with those of the business. On the other hand, according to Kluger and DeNisi (1996), feedback is most successful when it is delivered in a timely manner, is detailed, and strike a balance between delivering praise and constructive criticism. The incorporation of feedback into a performance management system (PMS) helps organizations foster a culture of ongoing learning and growth.

There is a correlation between systematic documentation and the effectiveness of monitoring and feedback systems. While Zelt, Recker, Schmiedel, and Brocke (2019) claim that good documentation is essential for ensuring that performance progress is accurately recorded and utilized as a reference during performance review sessions, they also argue that well documented documentation is essential. The provision of such evidence offers an objective basis for performance evaluation, which in turn supports decision-making that is both fair and transparent. These records are utilized by managers in order to monitor progress, address obstacles, and offer evidence during talks regarding performance issues. In addition, documentation makes it possible to have talks that are objective, which lessens the likelihood of prejudice and guarantees that all evaluations are founded on objective facts rather than subjective perceptions (Pulakos, 2009).

However, despite these advantages, there are academics who argue that placing an excessive amount of importance on documentation and feedback might result in the introduction of bureaucracy and inefficiency, which could potentially reduce the benefits that were intended (Rowland and Hall, 2014). It is possible for excessive paperwork and formality to distract from the developmental components of premenstrual syndrome (PMS), which can result in "box-ticking" rather than engaged participation. In light of this, it is of the utmost importance for businesses to strike a balance, making certain that documentation provides assistance for performance management without being prohibitively tedious.

2.3 Methods of Rewarding Performance, Motivation, and Development of Performance

It has been known for a long time that one of the primary functions of PMS is to provide incentives to workers who meet or surpass the objectives set by the business. The expectation theory (Vroom, 1964) is the foundation for the relationship between rewards, motivation, and performance. This theory proposes that employees are driven to perform when they believe that their efforts will lead to results that are desirable. According to Rowland and Hall (2014), performance management systems ought to be utilized in order to provide incentives for excellent performance. This practice is directly responsible for the enhancement of motivation, productivity, and overall pleasure in the workplace. Both the expressing of appreciation and the reinforcement of excellent conduct can be accomplished through the use of incentives and recognition for a job well done. According to Deci, Koestner, and Ryan (1999), employees who have the perception that they are recognized and acknowledged are typically more motivated to either maintain or enhance their performance.

PMS also play an important part in determining where there are performance gaps and providing assistance to individuals who may be performing below expectations. According to Shahzadi, Javed, Pirzada, Nasreen, and Khanam (2014), performance improvement plans (PIPs) are extremely important in assisting employees in addressing areas in which they are lacking. According to Ziegler (2019), personal improvement plans (PIPs) give a forward-looking strategy that outlines certain objectives and provides focused support in order to facilitate overall improvement. According to Pidgeon (2015), a performance improvement plan (PIP) is a structured document that outlines the areas in which the employee's development is lacking, the steps that need to be done, and the resources that are available to support the employee's growth.

This responsibility falls on the shoulders of supervisors, who are tasked with identifying key areas, effectively communicating them to employees, and ensuring that employees receive the required support to accomplish their goals. According to Lejeune, Beusaert, and Raemdonck (2021), the effectiveness of PIPs is contingent upon the establishment of well-defined objectives and the provision of consistent support from management. Additionally, it is essential that PIPs be executed in a transparent manner in order to prevent any adverse effects on morale or perceptions of fairness among employees.

The research, on the other hand, warns that the use of extrinsic rewards in an excessive or poorly managed manner may impair intrinsic motivation, which may result in a culture that is more focused on compliance rather than one that is defined by engagement and innovation (Deci et al., 1999; Kohn, 1993). Consequently, it is necessary for organizations to strike a balance between extrinsic and intrinsic motivators, employing rewards to supplement rather than replace the people's innate desires for performance and growth.

2.4 Evaluation, Training, and Organizational Planning for Succession

As another essential component of an efficient PMS, performance evaluation is essential. Demartin (2014) believes that organizations are able to identify top performers as well as those organizations that require support through the use of systematic evaluation. Assessments conducted on a regular basis, such as peer reviews, self-evaluations, and evaluations led by managers, provide organizations with the ability to determine whether or not employees are meeting the criteria that have been established and to highlight areas that require further growth.

Evaluations are used to collect data, which is then used to drive the creation of training and development programs that are specifically targeted. These types of programs are absolutely necessary in order to close skill gaps, improve staff skills, and guarantee that the

firm will continue to possess a competitive edge (Noe, 2017). Evaluations of performance contribute significantly to the process of succession planning as well. According to Rothwell (2015), firms have the ability to provide mentoring and coaching to employees who have high potential. This makes it possible for these individuals to be prepared for progression and ensures that leadership continuity is maintained.

Performance management systems (PMS) offer a structured approach to the growth of employees and the sustainability of organizations. It is strongly recommended that supervisors carry out assessments on a regular basis and make use of the insights gained from these evaluations when making important choices about promotions, contract renewals, or terminations. According to Pulakos (2009), well-documented evaluations are beneficial to the process of making decisions that are fair and objective, particularly in situations where controversial personnel measures are required.

Nevertheless, there are obstacles to overcome in order to carry out evaluations that are both fair and successful. The halo effect, leniency effect, and recency effect are all examples of biases that have the potential to distort ratings and weaken faith in the system (Murphy & Cleveland, 1995). According to London (2003), scholars advise for training managers in objective evaluation methodologies and employing diverse sources of data in order to reduce the dangers that are associated with these situations. In addition, evaluation criteria need to be revised on a regular basis in order to take into account the ever-evolving roles, technology, and abilities that are present in dynamic workplaces.

Because of its constant and ongoing character, performance management has developed into a profession that emphasizes its continuous nature. According to Aguinis (2013, p.2), performance management systems (PMS) are a "continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization". It is common knowledge among contemporary businesses

that performance management should not be regarded as a one-time occurrence but rather as a continual cycle consisting of evaluation, feedback, development, and recognition responsibilities.

In addition, Kumari and Malhotra (2012) clarify that performance management is the day-to-day management of personnel, which necessitates that supervisors and line managers take an active role in monitoring and supporting employee performance. The achievement of high performance is critical to the success of an organization, and personnel are typically chosen on the basis of their experience and training in order to make a significant contribution to the realization of organizational goals. PMS are responsible for providing the necessary structures and processes to guarantee that these contributions are managed and optimized in an efficient manner.

The notion of engagement-focused performance management was first presented by (Gruman and Saks ,2011). They advocated for the implementation of systems that not only monitor outcomes but also foster employee interaction, learning, and creativity. Approaches like this place a focus on having regular talks, receiving coaching, and receiving feedback on your development.

Nevertheless, it is necessary to make certain that continuous management does not develop into micromanagement. According to Gruman and Saks (2011), excessive oversight can destroy autonomy and trust, which ultimately leads to disengagement from the work. Therefore, it is necessary for firms to strike a balance between providing employees with direction and allowing them the autonomy to achieve success on their own.

According to Taouaband Issor (2019), performance management systems are a method by which managers and supervisors are able to monitor and evaluate an employee's performance in order to determine whether or not the person has achieved the objective that

was established throughout the planning phase. Because it provides the supervisor and manager with a record of the employee's performance in the workplace, monitoring is an essential component of the management process. When supervisors are in the workplace, they monitor employee performance by seeing employees while they are working and gaining an idea of how they are carrying out their responsibilities. There are certain workplaces that require managers to do daily checks on their workers. The purpose of these checks is to determine whether or not the employees are actually carrying out their assigned responsibilities and whether or not they are aligning themselves with the organization's goals and objectives.

In addition, it is possible that the supervisor and manager may be required to offer feedback on the performance of the employee (McDermott, Conway, Cafferkey, Bosak, and Flood, 2019). The employee is motivated in the workplace by feedback, which also opens up communication channels through which the employee may consult with the supervisor in areas that are hard and also obtain an overall picture on how well they are completing the job. Feedback is crucial because it stimulates the employee in the workplace. Keeping track of the current activities and determining if the tactics that were put in place to guarantee that those tasks are implemented are successful and efficient may be accomplished with the assistance of monitoring progress. The supervisors are able to identify what is doing well and what needs to be done in order to improve during these types of evaluations to discover what is going well.

As an additional point of interest, in order for businesses to achieve their goals and objectives, they need to make sure that they perform successfully. Monitoring their performance is the only method to determine whether or not they are succeeding in fulfilling the goals and objectives that have been set (Darwin, 2017). It is therefore the responsibility of PMS to offer mechanisms that enable an efficient monitoring system to be established in order to track the performance of workers while they are at work. There are certain businesses that conduct quarterly review meetings in order to evaluate the performance of their personnel.

These meetings are planned to examine the progress that the staff has made in relation to the targets and goals that were previously established during the planning stage. Employees present their work plans and discuss their progress along the way, as well as the problems that have been preventing them from making progress up to this point, at these types of sessions. Reminding employees in areas where they are running low on their deliverables or objectives and what the implications for the delay entail for both the business and the employee happen during review meetings, which are sessions in which supervisors and managers examine the progress of the employees, are something that they do during these meetings.

It is the responsibility of performance management systems (PMS) to ensure that documentation on performance progress is captured and utilized as a point of reference during meetings where discussions are held (Zelt, Recker, Schmiedel, and Brocke, 2019). Documentation is extremely important and ought to be utilized as a means through which performance in the organization can be evaluated. Processes that managers and supervisors use to monitor and offer feedback to employees in the workplace are documented by those in administration and supervision. The managers document and preserve records on the performance of the employees based on their observations and meetings with the employees. They also utilize the same documents as proof when discussing performance-related difficulties inside the business. Additionally, the paperwork is typically referred to by the employers in order to have an impartial conversation about the performance of the employees in the workplace.

In addition, Rowland and Hall (2014) state that performance management systems are systems that are utilized inside an organization to reward the performance of people who have achieved goals and objectives. Because it contributes to motivation and productivity, it is essential to have a system that enables employees to be rewarded when they have completed their work. It is generally accepted that incentives are utilized as a method of expressing

gratitude for a job well done in the workplace. This is because performance management systems are a process. Because they contribute to job satisfaction in the workplace as well as motivation, employees in an organization who demonstrate outstanding performance should be acknowledged and recognized for their efforts. An employee that is motivated is one who is driven to do well on jobs in which they are praised and recognized for the hard work that they have gone through.

Performance management systems are utilized in organizations to identify performance gaps and as a means of reprimanding employees. Employees may be required to meet with their supervisors and managers in order to design performance improvement plans that are aimed at assisting them in improving in areas where they have weaknesses (Shahzadi, Javed, Pirzada, Nasreen, and Khanam, 2014). According to Ziegler (2019), performance improvement plans (PIP) can be of assistance in the process of formulating a forward-looking strategy that will enable an individual to enhance their performance in the workplace.

According to Pidgeon (2015), a performance improvement plan (PIP) is a document that is used to construct a plan that may be utilized by an employee who is experiencing difficulties with their performance in order to improve and meet the aims and objectives of the business. The document provides specific information on the areas of weakness that the employee needs to improve upon, as well as the assistance that should be provided to the individual in question in order to enhance their performance in the employment setting.

Pidgeon (2015) states that performance improvement plans are essential in the business because they provide a pace that an employee who is experiencing difficulties with their performance needs to follow in order to enhance their performance. It is the responsibility of supervisors and managers to identify the areas in which an employee has room for improvement. Once these areas have been found, the employer is responsible for bringing them to the notice of the employee.

Employees are asked to follow through with those with the intention of improving on those areas that are challenging in terms of performance (Lejeune, Beusaert, and Raemdonck, 2021). Performance improvement plans (PIPs) are designed to assist supervisors and managers in identifying areas in which they require the employees to improve and in designing goals and objectives that are clear. It is necessary for supervisors and managers to take the time to sit down with employees who are experiencing difficulties and establish new objectives for them to accomplish while they are working.

According to Demartin (2014), performance management systems are systems that are believed to be systems that evaluate the total performance of the individual or business. When it comes to performance evaluation, it is absolutely necessary for organizations to have processes in place that allow them to do so. Organizations that do not take into account performance management systems typically experience difficulties with performance. This is typically due to the fact that employees are unable to comprehend what is expected of them, which results in poor performance patterns. In any kind of organizational environment, performance management systems ought to be put into place and adhered to by the person who is doing the implementing. When supervisors and line managers review and evaluate performance, they are able to determine whether or not they are fulfilling the objectives and goals of the company. This is necessary for the organization to continue to be sustainable and to thrive in their respective areas of expertise.

Performance management systems are able to assist organizations in determining solutions to problems relating to the performance of their employees. When supervisors and managers carry out monitoring, they are able to discover areas that provide difficulties for the employees and offer solutions that are intended to assist them in accomplishing the goals and objectives that have been set for them. It is quite important to have performance management

systems because, if solutions are not supplied, the company will continue to perform poorly, and the objectives and goals will not be accomplished in the end.

Organizations are able to evaluate the performance of their staff with the assistance of performance management systems. The majority of the time, evaluations are carried out by putting employees through an assessment process, in which their managers evaluate them based on the criteria that were agreed upon throughout the planning phase. In addition to determining whether or not the workers have accomplished their goals, the evaluations are designed to determine whether or not the company is succeeding in accomplishing its objectives and aims. Employees in organizations are tasked with the responsibility of achieving their objectives, and the only way for managers to discourage employees from failing to fulfill those goals is by administering evaluations to those employees.

The workers of an organization are evaluated by their employers in order to determine any deficiencies in their performance in the workplace. The employer then provides the employee with the appropriate training in order to close the gaps that have been identified. If performance evaluations are not administered to employees, it will be extremely challenging to identify areas in which there are deficiencies in performance. A performance management system is a method that gives managers the ability to evaluate their staff with the purpose of discovering areas of weakness and ways to address such weaknesses. During the process of evaluating the performance of the employees within the organization, supervisors are able to identify the areas in which the employees require further assistance and training in order to effectively do their jobs and achieve their full potential. When such evaluations are conducted, the information that is gathered is utilized in the process of developing training programs that are designed to facilitate the transfer of skills to the employee.

The process of succession planning is typically not carried out until after performance evaluations have been completed, although performance management systems make it possible

to do so. Through the use of performance evaluations, employers are able to discover individuals who have the potential to be considered for promotion and elevation in their organizational hierarchy. Through the use of evaluation, it is possible to identify people who have the potential to be taught and prepared for higher responsibilities within the organization. After the evaluations have been completed, the managers and supervisors will be able to recognize and mark those individuals who they believe and consider to be of value addition to the organization. After the personnel have been identified, it is possible that training and development programs, as well as mentoring and coaching sessions, will be designed and implemented. Employers are able to identify individuals who are crucial to the business and who can be developed for the organization's growth and development through the use of performance management systems, which give pathways for this identification.

It is possible for managers and supervisors to conduct conversations with employees who are not performing up to their potential in the business with the assistance of performance management systems that place an emphasis on assessments as a process. These kinds of conversations are extremely important because they enable workers to come to an understanding of their shortcomings and to come up with strategies that will enable them to transform those shortcomings into strengths instead. In the course of such a discussion, managers and supervisors inquire with the purpose of gaining an awareness of the performance issues that are being faced, and they ask employees for their suggestions on what should be done to solve such challenges. It is advised that businesses should submit their employees to evaluations on a regular and ongoing basis in order to act as a source of direction for the employees.

Furthermore, performance management assessments that offer employers the opportunity to evaluate their staff members are of utmost importance since they serve as platforms for decision-making inside the firm. The utilization of evaluations is the method that

businesses apply in order to arrive at choices concerning employee performance. In the absence of performance evaluation, the process of decision making inside the company becomes more challenging. It is important that managers and supervisors be encouraged to evaluate the performance of their employees so that they may base their decisions on the findings of the evaluation. It is possible that the procedure will be challenging even in situations where the employer wants to terminate an existing contract with the employee but does not have a well-documented evaluation. These types of evaluations provide the manager and supervisor with the information they need to make difficult decisions on employee performance in order to ensure the growth and success of the firm. Furthermore, judgments about talent management can only be made through assessment activities that give those areas in which the employee requires further help and skilling in order to accomplish their objectives and goals at the organization.

The practice of performance management is described as a "continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization" (Aguinis, 2013, p. 2). In businesses, the process of recognizing the performance of individuals is quite important and need to be highlighted. This is due to the fact that when supervisors and managers are in a position to identify the performance of the employees, they are able to motivate those employees accordingly. The highest levels of leadership in organizations devise objective performance metrics as a technique of evaluating the level of performance that exists inside the organization. The process of determining and evaluating the performance of teams not only assists the organization in accomplishing its strategic objectives but also inspires employees to work harder in their jobs. It is important for organizations to have procedures in place that enable them to regularly recognize and evaluate individual performance in the workplace. In light of the ever-shifting nature of the environment, where things have a tendency to change and the

performance of employees is also subject to change, performance evaluation should not be a one-time procedure but rather an ongoing one. The process of ensuring that supervisors and managers closely monitor the performance of their employees is made possible through performance assessments and reviews. Supervisors and managers should make sure that they close monitor workers' performance.

According to Kumari and Malhotra (2012, p.79), performance management is described as the "day-to-day management" of members of staff who are employed by the business. It is the responsibility of supervisors and line managers in organizations to continuously monitor and manage the performance of their employees on a daily basis. High performance is a must for the success of every organization in the commercial world. Employees are typically hired by businesses to assist them in doing critical activities in which they have received extensive training and possess a high level of expertise. When it comes to managing the performance of employees in the workplace, PMS give the methods that are employed.

2.5 Types of Performance Management Systems

Performance Appraisal

When it comes to the field of research, one of the subjects that has garnered the most interest from a wide range of academics is performance evaluation. In the aforementioned area of research, there is a considerable volume of published material that is available to the public. It is probable that this is related to this. It is vital that the employer offers a clear and coherent explanation of what it comprises before any performance evaluation assessment is conducted to employees in the workplace. This is because the assessment is intended to evaluate the employee's performance. In addition to this, it is of the utmost importance that both parties are able to appreciate the reasons why it is necessary to carry it out. According to Keeping and Levy (2000), the reason why the exercise is both effective and useful is because of the

relationship that exists between the two. According to Brown, Hyatt, and Benson (2010), a sizeable proportion of employers do not appreciate the rationale for conducting performance evaluation assessments. This is the case regardless of whether the assessments are carried out on a yearly basis or in the middle of the year. This is due to the fact that they consider the entire process to be one that is both complicated and unclear, and they are not interested in it since they are unable to see the benefits that it would bring to the firm. According to Bouskila-Yam and Kluger (2011), performance evaluations are advantageous, and there are a number of benefits that are associated with them. Effective performance evaluations, on the other hand, are beneficial. Performance assessments, for example, have the potential to improve communication between the manager and the employee. This is because they bring the two parties closer together in order to have a conversation about issues that are related to performance. The ability to identify areas of both strength and weakness and devise solutions to address those areas is another skill that managers possess.

An evaluation of an employee's performance is a thorough process that requires the participation of a wide range of employees, departments, and other functional units within an organization. It is the intention of this procedure to ensure that the aims and objectives of the company are being achieved in a manner that is both efficient and effective. The process needs not only the definition of effective performance but also the creation of the instruments and processes that are required in order to properly assess performance. This is necessary in order to ensure that the assessment is accurate. According to Ikramullah, Van Prooijen, Iqbal, and Ul-Hassan (2016), the fundamental goal of performance evaluation is to connect the organizational objectives with employee approved measurements, skills, and competence criteria, as well as development plans and the delivery of outcomes. This is the primary purpose of performance appraisal. The ultimate objective of performance evaluation is to achieve the

overall company plan while simultaneously enhancing the quality of work in the most effective manner feasible.

A performance assessment is characterized as being a discrete, formal, organizationally sanctioned event, typically not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. According to Kim and Holzer (2016), performance appraisal is believed to motivate employees to strive for performance improvement by linking appraisals to performance-contingent rewards. This is said in the context of the performance appraisal process. According to DeNisi and Pritchard (2006), the term "performance appraisal" really refers to "a performance appraisal." It is especially important to keep this in mind in the contemporary setting, when performance evaluations are often conducted on an annual basis or twice throughout the course of a calendar year. It is vital for employers to conduct performance assessments on their staff members in order to establish whether or not the employees are carrying out their responsibilities in line with the criteria that were agreed upon beforehand. Managers should always be interested in what is going on in the workplace so that they can make decisions that are based on accurate information. This is especially important when it comes to performance assessments. Obtaining the aforementioned is only achievable via the utilization of performance appraisal assessments that are able to obtain information on essential areas. This is the only way that the aforementioned can be found.

Anstey, Fletcher, and Walker (2017) state that performance appraisal is a method that organizations use to investigate with the purpose of gaining an understanding of and witnessing whether employees within the organization have achieved their agreed upon targets and objectives as clearly stated by the organization. This is done in order to determine whether or not the employees have achieved their goals and targets. As the exercise comes to a close, the objective of this examination is to congratulate, acknowledge, and express gratitude to the staff

members who have demonstrated exceptional performance. In accordance with the findings of Cappelli and Conyon (2018), performance evaluation is a technique that managers apply in order to assess the skills and performance of their staff members. After that, they devise methods to express gratitude to their staff members for a job well done by presenting them with rewards and other forms of motivation. One example of a system is a performance evaluation. Even in the present day, the senior leadership of a number of firms continues to carry out performance assessments on its staff members. (Lawler, Edward, Benson, and McDermott, 2012) The purpose of these reviews is to determine and rely on useful data to determine whether or not the employees have achieved their predetermined goals and made any kind of contribution to their organizations in accordance with the mission and objectives of the organization in question. This is the purpose of the reviews. A system that is able to reveal the persons who have received the highest scores must be in place by the time the assessments are finished. This system must be able to do so. This action is taken with the purpose of acknowledging their efforts and inspiring them to strive for even greater success in the future. Instead of being viewed as a technique of assisting workers who are struggling to improve their performance and become more compatible with the company, performance evaluations should be interpreted as a method of providing assistance to employees who are struggling to improve their performance and become more compatible with the business.

Kondrasuk (2011) asserts that performance assessment systems have the ability to not only contribute to the growth of a company but also to increase employee engagement and motivation inside the workplace. This is because of the potential to contribute to the expansion of a firm. In addition, the author is of the opinion that performance evaluation systems are essential when they assist workers in achieving their highest level of performance. This is done so that the management of the company can quickly acknowledge and reward them for a job well done inside the organization. One of the primary objectives of any performance evaluation

system is to create an environment that inspires employees. Providing rewards to employees who do extremely well and providing training programs that aid employees in obtaining new talents are two examples of the many different ways that motivation may be accomplished.

Furthermore, performance assessment can be defined as a system that, according to Idowu (2017), is a method by which a supervisor reviews the performance of a subordinate with the intention of attempting to obtain pertinent information about the job knowledge, competence, resilience, and sustainability of the subordinate's work in the workplace. This is the definition of performance assessment. It is strongly recommended that supervisors always review the progress that their supervisees are making in the workplace on a regular basis. This will allow supervisors to acquire a full and accurate appraisal of the skills of their supervisees while they are working. There are several occasions in which supervisees do not appreciate what is expected of them. As a consequence, they may continue to make errors that are costly to the company, even when these errors should have been stopped at the earliest feasible moment they could have been prevented. Performance appraisal systems are designed to reveal significant and well-presented data analysis that can be utilized by management for decision making in the areas of salary increment, career growth, and transfers, as well as to provide training and development programs that are intended to improve the overall wellbeing of an employee while they are working, as stated by Cleveland, Murphy, and Williams (1989). In addition, performance appraisal systems are designed to provide training and development programs that are provided to employees. According to Cawley, Keeping, and Levy (1998), it is also possible to use it to keep an employee accountable for their contribution, but with the intention of encouraging them through recognition and awards for reaching a milestone in their operations that is directed at maintaining the image of the firm. This is something that can be done. As a result of the fact that this not only contributes to the retention of employees but also contributes to the growth and expansion of the business, employers have a responsibility to

express their gratitude and encouragement to top performers in order to motivate them to continue working at the same level so that they may continue to be successful.

Some of these organizations may even have poor returns, which indicates that they are unable to fulfill their purpose and goals when assessing the project or business. The number of firms that do not place a high value on performance evaluation evaluations continues to decline, and this trend is expected to continue. According to Boswell and Boudreau (2002), performance assessments should be emphasized since they help reveal an employee's talents as well as their limits in the workplace. This is why it is important to emphasize the importance of performances. When it comes to your staff members, it is of the highest significance to have a full awareness of both their talents and their limits. Both of these aspects should be given the closest attention.

The objective of performance evaluations is to give employers with the capacity to evaluate the performance standards of their employees via the use of continuous assessments that reveal the capabilities of their organization's staff in the workplace. When both the person being evaluated and the person being evaluated are participating in the evaluation process, performance evaluations are considered to have reached their conclusion, as stated by Camilleri and Camilleri (2018). By engaging the appraisee in the process, it is possible to promote motivation and engagement in the workplace, which in turn contributes to increased efficiency and productivity in the workplace. Because the appraisee has given their permission to the terms that have been created by the appraiser, they would like to be a part of the process of scoring themselves before the appraiser offers the final score that ought to be agreed upon by both sides during the meeting. This is because the appraiser has established the terms.

As a result, performance assessments are really beneficial, and they are required to be utilized in businesses that have the purpose of expanding their operations and improving their levels of productivity and efficiency. The act of defining goals and objectives while

simultaneously failing to examine the process at the same time is not only dangerous, but it also has the potential to result in the collapse of an organization. A dependable performance management system that serves as a check and balance is something that employers are required to make sure they have in place. This is something that employers must make sure they have. Bayo-Moriones, Galdon-Sanchez, and Martinez-de-Morentin (2019) published their findings. When it comes to the process of establishing performance evaluation systems, it is beneficial for both the employer and the employee to be engaged. This is due to the fact that the accomplishment of defined goals is tied to the participation of both parties.

As a result of the fact that a lot of schools have a formal performance appraisal instrument that is now being employed to evaluate the degree of performance that is being demonstrated by the staff members, there is a relationship between the study and performance evaluation. The tools were established with the purpose of collecting key characteristics that are concentrated on the needs of the duties that employees are expected to do in their professions. As a consequence of this, the literature on performance appraisal is particularly helpful since it will provide an awareness of the various ways in which performance appraisal adds to the motivation of an employee.

Role of Performance Appraisals;

One of the most important aspects of any business is performance appraisals, which are utilized by employers as a primary method of evaluating employee performance. There are a number of businesses that rely on evaluation assessments in order to evaluate the performance of their employees in the workplace.

There are several functions that performance reviews serve in the workplace, including the following:

According to Koshy and Suguna (2014), assessment is a tool that is utilized to determine the strengths and shortcomings of individuals working inside a company. Appraisal tools are developed by employers in order to evaluate the positive aspects of their employees, which are referred to as strengths. These tools assist employers in determining whether or not their employees are meeting their obligations and responsibilities successfully. It is common practice for the evaluations to correspond with the duties that have been agreed upon by both sides. Additionally, appraisals are helpful in determining areas in which employees are lacking in relation to the duties and obligations they are responsible for. When companies recognize the strengths of their employees, they show appreciation and reward those employees who have performed exceptionally well. This, in turn, leads to a rise in the level of motivation that employees have in the workplace.

The purpose of performance assessments is to enhance the communication that exists between the personnel in a company and their respective bosses. According to Cappelli and Conyon (2018), when supervisors meet with their direct reports during performance evaluations to discuss performance, they are able to gain an understanding of how well their direct reports are performing on the duties. The conversation that takes place between the two parties serves to improve communication because they contribute to dialogue, which involves listening, which in turn contributes to greater motivation. It is easier for employees to share their opinions and issues when their employers have open communication mechanisms in place. This makes it easier for employees to feel motivated in their work environment. Conversations about difficulties are presented and communicated in a clear and concise manner through the facilitation of such discussions.

When it comes to making decisions inside an organization or at the workplace, performance evaluations are commonly utilized. On the basis of the performance evaluations that would have been developed, managers and supervisors are able to make decisions

regarding the performance of their employees. When there is a lack of information readily available, it might be challenging to arrive at a conclusion. Nevertheless, after the performance evaluations have been implemented, the findings will be able to assist in the process of making judgments of this nature. It is possible that an employer will wish to punish an employee for bad performance; however, if the facts that can be observed through an assessment process are not there, then the entire procedure may become challenging. In order to achieve this goal, managers and supervisors are required to conduct performance reviews on their subordinates. These reviews include evaluations that are used for the purpose of making decisions on performance in the workplace.

Performance evaluations are good in the workplace because they encourage employees to come up with unique and original ideas that contribute to the growth of the firm. This is one of the reasons why performance evaluations are valuable. Ideas are typically exchanged between supervisors and their direct reports during performance evaluations (also known as performance assessments). The perspectives of direct reports are shared with the intention of fostering growth within the company and achieving its goals and objectives. When they have feedback sessions with their managers and supervisors, when they have ideas and get inventive over time, they tend to discuss them in such forums. This is because the majority of the time, the direct reports have ideas and become innovative over time.

Objective-based performance management systems are Discussed

Within the context of the workplace, objective management systems were investigated as a sort of performance management system that was investigated in this study.

A system that offers an evaluation based on the objectives that have been established with reference to the job position is known as an objective management system. The method requires that the employer and the employee reach a consensus on the objectives that will be used to evaluate and assess the employee's performance in the workplace. These objectives

serve as the standard against which the evaluation and assessment may be made. There have been a number of academics that have written on objective-based performance management, and as a result, they characterize the technique as

In addition, performance can be evaluated in the workplace through the use of result-based performance management systems, which is still another method. There are a number of organizations that rely on traditional methods to evaluate and to draw conclusions based on the findings that are offered; however, there are alternative methods that may be utilized to evaluate performance. According to West and Blackman (2015), it is advised that performance evaluations be based on the outcomes of the job description that was presented to the employee at the time of engagement. This is in contrast to concentrating on the activities that are associated with the positions. There are some employers that create performance evaluations with an emphasis on the out. In this way, they are able to explain expectations in the early phases of the process and emphasize critical performance areas and indicators that are associated with the result of the work. Before putting employees through evaluations, managers and employers need to have a complete understanding of the roles and duties associated with the various job activities people do. As a result of employers using the incorrect tools to analyze and evaluate the performance of their workforce, the end result is a pointless exercise that is unable to discover performance gaps and address such difficulties.

In addition, when an employee is aware of their shortcomings, they are more likely to create ways to ameliorate those shortcomings and search for any and all potential ways to overcome the issues they face. According to Borgonovi, Anessi-Pessina, and Bianchi (2018), outcome-based performance management systems evaluate an employee's performance based on the results of each of the job's areas of responsibility. According to the scholars, the outcomes always justify the final methods, and regardless of how much of an evaluation is given, if there are no results, then the ultimate aim is never attained in situations like these.

Performance Management System with 360-Degree Feedback Systems

One of the ways in which organizations may monitor and evaluate the performance of their employees is via the utilization of the 360-degree feedback method. The 360-degree feedback system is a type of performance management system that is utilized by some organizations in the workplace. According to Chopra (2017), the 360-degree feedback performance management system is a system that takes into consideration the employee as a whole. This is accomplished by enabling the evaluator or assessor to discuss the employee's performance with the employee's supervisor, peers, direct contacts, and subordinates in the event of a supervisor. The evaluator or supervisor is required to circumvent the supervisee in order to have the most comprehensive understanding of their performance. During the process of discussing the employee's performance with the many organizations that are related to the employee, the evaluator is able to obtain a thorough report on the employee's performance and offer feedback that is aimed at improving and correcting the employee's performance. It is essential to have a conversation with employees about the difficulties they are experiencing with their performance and to work together to come up with solutions to solve the gaps that have been identified.

Continuous performance management systems are yet another type of performance management system that is utilized in the workplace for the purpose of monitoring and evaluating employee performance. A performance management approach that takes into consideration concerns of continually resolving performance gaps and obstacles in the workplace is referred to as performance management. As a technique of evaluating employee performance, supervisors choose to give feedback and assistance on an ongoing basis rather than waiting for the yearly assessment to do the evaluation. Whenever the employee receives feedback, they are provided with the appropriate assistance and are encouraged to come up with ways to improve their performance. On a frequent basis, it is a good habit to check in with

employees since it enables you, as the supervisor, to better understand how they are progressing with the duties and responsibilities they have been assigned. It is also helpful in reminding those individuals who are running low on their deliverables and duties, with the intention of offering counsel that would subsequently put them on the correct path. It is of the utmost importance that the implementation of such methods would likely result in an increase in motivation within the workplace, which will be beneficial for both the employer and the employee. Therefore, the ultimate aim of such practices are to make the employee more efficient and effective, and to meet the goals and objectives of the business as a result of this.

Performance management methodology based on the Balanced Scorecard.

An additional sort of performance management system that is utilized in the workplace is known as the balance scorecard performance management system. The balanced scorecard takes into consideration a number of different aspects of performance evaluation, including how an individual in the company manages finances, how they provide service to customers, and how they react to the internal processes inside the business that elevate them in the external world (Camilleri, 2021). There are a great number of factors inside the workplace that might serve as yardsticks for evaluations, and employers can utilize these yardsticks to evaluate employees. Another option that may be of interest to firms is the creation of balanced scorecards that are capable of targeting the skills of employees in a variety of different areas. The strategy that was just described has the purpose of ensuring that the employer places an emphasis on a holistic employee who is capable of delivering in a variety of disciplines and who contributes to the organization's advancement toward its goals and objectives. Employers are looking for talented and competent individuals who are able to achieve what they promise and multitask without necessarily having to rely on jobs that are intended expressly for them. Employees that are skilled, informed, talented, and focused on achieving goals and objectives

that may be utilized as leverage when competing with other companies in the external market (Soon, 2015).

Employers in companies are strongly encouraged to build performance management systems that are adapted to their specific requirements. It is essential for employers to have a thorough understanding of the human resources within their businesses in order to ensure that they are able to get the desired results from such systems throughout the design process. There are some businesses that have gone ahead and replicated the performance management systems that are used in other firms that execute comparable tasks. However, these organizations have forgotten that procedures and systems are different, which is what differentiates them from one another.

2. 6 The Motivation of Employers and Workers

A drive that encourages people to perform well and deliver on the objectives and targets they have established for themselves in the workplace is referred to as motivation. "gathering of perceptions, beliefs, actions, values, and interests" is something that Siddiqui (2019, p 3) states as the definition of motivation. The term motivation refers to the argument that encourages an individual to take action and go the additional mile in order to accomplish something. An employee that is motivated will always work to the best of his or her capacity, and this will ultimately result in increased production and profitability for the company. According to Krstic, Obradovic, Supic, Stanisavljevic, and Todorovic (2019), when there is a motivated employee present, there will always be high outcomes, and the ultimate aim is typically the actualization of the purpose and vision of the organization.

Depending on the employee's preferences, there are a variety of ways in which motivation may present itself, and these ways are seen differently. It is possible to argue that motivation is dependent on the manner in which the leadership of an organization inspires and directs others on how to complete tasks and achieve goals that have been established (Fiaz, Su,

and Saqib, 2017). Leaders are extremely influential and make a significant contribution to the motivation of employees in the workplace. This is because employees will always want to associate themselves with leaders who inspire and encourage them to thrive in environments. For instance, leaders who provide training and correct bad performers not only inspire those individuals to improve their performance in the future but also contribute to the retention and engagement of employees through their actions inside the workplace.

A definition of motivation provided by Locke and Latham (2015) describes it as behaviors that take place inside an organization and lead to positive results as a result of contributions made by people who are employed within that organization. A worker that is motivated will constantly be optimistic and dedicated to their work when they are completing their duties. As a result of greater motivation in the workplace, both productivity and development are boosted. It is for this reason that having performance management systems in place that are adequately organized leads to an increase in motivation.

A dynamic internal condition that is the consequence of the effect of personal and environmental circumstances is what is meant by the term "motivation" (Wiley, 1995, p 263). This is in addition to the items mentioned above. Employees are more likely to remain with an organization and perform to the best of their abilities when they are given the opportunity to learn that they are appreciated by the business. This is accomplished by expressing appreciation for their contributions and providing encouragement. As an employer, what are some of the things that you have to provide that would encourage employees to remain with the company? By demonstrating gratitude, you will be able to obtain benefits from them even if you do not spend a significant amount of money.

There are a variety of variables that might motivate an individual, including those that are intrinsic and those that are extrinsic. According to Locke and Schattke (2018), "intrinsic" often refers to anything that is found within the entity, while "extrinsic" refers to something

that is located outside of the entity or item. Some employees may even perform better at their work simply because they have a desire to complete predetermined tasks with the sole purpose of driving satisfaction from it, while others may be moved to excel because there is a reward set for them at the end of having completed a task. Motivation among employees can come from either within or from outside the organization. As an additional point of interest, employees who do and outdo their duties as a consequence of the pleasure and delight they derive from them are referred to as intrinsic, whereas employees who execute jobs because they plan to gain from them in the form of remuneration or incentive are referred to as extrinsic (Legault, 2016).

Furthermore, it is worth noting that there exists a segment of employees within the workplace who are driven by the following factors: flexibility in the workplace; autonomy at work; positive interpersonal relationships in the workplace; the opportunity to work at their own pace; respect among employees; equal treatment of employees" (Klopotan, Mjeda, and Kurečić, 2018, p.153). It is the belief that all of the aforementioned factors contribute to the individuals' ability to be productive and effective while going about their daily activities in the job. As a result of an organization's efforts to provide a working environment that is conducive to productivity, there is a greater possibility that employees will be motivated to become more productive and advantageous (Rozman, Treven, and Cancer, 2017). Employees are content to work for employers that do not cause them to feel stressed or burdened while they are on the job. Therefore, if employers wish to benefit from the hard work that they put in, it is of the utmost importance that they be treated with respect and given the authority to carry out their responsibilities without being interrupted.

Organizations all around the world are actively seeking for individuals of varying ages to fill positions in the workplace, with the expectation that they will assist them in accomplishing their objectives and goals. It is getting increasingly difficult to inspire

millennials due to the fact that they have a lot of demands and are ambitious. This is because of the age gap between them and previous generations. On the other hand, it is simple to encourage older generations or senior citizens since they have nothing to lose other than the fact that they are working hard to provide for their family and to ensure their own well-being in society (Calk and Patrick, 2017). The millennial generation should be provided with additional benefits such as medical coverage, training and developmental programs that are aimed at equipping them with the skills and knowledge required to perform the tasks better (Shao, Cardona, Ng, and Trau, 2017). Employers should devise means of motivating the young generation in order to prevent them from leaving the organization. For instance, employers should provide the millennial with medical coverage. The development of skills among young people and millennials is the key to success, and businesses that have the goal of expanding and becoming the most influential entities ought to keep this in mind. In addition to playing a significant part in the expansion of an organization as a whole, the provision of extra incentives and prizes does, in fact, promote increased levels of productivity, dedication, and contentment among workers in the workplace.

When employees have a love and appreciation for what their employer has to offer, they are inspired to accomplish their jobs and responsibilities without necessarily being pushed or reminded to do so. This contributes to the enhanced productivity of the employees. It is possible that the only things that employees need in order to carry out their duties are the provision of clarity, talks, and advice. This immediately motivates them, which ultimately results in happiness and engagement (Dimitropoulos, Koronios, and Kriemadis, 2019).

In addition to boosting employee contentment and motivation, companies that maintain open communication lines with their staff members also see a rise in employee satisfaction. Because they are thus able to assist one another in improving in their areas of weakness and give ideas that are useful to the business, employees who interact with one another contribute

to an increase in productivity (Jungert, Van den Broeck, Schreurs, and Osterman, 2018). Productivity is increased when employees who communicate with one another. When there is free communication between employees, there will always be harmony and collaboration among them, which will contribute to the sharing of ideas, creativity, and morale, all of which are likely to result in a company flourishing and expanding to greater levels. As an additional point of interest, according to Khoshnevis and Tahmasebi (2016, p.215), "the most important motivational factors are success in working, identification of the individual, the work itself, responsibility, and development and growth". If employers give a favorable ground that enables employees to attain the aforementioned characteristics at the end of the day, then it is possible that the variables described above will lead to higher performance among staff members.

In conclusion, the motivation of employees is of utmost significance and need to be stressed by any employer who is seeking to achieve productivity, development, and success in their firm. Employers that encourage their employees through both intrinsic and extrinsic ways are more likely to achieve their objectives and obtain the outcomes they want, and they are also more likely to fulfill their vision in the long term. This saying is particularly accurate. An employee that is determined to grow with the business begins to engage in strategic planning and develops resourcefulness via their work. Because of this attachment, these individuals tend to remain with a business for a longer period of time, and their contributions are often acknowledged.

According to Locke and Latham (2015), motivation plays a crucial role in both the success of organizations and the performance of their workforces in the following of the following ways:

Employees that are motivated in their work experience a rise in both their level of satisfaction and their morale in the workplace. Employees that are driven to have a sense of

contentment with the organization in which they are working and to engage in a constructive manner as a consequence of the good successes they have done are not rare. This is often the case because of the positive accomplishments that they have accomplished. Motivated workers have a better chance of reaching high levels of performance in their employment, which is why it is important to provide them with motivation. This is as a result of the fact that they produce a feeling of connection to the company for which they work and that they go above and beyond to accomplish their goals.

Productivity and efficiency are both improved by motivation in the sense that motivated workers are more productive than unmotivated workers because they acquire a passion for their job and make it a priority to perform to the best of their abilities.

Motivation may be connected to the progression of a person's career in the sense that it motivates the employee to continue working toward the accomplishment of their goals, which in turn contributes to the formation of their career and ultimately results in the employee's commitment to working for that specific company. Specifically, this is due to the fact that motivation enables the worker to strive toward the achievement of their predetermined objectives. Employees are driven by the prospect of advancing their careers, and when they first join an organization, they have a tendency to put in a lot of work in order to advance their careers and develop within the systems. Furthermore, they are motivated by the chance of improving their careers. They are driven by the prospect of advancing their careers, which is the reason for this occurrence. Because of the system, individuals are expected to exert a great deal of effort, and as a result, they work to the best of their abilities throughout the process. In light of this, it may be said that this is a circumstance in which both the employer and the employee come out on top.

