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**THE IMPACT OF PERFORMANCE MANAGEMENT SYSTEM ON
EMPLOYEE PERFORMANCE, A CASE STUDY OF UNIVERSITY OF
SIMAD SOMALIA**

By



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Management**



**Pusat Pengajian Pengurusan
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ABSTRACT

Somalia is currently in the midst of higher institution boom driven by both public and private investors, who have created an enabling environment with easy access in Africa. Despite all, it was highlighted that in Simad University lack of proper planning and developing, reward system, lack of managing and reviewing, are the main aspects that hinder the level of the employee's performance of the Simad University. Therefore, the objective of this study is to examine the relationship between performance management systems on employee performance of the Simad University in Mogadishu Somalia. The respondents of this study were senior and management staff of Simad University in Mogadishu Somalia. A total of 317 questionnaires were distributed to employees of this Simad University by using an online survey, only 200 were useable for further analysis after data screening. The data was analyzed using SPSS Version 26 and PLS-SEM to achieve the stated objectives of the study. The finding