An employee who is inspired to work hard and make sacrifices in order to ensure that the objectives that have been established within the firm are realized is an example of an

employee who is driven to work hard. Motivation plays a factor in ensuring that an organization is successful in achieving its mission statement and goals. This is achieved by the utilization of a worker that is really motivated to put in a lot of effort.

Because it helps to limit the amount of employee turnover that occurs within the company, motivation is one of the most crucial components of a company. This is another reason why motivation is one of the most essential aspects of a company. When it comes to employees that are motivated, the great majority of them opt to remain with their various companies that they are employed by. The fact that they are seeking for new career prospects or positions is something that almost never comes up in conversation.

The relevance of motivation lies in the fact that it assists in the management of change. There is no way to avoid change, and it is often accompanied by positive actions. As a result, an employee who is motivated will readily accept change, which may take the form of a modification to the policy, and will ultimately embrace the new policy due to the fact that they are motivated.

It is a driving force that contributes to the success of an organization, and one of those factors is motivation. Employers that are able to encourage their staff members stand to benefit greatly in terms of their level of success inside their organizations.

In addition to this, it results in high levels of engagement among employees inside the organization. Employees who are driven to work for an organization will be highly involved in the organization, and in most situations, they will provide close to one hundred percent of their time. Employees who are motivated to work will seldom miss work, and when it comes to making contributions, they will contribute strongly since they are stakeholders.

Motivation is essential because it enables workers to enhance their abilities, which may be accomplished through the training and development opportunities provided by the company.

Employees that receive training are able to increase their abilities and are in a far better position to comfortably carry out their work responsibilities.

2.7 Theories Concerning Motivation The Theory of Goal setting

The process by which people in the workplace set goals with the intention of enhancing their performance and efficiency is referred to as goal setting theory (Yurtkoru., Bozkurt, Bekta, Ahmed, and Vehap, 2017). Goal setting theory is described as the process. The establishment of goals is of utmost importance because it is considered to be the mechanism by which a person in the workplace is able to recognize their responsibilities and design strategies for accomplishing those responsibilities. According to Hartono and Murniati (2021), when employees set goals for themselves, they create incentives for themselves to achieve those goals, which in turn leads to increased motivation and productivity in the workplace. According to the findings of researchers such as Locke and Latham (2013), there is a connection between accomplishing a task and becoming successful in achieving a goal. There is a correlation between the activity of setting a goal and better performance and efficiency in the workplace. As a result of employees setting goals for themselves, it is likely that they will devise a strategy that will assist them in accomplishing those goals. Employees are more likely to be motivated when they are provided with performance management methods that lead to the establishment of goals in the workplace. Employees are more likely to be motivated and to perform better when they identify goals, create means of obtaining those goals, plan on how to achieve those goals, and continue to be devoted and resilient throughout the process.

Theory of Needs

There are a number of elements that lead to great performance and efficiency in the workplace, and these characteristics drive employees. Employees are motivated by a variety of variables, one of which is the demand for a need that compels them to behave in a particular

manner (Sholihah, 2017). Generally speaking, employees are more likely to flourish in situations that encourage growth, which includes the requirement for a need that comes with an additional advantage. The needs-based approach is the source of motivation that drives an individual to perform well while they are at work. While they are carrying out their duties, every worker has a need that they must fulfill in order to be successful. Based on Maslow's hierarchy of requirements, these needs include the most fundamental ones, such as protection, belonging, and love, as well as self-esteem and actualization (González-Cutre,, Romero-Elías, Jiménez-Loaisa, Beltrán-Carrillo and Hagger, 2020). In order to gain an understanding of the effects that performance management systems have on the motivation of staff members in the school, my research focuses on the needs of teachers who put in a lot of effort and are motivated to perform well because they are aware of their own needs. It is the demand for these needs that compels them to complete their tasks in order to ensure that they are able to provide food, shelter, and security for themselves and their families. The behavior of employees is portrayed in ways that allow them to obtain their needs for the purposes of fulfillment and satisfaction to the extent that they are able to do so. If there is a greater demand for a certain requirement, then a person will be more productive and driven in their area of employment.

Expectancy

Theory

The process by which individuals in the workplace give services for which they anticipate being acknowledged and rewarded is referred to as the expectation theory, according to (Supatn and Puapradit ,2019). Additionally, it is because of this expectation that they are compelled to accomplish and deliver on the responsibilities that have been assigned to them within their respective regions of control. Those workers who anticipate being paid or incentivized are more likely to be motivated, which results in high levels of performance in the job.

The High-Performance Work Practice Systems (HPWPs)

The reason that organizations are effective in any climate is because they have people who are able to carry out their jobs and contribute to the organization's success in accomplishing its objectives and goals. In addition, there are people who are of the greatest quality within an organization. These people are considered to be exceptional. This is as a result of the fact that they demonstrate characteristics and values that are characteristic of them inside the framework of the organization. According to Shin and Konrad (2017), the beliefs, attitudes, and behaviors that employers demonstrate are the same ones that encourage employees to carry out their work effectively and fulfill their full potential to the fullest extent possible. Because of the techniques and approaches that employers support, there has been an increase in the extent to which employees' productivity, efficacy, and motivation in the workplace have all been increased. The level of motivation in the workplace has increased as a result of actions such as developing and training individuals to perform better tasks (Garg, 2019). This has led to an increase in the overall level of motivation. organizations that encourage the growth and development of their employees in the workplace through the implementation of systems and procedures are often considered to be attractive to employees who are interested in working for those organizations. High performance work practice systems are associated with an increase in high levels of motivation in the workplace. This is because these systems involve the implementation of governance instruments such as the employee handbook, which contains clearly defined policies and procedures that employees are required to refer to while they are performing their tasks. The application of governance tools is the means by which this is accomplished (Pak and Kim, 2018) When they are provided with policies and procedures that are sufficiently structured, employees

Types of Motivation,

Motivation from the Outside (Extrinsic)

The type of motivation known as extrinsic motivation is the sort that motivates an individual to carry out a job or duty with the intention of obtaining something outside of themselves in exchange for their output (Hennessey, Moran, Altringer, and Amabile, 2015). The implication of this is that the sole reason for every activity taken by an employee in the workplace is to obtain something in exchange for their effort, whether that something is offered in the form of a reward or praise, which ultimately equals satisfaction. To be able to function in such an environment, one would need to make a contribution to anything and either be compensated or acknowledged for their efforts.

Furthermore, a number of companies provide their employees with goals and objectives that they are obligated to achieve in order to satisfy the corporation. According to Gerhart and Fang (2015), when you achieve a goal and demonstrate that you are doing effectively, you are rewarded for the exceptional work that you have done. Because of this, the workers come up with strategies to improve their performance in order to be acknowledged as top performers, with the goal of receiving recognition and rewards for their endeavors. When employees are not engaged in their work but rather prefer to carry out duties and obligations with the expectation of getting paid, they are obligated to execute even if they do not have the internal sensation that they are completing such activities successfully.

Extrinsically driven workers in the workplace carry out their duties and obligations, and they are willing to go the additional mile to accomplish their objectives because they are trying to avoid being punished for their actions. The employees are required to satisfy the terms and conditions that have been established by their employers in order to be rewarded for their efforts. These are the terms and circumstances that the employees are required to abide by and strive toward in order to accomplish the ultimate goal. However, if an employer establishes

terms and conditions that compel the employee to attain particular goals, then the employee is obligated to comply with such terms and conditions. When employees fail to meet the aims and goals that have been established, they are subject to reprimands and punishments, which they, in most situations, try to avoid. An employee that is extrinsically driven will carry out their duties more effectively if they are aware that if they are unable to accomplish a predetermined objective and aim, they will be subject to a reprimand or penalty as a consequence.

According to Poch and Martin (2015), individuals that are extrinsically driven typically demonstrate high levels of performance when they are eager to get recognition and acclaim from their employer. There are those people in the office that go above and beyond to perform well and accomplish their objectives. This is because the ultimate objective for this group is to receive either recognition or praise. There are occasions when these workers choose to keep information and resources to themselves because they want to draw attention to themselves and be acknowledged for their outstanding performance. Because they want to be known as the top performers in the workplace, employees may even neglect to share fresh ideas with one another and instead keep them to themselves. This is because they want to be acknowledged as the best performers in the office. For this reason, a person that is extrinsically driven will constantly do everything it takes to thrive, which will ultimately result in greater performance.

Extrinsic motivation is essential and has a connection to performance in the sense that it motivates workers in the job to perform to the best of their abilities and outperform their coworkers in the workplace with the intention of being acknowledged and commended for their efforts. When it comes to fulfilling tasks and goals ahead of their coworkers, the employees typically put in a lot of effort and come up with creative solutions. As a result of the fact that the driving reason is clearly and completely specified as a praise or reward, they flourish and make certain that they accomplish the aim. The presence of such workers in the workplace

indicates that their performance is likely to skyrocket, and as an organization, you will be able to accomplish the goals and objectives that you have set for yourself.

Motivation that compels one to work hard in order to get a possession that you desire is known as extrinsic motivation (Ganta 2014). This type of motivation is characterized by the fact that since you want and strive to attain something, you work hard, which ultimately results in good performance for you in the job. There is a possibility that you would like to advance in your current position, but the only way to do this would be to put in a lot of effort. This indicates that you develop every conceivable method to get the promotion, and in the end, the business benefits from you as a result of your great performance, which ultimately leads to increased productivity and growth. The employee is motivated to work to the best of their ability in order to achieve the goals and objectives with the intention of being rewarded through a promotion when the employer clarifies the expectations of the system and the system itself is clear. This is the connection between performance management systems and motivation.

Motivation from the Inside (Intrinsic)

According to Hennessey, Moran, Altringer, and Amabile (2015), the sort of motivation known as intrinsic motivation is the kind of motivation that involves the desire to carry out a task or undertake a challenge for the purpose of experiencing pleasure and excitement. The inner self is the source of this sort of motivation, which occurs when an individual pushes oneself to execute a job function for the aim of enjoying working in that capacity. The desire to carry out an activity without being forced to do so, as well as the amount of pleasure and contentment that may be gained as a result of having participated in that task. One of the elements that has led to a rise in the level of motivation among employees is the presence of a number of different motivating stimuli in the workplace. According to Wulf and Lewthwaite (2016), certain employees have the will to accomplish particular activities without necessarily being pressured to do so. However, the love and devotion towards a particular objective

contribute to the will to perform jobs that have been assigned to such employees. Motivation in the workplace may be increased by the use of performance management systems that are matched with individual goals. Increased performance and progress in the workplace are both outcomes that may be attributed to intrinsic motivation. Those workers who are able to perform better in the workplace and contribute to the organization's success in achieving its aims and objectives are those who have the will to do so without looking to other variables.

It has been shown that employees that have a high level of intrinsic motivation are constantly ready and prepared to acquire new abilities, engage in continuous learning, and are likely to be more inventive in the workplace (Augustyniak, Ables, Guilford, Lujan, Cortright, and DiCarlo, 2016). When workers in a workplace are pleased with the work that they do and are committed to completing their assignments, they are able to do their jobs effectively. Increased motivation may be achieved by the use of performance management systems that include feedback sessions pertaining to performance. Employees are driven to think creatively and come up with ways to achieve success in their work, both in terms of the tasks they perform and the roles they play, when they are motivated because of their intrinsic motivation. Employees who possess an internal desire that inspires them to attain such accomplishments are more likely to remain persistent in their work.

When it comes to carrying out their duties and obligations, people that are intrinsically motivated in the workplace are often self-driven, focused, and resilient throughout the process. There is a high probability that an individual who is self-motivated and focused would perform better and contribute to the organization's achievement of its goals and objectives in the shortest amount of time feasible.

Keeping track of the performance of staff members may be accomplished by the holding of weekly staff meetings at the place of employment. It is common practice for employers to hold weekly staff meetings, during which they address performance concerns,

gaps, and potential solutions. In order for the workers to receive the assistance they require, it is imperative that they feel comfortable expressing themselves and presenting their shortcomings at these types of sessions.

Training and development are extremely important components of any business, and when they are put into practice, they result in high levels of performance in the workplace. According to Rodriguez and Walters (2017), training and development helps to reduce employee turnover within a business by facilitating the implementation of training programs that enable workers to hone their existing abilities and learn new ones. In the event that employees acquire new abilities, they are able to fulfill their responsibilities and achieve their goals. In order to address the deficiencies that are typically identified during evaluations, it is essential for employers to schedule training sessions with the purpose of correcting those deficiencies. It is possible for the supervisor to find areas of weakness in the employees by observing them while they are executing their jobs and then organizing trainings to address those issues. When there is a low turnover rate among employees, employers are in a better position to reach their goals and objectives because their staff continue to be engaged and perform better.

According to Engetou (2017), employees who participate in training and development programs are able to acquire new abilities, which in turn allows them to become more innovative and productive. As a result, training and development stimulates an individual to do well in the workplace, which ultimately results in the accomplishment of goals and objectives in the workplace. Employers who provide their workers with opportunities to participate in training sessions are making an investment in the long-term aim, which includes achieving a return on investment through innovation. Employees that undergo training are more creative and, in most cases, think beyond the box by coming up with new ideas that they believe are suitable for the firm. This is demonstrated by the fact that they are more inventive. The majority

of the time, people submit recommendations because they have something of value to provide, which in turn helps the business to develop and become more productive.

Those workers who are provided with training at their place of employment report higher levels of morale and improved performance on the job. It is highly vital for the firm to invest in training and development since it boosts the morale of the employees, which in turn leads to increased production. The likelihood of an employee having good morale is considerable, and when employees have high morale, they are more likely to perform well on the job.

Establishing Objectives, Providing Feedback, and Motivating Staff Members

According to Tondello, Premsukh, and Nacke's definition (2018, p 1), goal-setting is "a theory of motivation that aims to explain the causes of people's performance in work-related tasks." When it comes to conducting performance evaluations in any business, the process of goal formulation is a very crucial component. There are a number of organizations that endeavour to create objectives, particularly at the beginning of any given year, with the express aim of providing employees with clear instructions on what should be expected from them in terms of the completion of duties. According to Dobronyi, Oreopoulos, and Petronijevic (2019), goal setting may be seen as a strategy that assists workers in the workplace in enhancing their performance standards and achieving their objectives with more ease. When employees are aware of the significance of goal-setting, they are able to acquire a more comprehensive comprehension of their tasks, and they are more likely to strive to achieve and move quickly in order to guarantee that they are successful.

The process of goal setting is one in which the employer and the employee in the workplace come to an agreement over what should be done and what is expected from one another in order to accomplish their respective goals by working together. When the two

individuals engage in conversation around a round table, they often reach a consensus about what should be done and what should not be done, with the overarching goal of improving performance (Bodenheimer and Handley, 2009). Furthermore, employees who are well prepared and aware of their roles are more informed and likely to perform better than those who are not such well prepared and aware. According to Camp (2017), this naturally results in an employee's improved motivation in the job, which in turn leads to increased productivity and efficiency. In the workplace, employees perform better when they have a clear understanding of their duties, but this is only the case once the employee has explained to them what he or she anticipates from the conclusion of the process. They are entrusted with ensuring that they reach the objectives and aims, but this may be accomplished through people that they employ, who should play a part and collaborate with them in bringing the vision and mission statements of such organizations to life. Employers are responsible for assisting their employees in doing this. As a result, companies ought to provide their workers with assistance in order for them to be successful in achieving such milestones over the course of time.

Researchers Clements and Kamau (2018,) state that objectives that motivate workers lead to higher levels of motivation in the workplace. These goals should also be well designed and created in order to contribute to high levels of performance.

It is beneficial to take on new challenges because they inspire individuals to work to the best of their abilities, which ultimately results in increased production. When employees are aware of the problems they face, they are more likely to perform to the best of their abilities and to execute on the assignments they are given, which ultimately facilitates development and expansion. Motivating employees is a very crucial part, and if they are aware of the benefits they will receive, they will continue to work hard until they meet the standard that has been established.

According to Timmerman (2017), one of the factors that contributes to motivation is the concept of setting objectives that are explicit, quantifiable, achievable, realistic, and time-bound. Employers are tasked with the responsibility of designing SMART goals, and they should make sure that they work through the design process of such goals with their employees, assisting them in understanding what lies ahead and how they can achieve them. Furthermore, the employer should follow up with such employees and provide support in order for them to achieve the goals. On the other hand, research conducted by Anderson, Ochoa, Sullivan, and Maxwell (2018) demonstrates that objectives that are set over a short period of time are more likely to produce outcomes than goals that are defined over a longer period of time. Those that are spread out over a long length of time may potentially demotivate employees since they contribute to a lack of attention, which in turn leads to poor performance. On the other hand, those that are spread out over a short period of time allow employees to remain concentrated and, as a consequence, work hard towards accomplishing the objectives that have been established. The employees are also advised to understand and carefully plan for a long-term goal that can be achieved through short-term goals in order to obtain the overall goal that can be monitored, examined, strategically crafted, and evaluated to determine whether or not the goal that you set out to achieve failed to meet the objectives (Hematian, Rezaei, and Mohammadyfar, 2017).

Not only is it vital for workers to create goals when they are in a position to work hard and achieve them, but it is also necessary for employees to make objectives in order to maintain track of their progress and ensure that they are meeting the targets that they have set for themselves. According to West, Welch, and Thorn (2001), feedback serves as a motivating element since it enables workers to analyze their success and come up with ways to improve by providing them with feedback. Employees are more likely to experience a decrease in motivation when they get feedback that has a negative impact on them since it is likely to slow

down their development. Employees are more likely to devise ways to even accomplish tasks in an effort to earn praises, which contributes to the motivation of employees in the workplace (Tricomi and DePasque, 2016). Positive feedback, on the other hand, helps employees to increase their performance levels. This is because the more they are praised for the good work they have done, the more they will devise other ways to accomplish tasks. Therefore, feedback is highly essential for both employers and employees, and it does lead to greater performance and productivity. For this reason, feedback is quite significant.

Consequently, the establishment of goals, the implementation of feedback mechanisms, and the encouragement of employees are seen as being of the utmost significance in businesses that have the objective of expanding and accomplishing their mission and vision statements. The ability of employers to encourage their workers to perform better on the job by setting objectives and communicating those goals to them is a factor that contributes to employee retention and engagement. In addition, having a feedback system is another component that contributes to motivation. This is because it enables employees to have a better knowledge of how well they are working, which in turn provides them with an additional push to perform even better and assist the business in accomplishing its objectives. There is a connection between this issue and the study in the sense that it demonstrates that goal setting is of utmost significance and ought to be highlighted in order for performance management systems to contribute to the motivation of employees.

Increasing employee motivation may be accomplished by developing open and honest methods of evaluating worker performance.

It is of the utmost importance to have open and honest methods for assessing the performance of employees inside a business. The leadership of an organization ought to be able to design open and honest methods of performance evaluation so that the organization can have procedures and structures in place. One of the responsibilities that should be assigned to

managers and supervisors is the creation of tools and scorecards that can be utilized for performance evaluation. Increasing the motivation of staff members leads to higher levels of productivity and efficiency in the workplace (Berg, Dutton, and Wrzesniewski, 2013). This is because when employees in organizations understand how they will be evaluated, and when management offers the yardstick for evaluation, then the motivation of the staff significantly improves.

As stated by Galpin, Whittington, and Bell (2015), it is of utmost importance to devise methods of performance evaluation that are transparent. This is because it enables managers to better connect the objectives of the business with those of the individuals working inside the organization. It is possible for employees to feel motivated when they are aware of their own goals and have a clear understanding of the aims of the firm. Because they are aware of the significance of the situation, workers become worried and strive toward accomplishing the goals that have been set. To fulfill the goals and objectives that define an organization, it is necessary for that company to have the support of its employees. This is because every organization has goals and objectives that define it. Encourage employees to work toward goals that are in line with the objectives of the business, as this will result in an increase in their level of motivation. If a person is motivated, they will always be delighted to do a task that they have a complete understanding of and are aware of the value that it brings to the business that they work for.

(Islami, Mulolli, and Mustafa, 2018) Creating a sense of fairness in the workplace can be accomplished by the managers and supervisors by developing communication strategies that clearly identify the performance scale that they rely on to submit the employees to the evaluations. This will allow for the creation of a transparent means of performance in the workplace. Increased motivation in the workplace may be achieved through the utilization of objective evaluations as compared to subjective evaluations. One of the most common factors

that contributes to employee satisfaction in the workplace is the ability to trust their superiors when it comes to evaluation activities. Whenever there is fairness during these evaluations, employees feel more at ease and are aware that there will be no instances of prejudice occurring. This is due to the fact that the assessments are tied to the performance that the employees have managed to achieve.

Furthermore, the development of transparent ways of performance, which provides avenues that assist employees in the business in comprehending the significance of achieving a goal that has been established and the connection to a reward system, contributes to an improvement in motivation. When employees are aware that their efforts will be acknowledged through the accomplishment of a goal, they are more likely to put in a lot of effort. That when such goals are accomplished, the supervisors will begin to reward and acknowledge performance based on the outcome, which will ultimately result in an increase in motivation inside the company.

Employee motivation, training and development, rewards and incentives, and other forms of compensation

Training and development may be defined as "a systematic approach to developing and enhancing employee skills, abilities, and knowledge for the purposes of increasing organizational effectiveness" (Fletcher, Alfes, and Robinson, 2018, p. 1). There are many other ways to define training and development. Training and development are extremely important in any organizational environment, and if they are conducted properly, they have the potential to motivate individuals while they are working and performing their jobs. The goal of training and development sessions should be to provide employees with new ideas and skills that are intended to add to the organization's overall productivity. Organizations should make every

effort to organize such sessions. Furthermore, according to Bibis, Ahmad, and Majid (2018), training and development is a new ability that an employee acquires while working for the firm, which adds to the employee's performance requirements. The acquisition of a new skill by an employee results in the employee being more informed and efficient in the performance of their jobs. This, in turn, is likely to increase the employer's gains and profit margin, providing the employer with an advantage in the job market. It is possible to minimize employee turnover via training and development since it encourages employees to remain with the firm and even makes a contribution to employees being more creative if they are given the opportunity. Training and development opportunities provide employees with a sense of belonging and a sense that they are appreciated by their company, which ultimately results in improved motivation and engagement on the part of the employees.

Furthermore, Chaudhary and Bhaskar (2016) found that companies that offered their employees opportunities for professional growth and development were more likely to have employees who remained with the firm for a longer period of time. Because of the value addition that occurs in the form of obtaining new skills that boosts their productivity and efficiency, such employees will never consider leaving the firm because of the value addition that they receive. Due to the fact that there is a lot of competition, companies are in a better position to survive if they plan and implement training and development programs into their budgets, and if they also give it the attention that it needs. It is of the utmost importance that when they prepare for such training, they should also implement and assess such training in order to determine whether or not they have an influence of any kind. As a result, training and development programs boost the levels of motivation and contentment that employees experience at their place of employment.

According to Coccia (2019), rewards and incentives that contribute to the motivation of employees in the workplace are an essential component of a successful workplace. A number

of organizations make use of prizes and incentives in order to show their appreciation for their employees and to motivate them to accomplish their objectives and aims in the workplace. Employers inspire their workers by providing prizes and incentives, which in turn encourage people to perform to the best of their abilities. When employers make their expectations and their desire to accomplish outcomes clear to their employees, they motivate their employees. There is a wide variety of ways in which rewards can be presented, and they can be either intrinsic or extrinsic. Extrinsic rewards are those that a person receives when they perform a task and achieve a goal, whereas intrinsic rewards are those that are not visible but contribute to pleasure and happiness (Benati and Coccia, 2018). Intrinsic rewards are differentiated from extrinsic rewards by the fact that they are not seen. While there are some workers who flourish in the office because they want to receive something in exchange for their hard work, there are others who prefer to work hard so that they may feel satisfied with themselves, delighted that they have achieved a goal, and give themselves a hint of recognition. As a result, employees are motivated via the use of prizes and incentives, which in turn encourage them to work diligently, which ultimately contributes to the growth of the business in terms of attaining goals and objectives as well as boosting their productivity.

The prizes and incentives that are provided to workers make them happy and drive them to work hard. It is the responsibility of employers in the workplace to ensure that they provide prizes and incentives to their employees in order to recompense them for the time and effort that they put in. As a result of the fact that they are more likely to work for companies that have something to offer, employees are motivated to improve their performance and even continue working for those companies. Generally speaking, employees opt for employers that have something to offer in exchange for their contribution, and this creates a situation in which both sides are able to benefit from the relationship. When they make a contribution that will benefit them and bring value to them in the long term, employees are glad to make that contribution.

An increase in productivity and growth may be attributed to the presence of rewards and incentives in the workplace, which attract people.

According to Manohar, Finzi, Drew, and Hussain (2017), the availability of rewards and incentives is a factor that leads to the persistence of employees and the greater connection they feel to their place of employment. Employees are content to be linked with an employer who pays them a high level of consideration, plans for them, and recognizes them for the contributions they make. Employees become more productive and efficient as a result of such contributions, which ultimately results in the partner business reaping the benefits of their efforts. The employees then begin to think creatively and beyond the box, and as a result, they generate new ideas and make a concerted effort to ensure that these ideas are put into action. companies should find alternative ways to please and motivate their employees for a job well done, even in cases when they are unable to pay off staff due to limited resources. This indicates that companies should look for ways to motivate and please their personnel. Employers should make use of the many communication channels available to them and make an effort to communicate with their staff members about those who achieve and are regarded as remarkable. By doing so, even in circumstances in which workers are unable to fulfill their commitment to the employee, they are able to engage in conversation and reach a consensus on alternate routes via which such employees might be rewarded.

In the sense that when an organization has goals and objectives that are clearly outlined and set out, it makes it very easy for them to work through, and one of the ways of achieving the above is by motivating staff through appreciation that may manifest in the form of rewards and incentives (Rai, Ghosh, Chauhan, and Singh, 2018), rewarding and incentivizing employees is a very important and beneficial way to link rewards and incentives to the goals of the organization.

Gap in Literature

The literature that was evaluated looked at the impact that performance management systems have on the motivation of people working for the business. A number of researchers (Pang and Lu, 2018, Thielen, Bauwens, Audenaert, Van Waeyenberg, and Decramer, 2018) have conducted substantial study in this field. Nevertheless, there are omissions that prevent this story from being applicable, and this is one of the reasons why certain authors, such as Cunha Vieira, Rego, and Clegg, S., do not consider it to be practical. There is a question over whether or not performance management systems have an impact on the motivation of employees (2018). Due to the fact that even in situations where managers are required to monitor employee performance, it should be tied to a goal that would then be used as the yardstick in the evaluation, the entire performance management system is rendered meaningless due to the absence of goals and objectives. In addition, employers that have performance management systems in place but which are not clearly related to the aims and objectives of the business are confronted with the difficulty of employee demotivation, which contributes to the level of inefficiency and ineffectiveness that workers exhibit in the workplace (Idowu, 2017).

There is also a lacuna in the literature about the practice of recognizing employees for their good performance, particularly after performance appraisals and reviews have been carried out. What an employee has to give the company in terms of attaining the goals and objectives is taken into consideration when determining the style of performance incentive, which might vary from situation to situation. According to Antoni, Baeten, Perkins, Shaw, and Vartiainen (2017), the problem with the aforementioned is that it becomes extremely challenging to define in terms of measures what performance amounts to in comparison to the reward or incentive. It is also possible to argue that no matter how much an employer rewards

and offers incentives to an employee, it is never guaranteed that this would result in the person being retained and motivated to continue working for the company. There are various ways that employees are driven, and these ways may not be immediately tied to monetary compensation or bonuses. Instead, they may be more prone to be motivated by intrinsic methods that offer them with satisfaction and opportunities for advancement. According to Moynihan and Pandey (2010), the utilization of performance ratings and scores as a means of verifying performance criteria is insufficient and, as a result, does not offer a clear method of identifying what constitutes excellent performance. Some of these evaluations and scores may be overly inflated and prejudiced in favor of the employee who is highly regarded and loved by the scorer. This is the dilemma that we are dealing with here. To add insult to injury, even when employees are subjected to performance reviews by either their line managers or supervisors, the results that are presented at the end of the day may not warrant an employee for either a pay raise or promotion, which are considered to be motivational factors. Instead, the results may be fraudulent, and it may be necessary to use other methods of measuring performance in order to determine the performance standards of an employee (Adler, Campion, Colquitt, Grubb, Murphy, Ollander-Krane, and Pulakos, 2016).

When it comes to motivation, which can be either intrinsic or extrinsic, it is possible to argue that extrinsically motivating employees for their good performance may be seen as a good gesture. However, when compared to employees who are below average and performing poorly, this may be seen as a form of favoritism, which ultimately results in disengagement (Bulto and Markos, 2017). The exhibition of incentives that are designed to draw good performers may thus be seen as a competition to attract those individuals who are able to resist the heat and perform better. The problem with the aforementioned is that workers could flourish in an atmosphere that gives them the opportunity to compete for the purpose of succeeding Kuvaas, Buch, Weibel, Dysvik, and Nerstad, (2017). Even for those that are successful, they

can be weak and unable to assist the organization in accomplishing its aim and objective, which would make the entire rewarding procedure pointless. It is quite challenging to establish a connection between extrinsic motivation and performance, and it is not always genuine. This is due to the fact that the raters, who are the employers, are biased. Furthermore, when it comes to rewarding an employee who has excelled but has been troublesome, it may become a myth and be considered payback time by the employer, who would then use the same to exact revenge. A further point to consider is that an employer who does not distribute incentives to workers in a manner that is both equitable and methodical may be misunderstood. On the other hand, awards may be quickly and without much effort distributed to individuals who are thought to be highly important and have a specific kind of attachment to the employer. This is in contrast to those who have no relationship to the company.

According to DeNisi and Murphy (2017), there is a vacuum in the research on the occurrence of mistakes that emerge as a result of assessing performance during performance assessments. It is possible for raters to make mistakes when they formulate questions that are formulated in the form of an evaluation instrument that is not directed toward the aims and goals of the organization. In light of this, it is possible that the data collected throughout the process of information collection will not correspond to the real objectives. In addition to the aforementioned, managers have the misconception that grading employees' performance genuinely increases performance and enhances employee motivation, although this is not the case (Gerrish, 2016). Suffocating employees and leaving them embroiled in a fight to emerge victorious in order to claim a prize is precisely what happens when employees are rated. Employees become self-centered when they engage in this sort of competition because they use it as a weapon to achieve success at the expense of their coworkers. This type of rivalry is not considered nutritious.

Summary

The performance appraisals and assessments that are a part of the performance management system are extremely important and are regarded as being of the utmost significance in organizations where managers and supervisors subject their subordinates to such evaluations, rate their potential, and provide feedback back as a means of evaluating their acceptance and willingness to achieve the goals and objectives that have been established (Soltani and Wilkinson, 2020). Managers are likely to review how workers are progressing as a means of determining whether or not they are a part of the organization's broader scope. This is done in an effort to enhance employee performance. Employees perceive these evaluations as a mechanism by which employers provide them with the required support aimed at making them more productive and efficient. As a result, they add to employee motivation, which is a very key reason why such assessments are so vital. It is a sort of arrangement that exists between both managers and employers with the ultimate purpose of evaluating performance, providing information on the work, and therefore enhancing communication between the two sides, which in turn contributes to motivation (Al-Adamat, and Alserhan, 2020). It is explained in the literature how performance may be improved most effectively through the utilization of performance appraisal assessments. These assessments are not only beneficial to the management, but they are also beneficial to the workers who are working in the workplace.

There is a wide variety of approaches that may be used in order to encourage workers in the organizational setting. One of the most important factors in demonstrating development and efficiency in the workplace is motivation. One definition of a motivated employee is one that is dedicated and dependable, and who puts in a lot of effort to attain a goal and complete duties that have been assigned by the management or supervisor. Motivation is the most important factor in improving employee performance, which in turn leads to increased

productivity and efficiency as the new standard. According to Siddiqui (2019, p.3), motivation may be defined as "an internal drive that arises in individuals and forces them to complete any task and to satisfy their needs that have been unsatisfied". Inspiration is another term for motivation. Therefore, because employees are driven by either intrinsic or extrinsic means, the ultimate purpose of all of the aforementioned methods is to make one feel successful and joyful while working, depending on the means that are used to them. An employee is considered to be extrinsic if they perform a task to the point where they accomplish and achieve a set target for a reward in the form of payment provided by the manager or supervisor. For instance, if an employee has a will to deliver and does so without being pushed, but only accomplishes a task, then they will be recognized and appreciated. This is an example of behavior that is considered to be intrinsic. According to Coccia (2019), performance management systems are a significant contributor to motivation because they enable the establishment of groups that encourage individuals to improve their performance in order to be recognized and rewarded for a competent job.

Setting objectives for employees is something that employers need to do if they want their workers to improve their performance on the job (Clements and Kamau, 2018). This drives employees to perform better because they know exactly what is expected of them and thrive in an atmosphere that enables them to execute tasks and reach such objectives with ease. When goals are clear and achievable within the time period that has been specified, this motivates employees to provide greater results. The fact that employees who are assigned with doing the same activity are often well prepared and ready to execute their part gives rise to the fact that performing a task does become tough. According to Van der Hoek, Groeneveld, and Kuipers (2018), they accept the challenge given to them, and since they are aware of the expectations placed upon them, they quickly respond to it and emerge victorious.

In addition to the aforementioned, Wilson, Helton, de Joux, Head, and Weakley (2017) found that providing feedback on performance had a significant role in enhancing motivation within the working atmosphere. Managers and supervisors that offer their employees with honest feedback are able to assist their employees in becoming better and performing at their highest level, in contrast to those who do not provide staff members with feedback. When an employee is motivated, they are typically willing and ready to take feedback, particularly after an evaluation of their performance. This is done in order to determine whether or not they are meeting the primary goals that keep them on the job. When an employee is provided with a comprehensive grasp of his or her performance, it is extremely simple for them to make adjustments that are in accordance with the expectations that have been set for them. Those employees who fall short of the expectations, on the other hand, find ways to improve themselves in order to be considered a member of the team that accomplishes the organization's goals and objectives. According to Forsythe and Johnson (2017), managers should provide workers with feedback since it is a strong mechanism that promotes the overall wholeness of an employee inside the workplace. As a result, managers should provide feedback to employees if they want their employees to be successful.

By providing employees within an organization with opportunities for training and growth, performance management systems make a contribution to the motivation of those people. Employees who perform below average should be provided with training and development programs by their managers and supervisors in order to address difficulties connected to performance. According to Chaudhary and Bhaskar (2016), training and development are factors that contribute to employee motivation. This is because employees who receive training are more likely to remain in their current position, and their performance increases, which in turn makes them more efficient and productive.

To this end, performance management systems have an effect on the motivation of employees in the workplace through performance appraisal assessments, motivation, goal setting, feedback mechanism, training and development, and rewards. All of these factors contribute to an employee who is motivated, which in turn improves their performance.

CHAPTER 3: RESEARCH METHODS

The Introduction

In this chapter, the focus will be on the methodology of the study, and the discussion will be based on the research methods, which will include both qualitative and quantitative approaches, as well as the research design, sample size, the population that will be the focus of the study, and the tools and instruments that will be utilized in the process of data collection and analysis. Due to the fact that this was a mixed study that required triangulation of data, a questionnaire was prepared with questions that were closed-ended, and a semi-structured interview with questions that were open-ended was also done with the participants in this study. In addition to that, we will be concentrating on the significance of ethics in this research study.

Specifically showcasing an employee's contribution and progress via their productiveness, performance management systems are quite valuable since they showcase both the strengths and flaws of the individual inside the firm. According to Amaratunga and Baldry (2002), when companies fail to give fair and transparent performance appraisals in the workplace, employees become disengaged, demotivated, and unproductive. This is likely to have an impact on the functioning of the company in question. For instance, one of the ways in which businesses may provide support to their personnel is by delegating those who are already familiar with the procedures and systems to provide training and assistance to others who are having difficulty (Armstrong and Bacon, 2000).

A mixed methods design was utilized for the research project, which included both qualitative and quantitative methodologies. The research was conducted using a case study methodology. Given that the purpose of the study was to investigate the establishment and implementation of performance management systems in schools (Research Question 1), as well as to evaluate the impact that these systems have on the motivation of staff members, work satisfaction, and professional development (Research Questions 2 and 3), this methodological approach seemed appropriate. The design of the case study made it possible to conduct an in-

depth investigation of these phenomena within the context of their actual occurrence in schools. This allowed for a comprehensive comprehension of the behaviors, systems, and the results that they produce. The mixed methods approach was particularly appropriate since it offered a means to capture both the descriptive and process-oriented components of performance management systems via qualitative inquiry and the measurable effects on staff motivation and retention through quantitative analysis. This made the design highly suited. As part of the initial phase, semi-structured interviews with open-ended questions were carried out with the purpose of determining the most important aspects and procedures of the performance management systems that were currently being utilized. The second step consisted of administering a systematic quantitative survey to teachers and support personnel in order to determine the amount to which these practices influenced motivation, satisfaction, and professional progress, as well as to investigate the possibility of making improvements (Research Question 4). In order to increase the credibility and depth of the findings, this combination of methodologies enabled the triangulation of data, which in turn increased the findings' credibility. The design was consequently recommended over single-method methods, such as solely qualitative or purely quantitative designs, because it made it easier to comprehend the context of the relationship between performance management systems and employee motivation, as well as to empirically validate the association.

Research Approach and Design

One method that was utilized in this investigation was to choose a number of schools that were located within the area and then to carry out research on the employee makeup and availability of those schools. We had the opportunity to visit a few of the schools in order to have a deeper comprehension of their operations, personnel, and enrollment of children.

Because they were concerned and wanted to hear about the views of their colleagues, several of the schools that we visited were quite responsive and wanted to contribute to the research. They wanted to know what their colleagues thought about the research. The schools were very well structured, and they were happy to let us evaluate some of their material that was stored in the library for the goal of enhancing the data.

Furthermore, in addition to the aforementioned, several schools hosted meetings, and via these forums, we were able to engage in conversation with the primary respondents and provide them with information on our objectives and the results of the research after it was completed. Due to the fact that we were carrying out the research during the COVID-19 pandemic, it was necessary for us to raise awareness by putting an emphasis on the utilization of masks, sanitizers, and social distancing activities. In this approach, the general public was safeguarded and eager to take part in the study being conducted.

The study was a case study, and it utilized both triangulation and sequential design. This was done because the utilization of two designs helps to ensure that in situations when one design highlights constraints, the second design is able to assist in reducing those limitations, so enriching the research (Khoo-Lattimore, Mura, and Yung, 2019). Because it is a method that was able to assist in understanding the underlying cause by utilizing one methodology and then following it with the application of the second methodology, which would provide more information on how to best make recommendations that would aid in the process of coming up with a comprehensive analysis (Turner, Cardinal, and Burton, 2017), the triangulation design was chosen as the preferred method.

Furthermore, this is advantageous because combining two methodologies will help in providing an analysis that is comprehensive. In situations where one methodology has gaps and inconsistencies, the other methodology should be able to fill those gaps and provide a better result that can be used to inform the final analysis (Almalki, 2016).

The other design is the sequential design, which is comprised of two designs, each of which is implemented in phases, and the analysis of data follows the other (Wong and Cooper, 2016). Given that the implementation of this study will be in phases, the first stage will consist of conducting a qualitative study to identify the various aspects of the performance management systems that are currently in place in the schools. For this purpose, semi-structured interviews filled with open-ended questions will be used.

The qualitative study was to give the information for the purpose of identifying the various performance management methods that were currently being utilized in the school. This was to be accomplished via the utilization of interviews with the main administrators and instructors in the various schools. The interview will be structured in such a manner that the open-ended questions will necessitate replies that are sufficient enough to be utilized in the final analysis of this study. According to Bowen, Rose and Pilkington, (2017), the objective of this research was to provide an overview of what is presently being utilized in the various educational institutions. It is from this overview that the foundation for the second stage was established for the purpose of enhancing the data gathering and analysis.

The second stage consisted of conducting a quantitative survey in which the employees, which included both teachers and staff, were involved. The purpose of this survey was to gain a better understanding of the impact of the various aspects of performance management systems that were identified in the first stage. In order to obtain a more in-depth analysis, the teachers and support staff were required to participate in the survey by means of a questionnaire that was designed with closed-ended questions. This was done so that they could provide a better view of what they believed to be the use impact of the performance management systems that were utilized in the schools, as provided in the first stage by the administrators through the face-to-face interviews that had been conducted for the purpose of assisting in the process of addressing the various needs of employees and, consequently, the motivation of the employees

in the school. In order to provide a more thorough and cohesive analysis that would be used in the final study analysis, it was decided to arrange the two models in a sequence.

Because of this, the suggestion for altering the performance management system will not be made until after the two studies that will be carried out throughout these two stages have been completed. It is important to note that the scores will be kept strictly secret and will not be disclosed to any third party once the exercise has been completed. (Caracelli and Greene, 1993, p.197) Triangulation guarantees that "data is incorporated as a result of moving one data type into the other to allow for statistical or thematic analysis of both data types together." Triangulation is a method that allows for the incorporation of data. Additionally, the use of this approach is advantageous due to the fact that it is trustworthy and reliable (Bryman, 2006).

Population and Sample of the Research Study

The participants in this study were teachers from both the lower and upper sections of a particular primary school. This was the population that was targeted for consideration. The bottom part consisted of teachers who were in charge of pre-primary and early primary courses, more specifically classes ranging from nursery to Primary Three (P.3). There were teachers in the upper part who were responsible for teaching classes ranging from Primary Four (P.5) to Primary Six (P.6) and upper primary (P.7). It is the responsibility of the Head Teacher to oversee the day-to-day operations of the school and to offer leadership to both the teaching staff and the non-teaching administrative staff. Administrative and support staff members are employed by the school in addition to classroom teachers. These individuals provide assistance with the day-to-day operations of the learning institution. This broad composition allowed for a balanced representation of teaching and support personnel, which in turn made it possible to conduct an in-depth analysis of the performance management systems and the impact they have on the motivation of staff members.

Category	Description	Range
Pre-Primary	Nursery – Primary.3	Early Childhood
Lower Primary Teacher	Primary 4 – Primary 6	Learning with a foundational emphasis
Upper Primary Teacher	Primary 7	Classes leading to Examination
Head Teacher	Overall Administrator	Whole School
Administrative staff	Office based staff	Whole School
Support Staff	Non-Teaching staff	Whole School

Sample Procedure

According to Elfil and Negida (2017), a sample is a group of persons and respondents that are often included in a research study and are commonly regarded to be a part of the study. It is necessary for a researcher to take into consideration either probability or non-probability sampling approaches when picking samples to be included in a study. If the research is favourable, the researcher may also take into consideration both methods.

On the other hand, non-probability sampling is a technique in which the samples are not aware of who will be involved in the research study (Wiśniowski, Sakshaug, Perez Ruiz, and Blom, 2020). Probability sampling can be defined as the inclusion of samples in a study that has a chance of each participant being involved and being able to contribute if they are chosen to participate. Furthermore, in addition to the aforementioned, probability sampling involves a target population that is well aware of their chances of being selected, and if they are selected, then they are likely to contribute to the subject matter. On the other hand, individuals who participate in non-probability sampling have no guarantee that they will even be selected to be a part of the same study.

Furthermore, in order to choose the samples that were going to be a part of this study, the approach of purposive sampling was utilized in order to locate respondents at the school

who were a member of the various types of staff. According to Ames, Glenton, and Lewin (2019), purposeful sampling is a method that is utilized to identify samples that will be included in a research study that is aimed at gaining a better grasp of the subject matter that is currently being investigated. As stated by Etikan, Musa, and Alkassim (2016), the samples that were chosen for the research project were chosen based on the availability of the individuals to provide responses to the questions that were posed.

This allowed us to choose the appropriate respondents for the study (Etikan and Bala, 2017). The purposive technique was used to collect the data for the qualitative research design, and it was via this way that we were able to locate the appropriate respondents. We discovered, through the process of sampling the location, that in order to obtain the appropriate data in terms of determining the respondents who are able to provide the statistics for the various types of performance management systems that are utilized in the schools, it was absolutely necessary to involve the administrators and heads of departments that are concerned with the day-to-day operations of the schools.

Participants were recruited by means of the establishment of a database, which allowed for the identification of suitable educational institutions. Due to the fact that we had sampled a number of schools in the area, we were aware of the schools that had staff members who might easily participate to the research. Due to the fact that it served as the foundation for contacting potential responders, the database that was developed proved to be of great convenience. In addition to this, we created emailing lists, and by utilizing social media, it became quite simple to get in touch with them.

In light of the fact that this study is a mixed one, the strategy of purposive sampling is an excellent choice for the qualitative portion of the endeavor. When using this particular method of sampling, it is extremely simple to recognize those respondents who will be of assistance to the study and who are prepared to provide all of the information that is required

for it (Sharma, 2017). This kind of sampling is likely to reveal to the research the type of respondents that will be required for the study, allowing the researchers to target those individuals who will seek to enhance the study because of their participation. Due to the fact that they do not provide anything of significance to the study, it becomes extremely challenging to include respondents who will not be of any value to the investigation. This renders the investigation pointless.

The administrators are a group that was chosen for responding to the qualitative research design. We believed that because they had a comprehensive awareness of the school and how it operates, they would be in the greatest position to offer the most insightful comments. Furthermore, because they are involved with the day-to-day operations of the schools, they have a comprehensive understanding of the many performance management systems that are available, and as a result, they are able to provide clarification into the reasons why they chose to implement these systems at their universities. By integrating them in this research, we are able to obtain a more comprehensive grasp of the topic matter, which is essential for comprehending the case study in which we are attempting to analyze the impact of performance management systems on the motivation of staff members in educational institutions.

A further advantage is that the researcher was able to rely on random sampling, which served as the foundation for integrating the second group, which consisted of teachers and support staff, for the purpose of obtaining a more in-depth analysis of their comprehension of the various performance management systems that are implemented in schools. Both instructors and staff members play a very crucial part in the operations of any school, and because they are regarded to be stakeholders, it is very necessary for them to be involved in the operation of the schools.

For the purpose of shedding light on the impact that performance management systems have on the motivation of staff members at educational institutions, a quantitative study methodology was utilized. According to the numerical data that was obtained from the surveys, it was simple to determine the types of respondents that agreed and disagreed with the statement that performance management systems have an influence on motivation (Perugini, Gallucci and Costantini,2018).

With the help of the quantitative research design that included sampling through the use of the questionnaire, we were able to determine that the sample size was appropriate for both teachers and support staff. This was due to the fact that the questionnaire, which was comprised of closed-ended questions, would be able to attract respondents who would provide that analysis in large members with the intention of making the analysis more relevant. In addition, the comments that the instructors and support personnel would offer would be in line with the findings of the research.

The Instrumentation and Materials Used in Research Tools

Specifically, this research is a survey that "provides evidence on practice, attitudes, and knowledge" (Story and Tait,2019, p 192). The survey is highly essential because it gives the researcher the ability to determine the target demographic that will be included in the study, to recruit the appropriate participants, and to monitor how the participants react to the research study via the use of the survey. To this purpose, it is of the utmost importance for any researcher to have a comprehensive understanding of the demographics, knowledge, and awareness of the individuals who wish to take part in any study. We were able to conduct a mapping and identify the respondents who contributed to this study in order to arrive at thorough conclusions. This was made possible as a result of the aforementioned factors.

They give a complete study on how the respondents grasp and interpret certain crucial features with the objective of presenting their contribution to the underlying difficulties (Langbecker, Caffery, Gillespie and Smith 2017). This is another reason why the survey is such an important tool. Following the completion of a research survey, we will have a better understanding of the precise content and sample that will be taken into consideration for your study.

Furthermore, the survey is helpful in assessing the appropriate amount of replies for the study, in addition to the aforementioned benefits. For the purpose of preparing for engagement, the researcher makes use of a survey, and the input that is obtained from such engagement is used to shape the final study (Avella, 2016). In the context of this research study, feedback is significant because it serves as the foundation for the composition of the research instruments that are used to collect the information that is required for the research. The results of a survey can be used to create information, which can then be generalized based on the sample.

All of the people that participated in this study were from the areas that are immediately around Kampala, which is the capital city of Uganda. The individuals in question were elementary school instructors who were enthusiastic about teaching and came from both private and public institutions. Due to the fact that the majority of them were well-versed in the topic at hand, their contributions to our investigation were an extremely trustworthy source of information. In order to include them, we needed to obtain permission from their directors, and in order to do so, we had to put it in writing, outlining the research project in depth and describing how it would be beneficial to them as a school. The letter of request is included in the appendix of this document. After the school got the letter of approval, the administrators sent an email including a response. In the email, they stated that the school authorities had granted permission to the researcher to proceed with the research project, and they requested that the administrators provide all of the required assistance.

Teachers working in primary schools, whether they were public or private institutions, in the areas in the vicinity of Kampala, the capital city of Uganda, were the target demographic. The teachers who were chosen were those that had hands-on experience, contextual knowledge, and awareness that were pertinent to the subject of the study. As a result, the perspectives that they held provided trustworthy and dependable information that shed light on the issue that was being investigated (Langbecker, Caffery, Gillespie, & Smith, 2017).

Sampling Frame

In order to identify schools that are located inside the Kampala Metropolitan Area, a mapping project was carried out. The sampling frame consisted of every full-time teacher who was included on the list of staff members for the schools that had consented to be a part of the study.

Sampling Method

The approach that was chosen was stratified random sampling. The type of school public versus private was the first degree of stratification, taking into consideration the structural inequalities that could have an impact on the experiences of teachers. In order to guarantee that the selection process would be fair and to reduce the likelihood of selection bias, teachers were chosen at random from each stratum.

In order to ascertain the proper and scientifically acceptable sample size for the survey, the researcher applied Yamane (1967)'s formula for calculating sample size:

$$n = N / (1 + N(e)^2)$$

$$n = 1600 / (1 + 1600(0.10)^2)$$

$$n = 1600 / 17$$

$$n \approx 94$$

As a result, the smallest sample size that was necessary consisted of ninety-four participants. The research was able to gather a total of ninety teachers for the purpose of the study, which represents 96 percent of the scientifically acceptable minimum. As a result, the number of participants was sufficient to carry out a meaningful analysis and generalize the findings within the parameters of the study. On the other hand, if the finite population correction is used in conjunction with Cochran's (1977) formula for determining the sample size, the appropriate sample size will likewise fall within the range of 85–100 for a population that consists of 1,600 people. As a result, the sample size of 90 is statistically justified.

Recruitment of Participants

Once the sampling frame had been created, formal communication began with the schools.

A written letter requesting permission was addressed to the administrators of the schools. In the letter, a description of the objectives of the research, the advantages that were expected, and the ethical processes were provided (see attachment).

The school administrators communicated to their teams through email after approval, instructing them to give support and to grant access to conduct the study.

Following that, teachers were recruited via the following methods:

- a. Gatherings for employees at which the research was presented,
- b. Email announcements that have been sent by the administration, and
- c. Invites that are extended in person

Participation was completely optional, and it was only allowed when informed consent was obtained.

The Pilot Test

In order to determine whether the material was genuine and could produce results if it were administered to the demographic that was supposed to be the focus of the research study, a pilot test was conducted prior to the main study. The primary purpose of this test was to determine whether the predetermined questions and interview guide would be correctly interpreted by the targeted audience, and whether respondents would understand the questions and provide appropriate answers. Ensuring that participants fully comprehend the subject matter before engaging with the instruments is essential, as misunderstandings could lead to inaccurate responses, thereby compromising the quality of the data collected. Pilot tests are extremely beneficial because they “improve the quality of research and enhance the reliability and validity of a study” (Malmqvist, Hellberg, Möllås, Rose and Shevlin, 2019, p. 3).

Prior to the study, fifteen schools in the surrounding region were mapped for pilot testing. To ensure fair and proportionate representation, participants were sampled according to the average staff composition within each school. The pilot included teachers, support staff, and administrators in approximate proportion to their representation in the school population. This method ensured that each staff category was fairly represented and that the pilot sample was scientifically defensible.

Interviews with semi-structured and open-ended questions were conducted with school administrators as part of the qualitative research component. These interviews explored the various performance management systems used in the schools and provided insights into how such systems influenced staff motivation and performance. For the quantitative component, a structured questionnaire with closed-ended items was administered to teachers and support staff. The questionnaire was designed to assess perceptions of performance management practices and their impact on staff motivation. The feedback obtained during the pilot played a significant role in refining both the questionnaire and interview guide.

The proportionate pilot sample per school and the total pilot sample across all schools are summarized in Table below. This sampling approach applied a systematic selection procedure, with approximately 10% of staff in each category selected for the pilot. Within each category, one participant was selected for every staff member, ensuring balance and fairness.

Operational Definition of Variables (Applicable for Quantitative/Mixed Studies Only)

Construct /Variable 1; Independent Variable

It was determined that performance management systems were the independent variable that was being investigated for this study. The term "cause" is used in the field of research to refer to an independent variable. A ratio scale, an interval scale, and an ordinal scale were utilized in order to accurately measure the independent variable. The Likert scale was the most prevalent sort of scale, and it was used to generate replies that addressed the study subject, problem, and questions. It was expected of the participants to react appropriately to the questions that were included in the questionnaire.

The participants' replies were measured in terms of their rationale on management by objectives, monitoring performance, training and development, evaluating performance, and the feedback system. This was the independent variable that was being measured. The researcher had the goal of gaining an understanding of the impact that the various performance management methods may have.

The second Construct or Variable is the Dependent Variable

During the course of this research investigation, the variable that was dependent on was motivation. Within the context of a research project, a dependent variable is a variable that is reliant on another variable. A nominal scale was utilized in order to quantify this variable. The information was gathered through the use of an interview guide, which required the researcher

to interact with the individuals who provided the responses. Following this, the raw data that was collected was transcribed, and codes were determined for each of the many indications.

Study Procedures and Ethical Assurances

Prior to the beginning of the research, this study was presented to the UREC for evaluation, and after consideration, the researcher was given clearance and authorization to move forward with the research. For the purpose of this study, human subjects were employed, and the respondents who participated in the survey were included. Every single one of the responders was from Uganda, and they were primary school teachers from both the lower and higher sections of the country. In this research study, ethical concerns were addressed, and the researcher made certain that all of the respondents were willing and prepared to take part in the study with the intention of ensuring their participation.

Resnik (2015) defines ethics as a norm that illustrates what is regarded good and undesirable in each particular scenario in the environment. This definition accurately describes the concept of ethics. When carrying out any kind of study, maintaining secrecy is to be viewed as important and ought to be given top importance. Participants in a study are pleased to identify with a researcher who provides them with the certainty that their contribution, in whatever shape it may take, will be kept anonymous and confidential (Williams and Pigeot 2017)). An individual doing research need to make every effort to avoid disclosing any information without first obtaining the participant's permission.

Before beginning any kind of study, it is also the responsibility of the researchers to make sure that the respondents or participants are conscious of the confidentiality clause. It is important for the researcher to make use of the material provided for the same purpose for which it was intended. According to Lancaster (2017), any information that is gathered but is

deemed to be of little utility should be left out of the study and should not be shared with any other researchers, groups, or academics.

The participants in this research study were invited to participate in a debriefing session, during which the researcher provided an explanation of the purpose of the study and further underlined the advantages of participating. All of the participants were given the assurance that they would remain anonymous and discreet during the course of the study. They were also advised that any information they supplied would be utilized for the purpose for which it was intended, and that it would not be shared with any third party, nor would their identities be revealed. These reassurances and affirmations served to stimulate the responders, who were urged to give much above their initial expectations.

In addition, in order to maintain the secrecy of the information gathered during this research project, it was required of the participants that they refrain from writing their names on the research instruments that were distributed in the form of questionnaires. The reason for this was that we wanted the responders to maintain their concentration and composure, secure in the knowledge that their contribution would be acknowledged by the researcher. In order to provide the respondents with accurate interpretations of the information, those who need clarification were provided with it. All of the questionnaires that were returned to the respondent were stored in a safe location and were only utilized for the purpose of data analysis. After that, they were completed off-site for the purpose of reference (Navalta, Stone and Lyons, 2019).

Formulating the research questions that would serve as the basis for the research instrument was an integral part of the process of data gathering. In accordance with the study topic, the questions were formulated. In order to ensure that respondents had the shortest amount of time possible to reply, the questionnaire was developed using closed-ended questions. We were successful in identifying a group of responders who would be able to make

a financial contribution. The research had to be carried out within a specified timeframe of one month, and as a result, analysis was carried out.

Ethical Assurances

In the course of carrying out this study, the researcher was able to be in compliance with the requirements that are required for research administration. A researcher is burdened with the job of obtaining consent and approval from the parties engaged in any research endeavor. This responsibility falls under the researcher's direct accountability. It is of the utmost importance that the participants be informed about the ongoing study, that they are completely aware of it, and that they are provided with a detailed explanation of what the research includes. In the event that researchers want to include newborns in any of their studies, they are obligated to communicate with the parents or guardians of such children.

In accordance with what Naylor (2011, p. 6) argues, "the need to obtain voluntary informed consent" from subjects prior to any study endeavor. Reach out to the people who participated in the study and ask for their permission to use their opinions in relation to your research. After you have obtained their consent, they will be actively involved in the study and will be totally interested in it.

Before beginning a study, it is important to provide the participants with an explanation of the research subject, the goal of the investigation, and the results of the study. The participants will be interested in the study and motivated to participate if they are provided with information about it. When it comes to ethics, including subjects in your research without first obtaining their full agreement might result in your study being invalidated. The researcher distributed the informed consent form to the participants and made certain that those individuals who were prepared and eager to take part in the study attached their signatures before offering any kind of answer. Please find the form for providing informed consent linked in the attachment.

According to Mcshane, Davey, RousE, Usher, and Sullivan (2015, p. 81), "researchers have an ethical and educational obligation to debrief their research participants and that such participants can benefit from information that stems from psychological research studies as a result of their participation in the research." It is the responsibility of the researcher to provide the participants with feedback about the findings of the research. In relation to the research, the participants ought to be able to inquire for further clarification, comprehend the topic in its entirety, and pose questions.

As soon as the researcher finishes the activity, the participants who were participating should be in a position to receive a comprehensive and understandable explanation about the study itself. The participants should be provided with an explanation since it is of utmost importance because it provides them with the knowledge that pertains to the study. A response should be made available to participants who are looking for clarification on particular subjects, and the researcher should always make an effort to explain things in depth in order to ensure that the participants comprehend and value the researcher who is conducting the study.

It is essential for the participants to participate in the debriefing process since it is through this method that the researcher establishes a connection with the participants by gaining an insight of their happiness throughout the whole procedure.

study participants have the right to be protected throughout the duration of any study endeavor. The responsibility of ensuring that the individuals who are participating in the research are shielded from any form of risk or stress that may be a result of the research falls on the shoulders of the researchers undertaking the study. Participants who take part in research must to be treated with respect and given the assurance that they would be completely protected. On top of that, according to Naylor (2011, p. 5), "participating in the research should be in the best interests of the patient." It is the responsibility of the researcher to safeguard them and reassure them that everything is in order. During the meeting that the researcher held at

one of the model schools, all of the participants were given a debriefing, at which point critical information was presented and clarification was made.

If the study is going to include studies that include vulnerable populations, then such studies should be guaranteed to be protected and given the attention that they deserve in order to be considered part of the research. Participants should be placed in a setting that is suitable, enabling, and have the potential to motivate and entice them to take part in the study being conducted.

When participants are provided with the confidence that they will be protected, they participate openly and freely; nevertheless, if they are not provided with protection, it is quite probable that they will not be interested and will opt to ignore the opportunity.

Researchers have a responsibility to be transparent and transparent about the study they want to do. Participants should not be misled or given false promises in exchange for their contributions, and they should not be deceived. There should be a limited amount of deception in situations when the researcher believes it is appropriate to do so; nonetheless, the optimum approach would be to avoid deceiving and misleading the participants. Give them all of the information that they require, and they will cooperate with the research that you are doing.

Researchers should ensure they do not deceive participants when conducting research because it is “represents clear violation of the individual’s basic right to informed consent and it shatters the trust inherent in the implicit contractual relationship between the researcher and the participant” (Kimmel and Smith, 2001, p.668).

When participants in a research study express a desire to withdraw from the study, they should be given the opportunity to do so. At all times, the researcher should make it clear that the respondents are free to leave at their own discretion in the event that they decide they no longer desire to do any sort of contribution. When we began this research project, we made sure to remind all of the participants that they had the right to withdraw from the study

whenever they felt it was necessary. We did not coerce them into taking part in the study; rather, we designed the activity to be participative and interesting for those who expressed interest in taking part.

In my capacity as the primary researcher, I made myself available to offer the respondents with all of the information that they required in order to take part in this study. I made sure that the participants had access to my contact information and asked them to get in touch with me anytime they required help and assistance in responding to the questions. It was my responsibility to guarantee that this study did not contain any biases.

Data Collection and Analysis

The qualitative research was conducted using interviews that were constructed with open-ended questions that requested replies from the individuals who participated in the study. According to Young, Rose, Mumby, Benitez-Capistros, Derrick, Finch, and Mukherjee (2018), interviews are specifically described as a process that involves one person interrogating another individual in order to elicit a response on a certain topic matter. In order to make the most of the comments that the other party makes throughout the conversation, it is necessary to prepare for interviews and know what an interview comprises. Through the process of generating questions and interacting with respondents on a one-on-one basis, this research endeavor aimed to collect responses that would be used to inform the resulting analysis.

The interview tool was built in such a manner that it was open-ended. This was done in order to provide the respondents the opportunity to supply as many responses as they could, which would then be coded and themes would be formed in the future. We had the opportunity to have a one-on-one interview with the school administrators located within the school, and the objective of the interview was to gain an understanding of the various performance

management methods that are utilized within the school. We requested them to provide a list of the various performance management systems that are utilized in the school so that we could determine whether or not these systems had an impact on the level of motivation that the staff members have inside the school. The questions were carefully constructed, and the responders, who were constituted of the administrators, were able to supply replies that helped later turn out in the direction of the findings of the study.

As part of the research study, the significance of interviews;

Due to the fact that they offer the researcher an in-depth analysis that is beneficial to their research study (Muylaert, Sarubbi Jr., Gallo, Neto, and Reis, 2014), interviews are regarded to be an essential component of qualitative research investigations. It is possible for researchers to develop research tools, such as interview guides, that are helpful during interviews while they are doing qualitative research investigations. The participants are given the opportunity to supply the researcher with as many thorough replies as they can due to the open-ended questions that have been prepared. In order to provide answers to the research questions that were posed in the study, the researcher will develop an analysis based on the replies that were provided. The researchers are able to delve more deeply into the thoughts and replies supplied by the respondents via the use of interviews. This allows them to provide clear data that can be used to inform the research study. When it comes to qualitative research, open-ended questions are quite important since they elicit replies that are more comprehensive and detailed from the people who are participating in the study. In order to obtain information from the people who participated in the research study, researchers are more likely to conduct more in-depth interviews.

Further, interviews are beneficial in qualitative research since they allow the researcher to gain an understanding of the feelings and dispositions of the participants while they are participating in the sessions. It is possible for researchers to gain an understanding of the

underlying motives that motivate participants to behave in such a manner when they engage participants in interviews of this kind (Robinson, 2014). Based on the participants' feelings and dispositions, it is possible that they will be required to answer questions that are posed to them in relation to the research study in certain circumstances. It is extremely simple for the researcher to comprehend and analyze a response that is supplied by a participant who is emotionally or moody, and it is also simple for the researcher to explore deeper in order to obtain a response that is more meaningful to the questions that are presented. Reactions that are influenced by feelings and emotions could not be real, and they are likely to have an impact on the quality of the data that is used to guide the research project. Therefore, it is essential for the researcher to have a good awareness of the mood and feelings of the participants and responders since this enables the researcher to become involved in a more strategic manner.

Additionally, interviews are essential in qualitative research because interviewers are able to request clarification from the participants in the research study through these sessions (Farooq and De Villiers, 2017). This is a key reason why interviews are so significant. In the event that the participants provide responses that are not very clear or those that are not tailored to the research, the researcher may be forced to request clarification or even more detail in order to inform the research study. The interviews are structured in such a way that makes it possible for the interviews to dialogue with the participants. In situations in which the respondent delivers an answer that the researcher is unable to comprehend, it is quite simple to demand more explanation from the respondent in question.

Interviews are essential in research because they enable the respondent or participant to take control of the research study (Rossetto, 2014). Dialogues enable the researcher to have an open conversation with the respondent while the research study is being conducted, which in turn gives the respondents more control over the research. The majority of the time, the researcher is the one who conducts the most of the listening, and because the interviews offer

the respondent an open channel through which they may express themselves, the respondent subsequently delivers replies that are more significant and rich in content. Within the context of research projects, interviewers participate in conversations and conversations that are more in-depth, and as a result of these open conversations with the respondent, they are given the authority to talk in a manner that is more honest and transparent.

It is essential for researchers who are doing qualitative studies to conduct interviews since they provide a wealth of data that is significant for the research study (McGrath, Palmgren and Liljedahl, 2019). When researchers schedule interview sessions with the participants and respondents, they are able to acquire a wealth of information from the respondents. It is via the use of such data that they are able to produce themes and codes that are used to inform the research during the times when they are transcribing. Interviews typically reveal many replies from the participants, and in some instances, the responses may be presented in a certain manner. It is only when the interviewer analyzes the responses that they are able to provide data that is both rich and instructive. In addition, the replies that are offered during the interviews may reveal information about tales that the interviewer has to examine and interpret in order to make sense of them. Stories of this nature include a great deal of information that may be of help to the research study and is necessary for its completion.

Researchers and interviewers are able to collect a wide range of information from respondents by employing the method of conducting interviews. When respondents are interviewed, they are more forthcoming with information, and in the majority of instances, they offer information from their own point of view as well as ideas that might be beneficial to the research project. The ideas that are provided are what the researcher continues to build upon during the analysis process, which is what gives the research its richness and significance.

A questionnaire that will be developed for the quantitative research has been characterized as a tool that "evaluates a user's on-site experience in a repository based on the

current visit." (Yakel and Tibbo 2010, p.213) The questionnaire that will be used to gather data during the study will be designed for quantitative research. It is a trustworthy instrument in terms of capturing information for analysis, and it is extremely beneficial in terms of application to the intended participants within a research. For these reasons, the questionnaire will be employed since it is not expensive. Research questions that are relevant to the study will be incorporated into the tools that will be produced.

It was planned that the questionnaire would include scale questions, closed-ended questions, and questions with multiple choice answers. In this research, closed-ended questions are helpful since they compel the respondents to submit solutions to answers that have already been developed (Krosnick, 2018). In this research study, we have prepared questions that have various responses, and we have asked the respondents to submit a response depending on their degree of interpretation and how it relates to the topic that is now being discussed.

The questionnaire that was constructed also included the use of multi-choice questions since it was believed that these questions would make the process of answering to the questions simpler by assisting in the generation of better options that the respondents would choose (Xu, Kauer and Tupy, 2016). The characteristics of these inquiries make the process of collecting coherent replies that contribute to the enhancement of the research study more straightforward.

There were also scale questions included in the questionnaire that was prepared. Scale questions are employed because they give replies based on a scale, and respondents are expected to either agree with the story or disagree with it. There were numerous scale items included in the questions, and each of these items was designed to give a thorough approach that would gather responses that address the underlying concerns that were being investigated in the research. Please find the questionnaires in the appendix B that has been included.

With regard to quantitative research, the significance of the question;

When doing research, researchers often make use of questionnaires since these instruments are standardized and guarantee that the data acquired is consistent. The majority of the time, while designing a questionnaire, it is necessary to construct questions that are comparable to one another and to maintain consistency in the structuring and layering of the questionnaire when collecting data. The researchers are charged with crafting the same questions because they want to collect data from the participants and responses, and they want to compare the analysis to inform their study (Rowley, 2014). When constructing a questionnaire to be used as a tool for data collection, it is of the utmost importance that the researcher adhere to the same format and ask the same questions to each and every respondent that participates in the research project.

A research project that involves the participation of a large number of participants might benefit from the use of questionnaires since it is much simpler to administer the instrument over the course of the investigation. During the process of data collecting, the researcher could be required to employ a questionnaire if the sample size is big. In situations when it is necessary to gather data from participants located in a variety of areas, the researcher may simply investigate various ways of distribution by employing a questionnaire. This can be of great assistance in reaching a large group of people who can provide the study with their replies in accordance with the research. Due to the fact that it is able to readily contact a large group of people, the questionnaire generates a large number of replies throughout the process of generalizing the data, which contributes to the richness of the research. It is possible for the researcher to save a significant amount of time by distributing the questionnaire to the participants rather of conducting interviews with the participants. This eliminates the need for the researcher to conduct interviews with the participants.

During the process of data gathering for a specific research topic, questionnaires are easily quantifiable and measurable sources of information. Because it offers statistical data that

is easily quantifiable and measurable, researchers rely on the usage of a questionnaire during the analysis of data acquired during the research project. This is because the questionnaire is used to collect data. In light of this, the utilization of a questionnaire throughout the research study makes it much simpler to perform statistical analysis on the collected data. As a consequence of the use of a questionnaire, the researchers are burdened with the responsibility of providing data, and they are to show it in the form of tables and graphs.

The statistical methods can be utilized to do analysis on the quantitative data that was gathered via the use of questionnaires.

For the purpose of conducting an analysis of the data obtained from the research study, researchers can rely on the utilization of statistical software such as SPSS (Rutberg and Bouikidis, 2018). The use of a questionnaire makes it simple to evaluate data that is provided in a statistical format, and it also makes it possible to determine the links that exist between the variables. The usage of a questionnaire that provides the data in a statistical format is something that researchers use during research projects when they wish to understand the link between the many factors that were found throughout the course of the investigation. There is a straightforward assistance for the interpretation of data from a research study that was provided utilizing the questionnaire as a data collecting method, and it is also straightforward to make an analysis.

The usage of questionnaires is essential due to the fact that they are constructed in an organized method that enables the participants to submit replies in an objective manner (Saczynski, McManus, and Goldberg, 2013). It is necessary for a participant to reply to the questions that have been created for the study based on their own independent thoughts and judgment. The researcher is able to gather data that is devoid of biases, which are the types of biases that, in most circumstances, cause the analysis of data to be distorted during interpretation. As a result of the fact that the questionnaire contains questions that are

straightforward and do not require the participants to engage in any form of thought, there is a potential for time waste. In addition, the responses that are obtained from the questionnaire are likely to be reliant on the degree of openness and honesty that a responder demonstrates over the course of the experiment.

During the course of the research, the utilization of questionnaires is not only economical but also does not call for a significant amount of financial resources. It is possible to provide the questions through a variety of channels, such as online, which does not necessarily require a respondent to have direct contact with the respondent. Instead, the questions can be disseminated through channels such as e-mail and even through the postal address that the respondents have supplied. When it comes to researchers who are limited in their resources, the most preferred method of data collection is the use of a questionnaire.

Data Collection and Analysis

Data of Qualitative Nature

Codes and themes that were derived from the excerpts that were collected throughout the research study were utilized in order to conduct an analysis of the qualitative data. owing to the COVID-19 epidemic, we were only able to conduct interviews with ten (10) school administrators at the school. This was owing to the fact that the majority of them had actually continued to remain in their houses outside of the area code where we were conducting the interviews. We were able to conduct interviews with the administrators in order to have a better understanding of the many types and characteristics of performance management systems that are utilized in the school. During the process of coding, we were able to successfully recognize the word "appraisal," which led us to discover that appraisals are the most popular type of performance management system utilized in the educational institution.

Through the utilization of content analysis, qualitative data was analyzed in order to better understand the data. The administrators of the schools who participated in this research study were the target audience for the interview guide that was developed. Over the course of the investigation, the researcher communicated with the several administrators who offered replies to the questions. Following the completion of the activity, the researcher transcribed the scripts and developed codes and themes that would serve as the basis for the report.

In qualitative research, the term "content analysis" refers to the process of evaluating and creating data that has been obtained through the development of codes (Vaismoradi, Jones, Turunen, and Snelgrove, 2016). The codes that are produced as a result of the procedure are helpful in interpreting data, doing analysis, and generating reports. The coding system was developed by the study based on the scripts that were collected as part of the research in order to interpret the meaning.

Quantitative Data

For the purpose of conducting research investigations, the data will be evaluated with SPSS, which is a software program that is used to analyze data. This program has been utilized by a number of academics, and it has demonstrated that it offers the most accurate analysis. According to Ong and Puteh (2017), SPSS is a tool that was conceptualized with the intention of capturing all statistical information and tests.

When it came to the quantitative data, the research study relied on replies based on a Likert scale, which quantified the reactions of the participants. On a scale starting at one and going up to five, the replies ranged from strongly agreeing to disagreeing, agreeing to strongly agreeing, neither agreeing nor disagreeing, and highly agreeing. Because of this option, the participants were able to select the most suitable choice that was applicable to their situation. In accordance with the research questions that are being investigated in this study, the

questionnaire has been designed, and the responses that were collected will be utilized in order to produce an analysis for this research study.

As a result of its user-friendliness and the ease with which it may be responded to in a research study, the Likert type scale has been embraced by a number of academics and researchers (Awang, Afthanorhan, and Mamat, 2016). For the purpose of this investigation, the data was evaluated by means of numerical scores, with each response being assigned a number value according to the Likert scale. This figure served as the foundation for the analysis. Numbers were used to express the statistical variables, which comprised the dependent and independent variables, in order to determine the mean, the average, and the standard deviation. It was determined that a paired t-test was the most appropriate method of analysis to apply in order to evaluate the hypothesis regarding the quantitative data. There was also the usage of correlation analysis for the purpose of data analysis in this research. According to Schober, Boer, and Schwarte (2018), the term "correlation" refers to a procedure that involves the measurement of data with the intention of identifying whether or not there is a meaningful connection between the variables. As a result of the fact that we had determined which variables were dependent and which were independent in the research study, we were able to conduct a test to determine whether or not there was a significant association between the two variables.

Triangulation, which is also known as mixed research, is the preferred methodology for the research topic. This is due to the fact that the results obtained from applying it are from two perspectives, which provides a clear picture into the underlying different perspectives at hand. Additionally, it limits "deficiencies and biases that stem from any single method" (Mitchell, 1986, p. 19). In conclusion, the study was a mixed research.

In order to determine the effect that performance management systems have on motivation, it was necessary to employ both qualitative and quantitative methods of data collection. This was done in order to guarantee that the qualitative method of data collection

was utilized in order to pick relevant key respondents from the various departments. Following the selection of the respondents, the researcher conducted in-depth interviews with them in order to gain a better knowledge of the primary factors that influence the evaluation of motivation. The quantitative technique, on the other hand, was also utilized in order to collect data on performance indicators in order to provide insights into performance management systems. This was done in order to get a comprehensive understanding of the difficulties. A sequential design, which is comprised of two designs in the sense that they are implemented in phases where one design follows the other in that order (Ivankova, Creswell, and Stick, 2006), served as the foundation. The first stage consisted of conducting a qualitative study in order to gain an understanding of the various aspects of performance management systems, and the second stage was to determine the impact of the various aspects of performance management systems. A questionnaire was designed by the researcher in order to collect quantitative data, and an interview guide was established in order to conduct the qualitative research. The sample size consisted of one hundred (100) individuals, thirty (30) of whom were teachers, thirty (30) were support workers, thirty (30) were part-time instructors, and ten (10) were administrators.

CHAPTER 4: FINDINGS

Introduction

In the next chapter, the findings and conclusions of the study that was conducted on the impact of performance management systems on the motivation of staff members at a school in Uganda were going to be presented. When it came time to talk about the findings and the results, the researcher was able to provide the analysis and presentation, which was presented in a way that was both visually appealing and easy to understand. It is derived from the tables and graphs that were produced by the Statistical Package for the Social Sciences (SPSS) for all of the quantitative data, and the qualitative data was presented in themes and codes that were obtained from the data excerpts that were utilized during the process of data collecting.

A well-developed questionnaire was provided in three sections, each of which contained the fundamental information that was requested from the many respondents that took part in this study. For the purpose of understanding their classification, age in years, gender status, and marital status, the information that was necessary was requested. The second segment focused on performance management methods in the school. A full understanding of the many performance management systems that are utilized in the school, including whether or not they are specified and understandable, was the goal of this endeavor. The greatest performers are rewarded as a kind of motivation through performance management systems, which are beneficial because they assist firms in evaluating their performance, establishing standards, and establishing standards. We wanted to know whether the performance management systems that are now being utilized at the school motivate staff members, and if they do not, what should be done to enhance the systems in order to increase motivation. The third portion of the question was centered on motivation, and the purpose of this section was to determine whether or not the systems are motivating staff members.

In this portion, the reliability of the data was also evaluated, and the research was able to determine whether or not the data that was gathered was worthy of being included as a component of the conclusions from the research study. In addition to this, it placed an emphasis on testing the hypothesis and analyzing the implications of an investigation.

Analysis of the Data and Presentation of It'

The objective of the study is to assess the impact that performance management systems have on the level of motivation exhibited by staff members working at a school located in Uganda. Even though Uganda is home to a number of educational institutions, the elementary schools were the focus of the research study. The presentation and analysis were done through the use of tables and graphs.

Trustworthiness of Data

Credibility of the;

A credibility analysis was performed on the data, which entailed determining the degree to which the information and content were authentic. The act of demonstrating that the material that is being provided is genuine is what constitutes credibility, according to Faniel, Kriesberg, and Yakel (2016). In addition to paying close attention to the accuracy of the data, the researcher made certain that the information that was given was accurate and had not been altered in any manner. During the process of data input, the researcher made certain that the system was only populated with the information that was supplied in the tools. Any information that was unclear was not taken into consideration since it would result in an incorrect analysis. As soon as the process of data collection was over, the transcripts were also distributed to the participants for the purpose of quality control and checks. This was done with the intention of verifying that the material that was supplied was accurate and was meant for the research study (Birt, Scott, Cavers, Campbell, and Walter, 2016). The participants were able to verify that the

information that was supplied during the data collecting exercise was accurately represented. This not only gave them a sense of empowerment, but it also made them feel like they were a part of the process.

Due to the fact that the researcher selects a sample from the population that is intended to take part in the study, the lack of interaction with the potential respondents to ensure that they have a complete understanding of the objective prior to the beginning of the study may have an impact on the actual responses that are generated.

Transferability,

Furthermore, transferability was used to this research in order to guarantee the reliability of the data, and the data that was gathered and evaluated using the aforementioned procedure was able to accurately predict the means. At the time that the data were being analyzed, the analysis that was given may be applied to different circumstances (Gunawan, 2015). The findings were presented in such a way that, in the event that a subsequent researcher decides to take part in a study that is comparable to the one that was conducted, their findings should be consistent with the aforementioned findings. The information that is obtained from the findings of the study will be easily transferable to other studies, and this will contribute to the increased awareness that is intended for the community and the group that is being targeted. The members of the population that is being targeted would rely on the same information, which would allow them to readily enhance their systems and processes, as well as their level of production.

Among the limitations of the aforementioned is the possibility that certain findings from study could not be applicable to other studies, and as a result, they might not add more to those areas. It is quite improbable that they will contribute value to other studies that are already being conducted, regardless of how useful they may be.

Dependability

Another method that was utilized to ensure the reliability of the data was the utilization of dependability. Dependability is a term that describes the method by which "the research" is carried out.

As stated on by (Nowell, Norris, White, and Moules's 2017, p.3) publication, "the process is logical, traceable, and clearly documented." Before beginning the process of data collecting, the research made certain that the population that was being sampled was properly informed and qualified to take part in the study. This was done for the aim of guaranteeing that the results would be accurately documented and presented throughout the process of data analysis. The study was conducted with the utmost care in order to eliminate any errors and to verify the quality of the information that was given in the report. The information was coded in a clear and concise manner, and themes were developed in order to facilitate the process of generating a cohesive report that would be advantageous and pertinent to the parties involved. That even if someone chose to refer to the findings at the time, they would readily be able to evaluate and verify the information that was included inside them (Rose and Johnson, 2020).

Confirmation

Within the context of the analysis and presentation of the data, the concept of confirmability was also highlighted as a method of ensuring the reliability of the information. During the process of entering the data, the researcher made certain that all of the material that was supplied was accurately collected and that the approach was presented in a simple and understandable manner. In the research study that Kyngas, Kaariinen, and Elo (2020) conducted, excerpts from the interviews were taken into consideration as they were provided by the respondents who took part in the research. The purpose of this was to make certain that the whole report did not contain any inaccurate representations of the information that was obtained from the participants. The concept of confirmability is extremely important in the

field of research since it guarantees that the researcher provided findings that are genuine and reliable for other researchers to rely on in the event that they conduct studies that are comparable to the ones that were presented.

The limitation of confirmability is that because the researcher is required to demonstrate the authenticity of the findings in the study, it may require that he or she discloses the sources. This is unethical because it is a requirement to confirm to the respondents that the information they provide will be kept confidential and that the source will remain anonymous during the preliminary stages of the preparations for data collection. Disclosure of excerpts from the interviews that were carried out becomes an issue, and as a result, it may be interpreted as a sign that you, the researcher, are not trustworthy.

Assumptions of Statistical Tests and Potential Weaknesses

In this investigation, the constructs that were utilized namely, motivation (the dependent variable) and performance management systems (the independent variable) were scrutinized to ensure that they satisfied the assumptions of the statistical tests that were implemented. For the purpose of analysis, the Likert-scale data that was obtained from the independent variable was handled as data that is at the interval level. This is in accordance with the standard procedure that is utilized in research that is conducted in the social sciences. The dependent variable, which was measured on a nominal scale, was deemed to be appropriate for the descriptive and inferential tests that were chosen. The dependence on data that is self-reported, which may be influenced by response bias, and the restricted generalizability that results from the fact that the sample was drawn from a particular community of primary school teachers in Uganda are both possible sources of flaws. In addition, even though care was taken to maintain credibility, dependability, and confirmability, the interpretation of qualitative data may still be influenced by the judgment of the researcher, and any missing or unclear responses could have a slight impact on the validity of the findings.

Reliability and Validity of Data

Data of Qualitative Nature

With regard to the qualitative data, the researcher first conducted a preliminary test of the instrument in order to determine whether or not the findings that were supplied by the respondents would be accurate and pertinent to the study. This was done in order to examine the reliability and validity of the qualitative data.

The capacity to establish the correctness and consistency of data is what is meant by the phrase "reliability," whereas the term "validity" may be described as the process, methods, or methodology of quantifying or measuring variables (Mueller and Knapp, 2018). The questionnaire that was prepared and aimed at determining if the data that was obtained during the research study would be reliable and valid for analysis was the research instrument that was utilized for the quantitative data. This questionnaire was used to collect the data. Both reliability and validity were of the utmost importance in this study due to the fact that the research instrument that was utilized was designed to minimize the mistakes that have the potential to misrepresent the actual findings of any research study (Ali, Carr, and Ruit, (2016).

Results

Results of Findings with graphical examples.

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

In order to answer the first research question, the researcher sought to first determine the various respondents who participated in the study, including their age in years, their level of education, and the number of years they had worked at the school. The concept was that if one had a complete comprehension of the aforementioned, it would imply that the subsequent

conversation would be devoted to determining the various performance management systems that are utilized by the educational institution. Because there are many schools in Uganda, each school has its own unique performance management system that best describes it. As a result, the first questions that were presented in the research tool using the questionnaire were to receive information regarding the actual number of staff members who work in the school, as well as their ages and levels of education.

As part of the qualitative research, interviews were conducted with the administrators.

Interviews were conducted with ten of the school's administrators in order to have a better understanding of the many parts of the performance management systems that were utilized at the school. A framework for conducting interviews was developed, and the administrators who were going to take part in the research were identified. Initially, the researcher conducted a debriefing session with each and every responder, during which they gave clarification on the instrument that was going to be utilized. From the snippets of the interviews, the researcher was able to recognize recurring themes and codes, as will be shown below.

The following solutions were offered for each and every one of the fundamental questions that were posed:

When asked if the school performs staff or performance reviews, all of the respondents who took part in this study had completed higher education, and their response to the question was that the institution does conduct such evaluations or assessments. It should come as no surprise that this institution employs administrators who are qualified and have completed a tertiary education level, which distinguishes them from other administrators.

What are the several sorts of PMS that are utilized by the school, and what are their characteristics?

Self-Evaluation,

One of the types of performance management techniques that are utilized at the school was self-evaluation, which was noted by the respondents. In most cases, when the process of assessing performance begins, the administrators will hand out the appraisal tool to the staff and ask them to conduct a self-evaluation before moving on to the one-on-one discussion that will then be conducted addressing the performance. Since of this, the staff is motivated since they feel like they are a part of the entire process. Self-evaluation was noted by the majority of the respondents, and it is evident from the interview scripts that this is the sort of performance management system that is utilized in the educational institution.

Management based on Objectives,

On the basis of this subject, it was discovered that the administrators were aware of the need of establishing goals prior to conducting an evaluation at the school. In their explanation, they stated that they typically hold a meeting with the staff in order to establish goals, and that these goals ought to be accepted by both sides. At the beginning of the assessment process, the goals serve as the foundation for the appraisal process, which is a component of the performance management system. Despite the fact that the majority of respondents confirmed that self-evaluation is the sort of performance management technique that is utilized at the institution, an additional number of respondents recognized management by aim. When you have a system in place that relies on management by objective as one of the types of performance management systems used, it means that when objectives are set and the staff understand what is required of them then at the time of appraisal assessment they evaluate their performance based on the set objective and then self-appraisal becomes relevant because they are given an opportunity to assess themselves based on the objectives that were set.

The critical incident evaluation,

If performance management systems are implemented, what kind of an effect do they have on the motivation of employees?

Enhances and identifies the areas that have deficiencies;

The individuals who participated in the survey indicated that performance management systems are a motivating element since they not only enhance but also identify areas that have deficiencies. Through the process of identifying these areas, the administrators are able to design methods and strategies for bridging the gaps that were previously described. As a result of the fact that they believe they are being assisted by the process, which helps them enhance their abilities and enables them to perform successfully, the staff is motivated throughout the entire process. It was confirmed by the administrators that the implementation of performance management systems leads to improvements in the areas of weakness, as well as the identification of such areas, and that these improvements have an effect on the motivation of the personnel. In order to determine whether or not the staff members have a clear understanding of what is expected of them, assessments are carried out, and scores are issued for the purpose of providing feedback. Therefore, the fact that the administrators have mentioned that performance management systems enhance and identify areas of weakness indicates that the systems are valuable and assist staff members in growing and becoming better, which is a factor that motivates them.

This results in promotion.

According to the administrators, performance management systems result in promotions for staff members inside the school, which in turn instills motivation in the staff members. During performance reviews, the individuals who have demonstrated the highest levels of achievement are often awarded for their contributions and the amount of effort they have put in at the school. This makes them feel content and thrilled. It was also mentioned by

the administrators that the presence of such performance management systems motivates employees to put in a lot of effort, develop their creative abilities, and conceive of ideas that are beyond the norm, with the expectation that they would be promoted if they exceed expectations. Within the context of the educational institution, promotion is seen as a sort of incentive that helps to personal progress and pleasure.

Helps to Improve the Effectiveness and Efficiency of the Organization

The respondents emphasized that the impact of performance management systems on the motivation of staff is that it improves organizational efficiency and effectiveness. This is due to the fact that when the staff is subjected to performance management systems such as the appraisal, their weaknesses and strengths are identified. Furthermore, when the gaps are bridged through capacity building sessions, the staff is able to become efficient and effective. Providing workers with skills that are pertinent to their work not only helps them progress as individuals, but it also benefits the business since it allows the employees to become more efficient and productive in their work. An effective staff will put in a lot of effort and play a role in assisting the organization in accomplishing the school's objective and vision.

What can be done to improve to improve PMS in the school?

Following up on the agreed objectives and goals

In accordance with the aims and objectives that were agreed upon;

In order to ensure that staff members are able to perform to their full potential, the respondents were of the opinion that after the objectives have been decided upon, they should be stressed and advice should be provided. Therefore, prior to the performance evaluations being carried out, it is important to underline the importance of following up with individual staff members and checking in on them as necessary.

Putting together a capacity-building program for the staff

Sessions of capacity development should be planned for the staff members who require them as soon as gaps are recognized. The objective of these sessions is to improve the performance of the respective staff members. In the event that the personnel is not allowed to participate in training and development events, the school's performance management methods are rendered completely ineffective.

Comments and Suggestions

The individuals who participated in the survey indicated that feedback meetings have to be planned with individual staff members, and that during these sessions, the staff ought to be told about their performance. In spite of the fact that the objectives have been established and agreed upon by both sides, there should be feedback sessions on how the staff is performing in the middle of the process. Feedback sessions are extremely significant since they have the ability to assist employees in improving in areas where they are lacking, which ultimately results in increased productivity and efficiency.

A Rewarding Performance,

In the school, it is very essential to recognize and reward those who have achieved the highest levels of success, and this should be stressed since it is one of the ways that performance management systems may be improved. They should be rewarded when they are identified as high achievers since this has the effect of motivating them to perform well in their work.

I would want to know how frequently the workout is carried out.

Once a year

As a result of the fact that the respondents said that the exercise is carried out on an annual basis, it is clear that the administrators carry out the exercise on an annual basis. Those who participated in the survey were aware that the exercise was carried out on an annual basis.

I would want to know when the last evaluation carried out at the school.

Year 2020

The fact that the most recent evaluation was carried out in the year 2020 was brought to the attention of the responders, which indicates that if evaluations were carried out in the year 2020, then this is an annual activity at the school. It was indicated by a few of the responders that the most recent evaluation was carried out in 2019. The pattern demonstrates that the evaluation was carried out, and the fact that they place a focus on the years 2019 and 2020 makes it quite clear that this kind of activity was carried out.

Aggregate Effect of Staff PMS on the General Motivation of Staff?

Improves Performance of Staff

The majority of those who participated in the survey shared their opinion that the impact of PMS on the overall motivation of staff members is to enhance performance. The purpose of performance management systems (PMS) is to evaluate the performance of the staff, and the determination of how to check on performance has a significant influence on the motivation of the staff.

It is beneficial to the staff's sense of self-worth.

Based on this topic, it was determined that the presence of PMS has a positive impact on the self-esteem of the staff members, particularly when they are provided with the option to review their own evaluation. One of the factors that motivates them is the fact that they are given the opportunity to participate in matters that pertain to their performance.

The following constitutes a discussion of the findings and results obtained from the quantitative study:

The data that was acquired via the use of the questionnaire that was distributed to the participants who fell into the categories of teachers, support personnel, and part-time teachers served as the basis for the presentation that was completed. The questionnaire was broken up into two sections: the first section focused on the performance management methods that are

utilized at the institution, and the second section was centered on the various factors of motivation. The purpose of these was to assist in answering the research questions that had been decided upon over the course of the study.

RQ2: How do performance management systems affect teachers' and support staff motivation?

Table 1

Participants in the research study

Job Designation	Count	Percent
Part-time Teachers	2	2%
Support Staff	22	25%
Teachers	65	73%
Total	89	100%

For the purpose of this study, a total of 89 individuals participated as respondents. These individuals were given a questionnaire that had specific questions to which they were expected to provide responses. 2 of the respondents, which accounted for 2% of the total, were part-time teachers, 22 of the respondents, which accounted for 25% of the total, were support personnel, and 65 of the respondents, which accounted for 73% of the total, were teachers at the school. Each group of respondents received a copy of the questionnaire, and a certain amount of time was allotted for them to collect their responses. According to these data, the largest number of individuals who participated in the survey were educators.

Table 2

The Distribution of Genders

Gender	Percent	Count
Female	37%	33
Male	63%	56
Total	100%	89

According to the data, it was discovered that there were a total of 63 male respondents, while there were 33 female respondents, which accounted for 37 percent of the total samples.

It is therefore evident that this study attracted a greater number of males than females. The implications of the findings on performance management systems are that a high number of male staff employed in the school as opposed to female staff means that male staff members are motivated to deliver on set objectives because they are less distracted, which in turn makes them more efficient and effective during their time at the school. These data also indicated that the gender composition of guys who participated in this study was extremely high in comparison to the gender composition of females. As a result, this suggests that the school employs a greater number of males than it does ladies. In light of this, the gender makeup of males is a significant factor to consider when determining the various performance management techniques that are utilized inside the educational institution. In addition, the institution is more likely to attract male students than it is to attract female students.

Table 3
The Affair of Marriage

Marital Status	Count	Percent
Divorced	3	3%
Married	55	62%
Single	28	31%
Widowed	3	3%
Overall	89	100%

This research study had a sample size of three, which indicates that three percent of the participants were divorced. The remaining fifty-five respondents, which is equivalent to sixty-two percent, were married. Twenty-eight respondents, which is thirty-one percent, were single, and three respondents, which is three percent, were widowed. As a result of these findings, it was abundantly obvious that the majority of the respondents who participated participated in marriage. The implications of these findings with regard to performance management systems were that given the married group among the respondents who participated in this study, they

clearly understood the importance of performance management systems in the school, in contrast to the other groups. This was connected to the fact that they had responsibilities as married individuals and that they had an understanding of what performance management systems entails. When compared to employees who do not have any obligations or attachments, married staff members often have a higher level of performance. This is because married staff members have responsibilities. In order to provide for their families, they put in a lot of effort in their organizations, and they have a tendency to achieve the goals and objectives that they have established. Married respondents often settle down when they begin working and put in a lot of effort to ensure that their families are taken care of. In most cases, businesses that hire married workers are able to reap the benefits of having a man on staff since married workers are able to fulfill their responsibilities with ease. The fact that they are required to put in a lot of effort in order to provide for their personal families and dependents is what drives this particular set of workers. In conclusion, the findings of this study in relation to marital status did demonstrate that married respondents, who made up the majority of the sample, had a significant impact on performance management systems when they are developed and put into practice, as well as an increase in motivation in the workplace.

Table 4

Level of Education Obtained

Level of Education	Percent	Count
Primary	22%	20
Secondary	15%	13
Tertiary	63%	56
Overall	100%	89

As can be seen from the information shown above, twenty of the respondents, twenty-two percent, had completed their elementary education, thirteen of the respondents, fifteen percent, had completed their secondary school, and fifty-six of the respondents, sixty-three

percent, had completed their tertiary education. Consequently, the highest number of responses came from the tertiary level of education. The consequence of these findings was that respondents who had earned a tertiary degree of education were more knowledgeable and exposed, and they had an understanding of the influence that performance management systems have. Furthermore, it was evident that the school employs a greater number of staff members who have completed educational programs at the tertiary level in order to give teaching services inside the school. These employees have a higher level of qualifications and are aware of the reasons why performance management systems are essential in any educational environment. In terms of comprehending the degree of education that was being offered in the institution, this provided an explanation for the large number. Additionally, in order to be considered for the position of a teacher, one must have completed the tertiary level of education requirements. The educated were able to comprehend the significance of performance management systems, and this had a significant effect on the school that use performance management systems as a method of enhancing the overall performance of the school.

Table 5

The Difference Between First-Time Workers and Those Who Have Worked Before

Employment History	Percent	Count
Employed Before Workers	72%	64
First time Workers	28%	25
Total	100%	89

When it came to the sampled school, there were a total of 64 respondents, or 72 percent, who were workers who had previously been employed there. Additionally, there were 25 respondents, or 28 percent, who were working there for the very first time. Because those individuals had previously had jobs in a variety of educational institutions, it can be deduced

that they had earned training and gained experience from other educational institutions. As a result, they were simply moving from one educational institution to another in the hope of obtaining more favorable compensation packages, working conditions, and other benefits. The relevance of such results is that staff members who had prior experience working at other schools were able to comprehend performance management systems and were able to recognize the significance of such systems as well as the influence they had on the staff. It is essential for businesses to implement performance management systems because these systems enable businesses to track and monitor the performance of their employees. The workers of the school were well-experienced staff members who were able to comprehend the significance of performance management systems. As a result, they were in a position to appreciate the systems that were in place.

Employees who had previously worked in other schools were able to comprehend the significance of performance management systems. This was due to the fact that they had been exposed to a few of the systems in their prior schools, which allowed them to recognize similarities between the systems at their new school and those in their previous schools. When workers are able to execute their jobs effectively and contribute to the accomplishment of the company's goals and objectives, the organization grows and becomes more lucrative. For the purpose of boosting employee motivation, performance management methods must to be extremely transparent and properly explained to the workforce. According to the findings, performance management systems have an impact on the motivation of the staff. This can be observed from the results that were provided by the employees who had been working for the first time in this study, as contrasted to the employees who had not been working for the first time.

Systems for Tracking and Managing Performance

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₀₁: School performance management systems are not systematically established or implemented, and their essential practices do not significantly influence staff performance.

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

Findings,

Is there a clear definition of performance management systems present in the educational institution?

This question was posed with the intention of gaining a comprehensive comprehension of whether or not the institution has specified performance management systems.

Table 6

Performance Management Systems Present in The Educational Institution

Strongly disagree

Disagree	7	8%
Neutral	6	7%
Agree	53	60%
Strongly agree	16	18%
Total	89	100%

According to the findings, there are seven respondents who strongly disagree that the systems are defined in the school, seven respondents who disagree that performance management systems are clearly defined, six respondents who are seven percent who are neutral and neither agree nor disagree strongly, fifty-three respondents who are sixty percent (60 percent) who agree, and sixteen respondents who are eighteen percent (eighteen percent) who strongly agree that school performance management systems are clearly defined. As a result, sixty percent of those who participated in the survey concurred that the performance management systems in question are well-defined. According to the data, which are presented in the table, the majority of the respondents are in agreement that performance management

systems are specified in a clear manner. The implication of such findings was that the majority of the staff understood that performance management systems are clearly defined. The implication of the above was that when a school has performance management systems in place that are clearly defined, staff members appreciate them and work towards achieving a set goal because their performance is monitored and support is provided in due course. This was done because the staff members understood that the systems were clearly defined. When there is a well defined system in place, it is much simpler to carry out the required steps and work towards achieving a common objective.

The school has well defined performance management systems, which demonstrates that the staff members at the school have an understanding of the performance management systems. This, in turn, leads to a rise in motivation among the staff members. The personnel is able to perform more effectively when they are aware of what is expected of them and, as a result, put in a lot of effort to accomplish their objectives.

The purpose of this inquiry was to investigate whether or not performance management methods assist staff members in the school in establishing goals. The personnel in the school should be able to create objectives with the assistance of good performance management systems, and if there is anything called a performance management system in place in the schools, then the goals should be set right from the start.

The results of this investigation provide evidence in support of H₁₁, which suggests that the school has methodically constructed systems for performance management. The findings also indicate that these systems are carried out in accordance with precise procedures and processes that assist in improving the performance of the personnel. Employees comprehend and utilize PMS practices, including but not limited to goal setting, appraisal procedures, and professional development.

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

Staff members are able to create goals with the assistance of performance management tools.

Table 7

Performance Management Methods Are Helpful in Establishing Objective

Performance management systems helps staff set goals	Percent	Count
Strongly disagree	6%	5
Disagree	4%	4
Neutral	1%	1
Agree	57%	51
Strongly agree	31%	28
Total	100%	89

The data that was collected showed that there were five respondents who strongly disagreed with the statement, four respondents who disagreed with the statement, one respondent who made up one percent of the total, fifty-one respondents who agreed with the statement, and twenty-eight respondents who strongly agreed with the statement that performance management systems assist staff in setting goals. In a nutshell, the vast majority of respondents concurred that the PMS assists staff members in establishing goals. The findings had a number of implications for performance management systems. One of these implications was that the majority of respondents agreed that performance management systems assist staff in setting goals. This was a clear indication that the school's implementation of performance management systems was important. Furthermore, based on these findings, even those who strongly agreed were close to those who agreed, demonstrating that performance management systems are essential in any organizational setting. Additionally, given that this is a school, it is important because performance management systems assist staff in setting goals. When you

have performance management systems that are clearly defined, your employees are aware that their performance will be monitored, and as a result, they are able to establish goals that should serve as the foundation for monitoring their performance. The staff was able to guarantee that they put in a lot of effort in order to reach the objectives that they had set for themselves since the system had previously established the expectations. This allowed the staff to set goals at an early enough stage. Such objectives are assigned to performance management systems after they have been established.

PMS assist in the process of goal-setting by ensuring that employees in businesses receive feedback from about their performance. This feedback provides employees with clarity on what has not gone well as well as clarity on areas in which they have excelled. Based on the data, it is evident that performance management systems are beneficial in terms of setting objectives. Employees who have a clear understanding of their goals perform better, which in turn contributes to the growth and productivity of the school.

Performance management systems assist employees in accomplishing their objectives.

Therefore, in order for performance management systems to be valuable to the school, they should assist staff members in accomplishing their goals. The purpose of this inquiry was to determine whether or not the PMS that were established can assist staff members in accomplishing their objectives.

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

Table 8

Performance Management Systems Help Staff Achieve Goals.

Performance management systems help staff achieve goals.	Percent	Count
Strongly disagree	3%	3
Disagree	3%	3
Neutral	7%	6
Agree	57%	51
Strongly agree	29%	26
Total	100%	89

They revealed that 3 respondents who were 3 percent strongly disagree that performance management systems help staff achieve goals, 3 respondents who were 3 percent disagree that performance management systems help staff achieve goals, 6 respondents who were 7 percent were neutral that performance management systems help staff achieve goals, 51 respondents who were 57 percent agreed that PMS helps staff to achieve goals and 26 respondents who were 29 percent strongly agree that PMS help staff to achieve the goals. Therefore, it is evident that when performance management systems are set, they help in ensuring that staff members achieve their goals. Having performance management systems is essential because the systems encourage employees to work hard because they are aware of what is expected of them, and this motivates them to achieve goals that they would have set, which ultimately leads to an improvement in the school's efficiency and effectiveness. In every business, having clearly defined performance management systems not only assists employees in setting objectives, but it also assists employees in achieving those goals. This is the inference that can be drawn from the story that was presented earlier. After the goals have been established, the subsequent stage is to go through and make certain that the goals that have been established are then accomplished. This is done in order to make the process of monitoring performance an absolute need. When it comes to performance review, performance

management systems should be able to assist staff members in setting goals, since it is precisely these goals that will serve as the foundation for the evaluation. The staff is required to put in a lot of effort and make certain that the objectives they have established are accomplished by the end of the day. The implications of such findings were that they offered an analysis on which the study was able to determine that performance management systems become a very beneficial tool for an organizational setting when employees achieve goals as a consequence of having performance management systems. This was the conclusion that was reached as a result of the research.

In light of the fact that performance management systems assist staff in accomplishing their objectives, it is plausible to argue that, based on the findings that are presented in the table, where the majority of respondents are in agreement, we can assert that performance management systems assist staff in accomplishing their objectives. This unquestionably indicates that when objectives are accomplished, the motivation of staff members increases, thereby suggesting that performance management systems have an impact on the motivation of staff members functioning within the school.

The current performance management system contributes to the improvement of the school's overall performance.

Does the education institution's existing performance management system contribute to the improvement of the school's overall performance?

The purpose of this inquiry was to determine whether or not the performance management systems that are currently being utilized in the school contribute to an improvement in performance.

Table 9: Current PMS Helps Improve Performance of the School

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

There is a relationship between the current performance management system and the improvement of the school's percentage count.

Table 9

Current Performance Management System Helps Improve Performance of The School

Current Performance Management System helps improve performance of the School	Percent	Count
Strongly disagree	8%	7
Disagree	4%	4
Neutral	7%	6
Agree	47%	42
Strongly agree	34%	30
Total	100%	89

According to the findings, seven respondents, which constitutes eight percent of the total, strongly disagree that PMS helps improve the performance of the school, four respondents, which constitute four percent of the total, disagree, six respondents, which constitute seven percent, are neutral, forty-two respondents, which constitute forty-seven percent, agree, and thirty respondents, which constitute thirty-four percent, strongly agree that PMS improves the performance of the school. There was a consensus among the majority of responders that the existing performance management systems contribute to the enhancement of the school's overall performance. This clearly suggested that it was effective, and the staff identified with it, as reported in the data. This was the case given the present performance management methods that were identified by both the teaching staff and the support staff in this school. Therefore, the consequence of such a result on performance management systems was that the performance management that was already in place was a good one, and it should only be enhanced in order to make it even more effective. The results of the research showed

that the range of the statistics between agree and strong agree was very near, which is a positive indicator.

According to the data, the majority of the staff members who agreed disclosed that the status quo, which refers to the present performance management system, helps enhance performance. This indicates that the current performance management system in the school contributes to the improvement of performance in the school. Because of this, it can be deduced that there is an impact on motivation when there is an improvement in performance in the school. It is more probable that a staff member will be motivated if they succeed and do well in the job, as opposed to a staff member who does not deliver and perform effectively. On the basis of these data, it was discovered that 47% of respondents, as opposed to 34%, were in agreement.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

The performance management methods that are now in place contribute to the enhancement of the workers' overall performance

Existing Performance Management System contributes to the enhancement of the employees' performance in terms of percentage count.

Table 10

Current Performance Management System Helps Improve Performance of Employees

Current Performance Management System helps improve performance of the employees	Percent	Count
Strongly disagree	4%	4
Disagree	17%	15
Neutral	6%	5
Agree	56%	50
Strongly agree	17%	15
Total	100%	89

According to the analysis presented above, there are four respondents who are four percent of the total who disagree with the statement that the current PMS helps to improve the performance of the employees, fifteen respondents who are seventeen percent of the total disagree, five respondents who are six percent of the total are neutral, fifty respondents who are fifty-six percent of the total agree that the PMS helps to improve the performance of the employees, and fifteen respondents who are seventeen percent of the total strongly agree that the current PMS helps to improve the performance of the employees. It can be seen from the table that the majority of respondents are in agreement that the existing performance management system contributes to the improvement of the school's overall performance. The implication of such findings was that, similar to the previous question, the majority of the staff agreed that performance management systems improve the performance of the school. Similarly, when it came to determining whether the current performance management systems improve the performance of the employees, the majority of the staff agreed. The implication of the preceding is that there is a link between the existing performance management systems in the school enhancing performance and the current management systems improving performance of the workers. This is the conclusion that can be extracted from the information presented above. When a performance management system was able to increase the performance of a school, it indicated that the system was both successful and beneficial for the school. Additionally, if the same performance management system was able to improve the performance of its own personnel, then it would be both effective and relevant.

RQ1: How are school performance management systems established and implemented, and what are their essential practices?
H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance

The performance appraisal system that is used to evaluate your performance includes different methods of performance evaluation that are included in the system.

Table 11

Methods Of Performance Appraisal

Methods of performance appraisal	Percent	Count
Critical Incident assessment	15%	20
Graphic rating scales	17%	22
Management by Objective	23%	31
360-degree appraisal	11%	14
Self-appraisal	34%	45
Total	100%	132

Twenty respondents, which represented fifteen percent of the total, suggested that critical incident assessment was a method of performance appraisal that the school was using to form a part of the performance appraisal systems that were used to measure their performance. Twenty-two respondents, representing seventeen percent of the total, suggested graphics rating scales. Thirty-one respondents, representing twenty-three percent, mentioned management by objective. Fourteen respondents, representing eleven percent, mentioned 360 degree appraisal. Forty-five respondents, representing thirty-four percent, indicated self-appraisal during the course of the study. Self-evaluation was the approach that the school utilized to evaluate the students' performance, according to the largest number of respondents, who agreed with this statement. Self-evaluation as a way of performance assessment was found to be the most effective method that was included in the performance appraisal systems that were used to evaluate performance. This is the inference that can be drawn from the data that were shown above regarding performance management systems. Because it made them a part of the stakeholders in the organization of operation and provided a ground where they felt empowered in this process because they were able to assess their own performance from an informed point of view, the staff clearly understood that it was imperatively important for them

to be involved in the evaluation of their performance as the first point of contact. Their appreciation for the procedure and their willingness to offer honest feedback on their performance as a result of the fact that they are not required to attach all of the power in the supervisor's hands led to fur.

As a result, performance management systems were more successful when employees at the school were required to conduct self-evaluations as a method of offering their own assessments, as opposed to depending on the evaluations provided by their superiors. Performance evaluations that are attributed to performance management systems should be considered effective when they are two-sided. This means that the employee is given a tool for self-evaluation, and once the employee has completed the evaluation, the same tool is passed to the supervisor or line manager for an in-depth dialogue. This allows the two individuals to have a discussion on the goals that were agreed upon earlier.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

Table 12

The Influence of Critical Incident Recovery in The Educational Institution

Impact of critical incident assessment in the school	Percent	Count
Just a formal requirement for Management	9%	10
To identify under reproductive staff members	34%	38
To motivate staff members	27%	30
To reward High performing staff members	29%	33
Others	2%	2
Total	100%	113

According to the analysis presented above, ten respondents, which constitute nine percent of the total, mentioned that the impact of critical incidents is merely a formal requirement for management. Thirty-eight respondents, which constitutes thirty-four percent of the total, stated that the impact of critical incidents is to identify staff members who are under reproductive, thirty respondents, which constitutes twenty-seven percent, stated that they motivate staff members, thirty-three respondents, which constitutes thirty-nine percent, and two respondents, which constitute two percent, ticked other categories. Based on the data, it is possible to make the observation that the importance of critical situations lies in the identification of staff members who are not productive. The influence of critical incidents in the school had an implication on performance management systems in the sense that it was utilized to identify poor performers. This was one of the ways in which the systems were evaluated. The respondents were aware that when the critical incident approach was utilized, the supervisors were interested in determining who the underachievers were. As a result, this was done in order to determine whether or not performance management systems, if they were there, were applicable at the educational institution. The conclusion of the above is that crucial occurrences are helpful in identifying underachievers in the school, and as a result, they ought to be stressed as a method in the school. When individuals who are not performing up to expectations are discovered, they are provided with all of the required support in order to improve their performance on the job and assist the institution in accomplishing its purpose, vision, and objectives as articulated.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

Table 13*The Influence of Graphic Rating Scales on The Educational Institution*

Impact of graphic rating scales in the school	Percent	Count
Just a formal requirement for Management	8%	12
To identify under reproductive staff members	25%	37
To motivate staff members	22%	32
To reward High performing staff members	23%	34
Improves Organizational Efficiency and Effectiveness	21%	31
Total	100%	146

The impact of graphic rating scales is just a formal requirement for management, according to 12 respondents, who are 8 percent of the total. 37 respondents, who are 25 percent of the total, mentioned that they are to identify staff members who are underproductive. 32 respondents, who are 22 percent of the total, said that they are to motivate staff members. 34 respondents, who are 23 percent of the total, said that they are to reward high-performing staff members. 31 respondents, who are 21 percent of the total, mentioned that they are to improve organizational efficiency and effectiveness. Taking into consideration these findings, the impact of the graphic rating scale is to identify staff members in the school who are not productive. It became simple for individuals who were subject to performance review to rank themselves as a result of the availability of a score, which was the consequence of these results with regard to performance management systems. The faculty was consequently able to evaluate the students' success based on the characteristics that they displayed while attending the school because of the rankings that were provided. A job description was issued to every member of the faculty and staff at the school, outlining their respective tasks and responsibilities. It is based on these roles and responsibilities that they were able to evaluate themselves independently.

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

Table 14

In The School, The Impact of Management by Objective Is Discussed In

Impact of management by objective in the school	Percent	Count
Just a formal requirement for Management	12%	16
To identify under reproductive staff members	18%	23
To motivate staff members	19%	25
To reward High performing staff members	21%	27
Improves Organizational Efficiency and Effectiveness	30%	39
Others	1%	1
Total	100%	131

Twenty-six respondents, or twelve percent, responded that management by object is merely a formal requirement for management. Twenty-three respondents, or eighteen percent, said that they identify staff members who are underproductive. Twenty-five respondents, or nineteen percent, said that they motivate staff members. Twenty-seven respondents, or twenty-one percent, said that they reward high-performing staff members. Forty-nine respondents, or thirty percent, mentioned that they want to improve organizational efficiency and effectiveness. According to the findings, the impact of management by objectives is to improve organizational efficiency and effectiveness. The impact of such findings on performance management systems was that when the school applied management by objectives as one of the means of assessing the performance of the staff, they were able to improve the efficiency and effectiveness of their staff. This would have an additional advantage because when employees are efficient, they

perform better and ensure that they deliver on the assignments that have been given to them, which in turn makes the school shine.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

Table 15

The Influence of The 360-Degree Evaluation Tool On The School

Impact of 360-degree appraisal in the school	Percent	Count
Just a formal requirement for Management	5%	6
To identify under reproductive staff members	18%	22
To motivate staff members	23%	28
To reward High performing staff members	18%	22
Improves Organizational Efficiency and Effectiveness	33%	40
Others	2%	3
Total	100%	121

According to the analysis presented above, there were six respondents who were five percent of the total who mentioned that the 360-degree rotation is merely a formal requirement for management. Twenty-two respondents, who were eighteen percent, stated that they identify staff members who are underproductive. Twenty-eight respondents, who were twenty-three percent, stated that they motivate staff members. Twenty-two respondents, who were eighteen percent, mentioned that they reward high-performing staff members. Forty-three respondents, who were thirty-three percent, agreed that it improves organizational efficiency and effectiveness. Finally, three respondents, who were two percent, said that they were other than the ones listed.

The data indicate that the 360-degree assessment has a positive influence on performance management systems. When it is used in educational institutions, it results in an increase in both efficiency and effectiveness. When the school uses a 360-degree mechanism to evaluate the staff, they are able to receive feedback on the performance of the staff from a variety of sources. This provides the administrators who subject the various staff members to the appraisal assessment with the opportunity to obtain an in-depth analysis that would assist in determining the areas in which the staff members are both strong and weak.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

Table 16

Please Provide Your Thoughts on The Influence That You Believe Self-Evaluation Has in The School

Impact of self-appraisal in the school	Percent	Count
Just a formal requirement for Management	11%	14
To identify under reproductive staff members	17%	21
To motivate staff members	22%	28
To reward High performing staff members	20%	25
Improves Organizational Efficiency and Effectiveness	29%	36
Others	1%	1
Total	100%	125

The data above presents 14 respondents who were 11 percent who mentioned that the impact of self-appraisal in the school is just a formal require for management, 21 respondents who were 17 percent said to identify under reproductive staff members, 28 respondents who were 22 percent to motivate staff members, 25 respondents who were 20 percent said to reward high performing staff members, 36 respondents who were 29 percent ticked improves

organizational efficiency and effectiveness and 1 response who represents 1 percent said that there were other means. The findings have an impact on performance management systems in the sense that when the self-appraisal technique is utilized as a way of evaluating the performance of the personnel in the school, it results in an improvement in the efficiency and effectiveness of the organization within the school. Employees are able to evaluate their own performance when they are given the opportunity to participate in the process of evaluating their own performance. This allows them to grade themselves on the deliverables, which in turn allows them to improve the efficiency and effectiveness of the company.

RQ3: How do performance management systems affect work satisfaction and professional growth?

H₁₃: Performance management systems have a significant positive influence on work satisfaction and professional growth among school staff.

Table 17

The Procedures Involved in Performance Management Information Systems

Processes of performance management systems	Percent	Count
Coaching	17%	22
Training and development	40%	50
Career management & development	26%	33
Succession planning	17%	21
Total	100%	126

According to the data that was analyzed, performance management systems are extremely important. Twenty-two respondents, which constitute seventeen percent of the total, mentioned coaching. Fifty respondents, which constitute forty percent of the total and contributed to the largest percentage, mentioned training and development. Thirty-three respondents, which constitute twenty-six percent of the total, mentioned career management

and development. Twenty-one respondents, which constitute seventeen percent of the total, mentioned succession planning. Accordingly, the method of performance management system in the school that is most chosen is the one that focuses on training and growth. The fact that career management and development was one of the procedures that was mentioned by the majority of the respondents demonstrates that employees value a system that tracks and monitors their performance with the intention of enhancing their career. This is the influence that the findings have on performance management systems. The fact that they are engaged in professional development is evidenced by the fact that when the school submits them to performance management systems, they relate it to a method of developing them in terms of their careers, which makes the process more efficient.

In the event that the school did not conduct an evaluation of the staff members, what would be the consequences for the institution?

RQ3: How do performance management systems affect work satisfaction and professional growth?

H₁₃: Performance management systems have a significant positive influence on work satisfaction and professional growth among school staff.

Table 18

School Lose for Not Carrying Out An Appraisal Exercise On The Staff Members

School lose for not carrying out an appraisal exercise on the staff members	Percent	Count
Nothing	2%	2
Staff Motivation	20%	26
Efficiency in Performance	41%	53
Effective Service Delivery	36%	46
Others	1%	1
Total	100%	128

According to the findings of the study, 53 respondents, which constitutes 41 percent of the total, were of the opinion that the school would experience a decrease in efficiency in

performance if they did not carry out an evaluation exercise on the staff members. On the other hand, two respondents, which constitutes 2 percent of the total, noted that the school would not experience any loss. Two of the benefits of carrying out appraisals exercises are effective service delivery and self-motivation. These are two of the benefits that were equally identified by some of the respondents in this study. The impact of the findings on performance management systems is that if the school does not carry out an appraisal exercise on the staff members, they will lose effective service delivery. It is abundantly evident that the staff members at this school are aware of the significance of performance management systems, and they are also aware that if the school does not implement the appraisal assessment, which is one of the performance management systems, then they would be unable to provide effective service to the students. There is a strong correlation between performance management systems and good service delivery, as demonstrated by the data. As a result, it is imperative that these systems be stressed because of their significance.

RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?

H₁₄: Modifying performance management systems significantly improves teacher and staff motivation and retention.

Table 19

levels Of Satisfaction with The Performance Management System That Is Currently in Place

Satisfaction Levels with the existing Performance Management System	Percent	Count
Strongly disagree	18%	16
Disagree	11%	10
Neutral	8%	7
Agree	52%	46
Strongly agree	10%	9
Total	100%	88

According to the research presented above, 46 respondents are in agreement that they are content with the performance management systems that are now in place. This is in contrast to the seven respondents who made up eight percent of the total and were neither in agreement nor disagreement (neutral). High levels of satisfaction at the school are, in part, attributable to the performance management mechanisms that are now in place. The implications of the findings with regard to performance management systems are as follows: given the existing performance management systems that are utilized in the school, the staff is content with it, and this suggests that the school ought to continue with it. However, given the small number of individuals who strongly agree with the narrative, the existing performance management systems ought to be reexamined, and the primary focus ought to be on developing methods that will make the process even more robust, so that the staff will be able to appreciate it and strongly agree with the narrative in the future.

MOTIVATION

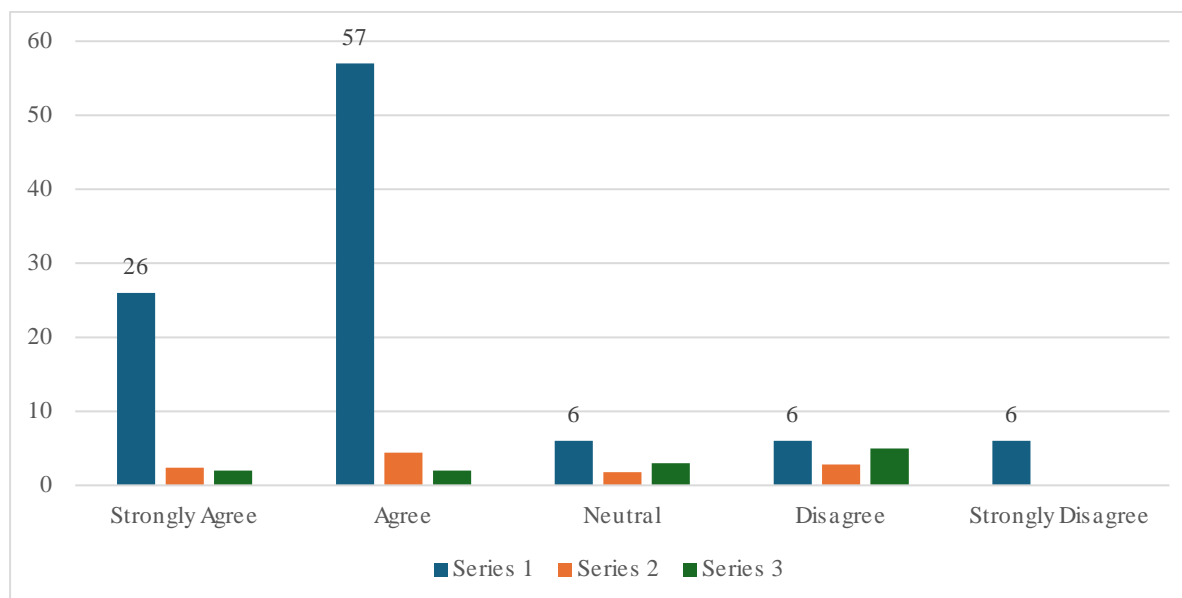
RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

Figure 3

Transparent means of Evaluating Staff Performance improves Employee Motivation



A total of 51 individuals participated in the survey, and the data indicate that 57 percent of them were of the opinion and agreed with the statement that developing transparent methods of evaluating staff performance can boost employee motivation. In terms of the story, the six percent of respondents were either indifferent, disagreed, or strongly disagreed. It is evident from this that the personnel at the school is in agreement, and the 26 percent of them are in complete agreement. The findings make it abundantly evident that the development of transparent methods for evaluating performance serves to boost motivation. This is due to the fact that when the means are adequately stated, it enables the staff to readily comprehend the areas in which they want assistance and to work toward improving in order to be regarded as top performers. Having transparent ways of evaluating staff performance boosts their motivation and encourages them to even excel, which in turn helps the school fulfill its objective and mission as it was set forth. This is the implication of the findings with regard to motivation. When administrators come up with ways to improve performance, it indicates that they want to see the staff deliver on the goals that have been established, and that they envision

the school being able to accomplish its purpose and vision through this process. On the other hand, when the aforementioned methods and means are established, the personnel in the school are also driven to deliver. This is because this makes them aware of what is expected of them, and they work together to ensure that they meet the goals and objectives that they have set for themselves.

As part of the Performance Management System (PMS), establishing performance goals for employees is a way to boost employee motivation within the school.

The establishment of objectives and the clarification of those objectives from the very beginning are both necessary components of effective performance management systems. In order to have a better understanding of whether or not the school really establishes performance goals and whether or not these goals boost employee engagement, the question was posed to the respondents. The establishment of objectives is of utmost significance because it offers clarity to the staff in terms of what is required of them. As a result, the staff members are able to get a clear grasp of what is expected of them and strive towards reaching those goals, which serve as the foundation for evaluation.

Question: Setting objectives of performance as part of PMS improves employee motivation within the school

Good performance management systems require setting objectives and clarifying on those objectives right from the beginning. The question was asked to the respondents to understand whether the school actually sets objectives of performance and if they improve employee motivation. Setting objectives is very important because it provides clarity to the staff in terms of what is expected of them and by so doing they get a clear understanding on what is expected of them and work towards achieving those goals that form the basis of assessment.

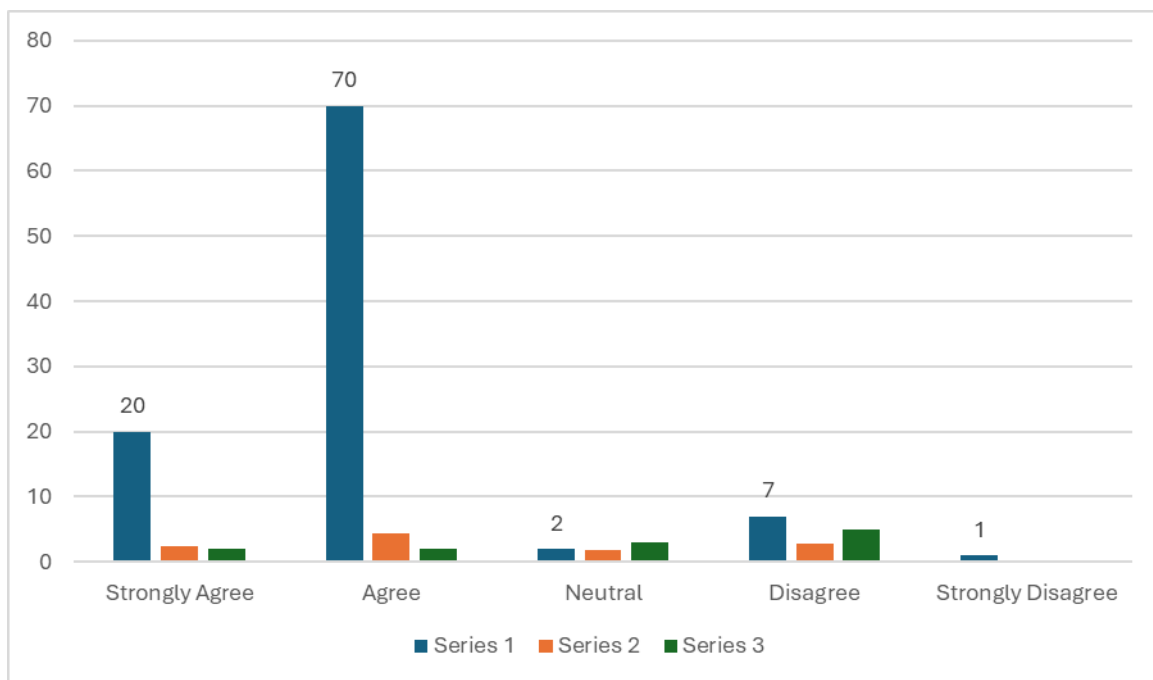
RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

Figure 4

Setting Objectives of Performance Management Systems improves Motivation



As part of the PMS, the majority of respondents are in agreement that establishing performance goals for employees is an effective way to boost employee motivation inside the school. A total of 62 responses, of which 70 percent are in agreement, 20 percent are in strong agreement, and 1 percent, which is one person, are in strong disagreement. The staff of the school has confirmed, based on these figures, that the implementation of performance management systems (PMS) inside the school results in an increase in the level of employee motivation. The implications of the findings with regard to motivation are that when objectives are established, they motivate employees in the workplace. This is because employees are able to work toward reaching the objectives, which then become the ultimate aim, and thus becomes a factor that motivates them toward achieving the objectives. The establishment of objectives is of the utmost importance since it offers direction and standards that have to be adhered to

inside the educational institution. Because of this, when the objectives are established, the staff is aware of what is expected of them, which encourages them to put in substantial effort. As a result of the fact that performance management systems are a continuous process of improving staff performance, and when performance is at its best, the best performers may be rewarded for the hard work, and this entices the staff in the school to work hand in hand, leading to a motivational factor that may be considered both intrinsic and extrinsic. In the sense that they possess the self-drive to accomplish the goals and objectives that would have been established and clarity would have been supplied, they are intrinsic in the sense that they have the inner push to excel. On the other hand, that which is extrinsic can be considered in the sense that the attachments that may be in the form of rewards, appreciation, or a vote of thanks entice them to work hard, and all of these become motivational factors that are tagged to setting objectives that provide a sense of direction and standards that should be followed in order to achieve the goals and objectives.

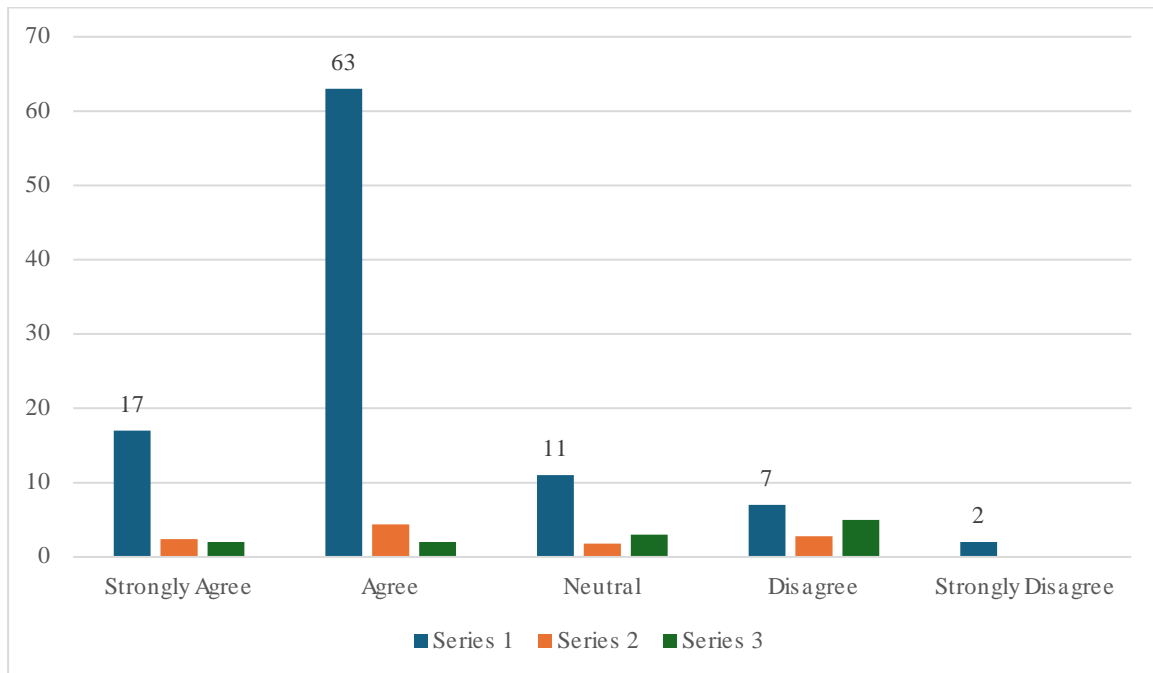
RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

Figure 5

Clarifying on Expectations of Performance Standards Improve Employee Motivation



As a result of the research, sixty-three percent of respondents are in agreement that clarification on performance standards and expectations improves employee motivation. A total of 17 percent are in agreement, 11 percent are neutral, 7 percent are in disagreement, and 2 percent are in complete disagreement. The vast majority of respondents were in agreement that elevating the level of clarity around performance requirements is an effective way to boost employee motivation. When there is clarity on the performance, the staff gets a better grasp of what is required of them, and they work so hard to ensure that they meet the standard. This clearly emphasized that when there is clarification on the performance, the staff gets a better understanding of what is expected of them. Furthermore, because they are aware of their tasks and responsibilities, they are eager to strive toward accomplishing them, which contributes to the fact that this becomes a motivating force. The staff members who were in a position to think creatively and deliver on the goals that were established were extremely motivated as a result of the fact that there was clarity on the expectations of performance standards. This, in turn, encouraged them to put in a lot of effort in the school.

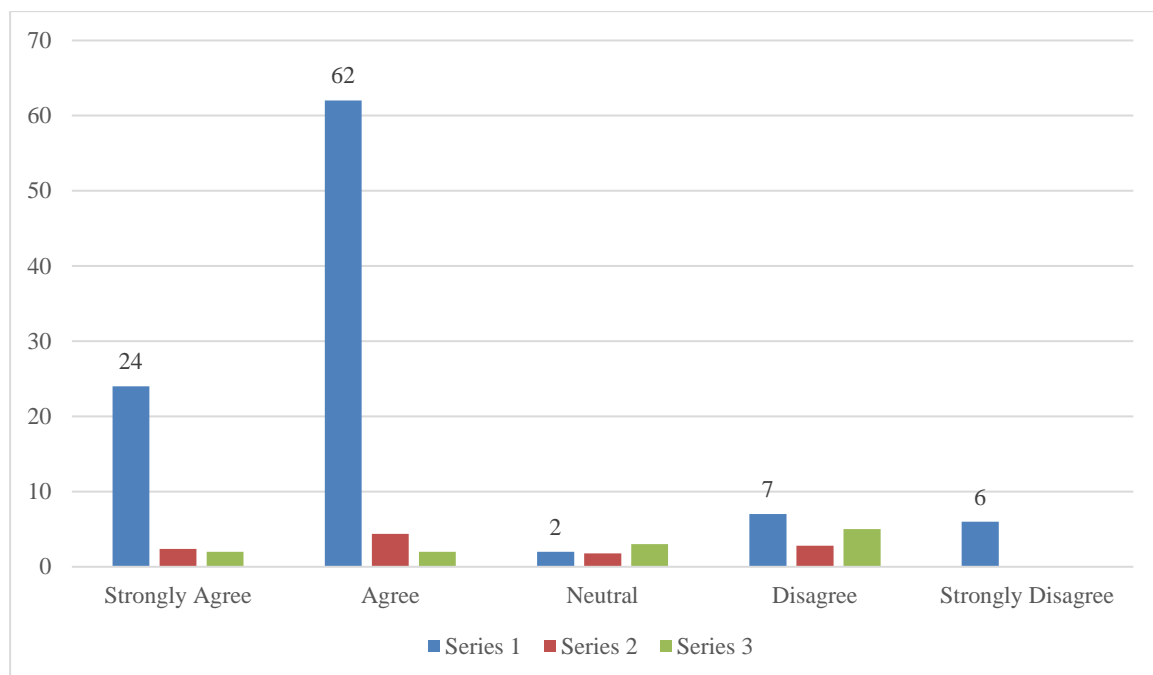
RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

Figure 6

Reviewing the Appraisal Assessments with Employees improves Employee Motivation



The largest majority of respondents, which was 62 percent, are in agreement that examining the evaluation assessments with employees raises the level of motivation among workers. It is possible that this is the outcome of establishing goals and providing clarification on expectations, both of which were answered in the yes in the previous question, so establishing a connection to the process of assessing the evaluations of performance. Twenty-four percent of respondents strongly agree, two percent were indifferent, seven percent disagree, and six percent express strong agreement. The implication of such results is that when the assessments are reviewed with the workers, they are able to have a clear knowledge of their

performance and are able to communicate with the appraisers so that they can agree on a common score. This is because the employees obtain a clear understanding of their performance. Because they have the sense that they are a part of the process, they feel empowered, which contributes to their drive. A sense of ownership is something that the staff wants to have, and they also want to be able to defend themselves in areas where they believe they may have been emphasized. In addition, reviewing the appraisal forms with the employees is a great way to boost motivation. This can be explained by the process in which the employer engages in a conversation with the employee about their performance. The conversation serves as the foundation for providing a clear understanding of how the employee is performing, areas of difficulty, and discussions concerning areas of strength, as well as expressing appreciation for the good work that they have done. The lack of emphasis placed on such assessments inside the institution is likely to have a demotivating effect on the staff members, who may believe that even the ratings that are supplied are biased and intended to serve as the reason for their departure. In conclusion, 67 percent of the staff members do not agree with the statement that sharing performance reviews with staff members boosts the level of motivation inside the school.

Feedback to Staff Results in Improved Motivation

The question was to provide analysis on whether providing feedback to staff results in improved motivation in the school.

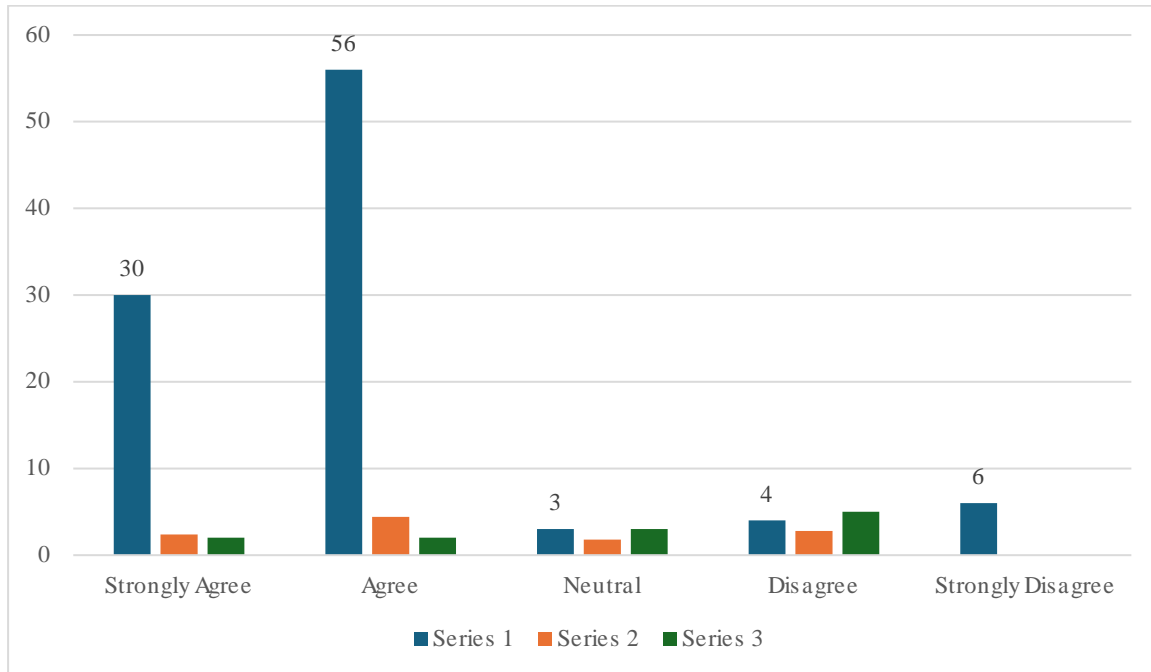
RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

Figure 7

Feedback to Staff Results in Improved Motivation



Providing feedback to staff members is associated with increased motivation, according to the data, which showed that 56% of the respondents are in agreement with this statement. Three percent of respondents were indifferent, four percent disagreed, and six percent strongly disagreed. Thirty percent of respondents highly agree. As a result, any performance evaluation that is a component of the performance management system is successful when feedback is provided to staff members since it becomes a factor that motivates them to perform better. Based on the facts presented, one might make the case that providing feedback to employees leads to a significant increase in their level of motivation. In most cases, the staff is eager to learn the results of the evaluation, and the comments that the appraiser offers on how they may have performed serves to drive them. For instance, if someone has not done well, providing them with feedback helps them improve their performance the next time around. Additionally,

it allows them to investigate the factors that may have led to their performance in the manner that they did, which allows for improved planning in the future.

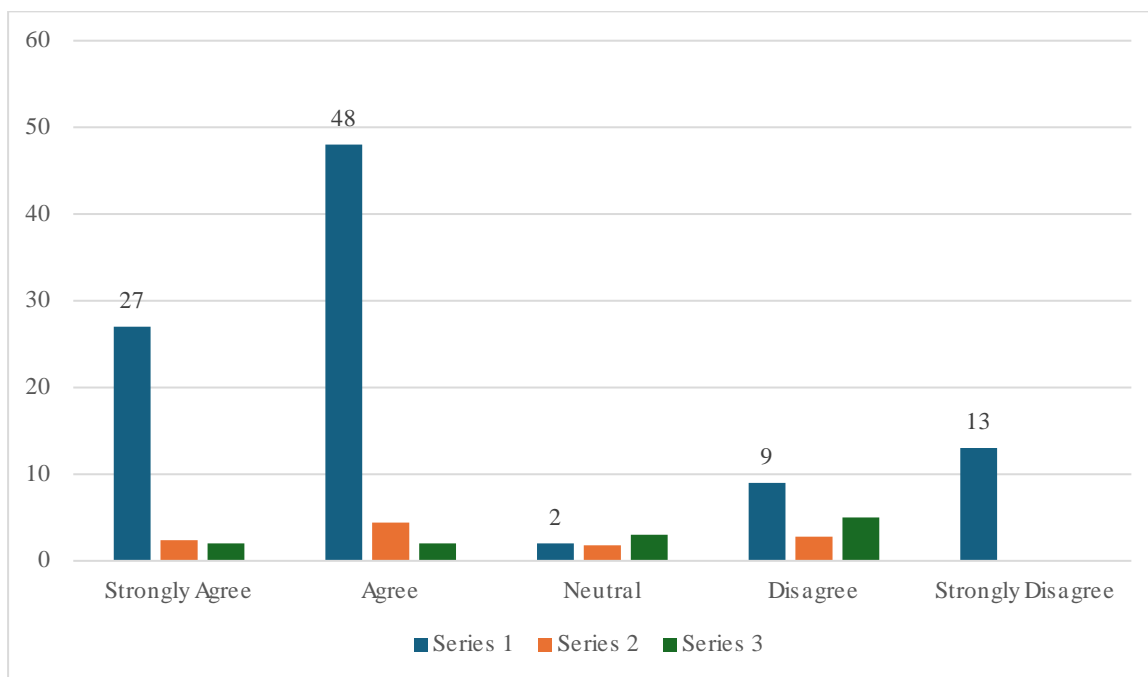
RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

Figure 8

Performance Appraisal Systems Contributes to Salary Increment



Forty-eight percent of those who participated in the survey are in agreement that performance assessment systems are a factor in compensation increments. Seventeen percent of respondents strongly disagreed, nine percent disagreed, and two percent were indifferent. There is a correlation between performance appraisal and pay increase. This is due to the fact that when the majority of the workers agreed, it demonstrated that they related the performance assessment systems to salary increment. They are aware that when performance is monitored

and evaluated, the final result for those who score highly is a pay increment, and as a consequence, they make it a point to work hard in order to achieve a high level of performance and receive a reward in the form of a salary increment. Generally speaking, the largest majority of respondents agreed that performance

reviews are a factor in compensation increases, and that an increase in salary is accompanied by an increase in motivation.

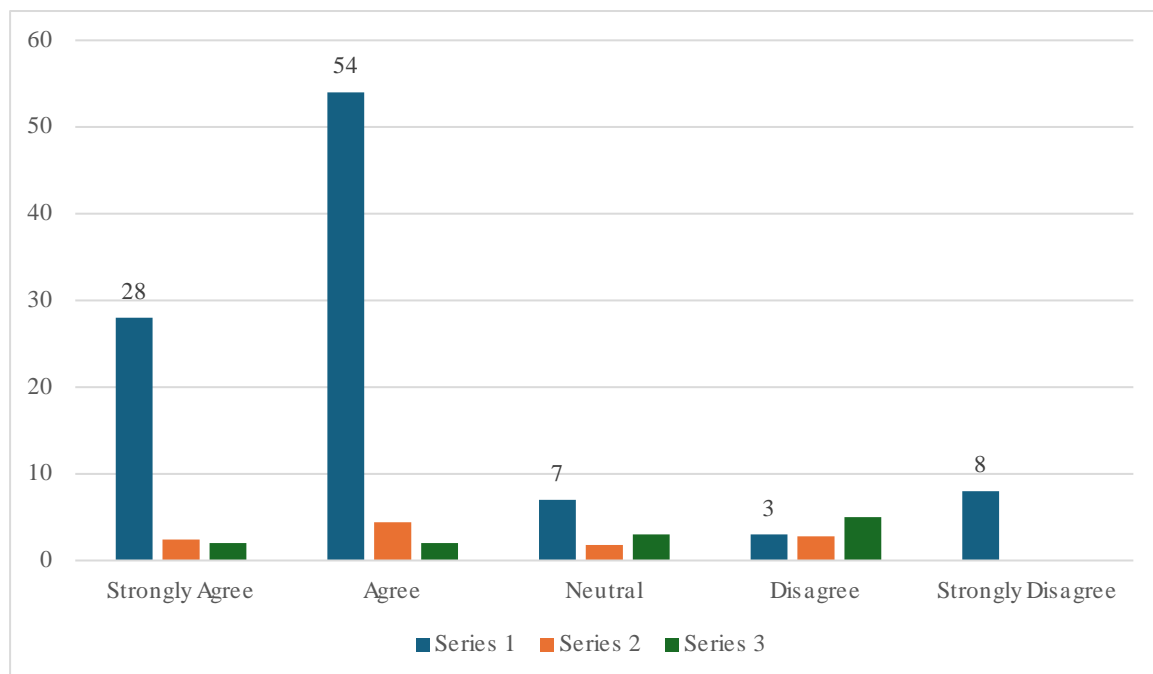
RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

H₀₂: Performance management systems have no significant effect on the motivation of teachers and support staff.

Figure 9

Performance Appraisal Systems Contributes to Training and Development



Based on the data, it was discovered that 54 percent of the individuals who participated in the survey were in agreement that performance assessment methods do impact training and development. However, 8% of respondents strongly disagree with this statement. The majority of those who participated in the survey were in agreement that performance assessment systems

made a contribution to training and development. This is due to the fact that when individuals' areas of weakness are discovered, training is then scheduled. It is possible to organize training and capacity building sessions with the purpose of offering skills that enhance the staff, therefore becoming more efficient and effective. These sessions are made possible by the training gaps that are recognized throughout the process of evaluation. These kinds of training and development events boost motivation, and when performance improves as a result of increased motivation, the ultimate aim is to enhance productivity.

Put the Hypothesis to the Test

The questionnaire was divided into two parts, with the first piece focusing on questions pertaining to performance management systems. The questions were especially designed to determine whether or not the PMS are clearly defined, as well as to determine the general goal of the PMS. In the second part of the analysis, we focused on the factors of motivation.

As a result, the purpose of the hypothesis was to determine whether or not there was a connection between performance management systems and motivation, and consequently, whether or not the presence of performance management systems at the school would result in an increase in the motivation of the staff members working there.

In order to test the hypothesis, data entry was carried out with the help of the Statistical Package for Social Sciences (SPSS). Additionally, the chi-square test was carried out with the objective of determining whether or not there was a connection between performance management systems and motivation in the educational institution. The variables that were examined were the independent variable, which was a representation of performance management systems, and the dependent variable, which was a representation of motivation. based on the conceptual framework that was used to determine the connection between performance management systems and motivation.

According to Yusuf, Naufal, and Hardini (2018), page 164, the term "hypothesis" can be described as the "temporary answer to the formulation of the problem or sub-problem proposed by the researcher." For the purpose of determining whether or not the assumption is

accurate, a researcher will first suggest an issue and then design methods for evaluating the problem. In order to have a better understanding of the link between two variables, a conceptual framework was constructed. The variables that were included in the framework were performance management systems, which were recognized as the independent variable, and motivation as the dependent variable.

After testing the data collection tools, it was discovered that the questionnaire was effective in gathering the information necessary to investigate the connection between motivation and performance management systems, in accordance with the hypotheses that had been established. The participants were able to comprehend the questions in the survey, and the results were effectively coded and entered into the Statistical Package for the Social Sciences (SPSS) without any inconsistencies. This provided verification that the instrument was suitable for quantifying both the independent variable, which is performance management systems, and the dependent variable, which is motivation. The Chi-square test was one of the statistical tests that was employed during the investigation, and the Fisher Exact Test was also used in addition to it because some of the expected counts were below five. This provided additional evidence that the instrument generated data that were appropriate for testing the hypotheses, which encompassed the hypotheses that clearly defined performance management systems are correlated with greater levels of motivation, that motivation levels may differ by gender in relation to PMS, that PMS that support goal setting are correlated with motivation, and that PMS correlate with the ability of staff members to accomplish objectives and maintain motivation. In summary, it was determined that the instrument was both reliable and sufficient in the context of determining whether there was a substantial relationship between systems for managing performance and motivation within the educational institution. H2: There is a relationship between well defined performance management systems and better levels of motivation among the staff members of the school institution.

A chi square test was carried out in order to determine whether or not there was a significant link between the two variables. The purpose of this test was to determine whether or not performance management systems that are clearly specified in the school had a relationship with motivation.

Table 21:

Relationship between Performance management systems that are clearly defined in the school and motivation

Indices	χ^2	χ^2 df	χ^2 p	V	V p	UC	UC p	
Chi Square	28.376	4	.005	NA	NA	NA	NA	
Frequencies	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Totals		
% of Total n	10.0%	11.7%	10.0%	86.7%	26.7%	100%		
Strongly disagree	16.7%	16.7%	0.0%	16.7%	33.3%			
Disagree	0.0%	14.3%	14.3%	57.1%	14.3%			
Neutral	0.0%	0.0%	16.7%	83.3%	0.0%			
Agree	1.9%	1.9%	1.9%	82.7%	11.5%			
Strongly agree	0.0%	0.0%	6.3%	56.3%	37.5%			
Observed n	6	7	6	52	16	87		

It was discovered in Table 21 that there is a relationship between performance management systems that are well-defined and the level of motivation that exists inside the educational institution. In light of the fact that the counts were lower than 5, the Fisher exact statistical test was employed. The results of this test indicated that the chi-squared value was 28.376, and the p-value was.003. This indicates that the p-value is less than 0.05, and hence, the null hypothesis was rejected. In accordance with the findings of the study, 82.7% of respondents agreed or strongly agreed with the concept of a clearly defined performance

management system. Additionally, 56.3% of respondents agreed or strongly agreed with the concept of increased motivation levels. There is a correlation between performance management systems that are well defined and the degrees of motivation that occur among the workers.

It was found that when performance management systems are well specified in the school, employees are able to comprehend the performance standards and can refer to those standards when they are doing their work in the school. This was demonstrated by the following results. When standards are specified, it indicates that employees are working toward a shared objective because they have a sense of direction and vision, and they are able to easily connect to the standard measure. In addition, performance management systems that are developed are able to serve as the yardstick against which performance may be assessed in the school, which results in a rise in staff motivation, engagement, and productivity. When employers in this school make it clear what they expect from their employees in terms of performance by setting the performance standards, then the employees are aware of what is expected of them and strive toward accomplishing the goals.

A feeling of direction and clarity is provided by well defined performance management systems, which staff members are required to adhere to in order to execute their jobs effectively. When direction and clarity are provided, it leads to an increase in the level of motivation inside education institutions. When it comes to their performance at the school, the staff members need to be aware of the performance management systems that have been developed since these systems become their point of reference. Staff members are able to comprehend what is expected of them when they are provided with a system that provides for clarity of expectations, and as a result, they work diligently to ensure that they meet the goals.

A clearly defined performance management system, as highlighted from the findings of the study, demonstrates that the school has a system that allows documentation of the performance of the staff. This is due to the fact that the administrators are able to refer to the documentation that is from the appraisal forms that are submitted during performance reviews and discuss the performance of the staff in the school.

In conclusion, the data presented above indicate that there is a relationship between performance management systems that are well-defined and the level of motivation that exists inside the educational institution.

Hypothesis; H₂: There is a variation in the level of motivation associated with clearly defined performance management systems as per gender of school employees

The test performed was to measure the relationship between gender and motivation in the research study. The study was to ascertain whether the gender composition in the school had any relationship on motivate.

Table 22

Gender Composition

Indices	χ^2	χ^2 df	χ^2 p	V	V p	UC	UC p
Chi Square	5.992	4	0.156	NA	NA	NA	NA
Frequencies	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Totals	
% of Total n	2.3%	3.4%	4.6%	72.4%	17.2%	100%	
Male	1.8%	1.8%	5.5%	67.3%	21.8%	100%	
Female	3.1%	6.3%	0%	81.3%	9.4%	100%	
Observed n	2	3	4	63	15	87	

The data presented in Table 22 demonstrated that there is a connection between performance management systems that assist employees in establishing objectives and performance. The Fisher exact statistical test was employed due to the fact that the counts were lower than five. The results of the test were $\chi^2 = 36.489$ and $p = 0.001$, where p is less than 0.05. For this reason, we are able to reject the null hypothesis. There is a connection between the act of making goals and the level of motivation that an employee possesses. This is because when an employee is given the opportunity to create objectives for themselves at the school, their motivation increases, and they become more efficient and productive. According to the findings, 46.4% of respondents agreed or strongly agreed that performance management systems assist employees in setting objectives, and 56.3% of respondents also agreed or strongly agreed that high levels of motivation are present. It is possible to establish a connection between performance management systems and the level of motivation that exists inside the educational institution. Setting objectives is essential because when employees are aware of what is expected of them, they are more likely to create goals for themselves, and the goals themselves become the means by which their work is defined. In order to ensure that the personnel are able to deliver and complete the responsibilities assigned to them in the school, goal setting is essential. They become conscious of the incentive, which is the aim, and find ways to work diligently in order to attain the goal that they would have set for themselves. Additionally, they concentrate on the vision that lies ahead by making use of their abilities and facilities. The personnel at the school become more active after the objective has been established, and they start thinking creatively in order to devise ways to improve their performance so that they may shine in the school. A worker that is driven is one who has a goal for themselves, and that objective serves as a guide for how they perform in the classroom. Because of this, performance management systems that assist employees in setting objectives are more likely to increase motivation.

Table 23

Relationship between performance management systems helps staff to achieve goals and motivation

Indices	χ^2	χ^2 df	χ^2 p	V	V p	UC	UC p
Chi Square	44.332	4	.002	NA	NA	NA	NA
Frequencies	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Totals	
% of Total n	0.0%	3.9%	6.6%	67.1%	4.2%	100%	
Strongly disagree	33.3%	0.0%	0.0%	66.7%	0.0%		
Disagree	0.0%	33.3%	33.3%	33.3%	0.0%		
Neither agree nor disagree	0.0%	0.0%	0.0%	100%	0.0%		
Agree	2.0%	2.0%	0.0%	84.3%	11.8%		
Strongly agree	0.0%	3.8%	11.5%	50.0%	34.6%		
Observed n	0	3	5	51	26	85	

The findings presented in Table 23 demonstrated that there is a connection between performance management systems that assist employees in accomplishing their goals and motivation. Due to the fact that the counts were lower than 5, the Fisher exact test was conducted. The results of this test were statistically significant, with a p-value of less than 0.002. This indicated that the null hypothesis was rejected. In point of fact, there is a connection between performance management systems that assist employees in accomplishing their objectives and motivation. This is due to the fact that when performance management systems are successfully implemented, they assist employees in accomplishing their goals. The majority of respondents are in complete agreement that there is a connection between performance management systems and the level of motivation that exists inside the educational institution. Eighty-four point three percent of respondents agreed or strongly agreed that performance management systems assist employees in achieving their goals. These respondents also agreed

or strongly agreed that there is a high degree of motivation. Because the staff is aware that their performance will be reviewed and assessed at the end of the year, they devote their whole attention to working diligently in order to accomplish the objectives that have been established. Through the organization of feedback sessions and the provision of information, they are able to gain an understanding of how they are delivering, and in the event that they are not on track, they are able to discover ways to improve their performance and maybe even improve their delivery. In order to improve their performance and become more efficient and effective, employees who create objectives for themselves are motivated to deliver on those goals. Employees are given the opportunity to invent methods for accomplishing objectives, consultants are developed in collaboration with administrators, and employees seek assistance when it is required. The final aim is to accomplish the goal that has been established, which boosts motivation. They are aware that if you perform well and the administrator gives you a positive rating on your appraisal evaluation, which is a form of the performance management system, then you will be motivated by a salary increase and rewards based on the results that you reveal, and you will also become more efficient and productive in the school.

Table 24

Relationship between the current performance management systems helps improve performance of the school and motivation

Indices	χ^2	χ^2 df	χ^2 p	V	V p	UC	UC p
Chi Square	59.656	4	0.000	N/A	N/A	N/A	N/A
Frequencies	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Totals	
% of Total n	11.5%	4.3%	5.4%	45.7%	32.6%	100%	
% of Group n							
Strongly disagree	0.0%	16.7%	33.3%	50.0%	0.0%		
Disagree	0.0%	25.0%	0.0%	75.0%	0.0%		
Neither agree nor disagree	0.0%	0.0%	0.0%	100%	0.0%		
Agree	0.0%	0.0%	4.8%	90.5%	4.8%		
Strongly agree	6.7%	0.0%	3.3%	46.7%	43.3%		
Observed n	11	4	5	42	30	92	

According to the findings shown in Table 24, the existing performance management system contributes to the enhancement of the school's overall performance as well as the motivation of its students. Because the counts were lower than 5, the Fisher exact test was utilized. The results showed that the chi-squared value was 59.656 and the p-value was 0.000. The significance level was less than 0.05, which indicated that the null hypothesis was rejected. Indeed, the current performance management system is efficient and enhances the level of motivation within the school. This is due to the fact that the majority of the staff members have reached a consensus that the current performance management system, which is the performance appraisal, enhances the level of motivation within the school. The present performance management systems have been specified, clear expectations about performance standards have been established, and it has been ensured that performance goals have been

established, which has resulted in an increase in staff motivation within the school. The findings indicate that the existing performance management system offers feedback to staff members, which ultimately leads to an increase in the level of motivation within the school. When staff members are given feedback, they are able to enhance their performance since the feedback gives opportunities for self-reflection in relation to the performance criteria. When an employee has not been performing up to their potential, they have the ability to engage in self-reflection and come up with strategies to improve in areas where they have been lacking.

Evaluation of the Findings and Reconnection with the Literature

In light of the findings, the respondents who took part in this research study were primarily comprised of school instructors, support personnel, and part-time teachers. These individuals were asked to fill out a questionnaire that had questions that were not open-ended. Both performance management methods and motivation were the primary topics of discussion in the questions. The independent variable in this study was performance management systems, whereas the dependent variable was motivation.

The self-evaluation assessment was one of the performance management strategies that the respondents recognized as being utilized in the educational institution. A significant majority of the respondents, which is the largest proportion, were in agreement that self-evaluation was one of the performance management strategies that were utilized in the educational institution.

According to Petersen (2018), self-appraisal may be described as the process by which the appraisee evaluates himself or herself in comparison to the goals that have been shared and agreed upon. Through their participation in the evaluation process, the appraisee is given the opportunity to evaluate their own performance in comparison to the criteria that have been established. This form of evaluation is quite beneficial since it has a tendency to give the person being evaluated more authority, which in turn motivates them to participate in the activity. at light of the fact that self-evaluation assessment was one of the performance management

methods that were utilized at the institution, the findings demonstrated that there was, in fact, a performance management system currently in place in the institution. For example, according to Panadero, Lipnevich, and Broadbent (2019), self-evaluation is associated with a number of advantages, including the following:

- Self-evaluations provide workers with a clear grasp of what is expected of them in terms of their performance, which is a significant benefit. Due to the fact that they are able to analyze their own performance, they are able to have a deeper comprehension of the manner in which they are meeting the objectives and targets that have been established.

- Employees in the workplace are given more agency through the use of self-evaluation as a function of performance management systems. The ability of employees to assess themselves leads to the development of a sense of connection with their company, which in turn leads to improved performance in the workplace.

- Employees are encouraged to make their own suggestions regarding their performance through the use of self-evaluations, which is a helpful practice. When employees become aware of their own areas of weakness, they are in a position to provide recommendations that will better direct them in the direction of creating improvements. Employers are able to construct a path forward by making recommendations, which contributes to an improvement in performance due to the advice.

As a result of the findings, the respondents recognized self-evaluation as one of the performance management strategies that are utilized in the educational institution. Performance management systems, which make use of the self-evaluation assessment, do, in fact, have a substantial link with the level of motivation that exists inside the educational institution for students. It was evident that the workers had a thorough understanding of the advantages of utilizing the appraisal approach, as evidenced by the fact that they were able to advise that self-appraisal is performed at the school. Employees who are allowed to submit their own scores

and make their own evaluations of their contributions to the school put in a lot of effort to ensure that they meet the aims and goals that have been established for the school, which in turn increases their levels of motivation. The fact that they are able to provide an honest evaluation of their performance and the fact that they are driven to complete what is expected of them are both indications that they have a great deal of interest, which is the sole factor that drives them to complete any one of their assignments. When employees are given the opportunity to evaluate themselves, they are more likely to perform better. This is because they feel empowered to produce their own scores, which is a component that motivates them.

According to the observations made by the individuals who participated in the research study, the other performance management techniques that were utilized at the institution were management by aim. According to Permana and Fitri's 2020 research, management by objective represents a technique that establishes a connection between the performance of an individual and the aims and objectives that have been agreed upon. A set of goals and objectives is determined, and then performance is evaluated based on those goals and objectives. Before any kind of evaluation is carried out, it is the responsibility of management by objective to make certain before any kind of evaluation is carried out that the standards that have been created, which offer clarity, are fully understood, recorded, and agreed upon. The results of the investigation showed that one of the performance management methods utilized in the educational institution is management by objective, which is one of the systems that has an impact on motivation. According to Purnomo and Irawan (2021), when workers create goals and objectives that are agreed upon by both sides, they put in a lot of effort to guarantee that they deliver. Furthermore, because the goals are set, they are encouraged to perform, which ultimately results in an increase in the staff's productivity and efficiency inside the school. When gaps in performance are detected, it is typically fairly straightforward for employers and administrators to monitor the performance of their employees, give chances for training and

development, and provide feedback on performance, which ultimately results in an increase in the motivation of the employees working in the school.

Due to the fact that management by objective, which is a type of performance management method that is utilized to evaluate the performance of personnel in the school, has an influence on motivation, the results that were achieved in this study were anticipated taking into consideration the literature review. The findings demonstrated that the employees are provided with the essential assistance and support, which adds to their enhanced performance as a consequence of being motivated (Idowu, 2017).

The management by objectives approach, which necessitates the establishment of goals and objectives that serve as the foundation for performance evaluation, is a performance management strategy that assists employees in comprehending the expectations that are placed upon them (Locke and Latham, 2019). In light of the fact that when objectives and goals are established, comprehended, and a strategy is devised to accomplish them, there is a rise in the level of motivation and productivity among employees, which ultimately results in an improvement in performance, the findings of the study were anticipated. When employers make it clear to their staff what they want from them by means of creating objectives, they inspire their team to put in a lot of effort and accomplish what they have set out to do, which ultimately results in an increase in their productivity and efficiency.

It was discovered that performance management systems have an impact on the motivation of instructors and staff members by increasing the organization's efficiency and effectiveness. This was discovered in accordance with the results. According to the findings, this was the conclusion that was reached. The teaching staff and administrative workers of a school are able to increase their effectiveness and efficiency in the provision of services in the event that the school makes the decision to implement performance management systems. This is because that explored the link between performance management systems and motivation

was taken into consideration. This is the reason why this is the case. To accomplish the desired impact of enhancing performance, a standard is developed within the framework of performance management systems, and it is imperative that this standard be adhered to in order to achieve the desired effect. A source of motivation for the staff, motivating them to work hard with the purpose of accomplishing the goal, is the development of such a standard, which acts as a source of inspiration for the personnel. Clarity has been provided to the workforce, which has encouraged them to work hard by giving them with the incentive to work hard. As a result, the workforce is inspired to perform well because they have been provided with clarity.

Based on the amount of research that was already accessible, it was possible to make predictions about the results that were obtained from the study. According to Gerrish (2016), this is due to the fact that transparent performance management systems encourage employees to work in the workplace by boosting the efficiency and effectiveness of operations inside the company. This is the reason why situations are the way they are.

Based on the findings of the study, it is feasible to draw the conclusion that the inclusion of performance objectives into a performance management system may result in an increase in the level of motivation among employees. This conclusion can be reached since the findings of the study allow for the possibility of such a result. According to the results of Islami, Mulolli, and Mustafa (2018), objectives that are formed often give clarity, a plan, and direction, and they also boost employee motivation in the workplace. In addition, they provide a sense of purpose. Workers have a tendency to put in a lot of effort to attain the outcomes they desire when they are aware of what is expected of them, which ultimately leads to an improvement in their performance in the workplace. This is because workers are more likely to take responsibility for their actions. When an employee is motivated, they are aware of the expectations that have been placed upon them and they make every effort to collaborate with their coworkers in order to achieve a certain objective. Taking into account the fact that the

research is uncomplicated and establishes a relationship between performance management systems and motivation, the results were not unexpected at all. This is because the content is simple and straightforward to understand.

In addition, the findings support the hypothesis that there is a connection between performance management systems and the motivation of employees. This link can be understood in the sense that the act of discussing the evaluative assessment with employees leads to an increase in the degree of motivation among those employees. This is the connection that can be understood. The fact that businesses are having open conversations with their employees about how they are performing in their jobs is an indicator that they are making an effort to improve the communication that takes place in the workplace. A clear indication of this is the fact that they discuss the evaluation assessment with their staff members. When both the means and the strategy for improvement are present, then and only then is it possible to increase performance. The only way that performance can be enhanced is through one of these methods. Schleicher, Baumann, Sullivan, Levy, Hargrove, and Barros-Rivera (2018) have stated that the performance improvement plan that is generated helps to drive the individual to do better in their work. This is something that has been stated by the aforementioned professionals. There is a crucial stage that has to be carried out, and that is the process of evaluating appraisals with employees in the workplace. Due to the fact that it offers a more in-depth comprehension of the particulars of the person who is being reviewed, this is something that is required to be done.

On the basis of the findings of the study, it is feasible to make the conclusion that the act of providing feedback to employees on their performance has a favorable impact on the degree of motivation that employees display while they are at work. This conclusion can be drawn since the findings of the study support the conclusion. It is feasible for the employee to be aware of the areas in which they did not do well and to have the opportunity to seek

assistance in order to improve in those areas of weakness that would have been revealed via the assessment process. This is something that is attainable. It is possible to accomplish this because input is supplied, which makes it possible. As a result of doing the chi square test, it was shown that when employees are provided with feedback, their motivation levels rise, and they have a tendency to perform better than those who are not provided with feedback (Hassan, Habiba, Khalid, Shoaib, and Arshad, 2019). Comparing the employees who were provided with input to those who were not provided with feedback allowed for the observation of this phenomenon. A conclusion was reached that there was a significant link between performance management systems and motivation. This conclusion was based on the information that was collected into consideration. The findings that were achieved were anticipated due to the fact that when a feedback session is held after a performance evaluation, it not only develops the relationship between the appraisers and the appraisees, but it also offers clarity on the performance areas. This is why the results that were obtained were anticipated. The findings were obtained as a consequence of this particular rationale. Feedback sessions are beneficial for a number of reasons, one of which is that they enable employees to better prepare themselves to find strategies to improve their performance. In the event that the employee's areas of weakness have been discovered, they will be more able to construct tactics that will improve their performance. Detailed explanations are provided for each of the performance categories, which are split down into their component pieces. The person is regularly praised and congratulated for the good work that they have performed during feedback session meetings, even when they have been ranked as a high performance. This occurs even when the individual has been ranked as a high performer. Despite the fact that the individual has fulfilled the conditions for high performance, this nevertheless takes place. Additionally, the feedback session is intended to prepare the employee who is deemed to be the top performer, as well as to praise and thank them for the amazing job that they have done. They will be praised and

appreciated for their outstanding performance. When an employee is deemed to be a poor performer, the purpose of the feedback session is to encourage them to improve their performance and become more productive.

When compared to the prior level of motivation, the data showed that additional elaboration on the expectations of performance standards leads to an increase in the degree of motivation among individuals working in the school. This is in contrast to the level of motivation that existed before. Not only does the supply of explanations lead to an increase in the amount of motivation that is prevalent among the workforce, but the setting of performance standards also contributes to this rise. The personnel are able to comprehend what is expected of them, and in the event that there is a requirement that is not comprehended, they seek clarification as quickly as they can. This is the reason why situations are the way they are. If an employee is aware of what is expected of them from the very beginning of their employment, they will be able to build a work plan that will enable them to complete the assignment in the most efficient and effective manner possible. This will help them to be able to design a work plan that will allow them to accomplish the assignment. Due to the fact that this is the case, the employee's performance will continue to be satisfactory. According to Rizky and Ardian (2019), the clarity that is presented to the employee functions as a source of motivation and drives them to work diligently with the purpose of accomplishing the target that has been established. This is due to the fact that the clarity acts as a point of origin for clarity.

According to the findings of the research study, it was discovered that performance management systems, which involve the utilization of appraisals, lead to compensation increases, which in turn enhances employee motivation within the school. This was proven to be the case. The research study was carried out with the purpose of determining this, which led to the conclusion. Performance management systems are helpful because they contribute to pay increments, which is one of the advantages of having them in place. Additional advantages

include the fact that they are advantageous. They are beneficial for a number of reasons, and this is one of them. A chi-square test was carried out in order to investigate the impact that performance management systems have on the level of motivation that exists inside the educational institution. Based on the results of the test, it was determined that there existed a connection between the two components. An investigation of the connection between performance assessment methods that contributed to pay increments and motivation was carried out with the use of the chi-square test. A performance management system is a constant process of analyzing performance, and employees are motivated to perform better as a consequence of the findings that are collected when performance is assessed. Performance management systems are also known as performance management systems. This is because they attach the entire process of performance assessment to the increase of their compensation, which is the reason why this is the case. Considering that you will be awarded with an increase in your salary if you are successful in your job, it is vital that you put in a lot of effort in order to enhance your working circumstances. This is because you will be rewarded with a raise in your pay. Daniel and Ibrahim (2019) have proposed that the pay increase serves as the motivating factor that motivates people to accomplish their professions to the best of their abilities. This idea has been put up by Daniel and Ibrahim.

Performance management systems, which are applied in the form of performance appraisals, contribute to the growth and training of the educational institution, as was discovered as a result of the results that led to the discovery. This transpired as a direct result of the discoveries that were uncovered. As a result of the findings of the investigation, the conclusion that was reached was that there is a substantial connection between performance management systems and the degree of motivation that an individual possesses. Since performance appraisals identify areas of strength and weaknesses on the performance of the employees in the school, the gaps that are detected are then bridged by providing training and

development programs that are targeted at enhancing and imparting skills that are that are beneficial to the employees. This is done in order to bridge the gaps that have been identified. The holes that have been found are filled in by doing this in order to bridge the gaps. According to Chaudhary and Bhaskar (2016), subsequent to the end of the evaluation procedure, the organization makes certain that a training needs assessment is established and carried out with the purpose of boosting the workers' knowledge and capabilities. As a basis for the provision of training opportunities, the identification of deficiencies acts as the foundation, and the institution assures that this evaluation will be carried out.

CHAPTER 5: IMPLICATIONS, RECOMMENDATIONS AND CONCLUSIONS

Implication of the Research Study

Introduction

Problem Statement

The implementation of a formal performance management system has been carried out by a number of educational institutions; nevertheless, this technique does not contribute to the motivation of either the staff or the instructors. Despite the fact that the staff is forced to go through the assessments, the findings of the evaluations do not support the procedures that were used. This is due to the fact that the staff is not provided with any form of recognition, reward, or encouragement once the entire activity has been completed. It is a well-known reality that the vast majority of educators do not appreciate the process because they do not acknowledge the value that it brings to the table. This is because, after all, they are never fully prepared for the activity. This is the reason why this is the case. Despite the fact that supervisors are tasked with the obligation of defining objectives at the beginning of the year in such a manner that they are able to understand what is expected of them and what is required of them, this seldom occurs, which leads in the supervisors being confused when it comes to their responsibilities. In a school such as this one, there are several teachers who are all under the control of a single head teacher who is responsible for ensuring that all of the instructors are under his supervision. A performance monitoring system like this one has a number of drawbacks, one of which is that it constitutes a threat to the firm. This is due to the fact that it is hard for a single person to analyze such a huge group of instructors. The head teacher of this school, who is also responsible for teaching in the upper part of the school, does not have an easy job. In addition to teaching, the head teacher is responsible for managing the administration of the school. It is

fairly challenging to maintain presence in all classes in order to supervise such teachers due to the quantity of work that is expected of the head of the school. Those individuals who are accountable for the supervision of a group of educators have a challenge brought on by this. When the head teacher is conducting the activities for evaluating and monitoring the work of the teachers, it is possible that some of the teachers would receive lower scores than others. This would result in the score being biased and not entirely true. As a result of such a circumstance, this is the most plausible conclusion. It is quite likely that the head teacher will provide unsatisfactory ratings to some members of the staff based on the behavior that was demonstrated at that specific moment, which may not be objective. This is because the head teacher may not be able to provide objective evaluations. Even when specific teachers have worked really well, it is frequently difficult to award them a good score since the head teacher might not be able to watch it at that same moment. This is sometimes the case even when the teachers have performed exceptionally well.

Additionally, even in situations in which workers have been given the option to participate in the process, they are still provided with the ability to gather their own self-evaluation forms, which are eventually archived. As a consequence of the inability to recognize the contributions that teachers have made as a result of their performance after the evaluation, a significant number of instructors are exploited, which leads to the teachers feeling demotivated and unsatisfied with their professional lives. They may have been promised rewards in the event that they do exceptionally well; yet, even when this scenario occurs, they are not acknowledged, which causes them to have feelings of dissatisfaction inside themselves. In an effort to undermine the children' academic performance at school, they are the same teachers that will present the pupils with information that is not accurate. There is also the possibility that this phenomena might be explained by the fact that the teachers did not accept the assessment method. There is a possibility that the teachers may perceive the technique as a

tool that is intended to separate them from their work. Because the staff feels that those who assess them are interested in highlighting them in order to deny them the right to a promotion and elevation that would improve their motivation, not only do they not trust the entire process, but they also do not trust the persons who are responsible for carrying out the evaluations. As a result, the process of grasping the impacts of performance management systems ought to be assessed as a component of the study, and this evaluation has to start as soon as possible for the reasons that have been mentioned above.

When taking into consideration the vast array of performance management systems, it is of the utmost importance that companies be entrusted with the task of selecting which techniques are most suited to satisfy their objectives. Many employers in organizations are ignorant of the fact that performance management systems are a continuous process that examines the performance of workers working for the company. This is a problem since performance management systems are an integral part of the business. Performance management systems incorporate a wide range of methodologies and procedures in order to assess the performance of its staff members. These methods and approaches may include reviewing employees' performance by designing a tool and putting them through assessments, rating the performance of employees in accordance with the tasks and assignments that have been agreed upon, and planning that includes the creation of SMART (Smart, Accurate, Accurate, Realistic) and time-bound goals that employees should achieve within the organization. In light of the fact that a number of managers and supervisors do not understand the approaches and do not make an attempt to adjust them to their requirements, this leads to poor performance, which in turn contributes to a loss of passion in the workplace among employees.

In addition, when organizations, through their top leadership, proceed to identify the techniques that are tailored to their needs and rely on the same techniques to review

performance, they typically fail to provide feedback to the employers, which leaves them confused and demotivated in the workplace. This is a problem because it occurs when organizations use the same techniques to review performance. The potential for this to have a detrimental effect on the overall performance of the organization is a concern that has to be addressed. There are a lot of firms that have performance management systems that are not sufficiently structured, which leads to low levels of motivation and morale in the atmosphere of the workplace. Many of these organizations are underperforming. Some employees believe that performance management systems are a waste of time and that they are a tool that employers use to send them away from the job in order to attract applicants who are more favorable to the company. These employees believe that performance management systems are a tool that employers rely on to send them away.

Despite the fact that performance management is a continuous activity, the majority of employers in companies only conduct performance assessments and reviews once a year, performance management systems have the ability to have an influence on the motivation of staff members if they are not appropriately constructed in such a manner. Due to the fact that it becomes difficult to make a definitive report or assessment, it is not sufficient to conduct an evaluation or report on performance once every year. The majority of managers wait until either the middle of the year or the end of the year to evaluate the performance of their employees. This is because neither of these times is ideal. Therefore, performance evaluations, when carried out, do not generate value; rather, they enrich the managers who are obliged to analyze and evaluate the performance of their employees. It is important to note that this is the only benefit that the performance reviews offer. It is essential for a company to carry out performance reviews on a consistent basis in order to ensure that both the employees and the employers are able to profit from these assessments. It is advised that a research study be carried out in order to evaluate the influence that performance management systems have on the

motivation of staff members. This recommendation is made in light of the reasons that have been described above.

Because there are performance management systems in schools that do not provide any benefits to the employee, the entire process of assessing performance is deemed worthless and a waste of time for the employer. This is because the employee does not take advantage of these systems. As a consequence of some performance management approaches, the worker is left with a sense of being demotivated, disengaged, and particularly unproductive. In the workplace, these systems do not adjust to the individual who is working there. When it comes to instances in which managers are charged with the responsibility of reviewing the work of their team, they instead evaluate performance based on how they see the employee in the most effective manner. They are more likely to give a high score when they have a great working connection with the staff, as opposed to when they have a dislike for another employee in the office, who is typically given a lower score. This is because they are more likely to feel that they are working with the staff. Because of the existence of such biases, the entire process is rendered worthless, and the final result is the development of an employee who is not inspired to continue working at the job, but who is unable to accomplish the goals and objectives that have been established.

To summarise, it is essential to address all of the difficulties that have been described above by launching a study project that will entail doing an analysis of the influence that performance management systems have on the motivation of staff members.

Purpose

The purpose of this study to evaluate the effects of performance management systems on the motivation of staff in a School and to assess whether the performance assessments if carried out add any value to both the teaching and support staff in terms of growth, commitment and motivation.

Method

The study was a case study where triangulation and sequential design were used. The first stage was to conduct a qualitative study to identify the different aspects of the performance management systems that exist in the school for which semi structured interviews with open ended questions were used and the second stage was to conduct a quantitative survey where the employees that consist of both teachers and staff were involved to study the impact of the different aspects of performance management systems as it was identified in the first stage so as to aid the process of addressing the different needs of employees and hence motivation of the employees in the school.

Limitations

The limitations of the study were brought about by COVID-19, which resulted in the postponement of the piloting of the study. This happened as a result of the fact that schools were shut down for a period of two years and an emergency lockdown was put into place. Due to the fact that COVID-19 had an impact on the transportation sector as well, there was a problem with mobility. This made it extremely challenging to access the respondents and administer the research instrument. Additionally, throughout the days running up to the election, there was a reduction in the amount of internet access. As a result of the fact that the transportation was cut off, the respondents were situated in areas that were dispersed and difficult to access. In the beginning, it was intended that the study would be conducted in schools before the instructors and personnel there would take time off for the holidays. This was done to guarantee that the research would be accessible to everyone. The circumstances that prevailed during the COVID-19 outbreak, on the other hand, prevented the researcher from establishing communication with the educators who were working in the schools.

The research could only be carried out with limited funding or resources due to the fact that the bulk of the subjects were out of reach due to the pandemic (COVID-19). This made it

impossible to conduct the research properly. For the objective of reaching out to the majority of the respondents, it was important to reserve some air time for those persons who were responding to the interviews that were conducted over the phone. This was done in order to ensure reachability. Despite the fact that they would be provided with the airtime, the responders would not be available at the time that was scheduled. Despite the fact that the majority of them would be called in accordance with the agreement, their phones would not be answered. Being able to get in touch with the people who participated in the study inquiry was a big challenge that developed over the course of the investigation. In addition, those personnel who were accessible insisted that they be compensated for the time that they had invested in the project.

Another obstacle that needed to be overcome was the process of recruiting data collectors to assist in the process while the research study was being carried out. A successful completion of this obstacle was necessary. As a result of the limited resources that were available, the process of data collection became more difficult. As a consequence of this, the researcher was forced to go back to the drawing board and make revisions, which required a reduction in the number of personnel who gathered data.

There was a substantial barrier in the form of the closure of schools across the nation, which made it difficult to interact with the respondents who had returned to their hometown because they were unable to find work. This was a huge challenge. In order for them to be able to respond to the questions that were asked of them in the questionnaire, they desired to be given some form of financial support. Even among those folks that were accessible, this was the case.

Due to the fact that some of the responders were infected with COVID-19, it was requested that they keep their distance from one another. Furthermore, a few of the individuals who participated in the study were admitted to the hospital, and because of the health issues

they were experiencing, the researcher was had to postpone the exercise until they had fully recovered.

One other disadvantage that can be ascribed to the study is the fact that the sample size was insufficient to permit participation in the research study. This is yet another disadvantage that can be said about the study. As a result of the fact that the vast majority of the administrators were inaccessible, the sample size for the qualitative study was significantly insufficient on account of this. It is reasonable to assume that it would have been able to draw a large sample size, and that it would also have been relatively simple to generalize the findings, given that the geographical area where the research was carried out is heavily populated with teachers and staff due to the presence of a large number of schools. This is because the area contains a large number of schools. For the purpose of this specific research endeavor, the major focus of the study was on conducting interviews with 10 administrators, which was a rather small number of people.

Ethical Dimensions

During the course of the research project, it was made certain that the ethical concerns of confidentiality, informed consent, preservation of participant anonymity, and danger of harm were taken into consideration. When the researcher was carrying out the study, they were extremely meticulous, and they made sure to provide the respondents with the necessary documents as a condition for taking part in this survey. With regard to research, ethical considerations are of utmost significance and ought to be adhered to in any and all research studies.

Chapter 5 aims at discussing the implications of the research, recommendations and draws a conclusion of the study.

Implications

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

Self-Appraisal Assessment

The participants who took part in the survey came to a consensus on the fact that self-evaluation is one of the strategies that are utilized in the educational system for the purpose of performance management. As a result of the research, this was the effect. In point of fact, performance management systems make use of the self-evaluation assessment, and these systems do have a significant connection with the amount of incentive that exists within the educational institution for the expansion and development of the students' own personal growth and development over the course of their academic careers. Being able to offer the information that self-evaluation is carried out at the school, it was evident that the workers had a comprehensive comprehension of the benefits that might be acquired by putting the assessment approach into action. This was made plain by the fact that they were able to supply the information. A resounding illustration of this was supplied by the fact that they were able to offer the information that was discussed earlier in the sentence. Workers are more likely to put in a substantial amount of effort in order to ensure that they reach the objectives and goals that have been established for the organization when they are given the option to submit their own scores and assess their own contributions to the institution. This is because they are more likely to submit their own scores and evaluate their own contributions. The aforementioned statement is particularly true in circumstances in which employees are provided with the chance to assess their own contributions to the organization. Consequently, as a result of this, there is a

subsequent increase in the levels of motivation that are demonstrated by the workers. It is evidence that they have a high level of interest, which is the sole factor that motivates them to complete any of their responsibilities, that they are able to provide an honest evaluation of their performance, and that they are motivated to carry out the tasks that are expected of them. This evaluation is something that they are able to give. It is proof that this is the case that they are able to offer an honest review of the work that they are doing. The fact that they are interested in both of these topics is proof that they are really engaged in the subject matter that they are discussing. As one of the factors that leads to improved performance, the capacity to assess oneself is a motivating factor that contributes to increased performance among workers. This is one of the variables that does contribute to improved performance. Employees who are capable of conducting their own evaluations are provided with the chance to submit their own independent evaluations on a periodic basis. Employees who are accountable for their own assessments have greater levels of performance compared to those who are not accountable for their own evaluations. In addition, employees who are responsible for their own evaluations have higher levels of performance. Within the context of performance management systems in enterprises, the practice of self-evaluation is one of the techniques or procedures that are employed in order to enhance performance. This is one of the many approaches or processes that are utilized with the objective of increasing performance. Self-assessment is a kind of evaluation in which the person being evaluated is the one who is responsible for evaluating and grading their own performance in line with the goals that were previously agreed upon (Wiyono, 2018). This method of evaluation is a form of evaluation. Alternatively referred to as the self-assessment process, this kind of evaluation is also utilized. In accordance with the results of the research that was carried out, the methods of performance management that are utilized at the educational establishment of higher learning include self-evaluation and the processes that are utilized for self-evaluation. Performance management is accomplished by

the application of these approaches. One of the questions that was brought up by the persons who took part in the poll was whether or not it is mandatory for instructors to conduct self-evaluations during the last few weeks of the school year. These particular points of debate were brought up by the persons who participated in the poll. Students are commonly given an evaluation form and asked to analyze and evaluate themselves based on how they view their performance throughout the length of time that has been assigned to them. This is done in accordance with the assessment form. The majority of the time, students are given the opportunity to submit their comments to this appraisal of their performance. It is therefore possible to arrive at the conclusion that performance management systems that are founded on the deployment of evaluation techniques have a strong relationship with the motivation of staff members. This is a conclusion that can be drawn since it is viable. One can arrive at this conclusion as a result of the discovery that was made earlier in the discussion. The reason for this is that the staff believes that it is a method by which the administrators and senior leadership in the school trusts that they may evaluate themselves, and because such evaluations are the foundation upon which a successful score can be acquired, this is the reason why this is the case. The reason why things are the way they are in the current circumstance is because of this in particular. That the members of the school's staff are trusted to be capable of carrying out their responsibilities and that they are held accountable through assessments of this kind, particularly in situations in which they are engaged, means that they put in a significant amount of effort to finish the tasks and accomplish the goals, which in turn serves as a form of incentive within the institution. This is especially true in situations in which they are engaged. This is especially appropriate in circumstances in which they are actively involved. This is especially suitable in situations in which they are actively participating in the situation. Therefore, it is feasible to arrive at the conclusion that the deployment of self-evaluation as a component of performance management systems functions as a factor that has an influence on the amount of

motivation that the staff members in the school possess. This is because the amount of motivation that the staff members possess is a direct result of one another. This is specifically owing to the fact that the conclusion makes it possible for the conclusion to be written. There is a possibility of arriving at this conclusion by taking into consideration the information that has been provided. According to the findings of the study, self-evaluation, which is one of the performance management tactics that are implemented in the school plays, was found to have a substantial influence on the motivation of the staff. This was proved by the fact that the study was conducted. This point was proved. The outcomes of the study, which indicated that self-evaluation has a substantial impact, were taken into consideration. The fact that the research was taken into consideration, which was the evidence that was offered, was evidence that this was the case. As a consequence of the adoption of self-evaluation-based assessment, there has been a rise in the level of motivation in the workplace, which has, in turn, led to the empowerment of staff members located inside the educational institution. This empowerment is a direct result of the implementation of the evaluation, which has brought about this empowerment. When an employer, through its administrators, submits its employees to performance reviews of this kind, it indicates that the employer has given the employees the authority to carry out their obligations, and this authority gives the employees the ability to regulate their own careers within the institution. In other words, the employees have the ability to control their own careers. To put it another way, the workers are able to exercise direct influence over their own professional progress. To phrase it another way, the employees have the ability to have direct control over their own professional development. It is possible for workers to carry out their duties to the best of their abilities and to have complete control over the work that they perform when they are provided with the option to take part in the decision-making process. This results in a good consequence, which is an improvement in both the amount of output and the efficiency of the process. This is accomplished as a result of this. The

workforce is given the opportunity to exercise decision-making authority, which ultimately leads to the workers establishing a sense of belonging to the company. This is made possible through the provision of opportunities. As a result of the findings of the research study, it has been determined that self-evaluation assessments are among the many different performance management systems that are utilized in educational institutions. This appears to imply that there is a notion among the staff members of the school that it is a way of enhancing communication and conversation between the employer and the employee, as stated by DeNisi and Murphy (2017). This is the conclusion that can be drawn from the information presented here. This is the case, as shown by the findings about them, which is yet another indication that may be drawn from the facts about them. This is an extra conclusion that can be formed from the facts, and it means that this is the situation that has been seen. The staff members are provided with the option to review their performance with their supervisors and line managers during the self-evaluation assessment that is being conducted. They are given the opportunity to engage in discussion by virtue of this opportunity that is being presented to them. In order to guarantee that they are capable of accomplishing this objective, the evaluation gives them opportunities to do so, which in turn makes it feasible for them to accomplish this aim. Because of the communication and discourse that is generated through the utilization of the assessments, the team is able to discuss the issues that they are experiencing with their performance and search for solutions in order to determine the most effective ways to improve their performance moving forward. This is made possible by the utilization of the assessments. For this reason, the usage of the evaluations is what makes this feasible. Due to this particular rationale, the use of the evaluations is what makes this process possible. They are encouraged to do the work that has been allocated to them and to reach the goals and objectives that have been established for the school that they are attending so that they will be able to talk about how well these children are doing. This will allow them to talk about how well these children are doing well. The reason

for this is because they want to be able to discuss how well these children are doing in their assessments. At the conclusion of the research study, it was found that the educational institution uses the self-appraisal evaluation as one of the performance management approaches that it utilizes. This was one of the findings that emerged from the investigation. Additionally, the outcomes of the research study indicated that the educational establishment makes use of a number of extra performance management techniques of their own. Taking into account the findings, this is the conclusion that may be derived from them, or more specifically, according to the findings. It is feasible to arrive at the conclusion that the employees are able to make a link between their own personal goals and the goals of the firm by applying the self-evaluation assessment strategy. This is a conclusion that can be reached by employing this approach. You are able to arrive at this conclusion by employing the technique that is being discussed. To ensure that an organization will continue to be relevant in the years to come, it is of the highest significance for the organization to achieve the goals and objectives that it has established for itself. This will guarantee that the firm will continue to maintain its significance in the next years. Therefore, they will be able to reach the aims and objectives that they have established for themselves, provided that the personnel that they engage are competent of delivering and completing the jobs that they have given to them. By doing so, they will be able to accomplish the goals and objectives that they have set for themselves. The fact that it is essential for employees to align their objectives with those of the company is one of the implications that might result from this. It is inevitable that this will ultimately lead to an increase in the level of motivation that is present inside the workplace. The employees put in a lot of effort because of the goals that have been established, and they evaluate themselves to determine whether or not they are meeting the criteria of the jobs that they are accountable for. This allows them to identify whether or not they are meeting the standards that have been established. With the help of the self-assessment that they have access to, they are able to build plans for improving the

areas in which they feel they are falling short and have the chance to reflect on the areas in which they believe they are falling short. In the context of the atmosphere of an educational establishment, the concepts of motivation and performance management systems are inextricably linked to one another, and the significance of this connection cannot be overstated. The self-evaluation assessment is designed to ensure that all of the staff members are adequately prepared to conduct a self-evaluation on their own performance. This is the goal of the assessment. In order to guarantee that members of the staff are competent of doing such an evaluation, this is done in order to give them the confidence to carry it out. It is strongly encouraged that the members of the school's teaching staff and administrative staff make use of this evaluation as a means of enhancing their performance in order to improve their overall performance at the institution that was stated before. According to Dangol (2021), the members of the staff are of the opinion that the exercise is, in addition to being fair, also transparent. This is because they are actively participating in the process of evaluating themselves, which is the reason behind this. It is possible to reach the conclusion that the action is trustworthy and open to inspection as a result of this. When this concept is taken into consideration, it acts as the foundation for the motivation that drives the endeavor to carry out a self-evaluation. The individual is presumed to be able to provide an objective evaluation of how they feel about their performance throughout the time period that is being evaluated when they are doing a self-assessment. This is because it is thought that the individual is capable of offering such an evaluation. Because of this, students are able to evaluate their performance over the whole of the term and give themselves a score based on their own evaluations, which ultimately leads to an increase in their interest in the subject matter. Students have the ability to assess their own performance as a direct result of this being the case. It was determined that self-evaluation, which is a method of performance management that is performed inside the organization, has a substantial connection with the motivation of the staff members. This was demonstrated

through the data collected. On account of the fact that the self-evaluation approach was applied, this was successfully proved. It was during the course of the research that was carried out that this knowledge was uncovered. This is the interpretation that can be taken from the numbers, which is the conclusion that can be made from them. It is feasible to come to the conclusion that this is the interpretation that can be gained from them.

Management by Objective (MBO)

RQ1: How are school performance management systems established and implemented, and what are their essential practices?

H₁₁: School performance management systems are systematically established and implemented, and their essential practices significantly influence staff performance.

The observations that were offered by the participants who took part in the research study reveal that management by objective was one of the other performance management approaches that were utilized at the institution to control employee performance. The fact that the observations were handed in is evidence that this is the case. Management by objective is a technique that is used to develop a link between the performance of an individual and the aims and objectives that have been agreed upon, as indicated by the findings of the research that was carried out by Permana and Fitri (2020). This approach is used to build a connection between the performance of a person and the goals and objectives that have been made. Once a specific set of goals and objectives has been defined, the performance of the individual is reviewed in accordance with the goals and objectives that have been specified before the evaluation. Before any form of review is carried out, it is the job of management by objective to ensure that the standards that have been established, which are created with the intention of providing clarity, are completely understood, recorded, and agreed upon by all of the parties involved. These criteria could be satisfied before any kind of test is carried out, and there is a probability that this will happen.

According to the findings of the inquiry, one of the methods of performance management that are implemented in the educational institution is management by objective, which is one of the systems that has an impact on motivation. This is one of the approaches that is utilized. This was found to be one of the tactics that are applied at the educational institution, which was identified. Purnomo and Irawan (2021) assert that when employees are entrusted with the formulation of goals and objectives that are mutually agreed by all parties, they put out a great deal of effort to ensure that they bring about the results that were meant for them to bring about. This is due to the fact that they actually care about the fact that their efforts are successful. In addition, the fact that the targets are defined suggests that they are motivated to achieve them, which eventually results in an increase in the staff's productivity and efficiency inside the school. Because the goals have been stated, this is the result.

According to the findings of the research, an approach to performance management that is known as management by objective is one that has an impact on the amount of motivation that an individual contributes toward the achievement of their goals. The research that was carried out by Permana and Fitri (2020) revealed that management that is based on objectives ensures that when objects are set, it suggests that the staff will have to work hard to reach the goals, which ultimately leads to acknowledgment and thankfulness for the job well done. This was stated in the research. Specifically, this is due to the fact that the workers are aware that they will be paid and acknowledged for their outstanding performance if they are successful in delivering and accomplishing the goals and objectives that they have established for themselves. Since they are confident that they will be awarded for their outstanding achievement, they are inspired to put in a lot of work since they are positive that they will be rewarded for it. During the course of their employment, it is a common practice to provide employees with rewards, acknowledgements, and expressions of thanks. This is one of the components of motivation that contributes to the achievement of excellent performance in the

workplace. Among the conclusions that can be drawn from the findings of this study is the fact that management by goal, which is a sort of performance management system, has an effect on the motivation of staff members who are employed by the school in which they are working. The findings have a number of implications, and this is one of them.

According to the findings, it was observed that management by objectives has an effect on motivation by guaranteeing that it leads to the building of training and development programs for the staff (Bruccoleri, Riccobono, 2018). This was discovered by the researchers. This conclusion was reached due to the fact that it ensures the existence of programs of this kind. This particular information was uncovered as a result of the findings that were made. Employees become aware of areas of difficulty that require training and development when they go through the process of setting objectives and targets that they are expected to attain after going through the process of defining those goals and targets. This is due to the fact that they are strongly motivated to achieve their objectives and aims. The next step for them is to submit a request for training and development programs. This will allow them to learn new skills and information that will aid them in enhancing their performance and attaining the goals and objectives that they have set for themselves. Taking this following step into consideration is the next step that they should proceed with. In accordance with the findings of the research, one of the methods of performance management that is utilized at the organization is known as management by aim. The management by objective approach is one of the ways that may be identified by this. The findings make it possible to reach the conclusion that the installation of a performance management system that makes use of management by objectives has an effect on the level of motivation that is displayed by the staff members who are working in the school. This conclusion can be drawn because the data allow for the possibility of drawing such a conclusion. It is possible to arrive at this conclusion due to the fact that the data provides support for this conclusion.

Giving workers the option to select their own goals not only instills in them a feeling of responsibility, but it also provides them the ability to make decisions that can aid them in accomplishing the goals and objectives that they have set for themselves. This is a win-win situation for everyone involved. As the cornerstone for the management by objective performance management approach, which is applied at the administrative level of the institution for management reasons, this is the notion that acts as the foundation. As a result of the fact that they are accountable for achieving the objectives that they would have individually established for themselves, the workers are able to experience the motivation that is necessary for them to achieve success. This is because they are able to feel the motivation that is important for them to achieve success. It is feasible to draw the conclusion that the members of the staff have a say in the objectives that they have defined for themselves, and that they are given the authority to design goals and deliver those that they are aware of. This is because the fact that this is the case makes it possible to draw this conclusion. Employees are able to improve their performance and boost their productivity when they are given the opportunity to establish their own goals and have control over those goals. This allows employees to enhance their performance and efficiency. Employees are able to make their own decisions and take responsibility for their own goals. As a consequence of the fact that individuals are encouraged to finish their task and accomplish the goals and initiatives that have been made, they experience significant amounts of motivation. People report experiencing considerable amounts of motivation as a direct result of this condition.

RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?

H₁₄: Modifying performance management systems significantly improves teacher and staff motivation and retention.

The conclusion that can be drawn from such a hypothesis is that there is a considerable connection between effective performance management systems and motivation . Performance management systems offer a variety of channels that may be utilized to uncover aspects of an employee's performance that demonstrate both strengths and deficiencies. When there is no performance management system in place, it is nearly impossible to evaluate performance and locate areas where there are deficiencies in performance. There are a number of employees who believe that performance management systems, which are implemented through the use of performance evaluations, are a waste of time. They believe that these systems are designed to fail them, and that the scores they receive are skewed because they are based on the conduct of the appraiser, who may just wish to settle a score with the employee who is being assessed. On the other hand, according to the results of the research, there is a connection between performance management systems and motivation. This is accomplished by identifying the gaps that exist after the assessment has been completed and then giving training and development opportunities to the workers in order to equip them with the information and skills that will enhance them in a holistic manner. Training and development are extremely important in any organizational environment, and if they are conducted properly, they have the potential to motivate individuals while they are working and performing their jobs. Furthermore, Chaudhary and Bhaskar (2016) found that companies that offered their employees opportunities for professional growth and development were more likely to have employees who remained with the firm for a longer period of time. The findings were anticipated in light of the existing body of research, which suggests that the study was both pertinent and potentially valuable.

RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?

H₁₄: Modifying performance management systems significantly improves teacher and staff motivation and retention.

Setting objectives of performance improves employee motivation within the school

Increasing the level of motivation within the school may be accomplished by establishing performance goals, and there is a major connection between performance management systems and motivation. One of the ways in which performance may be enhanced is by setting targets, and this was connected to the findings of the research by giving a linkage after testing the hypothesis, and it was found that there was a substantial association between the two. The challenge of the employees not being able to understand what the assessment is about during the appraisal and the fact that they were never prepared for the performance evaluation exercise, which is one of the performance management systems that is used in the school, is addressed by these results, which are a response to the problem that came up during the course of the study. According to Dobronyi, Oreopoulos, and Petronijevic (2019), setting objectives may be seen as a strategy that assists workers in the workplace in enhancing their performance standards and achieving their goals in an effortless manner. When employees are aware of the significance of goal-setting, they are able to acquire a more comprehensive comprehension of their tasks, and they are more likely to strive to achieve and move quickly in order to guarantee that they are successful. Furthermore, employees who are well prepared and aware of their roles are more informed and likely to perform better than those who are not such well prepared and aware. According to Camp (2017), this naturally results in an employee's improved motivation in the job, which in turn leads to increased productivity and efficiency.

There is a relationship between performance management systems that emphasize creating targets as a way of increasing performance and the outcomes that were really expected.

The researchers underlined the fact that defining objectives boosts employee motivation, and there is a link between the two. When employees are aware of what is expected of them, they are more likely to encourage themselves to achieve the goals and objectives that have been set.

RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?

H₁₄: Modifying performance management systems significantly improves teacher and staff motivation and retention.

Clarifying on expectations of performance standards improves employee motivation

Based on the findings, it was discovered that improvements in employee motivation may be achieved by explanations regarding performance requirements. When it comes to performance management systems, it is necessary to provide clarification on the expectations of performance standards, which can have an impact on the motivation of employees. When employers make it clear what they expect from their workers in terms of performance standards, employees recognize those expectations and are obligated to conform to the standards that have been established. The guidance that is offered inspires people to put in a lot of effort, which ultimately results in increased efficiency and productivity. According to the findings, there is a substantial link between performance management systems, and it is necessary to provide clarification on the expectations of performance standards and incentive.

RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?

H₁₄: Modifying performance management systems significantly improves teacher and staff motivation and retention.

Providing feedback to staff results in improved performance and motivation

The findings demonstrated that there is a substantial connection between performance management systems and the level of motivation that exists inside the educational institution. It is possible to improve performance by providing feedback to staff members, and when such feedback is offered to staff members, it leads to improved performance as well as increased motivation. Employees are able to analyze their accomplishments and come up with ways to improve as a result of receiving feedback, which serves as a motivating element (Dipboye, 2018). Employees are more likely to experience a decrease in motivation when they get feedback that has a negative impact on them since it is likely to slow down their development. Positive feedback, on the other hand, is beneficial to employees in terms of increasing their performance levels. This is due to the fact that the more they are praised for their good work, the more they will devise ways to even complete tasks in order to earn praises, which in turn contributes to and motivates employees in the workplace (Tricomi and DePasque, 2016).

The findings were anticipated due to the fact that performance management methods that involve delivering feedback to staff members result in increased levels of employee motivation (Moon, 2019).

On the other hand, the findings demonstrated that providing feedback to employees leads to enhanced levels of both performance and motivation. One of the benefits of receiving feedback is that it raises awareness about the performance of staff members in the school. This awareness helps staff members realize the areas in which they are performing well as well as the areas in which they need to improve in order to reach their objectives and the goals of the school. As a result of the awareness that is established, the staff members in the school are able to acquire a more profound comprehension of their performance, which in turn drives them to accomplish their duties effectively.

The personnel at the school is able to continue their education and develop as a result of receiving feedback. According to the findings of the research study, when staff members are given feedback, they are in a position to identify areas of weakness and request the appropriate training and development programs that would better prepare them to perform better and achieve their goals and objectives of the school. This is according to the findings of the research study. Based on the findings of the study, it was discovered that providing feedback to employees leads to higher performance as well as increased motivation. If a motivated staff is given feedback that emphasizes both areas of strength and areas of weakness, then that staff will create ways to fix the gaps that have been found and will search for ways to solve those gaps. Giving and receiving feedback is of utmost importance since it is the sole means by which one can ascertain how well they are executing their duties on the job. The staff is able to identify those areas that require skills advancement and growth via the use of feedback, which is why it is necessary for them to advocate for such areas. The findings of this study were anticipated due to the fact that when feedback is delivered to the staff, it leads to greater performance as well as increased motivation.

As a consequence of the findings, it was discovered that the provision of feedback leads to enhanced performance and motivation among the staff members working in the school. The provision of feedback to staff members results in performance accountability, in which the administrators who supplied the feedback subject the staff members to evaluation with the intention of keeping them accountable for their actions. They want to know if the staff is delivering on the objectives that have been established, and as a result, the staff is aware that when they are subjected to the evaluations and assessments, the administrators and their supervisors want to know how effectively they are delivering on the goals that have been set. The workforce is aware that they are being monitored, and as a result, they are obliged to fulfill their job of delivering, which motivates them to do well on the duties that they are assigned.

The implications of the data, as revealed by the study, suggest that when feedback is offered to the staff, it results in enhanced performance and motivation. This is the conclusion being drawn from the findings. Feedback contributes to greater communication and trust, which are both beneficial outcomes. Generally speaking, employees tend to perform better and be more motivated when there is enhanced communication and trust. Therefore, when the systems in the school offer feedback, it leads to greater communication and trust, and as a result, the staff becomes more comfortable to deliver on duties and assignments, which ultimately leads to higher performance in the school. The discussion of staff performance contributes to the improvement of communication between supervisors and staff by offering outlets through which staff members are given the opportunity to reach out to their superiors and address difficulties without fear of repercussions. The provision of such a high degree of autonomy results in enhanced performance and increased motivation.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

Reviewing the appraisal assessments with employees improves employee motivation.

The findings suggested that there was a considerable connection between performance management systems and motivation. This was the consequence that the research brought about. Employee motivation is improved as a result of the interactions that are described via the performance management systems in the school. These systems demand employees to examine the evaluation assessment with the school. It is important to conduct a review of the appraisals with the personnel after the assessment activity has been completed. It is a good practice because when employees discuss their performance with their bosses, they gain a better grasp

of topics that affect their performance, and this inspires them to do better. This is why it is a good practice. In order to have an effective performance management system, it is necessary to examine the evaluation assessments with workers (Mone and London, 2018). The findings were anticipated because of this need. The act of reviewing the assessment enhances the motivation of employees and guarantees that there is an improvement in productivity in the workplace.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

Providing rewards and incentives to top performers improves employee performance.

One of the implications that can be drawn from these data is that there is a link between performance management systems and motivation. Employees' performance and motivation may be improved by the implementation of a performance management system that has as its primary purpose the provision of rewards and incentives to top performers. In light of the findings, it was discovered that the majority of the employees were in agreement that the performance assessment system, which is a component of the performance management system, plays a role in salaries being increased. According to Coccia (2019), rewards and incentives that contribute to the motivation of employees in the workplace are an essential component of a successful workplace. A number of organizations make use of prizes and incentives in order to show their appreciation for their employees and to motivate them to accomplish their objectives and aims in the workplace. As a result, employees are motivated via the use of prizes and incentives, which in turn encourage them to work diligently, which

ultimately contributes to the growth of the business in terms of attaining goals and objectives as well as boosting their productivity.

RQ2: How do performance management systems affect teachers' and support staff motivation?

H₁₂: Performance management systems have a significant positive effect on the motivation of teachers and support staff.

Devising transparent means of evaluating staff performance improves employee motivation.

The conclusion that can be formed from the data, which were derived from the hypothesis, is that there is an increase in employee motivation when transparent methods of measuring staff performance are developed. One can establish a connection between the development of transparent methods of performance evaluation and the motivation of individuals. In order for employees to perform to their full potential, it is necessary for there to be staff performance management systems in place. These systems offer criteria for performance that should be adhered to. According to the findings of the research study, having performance management systems in place, such as performance appraisals, indicates that you have a transparent method of measuring and evaluating the performance of the employees, which ultimately results in an increase in their motivation. Putting employees through a performance evaluation in which you are in a position to evaluate their output is one way to ensure that they are held accountable for their actions. The aforementioned findings provide a solution to the problem that was investigated by recommending methods of performance evaluation that are open and honest. This provides the employees with the opportunity to comprehend the significance of the evaluation process. The problem that was uncovered by the study was that a number of employees do not value the performance assessment exercise

because they believe that it is biased and that the administrators who emphasize it do so with the intention of denying them rewards. According to Bayo-Moriones, Galdon-Sanchez, and Martinez-de-Morentin (2019), the process of designing a performance assessment system ought to engage both the employer and the employee. This is due to the fact that the achievement of predetermined goals is of concern to both parties. Consequently, the consequence of the preceding is that when the two parties are involved in the design, it motivates them because they gain a clear grasp of what is expected of them, and the mission now becomes working towards attaining the objective and mission, which is why they are motivated.

Recommendation for Application

Introduction

If the school is going to be successful in an environment where there are a growing number of schools, performance management systems ought to be recognized as one of the most important pillars in the institution itself. There is a great deal of rivalry in the field of operation; but, if the school is equipped with a performance management system that is both reliable and sturdy, it will be able to regain its former glory and will be regarded as one of the most prestigious in the region. Performance management systems can be connected to internal marketing in the sense that, if a robust performance management system is in place, it can attract and lead to the retention of personnel in the school, which will ultimately lead to an improvement in motivation. Through this action, you are bringing the interests of the employees into alignment with the interests of the company, which results in an increase in both efficiency and effectiveness.

According to Franco-Santos and Otley (2018) and DeNisi and Murphy (2017), performance management systems are described as the ongoing process that involves

quantifying, evaluating, and enhancing the performance of employees. This is done with the intention of attaining the aims and objectives of the company.

A strong management system need to be in place at the institution, and it ought to be able to establish unambiguous performance criteria that the staff members ought to adhere to. When performance management systems are specified, businesses are in a position to evaluate the performance of their staff, which ultimately leads to an increase in both productivity and efficiency.

5.2.2 Training

Those administrators who are entrusted with the responsibility of subjecting employees to performance management systems through the utilization of performance assessments should receive training from their employers through the provision of training. Appraisals of performance are a type of performance management system and are one of the most prevalent methods of evaluation. According to Cappelli and Conyon (2018), performance evaluations are a method that supervisors use to evaluate the performance and capabilities of their employees. After using this system, supervisors then develop ways to show appreciation to their employees for a job well done by providing them with prizes and incentives. Therefore, managers have to get themselves ready for the evaluation and make sure they fully comprehend it before they submit their staff to it. Having a cohesive knowledge that directs them to offer assistance to the employees that they oversee in the workplace is made possible by preparation, which helps them to have this understanding. Additionally, the school has to make sure that the administrators and supervisors who are participating in the activity have sufficient training. It is important for supervisors to be aware of both the positive and negative aspects of performance evaluations. This will allow them to provide the most effective guidance to employees, ensuring that they comprehend the advantages and benefits of carrying out the evaluation. In light of the fact that performance assessments are a type of performance

management system, the administration of the school have to give due consideration to and prioritize them. At the start of the year, it is important for the administrators and managers, as well as the employees, to reach a consensus on the goals and targets that will be pursued.

Another suggestion is that the administrators should organize appropriate trainings for the staff members. The workers who have shortcomings and require assistance are not catered to after the completion of the assessment tasks, which results in their becoming demotivated and disengaged in the school. It is one thing to carry out performance evaluations, but it is an entirely different thing to organize for the appropriate trainings that would help bridge the capacity gaps that would have been found. It is therefore necessary for the supervisors to immediately organize such trainings with the purpose of providing the employees with the necessary tools in order to motivate them to perform their jobs effectively. Additionally, the administrators of the school should be encouraged to participate in courses, seminars, and workshops in which they can acquire new and best practices that can assist them in the day-to-day operations of the schools. Workshops and seminars are essential because they provide administrators with the opportunity to acquire new information and skills that can be applied in the job. The personnel in the schools may be armed with the information that they have gained by attending seminars and workshops like these, which increases their level of production and efficiency. This can be accomplished by passing on the knowledge that they have gained. When administrators begin the process of training trainers, it indicates that they are passing on the information that they have acquired to the trainers, who then in turn pass on the skills and knowledge to other individuals within the educational institutions. Therefore, it is advised that administrators at such schools should keep an eye out for seminars and workshops that add value to them. This will allow them to, in turn, provide value to the personnel that works in the schools.

The administrators should also identify and rely on top performers in the school who have demonstrated excellent performance. This will allow them to employ these individuals to assist other students who are performing at a staggering or below-average level in attaining their goals of improving their performance. It is of the utmost importance to seek assistance and counsel from high-performing staff members since doing so enables staff members with low performance to accumulate information and improve their performance in the school. When administrators are in a position to identify top performers and organize for sessions in which they can reach out to other staff members and help them improve, it has an effect on both performance and motivation. Although it may be difficult for staff members to communicate with their colleagues about performance issues, this phenomenon has an impact on both performance and motivation. An employee who is driven to enhance their performance in the job is one who actively strives to gain information and skills that will assist them in getting better results.

It is apparent from the data that the training of administrators has a substantial effect on the efficacy of performance management systems in educational institutions. Administrators who are well-prepared to conduct performance assessments are better equipped to assist personnel, provide constructive comments, and plan focused training to overcome skill gaps. According to the findings of the study, educational institutions in which administrators were provided with sufficient training had increased levels of motivation and engagement among their staff members in addition to better results in terms of performance. Furthermore, as the findings of the study have demonstrated, the identification of high achievers who can act as mentors for other employees helps to increase the overall level of proficiency among the staff and promotes a culture that is supportive of peer learning. Consequently, educational institutions ought to place a high level of importance on providing administrators with ongoing training, promoting their involvement in workshops and seminars, and establishing organized

mentoring programs in order to guarantee that systems for managing performance are reflected in measurable advancements in the motivation of employees, their productivity, and their professional development.

Recognition and Rewards

In recognition of the effort that they put in at school, the top performers ought to be acknowledged and rewarded. Following the conclusion of the performance review, the top performers should be recognized and driven via the use of prizes, public recognition, and promotion opportunities. According to Anstey, Fletcher, and Walker (2017), performance appraisal is a method that organizations use to investigate with the purpose of gaining an understanding of and witnessing whether employees within the organization have achieved their agreed upon targets and objectives as clearly stated by the organization. The purpose of this investigation is to applaud, recognize, and appreciate employees for a good performance at the conclusion of the exercise. As a way of regularly monitoring the performance of their staff in the workplace, companies can use one of the many performance management systems that are available to them. According to Sumayya and Raziq (2019), the various approaches ought to be geared toward the provision of channels through which workers possess the opportunity to be acknowledged and praised for their job. If an employee performance management system does not include a method of motivating employees through the use of rewards, it is possible that this will have a negative impact on the performance of the employees. As a result, it is strongly suggested that employers should develop performance management systems that are connected to the concept of motivation of their employees. Be sure you have performance management methods that allow employees to get rewards for a job well done. Therefore, in order to maintain their motivation inside the institution, staff should be rewarded with either wage increases or bonuses when they do well on the duties that have been assigned to them. In addition, such a relationship may be established by evaluating performance, as well as by recognizing top performers and giving means for assisting those

who perform below average. those who are driven to do their jobs continue to be productive, efficient, and devoted to their work, in contrast to those who are not motivated. On the other hand, employers should look out for the workers who act as stakeholders in their operations and should reward them for a job well done at the end of the day. Employers should not only watch out for themselves via assessment to determine if the employees are delivering on the goal that has been established, but they should also look out for the employees who are delivering on the objective.

It is important to remind top achievers that they are the best in the school on a consistent basis since this serves as a source of inspiration and pushes them to do particularly well and put in additional effort. The best performers are motivated to work hard when they are encouraged, which is beneficial to the school in terms of development and production. This is because the school benefits from the highest performers. There is a high probability that employees will lose their motivation in the workplace if the performance management system in question does not take into account the requirements of the staff members who are being exposed to it. It is important that administrators be encouraged to remind top achievers of their performance on a consistent basis in order to stimulate them. It is the responsibility of the administrators to have the topic of performance front and center during staff meetings and any other platforms when they meet with staff. They should also be pointing out high performers and encouraging them to continue doing the fantastic work they have been doing. As a result of the consistent acknowledgment of such high performers, other employees have a tendency to identify with them with the hope of also being acknowledged, which in turn inspires them to work more and perform better in the workplace. Additionally, it causes the staff to be more proactive in the workplace. This is due to the fact that employees in the office often like being acknowledged and thanked for a job well done.

According to the results of the study, recognition and awards are of the utmost importance when it comes to improving the motivation and performance of the employees who work at the school. When management takes the initiative to recognize the employees who are most successful by providing incentives, offering public acclaim, or creating prospects for promotion, they establish a workplace culture in which people feel appreciated and are encouraged to uphold their current level of performance. According to the findings of the study, schools who instituted organized recognition programs noticed enhanced involvement and productivity on the part of their staff members. In addition, a culture that is characterized by shared learning and motivation is further strengthened when employees who achieve at an outstanding level are recruited to provide mentorship or support to those who are not performing as well. For this reason, educational institutions ought to guarantee that the mechanisms of recognition and reward are constantly employed and incorporated into the system of performance management in order to promote motivation, increase commitment, and promote continual improvement among all members of the staff.

Feedback Mechanism

An additional notion that has the potential to be put into action is the building of feedback systems that can be depended upon. In the context of the educational institution, an example of this kind of behavior would be the transmission of either positive or negative feedback to employees as a reaction to an evaluation that was carried out inside the institution. This would serve as an example to explain the notion that was developed during the process. It is vital for the receiver to receive feedback since the information that is provided by the sender on the performance of the receiver excites them in some way or another it is critical for the receiver to receive feedback. When all of this is taken into account, it is of the highest significance that the recipient receives feedback on how well they have performed. Building a framework for open input that can be implemented in phases is one of the many things that the

school needs to do. This framework cannot be done all at once. There may be several stages of this framework's distribution to the general public. This is only one of the many obligations that the school is required to complete, in addition to the many others that will be required of it. The reason for this is because, despite the fact that it is essential to monitor the degree to which employees are executing their duties effectively, feedback should be conveyed to the members of the team who are most knowledgeable about the situation. The existence of things can be attributed to this particular cause. They will be able to have a crystal clear understanding of the degree to which they have performed in relation to the goals and objectives that have been agreed upon as a result of this, which is a consequence of this. To put this into perspective, it is for this reason that performance management systems need to be put into place in order to provide feedback to the staff members who are working in the school. This is for the goal of putting this into perspective. When an employee is given feedback that has a negative influence on them, there is a larger possibility that they will suffer a decline in their motivation. This is because the feedback has the potential to have a negative impact on the employee. Specifically, this is because the feedback has the potential to have a negative impact on the employee. This is the reason why this is the case. This is because the feedback raises the probability that their growth would slow down, which in turn inhibits their progress. This is the reason why this is the case. This is the reason why things are the way they are in the current scenario. Employees are more likely to come up with methods to even complete their work in an effort to gain acclaim, according to research conducted by Tricomi and DePasque for the year 2016. There is evidence that this occurrence has taken place. One of the reasons for this discovery is that workers are motivated to get credit for their efforts. This is a factor that contributes to the heightened motivation of workers in the workplace, in addition to the fact that it is a component that adds to the motivation of workers in the workplace. In other words, it is a component that adds to the motivation of workers in the workplace. On the other hand, employees may be able

to reap the benefits of receiving positive feedback since it assists them in improving their levels of performance, which in turn is beneficial to the company. This is the other side of the coin. Specifically, this is owing to the fact that the more they are acknowledged for the excellent work that they have done, the more they will research a variety of different ways to fulfill the responsibilities that have been allocated to them. As a means of providing further clarification, here is the reason why this is the case. Because of this, feedback is of the highest significance to both employers and employees, and it does, in fact, result in greater levels of performance and productivity. This is the reason why feedback is so important. It is to the benefit of both of the parties involved. Regarding the reason that was described previously in this paragraph, feedback is of the utmost importance due to the reasons that were expressed earlier in this paragraph.

It is necessary for the school to have a system in place that allows for the provision of information and comments on the students' performance, and the students must be supplied with this information. Students have a legal obligation to get feedback on their performance as well as information on their own performance. As a result of the adoption of the application that is linked with this method, the employees of the firm are needed to be provided with precise information and progress reports regarding their performance. The administrators of the school should be able to offer the staff with updates and information that is intended to assist them in improving their performance in areas that are difficult in terms of performance after the procedures of performance reviews and evaluations have been finished. This is designed to help the staff improve their performance in areas that are difficult in terms of performance. It is anticipated that this will be feasible after the operations have been finished. By offering this support, the administrators may help the staff improve their performance, which is one of the ways that they can help the staff improve their performance. It is appropriate to take this step, and it is reasonable to do so, in order to guarantee that the workers will be able to improve their

performance. It would be prudent to take this course of action. As a result of the information and updates that are made available to them for their usage, the team is able to understand the domains in which they are working exceptionally well and continues to keep up with the pace. This is because they are providing them with access to the information. This is as a result of the fact that they have access to the several pieces of information that are being handled. It is because of the existence of this specific component that they are motivated to finish the duties and objectives that have been established. This is one of the reasons why they are inspired to do so. The reason for this is because people are driven to behave in this manner, which is the reason why this occurs. To continue in this vein, when they are in a position to do so, they are able to make requests for appropriate training and development programs that are related with the areas that contribute to challenges during the time that they are in a position to do so. Additionally, they are able to provide suggestions for ways in which the situation may be improved. Moreover, they are able to recognize the factors that lead to the difficulties that are encountered. When it comes to providing information to the staff, it would be wrong for the administrators of the school to wait until the bi-annual and yearly assessments since it would be inappropriate. It is appropriate for them to communicate this information to the employees as quickly as feasible. More specifically, this is because they will be able to offer the information regardless of whether or not they are asked for it. They want to make sure that the individuals who are employed at the institution are provided with frequent updates and knowledge that is beneficial to one another. They would be better off taking this course of action since it would be more effective.

The feedback system that should be built should be one that focuses an emphasis on the delivery of coaching and mentoring programs in order to achieve the aim of giving the staff with educational opportunities that are helpful to them. This will allow the goal to be accomplished. The personnel will be able to acquire knowledge in a manner that is advantageous to them as a result of this. As a result of the fact that this is the situation, the supply of programs of this kind will ultimately become feasible.

When it comes to the level of motivation that workers have at their place of employment while they are working there, mentoring and coaching are opportunities that are quite an important factor to consider. Specifically, this is due to the fact that they increase the degree of motivation that workers possess. Overestimating the value of any of these particular choices is not something that can be done in any manner, shape, or form.

The educational institutions are making an attempt to identify those individuals who are performing extremely well, as they are interested in determining which members of the staff are performing exceptionally well and to determine which individuals are performing exceptionally well. Afterwards, they want to have sessions in which members of the staff who are not performing as well as they should be able to receive mentoring and coaching during such sessions. These sessions will be held after the previous one. Additionally, in preparation for the aforementioned event, these seminars are going to take place. These gatherings will be organized in accordance with the goal of these meetings, which is to follow up on the statement that they announced previously. Therefore, it is feasible that the staff at the school might be provided with mentorship and coaching through the usage of such feedback systems in order to aid them in improving their motivation and raising their performance. This would be done in order to help them achieve their goals. If this were to occur, it would be a favorable development for the institution. Because of the importance of this, it would be necessary to provide them with this in order to aid them in boosting their overall performance. In addition, in order for educational institutions to meet their contractual commitments, it is needed of them to put up a strategy for the transmission of feedback to students. With the help of this method, administrators and senior leadership would be able to determine the areas in which the staff requires assistance, and they would also have the chance to organize training and capacity building sessions.

A further advantage would be that they would be able to determine which regions need attention. Through the process of providing feedback to staff members and, as a result, identifying areas in which staff members require further training and learning opportunities, administrators are able to establish the areas in which staff members require such opportunities. Because of this, administrators are able to deliver better service to the employees that are involved in their workforce. The administrators are now in a stronger position to expand the company in a manner that is more sustainable

as a consequence of this development. It is widely known and generally accepted that the staff members who work inside the educational institution have a necessity for training and skill development, and that this requirement is of the highest significance. This requirement is also commonly acknowledged and accepted across the board. This is because it gives people the opportunity to acquire new knowledge and skills, which ultimately results in an improvement in their overall performance within the company. This is the reason why it is so beneficial. This is the reason why things are the way they are in the current scenario. The absence of a feedback system that is able to identify areas that might be improved makes it exceedingly difficult to attain outcomes that are satisfactory within the framework of an educational environment. This is because the feedback system is unable to identify places that could be improved. This is as a result of the fact that it is extremely difficult to properly generate outcomes that are satisfactory. In circumstances where there are obstacles, they have a tendency to hinder performance in the school; however, by designing a feedback mechanism that enables administrators to identify such obstacles and communicate them back to the staff, it is beneficial to the staff because it allows them to devise means of removing the obstacles and concentrating on the task that is ahead of them. This would be beneficial to the school.

The performance of the school will benefit from this in a positive way. In a variety of different ways, the school would be able to benefit from this. It is predicted that this will have a positive impact on the overall performance of the institution with regard to its overall performance. This would be advantageous to the school in a variety of different ways, taken into consideration from a wide range of various points of view. It is also necessary for the schools to concentrate a significant amount of attention on the establishment of a feedback system that will result in open communication between the administration and the workforce. This particular problem is just another area in which they need to continue to make improvements. It is an absolute imperative that this task be completed in its entirety today.

The capacity to communicate effectively is one of the most significant components of performance, taking into account that it is one of the most crucial characteristics of performance. This can only take place if the administrators of the school have a structure in place that enables open communication and engagement with the staff as well. This is the only way that this can take place.

When it comes to accomplishing these things, the individuals who are accountable for doing things like keeping the staff members informed about their performance and having meaningful conversations with them about their successes and areas in which they may benefit from learning more are the ones who are responsible for doing these things. They are the ones who are responsible for ensuring that these tasks are finished, and they are the administrators who are in charge of managing the people. On the other hand, the members of the staff are permitted to discuss the areas in which they require assistance and even make recommendations on how to deal with the problem when it comes to performance. This is the case when it comes to the performance of the staff. They have access to this knowledge whenever they need it. The circumstance described here is the one that is accurate when it comes to assessing performance. In terms of performance, this is the situation that is now going place at this very moment. The design of a feedback system that describes both the goals and the expectations is something that should be taken into consideration as an extra piece of advise for potential areas of application that may be put into action. This proposal is included on the list of potential locations, which is one of the several possible areas of application that comprise this idea. The aforementioned are some examples of potential areas of application that might be pursued in the future possibilities. In order to guarantee that all members of the team are encouraged to carry out their responsibilities to the best of their ability, administrators are obligated to provide feedback that elucidates their expectations. This requirement is included in the administrative duties that they are responsible for. The staff is motivated to generate excellent performance in the school as a consequence of the clarity that is supplied by the aims and objectives that have been stated inside the institution. Due to the fact that the aims and objectives have been stated, this is the case. This is because they are given extra information on the duties and goals that they are responsible for successfully attaining, which is the reason why this is the case. As a result of the fact that the aims and objectives contribute to the provision of clarity, this clarity is the result of the fact that they give clarity. Because they are responsible for producing clarity, this clarity is the result of their actions. When the faculty and staff are given feedback, they are able to get an awareness of their own performance and make a relationship between it and the goals and objectives of the institution. This is only possible when they are given the opportunity to receive feedback. It is essential to provide them the opportunity to submit input in order to make this a practicable alternative. This is made

possible by the fact that they are given feedback at various points in the process. This is what makes this a possibility.

The results of the study demonstrate that it is necessary to have an organized feedback system in order to improve the motivation and productivity of the employees who work at the school. The ability for employees to comprehend how their performance measures up to the goals that have been established as a team is facilitated by administrators who give feedback that is both helpful and precise, as well as feedback that is provided in a timely manner. Employees are motivated to pursue opportunities for training, coaching, and mentoring when they receive feedback that points out their areas of excellence as well as their areas for progress. This in turn has a direct positive impact on their abilities and level of involvement. According to the results of the study, feedback systems that are characterized by their continuity, transparency, and inclusiveness make it possible for employees to take part in conversations about how well they are performing and to provide recommendations for making improvements. Consequently, the organization experiences an improvement in productivity, a rise in motivation, and the development of a culture that is based on shared learning. The implementation of such systems guarantees that expectations for performance are made explicit, that employees are made to feel that they have support, that employees who perform well are given recognition, and that employees who do not perform well are provided with direction in order to improve.

Design Performance Management Systems

The employer is the one who is responsible for developing a performance management system that is well welcomed and understood by both of the people involved in the situation. It is important for employers to involve the employees who will be evaluated using the evaluation tool in the creation process of the evaluation tools that will be used for assessment.

At this point in the process, this is a significant step. It is necessary for them to have a grasp of the components that make up the tool, and any areas that require clarification must be addressed at that specific moment. Both parties should have given their approval stating that they are in agreement with and have a thorough grasp of the areas of assessment before the instrument was rolled out. Clarity should have been provided prior to the deployment of the instrument. It was established that the appraisal technique is the performance management system that is employed in the school, and the majority of the staff members were in agreement that the self-appraisal assessment is the performance management system that is utilized in the school. It is recommended that employers involve their workers in the process of creating the instrument that should be used for assessment from the very beginning of the process. This is because the technique that should be used for evaluation begins with the employees. Because of this, it will be possible to guarantee that the employees have a complete comprehension of the sections that will be examined.

However, the employers in the school who are responsible for reviewing and grading the work of their workers should concentrate on evaluating performance rather than personality. This is because performance is more important than personality. Taking into account the performance of the employee and coming up with measures to develop the employee when areas of weakness are identified is something that is recommended to be done by a performance management system that is competent. It is recommended that performance assessments emphasize on the performance areas that are being examined, rather than concentrating on the personality and behavior that was demonstrated throughout the period of assessment. The resolution of disagreements and conflicts should not be accomplished through the use of performance assessments. Some bosses use these evaluations as a method of inflicting vengeance on workers who may have mistreated them in the past or even those who may have questioned them in the middle of the term. Examples of such employees include

those who have been questioned by the employer. It is of the highest significance to set performance criteria and to make reference to those standards at all times; this will result in a process that is equitable, transparent, and successful in evaluating performance.

The organization has to develop a variety of different sorts of performance management tools so that it does not have to rely just on yearly performance reviews. There are many various kinds of performance management systems that may be utilized in order to achieve the task of monitoring and evaluating performance in the workplace. The school should research more areas, such as the idea of scheduling quarterly review meetings at which performance may be discussed and staff members can be encouraged to present their work plans up to this point. It is suggested that the school study these additional areas. As part of the quarterly review sessions, the staff should provide presentations that discuss the current status of their deliverables and tangible outputs. Additionally, assistance should be provided to those personnel who are falling behind schedule with regard to their tangible outputs. These meetings are held with the intention of ensuring that workers and staff are held accountable in respect to the goals that they have created and agreed upon to achieve. The development of methods to help those individuals in catching up to the timetable begins as soon as it is recognized who is falling behind schedule. In a similar vein, those individuals who have previously produced are commended and encouraged to continue doing so, which in turn drives them to work more efficiently.

Even during the weekly staff meetings, there should be time set out for staff members to provide a quick presentation on the current status of their outputs and deliverables. A brief presentation should be given by each staff member. It is crucial to hold meetings on a weekly basis because they provide employees and staff the opportunity to discuss and account for the time that they have spent during the week. Instead of waiting for the yearly evaluations that are generally held at the end of the year, employers and supervisors are able to acquire a clear

picture of what the various staff and workers have worked on during the course of the week. This allows them to make more informed decisions. In the event that more support is necessary, they are able to handle any difficulties that the staff and employees have had.

As a recommendation, it is suggested that the school place a stronger emphasis on the mission and vision statements by printing them in all of the different offices as well as in the staff lounge, which is the area where the staff congregates to talk and exchange ideas. It is more probable that workers and employers will want to put in a lot of effort to fulfill the organization's vision and mission when they have a clear grasp of the purpose of the firm. This, in turn, helps to the organization's success in reaching its target throughout the course of time. There need to be a relationship between the purpose and objectives of the business and the performance management methods that are already in place. As a consequence of this, it is essential to evaluate individuals based on the degree to which they appreciate the causes that led to the founding of the school as well as the objectives that the organization plans to achieve in the long run. After the employees have obtained a grasp of the school model and the reasons for its construction, as well as the ways in which they may benefit from it and the contributions they can make, they will devise strategies to increase their performance and efficiency. This will be done after they have achieved this understanding. Subsequently, they are inspired to exert a great deal of effort by the means that have been built, and the ultimate objective is to achieve outcomes.

Furthermore, performance management systems should be successful in the sense that they should be developed to enhance the general performance standards of the institution. There is no doubt that these systems are useful and have the power to motivate staff to create, but they need also be effective. It should not be regarded a system that offers areas of evaluation in which employees or staff members are needed to score themselves for the goal of finishing the exercise; rather, it should be considered an activity that is deemed to be important in any

educational institution. The employees should not consider the exercise as one of those that requires them to check off a list of criteria; rather, they should view it as an activity that helps them improve as individuals and also motivates them to perform well. This is a crucial point to keep in mind. It is not feasible to learn from and enhance both performance and motivation by employing performance management strategies that are unsuccessful. This is because it is impossible to benefit from and improve both.

Furthermore, in order for performance management systems to be effective and to make a contribution to motivation, they should consist of a number of components. Supervisors and managers have typically been the ones to carry out performance assessments; however, in order to guarantee that the most effective procedures are adhered to, it is essential for extra parties, such as peers, to be engaged in the review process. As a result of the fact that the peers or colleagues spend a considerable amount of time with the colleague who is being assessed, they always involve themselves in the process of determining, evaluating, monitoring, and providing feedback on the performance of the staff members that were mentioned before. The fact that they are not difficult to obtain makes it simple to provide an explanation for the areas in which they are deficient and the regions in which they are performing exceptionally well in terms of their execution. Due to the fact that the peers and colleagues are affiliated with and have a relationship with the staff that is being assessed, they have knowledge that can be employed to develop the staff in question, hence making them more productive and motivated within the institution. This is because the staff in question is being reviewed. In the past, the only responsibility for evaluating the performance of the staff was assigned to the supervisor or line manager. On the other hand, in the contemporary world, it is possible for several parties to participate in the evaluation of staff performance so long as they are in close touch with the staff that is being evaluated. The school should widen its reach and involve extra parties, such as the students, their parents, and even their classmates, who are in direct contact with the

instructors and have the capacity to examine how they present the information in the classroom where they are teaching. This is something that I would advise the school do. It is possible for the same students to submit comments about the manner in which they would like the topic to be taught, and this feedback would assist the instructor in becoming more efficient and productive in the classroom.

Based on the findings, it was determined that the majority of the staff members were in agreement with the statement that they were satisfied with the performance management system that was currently in place. It was proved by the hypothesis that there was no link between the performance management systems that were already in place and motivation, despite the fact that the majority of individuals were in agreement with the statement. It has been proposed that the school do an evaluation of the performance management systems that are currently being utilized and determine whether or not these systems add to the overall worth of the institution.

According to the findings of the study, the involvement of employees in the process of designing performance management systems results in a greater comprehension of the criteria for assessment as well as an increase in motivation. Employees who are involved in the process of creating evaluation tools are more capable of achieving their performance targets because they have a clearer understanding of what is expected of them. According to the findings, accountability is supported and constant progress is promoted by regular monitoring through peer feedback, inclusive evaluation systems, and review sessions that are held on a quarterly or weekly basis. Administrators have the ability to motivate their staff to synchronize their endeavors with the aims of the institution by establishing a connection between performance management techniques and the mission and objectives of the school. Moreover, the integration of numerous sources of feedback, such as input from instructors, coworkers, and pupils, contributes to a more precise evaluation of performance and facilitates the provision of

individualized assistance for the enhancement of skills. It is because to the combination of these practices that the staff is so motivated and that the organization is able to achieve a better level of production.

Recommendation for Future Research

In order to compare and correlate the data, it is necessary for an extra school to carry out a research study on the influence that performance management systems have on the motivation of the staff. For the goal of establishing whether or not the findings are similar, this is an essential step to take. In the area where this research study was conducted, there are a number of academic institutions that are now functioning as educational institutions. It is possible that these educational institutions will be able to provide a full study that might be employed for more research. As stated by Gruman and Saks (2011), performance management systems are not only required but also indispensable due to the fact that they contribute to the continuous monitoring and assessment of staff performance, which in turn ensures that work is carried out in an appropriate manner. Taking into consideration the results of the study, it was discovered that there is, in fact, a connection between the various performance management systems that are utilized in the educational institution. In addition, on the basis of this analysis, it is suggested that a research of a similar nature be carried out in a different school that has organizational structures, systems, and processes that are comparable to the one that is being studied. This would be done in order to evaluate whether or not the results would be connected to one another. The adoption of performance management systems has the potential to enhance the overall operation and efficiency of any given firm. As a consequence, once these systems have been successfully established and developed, they are able to motivate people while they are working. A person who is feeling inspired is more likely to produce high-quality work because they have momentum that drives them to execute and finish a task with ease. This is

because they are more likely to feel inspired. It was their belief that the administrators at the school were conducting performance reviews, which are a type of performance management system, in order to prevent them from being promoted. On the other hand, there were many who felt that it was only a formal procedure that needed to be completed and accomplished. At first, the workforce at the school was confused about the significance of performance management systems and could not comprehend their significance. There were many who held the belief that it was nothing more than a formal procedure that needed to be completed. Based on the findings of the research, it was determined that the staff members had a good understanding of performance management systems. Furthermore, they recognized self-appraisal evaluation and management by object as the performance management systems that are applied the most frequently in the school. In order to identify whether the two are the most generally used forms of performance management systems in schools or whether there are other forms that are employed, including how they affect and motivate the staff in those schools, it is important to conduct another research study. This is because it is vital to determine whether or not there are other forms that are utilized. Given the material that has been revealed thus far, it is of the utmost importance that this research project be started.

Because of the small size of the sample, the qualitative method that was concentrated on conducting interviews with school administrators did not provide a substantial quantity of findings. This was due to the fact that the sample size was restricted. It is possible that the analysis would have been more extensive, and the findings and conclusions would have been more important, if the research had been carried out with a larger sample size. A further investigation should be carried out in the future, with the primary focus being placed on the quantitative approach that is utilized to generalize the findings of the qualitative study, and with the consideration of a wider selection of participants. This is something that I would suggest in light of the information that was presented above. This leads in the creation of more

information that can be employed for analysis, hence enriching the study (Majid, 2018). Therefore, it is vital to make use of a large sample size while conducting research since this results in the production of new information. As a result of the small sample size that was employed, the findings that were acquired via the use of the qualitative method were not able to be generalized. As an additional point of interest, the administrators had a considerable level of knowledge concerning the subject at hand, which was a factor that contributed to the findings. Furthermore, in the future, there ought to be a higher emphasis placed on having a comprehensive knowledge of the topic, and the administrators working in the schools ought to get professional development. In the not too distant future, it is necessary to conduct a research study that has the potential to shed light on the relevance of performance management systems in educational institutions.

In order to better understand the 360-degree assessment systems, which are a method of performance evaluation that is included into the performance management system, it is suggested that a research study be carried out on the subject. Performance should not just be evaluated by the line managers or administrators in the school; rather, it should also be evaluated by the peers and other parties that interact with the staff on a regular basis in the school. The latter are more likely to have direct experience with the personnel, which is the reason for this consequence. According to Zondo (2018), the introduction of a more extended cycle into the performance review process results in a bigger number of outcomes on the performance criteria. Furthermore, the information gained from this procedure may be employed for accurate analysis. An employee's performance is evaluated using the 360-degree assessment methodology, as stated by Dasand Panda (2017). This method involves gathering information from a wide range of sources in order to conduct the evaluation.

Studies are necessary in this particular field because the staff at the school believes that the administrators are biased and, in the majority of cases, give a low score during the

evaluation process. As a result of this, the incorporation of other sources could be beneficial, which is why the study of this particular field is required. There is a correlation between the involvement of several sources in providing an overview of an employee's performance and the production of better outcomes. This is because the many groups and sources that are involved and have contact with the staff are in a position to provide comprehensive input on the performance of that personnel. This is the reason why this is the case.

The findings of the study indicate that performance management systems have a relationship to motivation. This is due to the fact that these systems play a part in the setting of compensation increments, as well as in the training and development of personnel working within the institution. With that being said, there are other benefits associated with performance management systems that contribute to and boost the motivation of the staff members who are working in the institutional context. There is a need for further study to be conducted in order to get a more comprehensive comprehension of the extra benefits that are associated with performance management systems that contribute to and boost motivation in educational institutions. As an instance, issues that are connected to engagement and satisfaction have an impact on the motivation of a person when they are working at the workplace. It is possible that these issues might serve as a helpful point of reference for the purpose of examining and acquiring a more in-depth understanding of the persons who are responsible for motivation. workers who are not engaged in their work environment are less likely to be motivated to do better than employees who are involved in their work environment. On average, employees who are involved in their work environment are more likely to be motivated to perform better. It is possible that learning more about these subjects may be beneficial not only to the institution, but also to the teaching and administrative personnel.

Taking into consideration the data, it was found that there was no correlation between the performance management systems that were already in place and the level of motivation

that individuals possessed. Given that the existing performance management system does not have any kind of connection with motivation, this is something that has to be looked into as a potential area of inquiry. In order to improve the degree of motivation that exists inside the educational institution, it is suggested that a research study be carried out on various performance management techniques that may be implemented. Nevertheless, it is necessary to conduct research in order to acquire an understanding of the various management systems and the responsibilities that are involved in each of them. The school ought to investigate the possibility of implementing an alternative performance management system as a method of enhancing the motivation of its staff members. It is possible that the employees who are being exposed to the current performance management system will not comprehend it. This is a possibility. Because of this, there is a possibility that individuals may lack motivation, which would then result in a reduction in both output and efficiency.

This investigation was carried out at a private primary school with the objective of identifying the influence that performance management strategies have on the degree of motivation that workers have while working for the institution. There are a number of elementary schools in Uganda that are privately owned and administered. In addition, there are public secondary schools in Uganda that are under the supervision of the government of Uganda and get financial aid from the government. Both public and private schools adhere to the same curriculum, and the Ministry of Education is in charge of both types of schools. The curriculum is the same for both types of schools. On the other hand, the two categories of educational institutions are distinguished from one another by the fact that they come with various organizational structures, rules, and procedures. The research study, on the other hand, was carried out on a privately owned school, which functions in a manner that is unique from that of a public school. One example would be the fact that the factors that drive an employee or staff member in a public school can be different from those that inspire them at a private

school. There are two various ways that motivation may be expressed, namely intrinsic and extrinsic. The degree to which it is conveyed varies, which results in diverse consequences depending on the preferences of the individual. Based on the information that was presented earlier, a research study of a similar nature ought to be carried out in a public school that is fully managed and maintained by the government. The purpose of this research study is to gain an understanding of the impact that performance management systems have on the motivation of students who attend such a school. These findings can serve as a foundation for future analysis for researchers who aim to undertake studies similar to these, and it is possible that the findings will yield outcomes that are either the same or radically different from what was expected.

Additionally, it is essential that future study be centered on acquiring an understanding of the ways in which performance management systems and rewards impact the motivation of employees working in educational institutions. This is an important factor that should be taken into consideration. A reward system should be established and adhered to by administrators who are tasked with the responsibility of monitoring and tracking employee performance. This will allow administrators to analyze and evaluate workers within the school. Those in charge of administration are responsible for developing and adhering to this procedure. One sort of performance management strategy is known as an appraisal evaluation, and it is expected to be beneficial to both the employees and the administrators who are employed by the organization. Immediately following the conclusion of the activity, the persons who turned in the finest performance ought to be recognized and rewarded for the outstanding work that they have accomplished. Promises are offered to staff members in the majority of instances; however, when performance is improved and essential deliverables are done, the administrator fails to keep their promises, which leads in the staff members losing their drive. In light of the material that has been provided thus far, it is essential to do research in order to get an understanding of

the ways in which performance management systems have an effect on incentives and the ways in which this is tied to motivation in the context of educational institutions.

Conclusions

To identify the features of the different performance management systems used in the School.

A study was conducted with the intention of determining the extent to which performance management systems influence the degree to which employees at a school are motivated to fulfill their responsibilities. The study was carried out with the objective of conducting an investigation. In order to keep track of, monitor, and assess the performance of the individuals who are employed by the institution, a number of educational institutions in Uganda have adopted performance management systems. These systems are designed to keep track of, monitor, and evaluate this performance. Performance evaluation, monitoring, and tracking of personnel are all functions that these systems are intended to do. When it comes to performance management systems, the yearly performance evaluation is the type that is most commonly found in businesses. This is because it is the most common type. Evaluations of this nature are carried out on an annual basis and distributed to the staff members. Performance appraisals are a type of performance management method that involve line supervisors and managers conducting assessments in order to evaluate the performance of workers while they are working at the workplace. This evaluation is done in order to determine how well people are performing their jobs. The objective of these evaluations is to ascertain the degree to which individuals are doing their duties effectively. These evaluations are designed to determine the extent to which individuals are successfully carrying out their responsibilities in the manner that they have been assigned.

Those employees who are required to participate in a variety of performance management systems do not exhibit any signs of appreciation for these systems and do not make any reference to them. It is true that this is the reality in the vast majority of instances. They get the idea that the managers and administrators review them because they intend to use

them as the basis for terminating contracts for employees who are not performing up to the standards that are required of them in the school. This is the reason why they inspect them. Consequently, they are of the opinion that this is the case due to the fact that this particular reason existed. The performance management methods that are utilized in schools do not receive a considerable level of attention from the educational institutions. Furthermore, the managers and administrators are not well prepared, and they do not possess the essential training that is necessary for them to participate in evaluations of this kind. This is so that they are unable to participate in the evaluations. In order to prevent them from taking part in the evaluations, this is being done because. Performance management systems should be relied on by school administrators in order to monitor and evaluate the many levels of performance that occur inside the institution. Specifically, this is due to the fact that performance management systems should be regarded as an ongoing endeavor. This is as a result of the fact that performance management systems are continuously maintained during the process of progress.

The goal of this research was to establish whether or not there is a correlation between performance management methods that are appropriately described and the level of motivation that an individual possesses. The purpose of the investigation was to gather this information, and it was carried out with that intention. It was the purpose of the findings of the study to provide evidence that a connection of this kind does and does currently exist. This was the driving force behind the decisions that were made. When administrators have performance management plans that are presented in a way that is easy to grasp, they motivate staff to deliver on the goals and objectives that have been created. In circumstances in which the administrators have established procedures for performance management, this is the predicament that arises. Having a performance management system that has been built in an effective manner will not only provide the institution with a sense of direction, but it will also provide clarity on the performance standards that are required of the students studying there. When members of the

staff are attempting to motivate themselves to carry out their responsibilities and complete their commitments, they make reference to the standards that have been set and articulated in a manner that is clear and unambiguous. If an employee is aware of what is expected of them in their job, they are more likely to perform better than those who are not provided any guidance in their work. There is a correlation between employees who are aware of what is expected of them and improved performance. In order to accomplish the purpose of recording and disseminating clearly defined performance management systems to each and every employee, the objective of achieving the goal of acquiring an understanding of what needs to be done is to accomplish the purpose of reaching the goal of learning what needs to be done. Simply by virtue of the fact that the institution exists, this serves as a source of incentive for the staff members who are working at the institution.

The findings of the research indicated that school administrators conduct performance evaluations on their staff members in order to recognize and reward those employees who succeed and successfully complete their assigned responsibilities. Performance management systems should be connected to incentives, and the findings of the research showed that this is the case. There ought to be a connection between performance management systems and incentives. The establishment of this connection is necessary because it is of the utmost importance to recognize and honor those persons who have achieved achievement in their respective jobs. The enhanced levels of productivity and efficiency that accompany the improvements in employee motivation that occur as a consequence of the school's performance management systems being related to incentives are accompanied by an overall improvement in employee motivation. This improvement is accompanied by an overall improvement in employee motivation within the school. Because of the performance management methods implemented at the school, there has been a rise in the level of motivation among the staff members. The staff has claimed that the performance management strategies that are deployed

at the school, which are in the form of performance evaluation evaluations, are adopted with the intention of rewarding them through wage raises. These strategies are implemented in order to ensure that the school operates effectively.

There are a number of different tactics that are put into action in order to keep control over the performance of the members of the staff. The workers are aware of the fact that they will be applauded and acknowledged in the school instantly if they are able to do their tasks in an effective manner. This is something that they recognize and appreciate. In order for this to take place, neither the individual nor any of their efforts are necessary under any circumstances. They make it a requirement that they put in a large amount of effort in order to increase the likelihood that they will be recognized and rewarded for the outstanding work that they have done. This is done with the intention of increasing the likelihood that they will be recognized and rewarded.

To assess the impact of the performance management systems on motivation of teachers and staff in the school.

The findings of the study indicate that performance management systems are implemented at educational institutions with the purpose of enhancing the efficiency and effectiveness of the staff members who are employed there. In light of this, the significance rests in the fact that there is a relationship between performance management systems and the amount of motivation that is present inside the educational institution. It is more probable that a worker who is motivated will perform better in accordance with the performance standards that are set, which will ultimately result in enhanced production and efficiency within the institution.

The study exposed the performance management systems that are employed in the educational institution, as well as the method in which these performance management systems

are directly related to the sense of motivation that workers possess. Moreover, the research examined the relationship between the two. The majority of those who participated in the survey selected self-evaluation assessment and management by objective as the techniques of performance management that are implemented at the educational institution. The performance management method that is now being utilized at the school to aid in enhancing the performance of the employees is a performance assessment that expresses itself in the form of self-appraisal evaluation. This is the current approach that is being utilized. The employees are provided with the option to evaluate themselves in line with the aims and objectives that have been agreed upon. This serves to motivate them since they are able to reflect on and monitor their performance from the beginning of the process all the way through to its conclusion. Furthermore, employees who self-evaluate their performance are able to gain a full understanding of their performance in terms of identifying areas of weakness and challenges that prepare them for advancement, which eventually leads in an improvement in the school's motivation. This is because the employees are able to obtain a comprehensive grasp of their performance.

When it comes to the training and development of staff members working at colleges and universities, performance management systems, which are based on performance reviews, are a big factor. A number of deficiencies have been identified as a consequence of the completion of performance evaluations; these deficiencies need to be rectified by means of the provision of chances for training and development. Through training and development, the staff members at the school are given the opportunity to acquire new abilities, which in turn helps them to do their tasks in a manner that is both both more effective and more efficient. For employees who require additional abilities in order to improve their overall performance, it is advised that professional development and training programs be created. This recommendation is based on the findings of the study.

In order to aid the administrators at the school in becoming more productive and efficient, it is advised that they take part in programs that are designed to enhance their ability. In order for the supervisors and administrators to have a better grasp of the areas of important competencies which they are evaluating the performance of the workers on, it is recommended that they do an analysis of the performance assessment instrument that they use to evaluate the employees. In addition, they should schedule meetings with the staff members, during which they should guide them through the product and provide explanation wherever it is necessary to do so. This kind of gathering is arranged with the purpose of acquiring an understanding of the relevance of the evaluative assessment before it is carried out. When employees are assessing themselves, they are not just ticking off a list of requirements; rather, they are giving the exercise the attention that it deserves. This is done so that employees are able to evaluate themselves in a productive manner. There is a correlation between employees who are aware of the relevance of the assessment and appraisal process and a higher likelihood of being motivated to improve their performance, which eventually results in an increase in the school's efficiency and effectiveness.

Suggest ways through which performance management systems can be changed to improve the motivation of teachers and staff in the school.

Furthermore, it has been demonstrated that providing feedback to employees results in greater motivation, and this is something that has to be emphasized within the company going forward in order to guarantee that it will be successful in the years to come with the assistance of the organization being that it is. When it comes to providing crucial information on the performance of the staff members who are participating in the feedback sessions, the importance of organizing feedback sessions cannot be overstated that they give. This information is necessary for determining the level of performance that the staff members are exhibiting in their respective tasks. When it comes to conducting an evaluation of the level of

performance that the staff members are exhibiting in their employment, it is vitally important to have this information in order to do so. It is also important to note that the feedback sessions themselves are of the utmost significance and relevance, and they should be taken into consideration. As soon as the areas of danger are discovered, workers are contacted, and it is possible to notify workers in the case that it is feasible to do so. Workers are included in the notification process. After the hazard has been identified, workers are immediately warned of it. An instantaneous event takes happen immediately after the vulnerability has been identified. This event takes place very quickly. As a consequence of this, the members of the staff are strongly encouraged to devise strategies that will result in an increase in the overall performance of the school from the point of view of performance. This is because of the fact that this is a consequence of this. This circumstance has come about as a direct result of the fact that this is a consequence of some other circumstance. Therefore, as a direct consequence of this, the workers are strongly encouraged to carry out the responsibilities that have been assigned to them in order to guarantee that the outcomes that are intended to be achieved will be achieved. The goal of carrying out this action is to ensure that the outcomes that are wanted will be achieved without encountering any difficulties.

Instead of counting simply on the performance evaluation assessment that it has successfully carried out in the past, the corporation has to take into consideration the possibilities of adopting other performance management techniques. When compared to the fact that it has been successful in the past, there is a significant difference. Taking into account the current state of affairs that is taking place, this would be an improvement in contrast to what is now taking place, provided that the current situation is taken into mind. Despite the fact that performance evaluation is a reliable method that has been shown to be helpful in evaluating the performance of employees, it is essential to emphasize that in addition to the methods that have been discussed above, there are additional methods that need to be promoted through the use

of performance evaluation. This is something that needs to be emphasized. Something that has to be stressed is this particular point. Concerning this topic, it is of the utmost importance that it be brought to the forefront of this discussion. In order to be more explicit, this particular topic is one that has to be emphasized. For instance, the administrators should be in charge of scheduling quarterly review meetings, and at these get-togethers, the employees should be given the opportunity to show and discuss their performance up to this point. In addition, the administrators should be responsible for ensuring that the meetings are being held. In addition to that, it is essential to have a conversation regarding the level of performance that the workforce is offering. An additional instance of this would be the fact that the administrators have to be the ones in charge of arranging the numerous sessions that are going to take place. Considering that it is the responsibility that they ought to have, the administrators ought to be the ones in charge of planning these sessions. The situation ought to be within their control. In addition, there is one more factor that has to be taken into consideration, and that is the fact that the administration need to be commended for the lengths that they have gone to in order to accomplish their goals. It is imperative that this be taken into consideration as a matter of importance. To add insult to injury, it is the responsibility of the administrators to take a close look at the method in which the staff members are making progress in their work. In the present moment, this is a task that is being ignored. If you want to fulfill this commitment, you will need to conduct yourself in a manner that is consistent with this demand. Prior to the annual assessments that are carried out, reviews should be carried out in order to monitor how well an employee is doing and to evaluate whether or not they want any help in order to advance in their field. This is done in order to prepare for the annual evaluations. In order to determine whether or whether they are interested in expanding their operations in their region, this is done. This is done with the intention of determining whether or not the worker is interested in obtaining assistance of any type. This is done with the intention of ensuring that the worker is

making progress in their professional development or career, which is the motivation for this practice. It is decided to take action in order to forestall the occurrence of any prospective problems in the not too distant future. This action is taken in order to forestall the occurrence of any potential problems. To ensure that there is no potential of any problems forming in the far future, this step is being taken in order to guarantee that problems will not arise. Taking this course of action is something that is strongly encouraged for these assessments to perform in the event that the objectives have been identified and an agreement has been effectively achieved. A procedure known as the assessment review is one that educational institutions are required to carry out on a yearly basis. Evaluation review assessment is the name given to this particular kind of work. In order to satisfy such a criterion! For this specific purpose, it is typically scheduled a considerable amount of time before the finish of the school year. This is the cause for this particular circumstance. To put this particular reason into perspective, here is the explanation. This particular reason is brought about as a consequence of this particular cause. As a result of the efforts that educational institutions have taken in order to ensure that these evaluations are arranged in a proper period of time, this scenario has come about as a consequence of those efforts. Because this is the scenario that was described earlier in the text, this is the reason why this is the case. This is the reason why this is the case. While on the other hand, the organization is required to carry out evaluations on a quarterly basis, and during the fifth and final quarter, they should carry out an evaluation activity that includes a comprehensive study of the entire process. It is recommended that this performance review be carried out. Evaluations were carried out on a quarterly basis and combined into a more thorough assessment. These evaluations directly led to an increase in the level of motivation that was present among the educational professionals of the organization. The overall level of motivation that is brought about as a result of this is increased as a natural consequence. It is true that this particular conclusion was reached as a direct result of the comprehensive

assessment that was carried out. The fact that the review was carried out in a more comprehensive manner, which made it feasible for this to take place, was the reason why this target was successfully completed. The reason that this observation was carried out was due to the fact that the assessments offered a more precise evaluation of performance. This was the key factor that led to the conclusion that it was essential. The fact that the evaluations provided a more accurate evaluation of the performance was the main factor that led to the finding of this information. This is the rationale for the discovery that was made.

The conclusion that was reached was that the performance management system that was already in place did, in fact, contribute to the overall growth of the school's performance. This was the conclusion that was reached based on the data. The findings led to this conclusion being reached. The study led to the discovery of this conclusion, which was reached as a consequence of the findings. The findings of the investigation led to the discovery of this conclusion, which was arrived at as a result of the facts that were discovered. As a consequence of the discoveries, which in turn led to the discovery of the findings, this was found as a result of the discoveries. The outcome of the discoveries itself was directly responsible for the discovery of the results. This indicates that the performance management system is effective; however, school administrators should not permit themselves to become complacent on the basis of the findings that have been presented; rather, they should review and evaluate the existing performance management systems in order to gain a deeper understanding of the areas in which they are performing well and the areas in which they require improvement.

One thing that is not outside the range of possibility is the establishment of a reward system that will motivate employees to fulfill their responsibilities to the best of their abilities. This is something that has the potential to be increased. The execution of this particular activity that the institution is engaged in is something that can be done in order to fulfill the goal of increasing the efficiency of the performance management systems that are already in place at

the organization already. The reason why it is of such important value is because, as a consequence of this, the business will be able to accomplish its objective of enhancing the efficiency of the computer systems, which is the reason why it is of such crucial relevance. The employees are motivated to fulfill their responsibilities because they are compensated for their efforts when the school has a reward system in place that is tied to the accomplishments of the workers. This occurs due to the fact that the incentive system is dependent on the achievements of the staff members. Because of this, there is no possibility that the school will experience any difficulties in its operations. In order to be more specific, this is the case since the incentive system is linked to the achievements of the staff members, which is the reason why this is the situation. This is the reason why anything like this is taking place for the reason that. As a result of the fact that it is vital, this is an essential component that must be present in order for the process of inspiration to be deemed to have achieved its completion. This is because it is essential. It would not only be more beneficial for the administrators and supervisors to emphasize the worth of doing so when it comes to recognizing good performance, but it would also be more useful. This is because it would be more helpful. This would be more advantageous than making false promises to the employees, which would be counterproductive. Instead, it would be more beneficial to do this. They will be subject to the penalties that are outlined in the paragraphs that follow in the event that they continue to behave in this manner. An increase in salary should be supplied to an employee as a kind of incentive since it helps them keep a sense of devotion throughout the length of their time spent working. This is because it helps them feel more appreciated by their employer. Therefore, this is due to the fact that there is a higher probability that the employee will carry out their responsibilities. As a result of the fact that it offers support, folks are able to keep their feeling of obligation, which is the reason why this is the situation that exists. In the case when a person demonstrates outstanding performance, it is of the highest essential to acknowledge and express thanks to

these persons regarding the significant amount of effort that they have put forth. It is probable that the administrators will place a significant amount of emphasis on the recognition of the worker who has demonstrated the highest level of performance up to this point in time. On the other hand, this is something that may happen. However, there is also the possibility that this will take occur. This is the other side of the coin. The particular source of motivation that is being discussed here is incredibly efficient, and it has the potential to be successful in delivering the outcomes that are wanted. One of the concerns that was brought to light throughout the course of the investigation was the fact that the employees were expressing their dissatisfaction with the fact that the management did not acknowledge and thank them for their outstanding performance in certain situations. This was one of the issues that was brought to light. As one of the issues that was brought to light, this was one of the challenges. The fact that this was one of the challenges that needed to be handled was something that was well acknowledged. This specific issue, which was highlighted as being one of the difficulties that was observed, was one of the concerns that was found to be a cause for concern. It was one of the complications that was discovered. Following the conclusion of the activity, the assessment forms are tucked away and put in cupboards, where they are likely to accumulate dust. The occurrence of this soon follows the completion of the action. This takes occurs within a short period of time after the activity has been finished, and it does not take place for an abnormally lengthy period of time after the activity has been finished. The conclusion that this result is achieved is due to the fact that the assessment forms are only formal procedures, which is the rationale that led to this outcome. The reason why this discovery was made in the first place is because of this. It is necessary to carry out this procedure in order to guarantee that the forms are employed just for legitimate purposes. It is for this sole reason why they have come into existence. This thing is the sole reason why this action is carried out; there is no other motive. There was a degree of

consensus among all of the persons involved that this was the fundamental fear that was at the center of the situation, and that it was the foundation upon which the problem was constructed.

To add insult to injury, it is the responsibility of the administration of the school to make certain that all of the staff members are provided with all of the essential skills, resources, and standards that are necessary for them to carry out their responsibilities in a manner that is acceptable. The school is obligated to fulfill this task in addition to others. When it comes to employment, this is something that may potentially be applied to each and every individual. In order to guarantee that they are acting in line with the directive that was given by the administration, it is anticipated of them that they would fulfill this task. When it comes to the process of coming up with new ideas that are important not only for the individuals working at the school but also for the school itself, these kinds of measures are both motivational and inspiring with respect to the process of coming up with new ideas about the process of coming up with new ideas. While working for the company, they urge their employees to engage in creative thinking and physical exercise. They also encourage them to engage in physical activity. The purpose of this is to generate fresh ideas and concepts, and it is done with that objective in mind. It is for the purpose of achieving a higher level of productivity that this activity is carried out. The implementation of this procedure is under the purview of each and every department within the overall organization. There is a possibility that workers will be able to improve their performance and even accomplish the goals and objectives that have been established for them if they are supplied with the abilities that they need in order to carry out their responsibilities in an effective manner. The reason for this is that they are well prepared, in addition to having the information and abilities that are necessary for the position. This is made feasible due to the fact that it is not only possible but also conceivable for them to carry out the action in issue. The fact that they are able to carry out the conduct in question is what makes this a genuine possibility. One of the reasons that has led to the present situation that

has emerged as a consequence of a number of different elements is the fact that it is absolutely essential for them to possess the talents that are necessary. This is exactly one of the reasons that has led to the current scenario. The likelihood of the workers being able to achieve the objectives that they have set out to achieve is extremely low in the case that they are not provided with the assistance and resources that they require in order to carry out the jobs that they have been assigned. Furthermore, they are not given the opportunity to grow in their jobs or get incentives, and they are not assessed based on their work during performance evaluations. Moreover, they are not given the chance to advance in their professions. In addition to this, they are not evaluated depending on how effectively they do in their tasks. In addition, they are not afforded the opportunity to be respected, which is yet another disadvantage that they are obliged to contend with throughout the entirety of their lives. This results in a decrease in their motivation to work in an environment that is conducive to the education of children, which is a consequence of the situation. In light of the fact that this is the situation, this is the reason. A second factor that contributes to the overall decrease in motivation that has been observed is the fact that this is the scenario that actually occurs in regard to the case. This is the occurrence that has been observed. The reason for this is because the matter is now being brought forward. This is the third of three elements that contribute to the overall decline in motivation, and it is the one that is being discussed here.

Based on the findings of the study, it was discovered that performance management systems have an effect on the workers of the school in terms of career management and growth. This conclusion was arrived at after the findings of the study were analyzed. It was only after the completion of the analysis of the findings of the study that this conclusion was arrived at. This result was not arrived at until after the findings of the study had been examined in their entirety, which was only after the conclusion had been arrived at. After the findings of the study had been evaluated in their entirety, which was only after the conclusion had been reached, this

result was not arrived at until after the conclusion had been reached. During this one and only instance, this particular outcome was achieved. One of the most important aspects of employee development is the management and progression of a worker's career through the provision of chances for promotion and advancement. This is one of the most fundamental components of employee development. One of the most important parts of employee development is the growth of this feature. In the context of workforce development, the aforementioned characteristic is among the most important components. There are prospects for progress and promotion that are available, and these opportunities are of the utmost relevance. One may argue that this is one of the most important considerations that should be taken into account when it comes to management. Those individuals who are currently employed are the ones who are in a position to take advantage of the numerous opportunities that are available to them for the purpose of careers growth and promotion. Because of the experience that they are gaining, employees are given assistance in improving their performance and becoming more motivated. This is a consequence of the experience that they are acquiring. With the assistance that they are given, the staff members are able to grow in their level of motivation. Training is provided to the employees not only for the roles and obligations that they will be expected to complete in the future, but also for the tasks and responsibilities that they will be expected to do in the future. It is for this reason that it is beneficial to make use of it, and once I have completed covering that topic, I will comment on this point in further detail. It is for this reason that it is advantageous to make use of it, and once I have finished discussing that subject all the way through, I will remark on this issue in further depth. The other side of the coin is that when performance management systems are in place, employees are given the opportunity to expect professional advancement, which is a progression that is not only significant but also advantageous. It is possible to argue that this is a significant and promising growth in the situation. As a result of the fact that this chance is available, there is a possibility that the

members of the staff may experience a significant increase in the amount of motivation that they have. The possibility that this will take place is something that should be taken into consideration. Something else that has to be taken into consideration is the possibility that this might have the impact of boosting their motivation. This is something that should be considered. Regarding this particular matter, it is important to take it into mind. The conversation is pertinent to both of these aspects of the situation. For this reason, in order to provide themselves an advantage in terms of obtaining new skills that will help them to better prepare themselves for additional duties and obligations within the business, they look for working settings that are beneficial and favorable to them. This is done in order to offer themselves with an advantage. Every one of these things is done with the intention of providing oneself with an advantage over their rivals. With the purpose of ensuring one's personal financial security, this activity is carried out with the objective of carrying out the action. Performing this action is done in order to fulfill their needs and fulfill their criteria in order to provide them with an advantage over our competitors at the same time. There is a correlation between the ability of workers to work in situations that are conducive to the acquisition of new abilities and the greatest potential outcomes that may be achieved. It is more desirable for workers to be employed in environments that are conducive to the development of new skills, which is the reason why this is the case. The existence of this condition can be deduced from this rationale. Because it is more desirable for workers to be employed in situations that are conducive to the development of new skills and capabilities, this is the reason why this is the case. This is the reason why situations are the way they are. Increasing the performance of workers and encouraging them to deliver on the tasks and goals that have been assigned to them are two distinct outcomes that may be accomplished via the deployment of performance management systems. Both of these outcomes are possible outcomes. It is possible to achieve any of these two results, as they are both viable outcomes. These systems are designed to give

a record and trail of the performance criteria that employees are expected to complete in order to enhance the possibility that they will progress in their careers. The purpose of these systems is to offer a record and trail of the performance criteria. It is possible to draw the conclusion that it is absolutely possible to improve the performance of workers as a result of this particular circumstance. The purpose of these systems is to provide the relevant authorities with a record and a trail of the performance standards that workers have adhered to during the course of their employment. This is the same goal that these technologies are designed to accomplish. This potential, which had been unattainable in the past, was made accessible as a consequence of the implementation of performance management systems throughout the whole organization. This possibility is realized as a result of the deployment of these systems, which brings about the realization of this potential. This potential is realized as a result of the adoption of performance management systems. Now that this potential has been realized, it may be said to have been completed by now. When performance management systems are put into place, employees are given the chance to improve and bolster their skills, which is a significant benefit. An rise in the degree of motivation that employees possess is eventually the result of this, which ultimately leads to an increase. By drawing the conclusion that can be taken from the facts, it is possible to arrive at the conclusion that this is the conclusion that can be gathered from the investigation. This is a conclusion that can be discovered. Through the process of drawing the conclusion that can be derived from the facts, it is possible to arrive at the conclusion that this is the conclusion that can be derived from the inquiry. One is able to arrive to this conclusion through investigation.

When performance evaluations and appraisals are discussed with the employees of the company of the organization, the researchers came to the conclusion that this leads to an increase in the degree of motivation that exists inside the business. The findings of the study led to the formation of this conclusion at the end of the investigation. This conclusion was

arrived at as a result of the findings of the investigation, which led to the creation of the conclusion that was reached. Taking into consideration the results of the study, which were gathered with the purpose of gathering knowledge, this conclusion was arrived at as a consequence of the conditions that were present. In the course of an investigation, it was found that there was a connection between performance management systems and the method in which individuals were encouraged to engage in their job. This was revealed as a result of the investigation. During the course of the investigation, a certain thing was uncovered or revealed. The investigation that was being carried out at the time made this discovery at some point in time over the course of the inquiry. During the course of their inquiry, they stumbled upon this piece of information. Additionally, it was around this period that they made the discovery. Furthermore, in addition to being an efficient method, it has the capacity to facilitate the development of communication between the persons who are being evaluated and the individuals who are taking part in the examination via the use of the technique. It is possible that this improvement will be advantageous to both parties. Considering that this is a proposal that is strongly supported, it is recommended that employees be given the option to evaluate their performance evaluations with the supervisors who are specifically responsible for them. It is recommended that the course of action that is being suggested be implemented. It is of the utmost importance that this evaluation be depicted as a procedure that is beneficial to the business or corporation doing the examination. Specifically, this is because it helps the company achieve its objectives, which is the reason behind this. This is because the evaluation helps the organization come closer to achieving its goals, which is the reason for this consequence. In particular, this is due to the fact that it helps the organization become more successful in achieving the goals that it has established for itself, which is the reason why it is essential. In order to provide the necessary clarification on the performance areas that are being evaluated during the course of the assessment process, it is of the utmost importance that the

two parties engage in communication with one another. Specifically, this is due to the fact that the circumstance that was indicated before has come about. Consequently, this eventually leads in an improvement in the overall performance of the employee, which, subsequent to that, has the added benefit of adding to an increase in the quantity of motivation that is being demonstrated by the employee. Furthermore, the employees who are performing the best should be encouraged to continue performing well in the school for the remainder of their employment there, provided that they are still working there during the duration of their employment there. It is important to make sure that employees who are performing the best are given encouragement. On top of that, it is very necessary for this to be carried out in order to ensure that they have the opportunity to find job. The purpose of this activity is to guarantee that they will continue to enjoy success in the years to come, and it is something that ought to be done in order to achieve this goal. In order to guarantee that employees are aware of how they are going in terms of their performance during the course of their job, it is of the highest significance to keep workers informed through communication. Because of this, workers will be aware of how their performance is growing, which will ensure that they will continue to improve in the years to come. This will be a consequence of this. Additionally, as a consequence of this, they will be able to continue to achieve achievement in the undertakings that they do. When employees are given the option to evaluate the evaluation assessment with the company, they not only feel a feeling of empowerment, but they are also inspired to become more effective and productive in their job. This is because providing employees with this opportunity gives them the opportunity to analyze the evaluation assessment. The fact that the firm is able to come out ahead financially as a result of each of these events is demonstrated by this. As a consequence of this, they are given the chance to evaluate the evaluation assessment that is carried out by the organization. This is because of the fact that they are supplied with this opportunity. With the intention of providing a more comprehensive explanation, this is due

to the fact that the employees are provided with the option to engage with the organizational structure. This is the reason why situations are the way they are. The reason why things are the way they are in the current circumstance is because of this in particular. The fact that this particular scenario took place is the consequence that can be attributed to this particular cause. This particular circumstance is the result that can be assigned to this particular cause.

It has been demonstrated that there is a relationship between performance management systems and the improvement of corporate culture, which in turn has an impact on the motivation of the school. This connection has been proved beyond a reasonable doubt. The existence of this relationship has been demonstrated. It is possible that this connection might be interpreted as having both positive and negative repercussions. It has been determined, after extensive thought and deliberation, that there is a connection between these two important components. The existence of this relationship has been beyond any reasonable doubt proven by the presentation of evidence that cannot be challenged (without exception). This connection has been demonstrated beyond any reasonable doubt. There is not the slightest bit of uncertainty regarding the nature of this link; it has been established beyond all queries or uncertainties that could possibly arise. There is a body of evidence that has been created that proves the presence of this relationship, and it has been shown beyond a reasonable question that this connection does in fact take place. Due to the fact that it elucidates the standards and principles that workers of the firm are expected to adhere to, the significance of organizational culture is something that cannot be understated. On the other hand, this is something that cannot be ignored. However, there is another side to this coin, and that is the fact that this is something that cannot be ignored. Because of this, it is not possible to reduce the significance of what may be said about it due to the fact that it is relevant. This is because of the relevant nature of the statement. One of the reasons why it is of such a high degree of relevance is because it acts as the foundation upon which the culture of the company is built. This is the reason why it is of

such a vital importance. This is the reason why it is being referred to as "the foundation." Because they are aware of what is expected of them and because they have a comprehensive understanding of the performance standards that have been developed, employees have a substantially higher degree of motivation to improve their performance. The reason for this is that they are aware of the expectations that have been placed upon them, which allows them to fulfill those expectations. When compared to this particular aspect of the problem, there are employees who are unaware of what is expected of them during the course of their duties while they are performing their jobs. For the efforts that they put forth, the staff members who are employed at this specific institution are acknowledged and appreciated, and the culture at this institution acknowledges and respects those efforts even more than it displays gratitude for the staff members themselves. There is a difference between the two. New workers at the school are provided with the opportunity to participate in an orientation and induction program prior to commencing their employment at the institution itself. While they are still in the process of establishing their professions, they are given the opportunity to pursue this particular possibility. It is during this time that you will not only be given a tour of the school, but you will also have the opportunity to discuss the job description with the members of the staff with whom you will be interacting in the future. A firm will provide an employee with the chance to participate in the orientation and induction process that is presently being provided by the company. This opportunity is provided to the employee when the company hires them. An explanation is being provided to the newly hired staff members, which is the reason why this action is being carried out. This action is being carried out for the goal of delivering an explanation. The action that is now being carried out is being completed in order to offer an explanation for the situation. Furthermore, the administrators were able to corroborate to the fact that this interpretation appropriately portrays the scenario, which gives credence to the fact that this perspective on the problem is real. The administrators of the organization have offered

a confirmation of this information on the situation. In addition to this, they were able to confirm that the employees are aware of the responsibilities and obligations that they are responsible for. As a consequence of this, the employees are conscious of the roles that they play and the responsibilities that are associated with the employment within the organization. There is significance in both of these aspects. As a consequence of their capacity to easily integrate themselves into the system, they are driven to give the firm with declarations of its purpose and vision, as well as to help the corporation in reaching those goals. The reason for this achievement is that they are able to effectively integrate themselves into the system in a short amount of time. The fact that they are able to do the assignment in an easy manner is the key factor that explains why this is the case. This is the reason why this is the current situation. Both of the presumptions that we are talking about right now are connected to the organization that we are talking about, and there is a major link between the two groups of assumptions. The fact that these workers are putting in a significant amount of effort provides them with the chance to acquire inspiration and motivation, which in turn serves as a source of inspiration for them. This is specifically owing to the fact that they are able to take inspiration from the environment that they are in. The objective of increasing the level of motivation among workers may be accomplished via the utilization of a variety of strategies, which can be applied in order to achieve the goal. The establishment of performance management systems that are founded on the culture of the company is one of the options that may be taken. This is something that can be accomplished, and there is no doubt in anyone's mind that it is something that can be accomplished. There is no question in anyone's mind that this is something that can be achieved, and there is no doubt in anyone's mind that we are capable of accomplishing this. People's development and the education they get to prepare them to become productive and competent in their activities are both significantly impacted by culture. Culture also plays a crucial role in the education of individuals. Culture is an essential component in both of these

stages of the process from beginning to end. Culture is an essential component in each of these activities, and it is also an element that is involved in each of these processes. This is one of the most significant things that culture does, and it is one of the jobs that culture fulfills. Several of these essential functions are attributed to culture as the source of responsibility. The reason why this observation is being made about culture is that culture plays a significant part in the personal development of individuals. Accordingly, this observation is being made about culture because culture plays such a critical function. The rationale for making this remark regarding culture is because of this particular consideration. At this very moment, this specific conversation is going place as a direct consequence of this particular cause precisely at this moment.

According to the findings of the research study, performance management systems that give help to employees of the firm to aid them in the process of goal-setting eventually result in an increase in the degree of motivation that is present inside the organization. The conclusion that can be drawn from the data is that this is the conclusion that can be gained from the research. Building performance management systems in such a way that they are able to provide assistance to the workers who are utilizing them is of the highest value. This is because it is of the utmost necessity to design these systems. Something like this is obligatory to comply with. This is the circumstance that has come about as a result of the fact that it is essential to have such procedures in place. Making sure that these systems are able to provide assistance to workers throughout the process of goal-setting, which will eventually serve as the foundation for evaluation, is something that has to be done. This is something that needs to be taken into account and carried out. When it comes to the management of performance, the members of the staff have the ability to design their own goals, which they can then use as points of reference when they are carrying out their duties within the institution, provided that there are well-defined procedures in place for the management of performance. This is the case provided

that there are procedures in place. It is the case that this is the case given that there are processes in place. Taking into consideration the fact that there are procedures in place, it is true that this is the situation. In the course of carrying out this duty, the members of the staff are able to do so without having any issues in doing so. If there are management processes that are well-established and in place, then there is a potential that this may become a reality. This is a possibility. As an additional point of interest, there is a potential that this may happen in the future. Employees are more likely to put in a lot of effort and perform to the best of their abilities if they are aware of what is expected of them and if they have a feeling of direction in their job. This is because they are more likely to make an attempt to achieve their goals. This is due to the fact that workers are more likely to experience a sense of purpose in their activities. They will almost certainly put in a significant amount of work during the duration of the project, which is the reason why this is the case. Because they are aware of what is expected of them and because they have goals that they are working toward reaching via the efforts that they are putting forth, this is the fundamental reason why they operate in this manner. When one takes into consideration the fact that they are working toward a goal, this is something that they are able to accomplish as a result of the efforts that they have put out. In certain quarters, these individuals are also referred to as having a sense of direction, which is another name for their strong sense of orientation. They have the ability to go about their daily activities without any difficulty. There is a potential that this may be related to the fact that they have a strong sense of orientation for themselves: this is a possibility. In order to ensure that the firm will continue to be successful, it is necessary for the company to continue to cultivate a culture that places a significant premium on the manufacture of performance management tools that provide assistance to staff members in the process of goal-setting. It is imperative that the organization takes this step in order to guarantee that it will continue to have a high level of satisfaction. It is of the utmost importance that this step be completed, taking into mind the fact

that it is required to be completed. It is imperative that this particular subject be brought to the attention of each and every individual who is a part of the business, and that it be preserved in an appropriate manner for the entirety of the company's existence. To the greatest extent possible, it is of the utmost importance that this specific matter be appropriately preserved.

The members of the staff who are accountable for the formulation of objectives are required to have systems in place that provide them with help in fulfilling the objectives that they have defined for the organization during the same time period (the same time period). To fulfill this condition, it is necessary to do so. It is very necessary for them to conduct themselves in this manner in order for them to be able to accomplish the goals that they have established for the company. In addition to the information that was shown earlier in the presentation, the particulars that are being discussed here are encompassed inside the package as well. The item that was just said is not the only thing that is included in this; rather, in addition to the thing that was just mentioned, a great number of other things were also included in addition to the one that was just mentioned. In order to achieve the objective of motivating individuals to execute their tasks to the best of their abilities, it is of the utmost importance to ensure that the support systems are offered on a continuous basis and on a demand-based basis. This is the most important thing that can be done. There is no possible way to overestimate the significance of this. While the fulfillment of this criteria is necessary for the purpose of achieving the objective of achieving the goal, it is not sufficient on its own. In order to ensure that one will be successful in achieving the goal that they have established for themselves, it is very vital to take some kind of action against the situation. Additionally, the members of the team should continue to think of new tactics to achieve the goal, and they should also be creative on an individual level throughout the process. This is something that might be done. One may say that this is a really important aspect. In terms of the firm, it is not only necessary for employees to be creative, but it is also required of them to be inventive. This is because the organization

cannot function without them. There is not a single speck of uncertainty in my mind; I am quite certain that it is in their best advantage to fulfill this commitment. This is something that I am absolutely convinced about without facing any kind of uncertainty or uncertainty at all.

For the purpose of providing a summary, the research study was successful in accomplishing its objective, providing answers to the research questions, and delivering recommendations that school administrators and employees ought to take into consideration in order to establish a performance management system that is both reliable and robust, thereby increasing employee motivation. These are all things that were accomplished. Each and every one of these items was successfully completed. The completion of each and every one of these objectives was accomplished with flying colors. The accomplishment of each and every one of these goals was attained with flying colors since they were all completed. Due to the fact that all of these objectives were accomplished, it is safe to say that everyone was successful in accomplishing each and every one of them. In light of the fact that each and every one of these objectives was successfully fulfilled, it is reasonable to assert that each and every one of them was successfully done by each and every individual. Therefore, it is legitimate to state that each and every one of these aims was effectively accomplished by each and every individual. This is because each and every one of these objectives was successfully accomplished.

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APPENDICES

Appendix A: Interview Guide to the Administrators

INTERVIEW GUIDE TO THE ADMINISTRATORS

1. Gender of the respondent
 - a. Age
 - b. Level of Education
 - c. How many years have you worked in the school?
2. Does the school conduct staff / performance appraisals?
3. Mention the types and features of performance management systems used by the school
4. What impact do performance management systems have on the motivation of staff?
5. What can be done to improve performance management systems in the School?
6. How often is the exercise considered?
7. When was the last appraisal exercise conducted in the school?
8. What would you say has been the aggregate effect of staff performance management systems on the general motivation?

Thank You so much for Your Contribution

**Appendix B:
Questionnaire**

QUESTIONNAIRE TO THE TEACHERS AND STAFF OF THE SCHOOL
--

Dear Respondent,

I write to invite you to participate in a research project, which aims to evaluate the “effects of performance management systems on the motivation of employees”

Would you please take 15 minutes to complete and return the questionnaire at your earliest convenience? Please send it back by email to ptibulya@gmail.com

Your individual responses will be kept completely confidential and anonymous. My interest lies in the average responses of all participants from the organization, so you will never be identified in any way in any written reports. Data collected during the study will be stored securely in a computer database, then destroyed.

If you have any questions about this study or require further information, please do not hesitate to contact me by email at ptibulya@gmail.com or by phone at +256776438371

Thank you so much for your assistance. Your input is instrumental to the success of this research project and to the completion of my Doctoral Degree.

With Kind Regards,

Name: ProssyTibulyaAnguzu

DBA Candidate, Unicaf University

BASIC INFORMATION

1. Job Designation

Teachers

Support aff

Part-time Teachers

2. Age in Years:

3. Gender: Male

Female

4. Marital Status:

Single

Married

Widowed

Divorced

5. Level of education Primary

Secondary

Tertiary

6. Is WACs your first employer Yes

No

7. For many years have you worked with this school?

PERFORMANCE MANAGEMENT SYSTEMS

8. Performance management systems are clearly defined.

a) Strongly disagree

b) Disagree

c) Neither agree nor disagree

d) Agree

e) Strongly agree

9. Performance Management System helps staff set goals.

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

10. Performance Management System helps staff achieve goals.

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

11. The current Performance Management System helps improve performance of the School.

- a) Strongly disagree
- b) Disagree
- c) Neither Agree nor disagree
- d) Agree
- e) Strongly agree

12. The current Performance Management System helps improve performance of the employees.

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

13. Please indicate which of the following methods of performance appraisal form a part of the performance appraisal system used to measure your performance? (You can choose more than one option)

- a) Critical Incident assessment
- b) Graphic rating scales
- c) Management by Objective
- d) 360 degree appraisal
- e) Self appraisal

14. What do you think is the impact of critical incident assessment? (You can choose more than one option).

- a) Just a formal requirement for Management
- b) To identify under productive staff members
- c) To motivate staff members
- d) To Reward High performing staff members
- e) Improves Organisational Efficiency and Effectiveness
- f) Other -----

15. What do you think is the impact of graphic rating scales? You can choose more than one option)

- a)
- b) Just a formal requirement for Management
- c) To identify under productive staff members
- d) To motivate staff members
- e) To Reward High performing staff members
- f) Improves Organisational Efficiency and Effectiveness
- g) Other -----

16. What do you think is the impact of management by objective? You can choose more than one option)

- a) Just a formal requirement for Management
- b) To identify under productive staff members
-
-

- c) To motivate staff members
- d) To Reward High performing staff members
- e) Improves Organisational Efficiency and Effectiveness
- f) Other -----

17. What do you think is the impact of 360 degree appraisal? You can choose more than one option)

- a) Just a formal requirement for Management
- b) To identify under productive staff members
- c) To motivate staff members
- d) To Reward High performing staff members
- e) Improves Organisational Efficiency and Effectiveness
- f) Other -----

18. What do you think is the impact of self appraisal? You can choose more than one option)

- a) Just a formal requirement for Management
- b) To identify under productive staff members
- c) To motivate staff members
- d) To Reward High performing staff members
- e) Improves Organisational Efficiency and Effectiveness
- f) Other -----

19. Which of the following processes of performance management systems are part of your performance management system? (You can choose more than one option).

- a) Coaching
- b) Training and development
- c) Career management & development
- d) Succession planning

20. What would WACs lose if it did not carry out an appraisal exercise on the staff members?

- a) Nothing
- b) Staff Motivation
- c) Efficiency in Performance
- d) Effective Services Delivery
- e) Other -----

21. Are you satisfied with the existing Performance Management System?

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- d) Strongly agree

MOTIVATION

22. Devising transparent means of evaluating staff performance improves employee motivation

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

23. Setting objectives of performance as part of PMS improves employee motivation within the school

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

24. Clarifying on expectations of performance standards improves employee motivation.

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

25. Reviewing the appraisal assessments with employees improves employee motivation.

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

26. Providing feedback to staff results in improved motivation

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

27. Performance appraisal systems contributes to salary increment

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

28. Performance appraisal systems contributes to training and development

- a) Strongly disagree
- b) Disagree
- c) Neither agree nor disagree
- d) Agree

e) Strongly agree

Thank You so much for Your Contribution



UNICAF UNIVERSITY RESEARCH ETHICS APPLICATION	UREC USE ONLY:
FORM	Application No:
DOCTORAL STUDIES	Date Received:

Student's Name: **PROSSY TIBULYA ANGUZU**

Student's E-mail Address: **ptibulya@gmail.com**

Student's ID #: **R1703D2447953**

Supervisor's Name: **DR. KAPIL KATHURIA**

University Campus: **Unicaf University Malawi (UUM)**

Program of Study: **UUM: DBA - Doctor of Business Administration**

Research Project Title:

EFFECTS OF PERFORMANCE MANAGEMENT SYSTEMS (PMS) ON STAFF MOTIVATION
OF WAKISO DISTRICT SCHOOLS IN UGANDA

Please state the timelines involved in the proposed research project:

Estimated Start Date: 01-Nov-2020

Estimated End Date: 31/12/2021

1. *External Research Funding (if applicable):*

a. Do you have any external funding for your research?

YES

NO

If YES, please answer questions **2b** and **2c**.

b. Please list any external (third party) sources of funding you plan to utilise for your project.

You need to include full details on the source of funds (e.g. state, private or individual sponsor), any prior / existing or future relationships between the funding body / sponsor and any of the principal investigator(s) or co-investigator(s) or student researcher(s), status and timeline of the application and any conditions attached.

N/A

c. If there are any perceived ethical issues or potential conflicts of interest arising from applying or and receiving external funding for the proposed research then these need to be fully disclosed below and also further elaborated on, in the relevant sections on ethical considerations later on in this form.

2.

Ithe research project

a.

P**Project Summary:**

In this section please fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the particular discipline. To that effect please ensure that you fully explain / define any technical terms or discipline-specific terminology

<p>Purpose To evaluate the effects of performance management systems on motivation of staff.</p> <p>Research question RQ1: How are school performance management systems established and implemented, and what are their essential practices?</p> <p>RQ2: How do performance management systems affect teachers' and support staff motivation?</p> <p>RQ3: How do performance management systems affect work satisfaction and professional growth?</p> <p>RQ4: What changes can be made to performance management systems to motivate and retain teachers and staff?</p> <p>Hypotheses Is there a relationship between performance management systems and motivation and therefore, does the existence of a performance management systems increase motivation of staff in the school.</p>
--

(maximum 300 words +/- 10%).

b. Significance of the Proposed Research Study and Potential Benefits:

Outline the potential significance and/or benefits of the research (maximum 200 words).

The study will suggest appropriate measures by which any gaps that will be identified can be dealt with by the school. The school is growing and expanding at high rate which has enabled it to both attract and retain multiple children. This school relies so much on the e-learning mechanisms and the door-to-door advertisement drive that has contributed to the increase in enrolment of children. On this note, the school has to ensure that they have in place a strong performance management system that can both be appreciated and can motivate staff to perform and uphold the glory of the school

3. Project execution:

a. **The following study is an:**

experimental study (primary research)

desktop study (secondary research)

desktop study using existing databases involving information of human/animal subjects

Other

If you have chosen 'Other' please Explain:

b. *Methods. The following study will involve the use of:*

Method

Materials / Tools

Qualitative

Face to Face Interviews Phone Interviews

Face to Face Focus Groups Online Focus

Groups

Other *

Face to Face Questionnaires Online

Questionnaires Experiments

Tests Other *

Quantitative

*If you have chosen 'Other' please Explain:

--

4. Participants:

a. Does the Project involve the recruitment and participation of additional persons other than the researcher(s) themselves?

YES NO *If YES, please complete all following sections.*
 If NO, please directly proceed to Question 7.

b. Relevant Details of the Participants of the Proposed Research

Please state the number of participants you plan to recruit, and describe important characteristics such as: demographics (e.g. age, gender, location, affiliation, level of fitness, intellectual ability etc). It is also important that you specify any inclusion and exclusion criteria that will be applied (e.g. eligibility criteria for participants).

Number of participants

Age range From To

Gender Female Male

Eligibility Criteria:

- Inclusion criteria

- Exclusion criteria

Disabilities

Other relevant information (maximum 100 words):

--

c. Participation & Research setting:

Clearly describe which group of participants is completing/participating in the material(s)/ tool(s) described in 5b above (maximum 200 words).

Those eligible should be

d. Recruitment Process for Human Research Participants:

Please clearly describe how the potential participants will be identified, approached and recruited (maximum 200 words).

Participants will be recruited through creating a database of candidates at the school and also through participants' referrals. I also plan on using social media as a means of recruiting potential candidates.

e. Research Participants Informed Consent.

Select below which categories of participants will participate in the study. Complete the relevant Informed Consent form and submit it along with the REAF form.

es o	Categories of participants	Form to be completed
	Typically Developing population(s) above the maturity age *	Informed Consent Form
	Typically Developing population(s) under the maturity age *	Guardian Informed Consent Form

* Maturity age is defined by national regulations in laws of the country in which the research is being conducted.

f. Relationship between the principal investigator and participants.

Is there any relationship between the principal investigator (student), co- investigators(s), (supervisor) and participant(s)? For example, if you are conducting research in a school environment on students in your classroom (e.g. instructor-student).

YES NO

If YES, please specify (maximum 100 words).

5. Potential Risks of the Proposed Research Study.

a. Are there any potential risks, psychological harm and/or ethical issues associated with the proposed research study, other than risks pertaining to everyday life events (such as the risk of an accident when travelling to a remote location for data collection)?

YES NO

If YES, please specify (maximum 150 words).

b. Please choose the appropriate option

		es	o
.	Will you obtain written informed consent form from all participants?	<input type="checkbox"/>	<input type="checkbox"/>
i.	Does the research involve as participants, people whose ability to give free informed consent is in question?		
ii.	Does this research involve participants who are children under maturity age? If you answered YES to question iii, please complete all following questions. If you answered NO to question iii, please do not answer Questions iv, v, vi and proceed to Questions vii, viii, ix and x.		<input type="checkbox"/>
v.	Will the research tools be implemented in a professional educational setting in the presence of other adults (i.e. classroom in the presence of a teacher)?	<input type="checkbox"/>	
.	Will informed consent be obtained from the legal guardians (i.e. parents) of children?	<input type="checkbox"/>	
i.	Will verbal assent be obtained from children?	<input type="checkbox"/>	
ii.	Will all data be treated as confidential? If NO, please explain why participants' anonymity or confidentiality is not appropriate for this proposed research project, providing details of how all participants will be informed of the fact that any data which they will provide will not be anonymous or confidential.	<input type="checkbox"/>	

Will all participants/ data collected be anonymous?

If NO, please describe the procedures to be used to ensure anonymity of participants and/or confidentiality of the collected data both during the conduct of the research and in the subsequent release of its findings.

		es	o
x.	Have you ensured that personal data and research data collected from participants will be securely stored for five years?	<input type="checkbox"/>	
.	Does this research involve the deception of participants? If YES, please describe the nature and extent of the deception involved. Explain how and when the deception will be revealed, and who will administer this debrief to the participants:		<input type="checkbox"/>

c. Are there any other ethical issues associated with the proposed research study that are not already adequately covered in the preceding sections?

Yes No

If YES, please specify (maximum 150 words).

d. Please indicate the Risk Rating.

High Low

6. *Further Approvals*

Are there any other approvals required (in addition to ethics clearance from UREC) in order to carry out the proposed research study?

YES NO

If YES, please specify (maximum 100 words).

Approval from the Board chair and Directors of the school to conduct the research study in their school premises and with their teachers

7. Application Checklist

Please mark ✓ if the study involves any of the following:

Children and young people under 18 years of age, vulnerable population such as children with special educational needs (SEN), racial or ethnic minorities, socioeconomically disadvantaged, pregnant women, elderly, malnourished people, and ill people.

Research that foresees risks and disadvantages that would affect any participant of the study such as anxiety, stress, pain or physical discomfort, harm risk (which is more than is expected from everyday life) or any other act that participants might believe is detrimental to their wellbeing and / or has the potential to / will infringe on their human rights / fundamental rights.

Risk to the well-being and personal safety of the researcher.

Administration of any substance (food / drink / chemicals / pharmaceuticals / supplements / chemical agent or vaccines or other substances (including vitamins or food substances) to human participants.

Results that may have an adverse impact on the natural or built environment.

8. Further documents

Please check that the following documents are attached to your application:

		ATTA CHED	NOT APPLIC ABLE
	Recruitment advertisement (if any)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Informed Consent Form / Guardian Informed Consent Form	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Research Tool(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gatekeeper Letter	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	<p>Any other approvals required in order to carry out the proposed research study, e.g., institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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9. Final Declaration by Applicants:

(a) I declare that this application is submitted on the basis that the information it contains is confidential and will only be used by Unicaf University for the explicit purpose of ethical review and monitoring of the conduct of the research proposed project as described in the preceding pages.

(b) I understand that this information will not be used for any other purpose without my prior consent, excluding use intended to satisfy reporting requirements to relevant regulatory bodies.

(c) The information in this form, together with any accompanying information, is complete and correct to the best of my knowledge and belief and I take full responsibility for it.

(d) I undertake to abide by the highest possible international ethical standards governing the Code of Practice for Research Involving Human Participants, as published by the UN WHO Research Ethics Review Committee (ERC) on <http://www.who.int/ethics/research/en/> and to which Unicaf University aspires to.

(e) In addition to respect any and all relevant professional bodies' codes of conduct and/or ethical guidelines, where applicable, while in pursuit of this research project.

I agree with all points listed under Question 10

Student's Name:

Supervisor's Name:

Date of 10-Oct-2020

Application:

Important Note:

Please now save your completed form (we suggest you also print a copy for your records) and then submit it to your UU Dissertation/project supervisor (tutor). **In the case of student projects, the responsibility lies with the Faculty Dissertation/Project Supervisor.** If this is a student application, then it should be submitted via the relevant link in the VLE. Please submit only electronically filled in copies; **do not** hand fill and submit scanned paper copies of this application.



Appendix D:



Guardian Informed Consent Form

Part 1: Debriefing of Participants

Student's Name: **Prossy Tibulya Anguzu**

Student's E-mail Address: **ptibulya@gmail.com**

Student ID #: **R1703D2447953**

Supervisor's Name: **Dr. Kapil Kathuria**

University Campus: Unicaf University Malawi (UUM)

Program of Study: Doctor of Business Administration

Research Project Title: EFFECTS OF PERFORMANCE MANAGEMENT SYSTEMS (PMS) ON STAFF MOTIVATION OF WAKISO DISTRICT SCHOOLS IN UGANDA

Date: 15/12/2020

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum

The purpose and aim of the study is to evaluate the effects of performance management systems on the motivation of staff The School.

150 words).

The above named Student is committed in ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I,

stated above is true and that all conditions have been met.

, ensure that all information

Student's Signature:

Guardian Informed Consent Form

Part 2: Certificate of Consent

This section is mandatory and should to be signed by the participant's legal guardian

Student's Name: **Prossy Tibulya Anguzu**

Student's E-mail Address: **ptibulya@gmail.com**

Student ID #: **R1703D2447953**

Supervisor's Name: Dr. Kapil Kathuria

University Campus: University of Malawi

Program of Study: Doctor of Business Administration

Research Project Title: EFFECTS OF PERFORMANCE MANAGEMENT SYSTEMS (PMS) ON STAFF MOTIVATION OF WAKISO DISTRICT SCHOOLS IN UGANDA

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that the participant is free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of the participation to this study. I understand that all data will remain anonymous and confidential, unless stated otherwise.

I, , the legal
 guardian

of that

[redacted]

I

[redacted]

Of

[redacted]

given by

Appendix E:**Recruitment Advert**

I am writing to let you know about an opportunity to participate in a voluntary research study about the effects of Performance Management Systems on Motivation of Staff in The School. The name of my supervisor is Dr. Kapil Kathuria and your email was identified because you are an affiliate to Wakiso Classic School.

Participation in this study involves:

1. A time commitment of 15 minutes of your time
2. Physical presence at the school.

If you would like additional information about this study, please contact me on +256778438371.

Thank you for your consideration, and once again, please do not hesitate to contact me on email [ptibulya@gmail](mailto:ptibulya@gmail.com) and if you are interested in learning more about this research study, contact the research on +256776438371

Prossy Tibulya

Researcher

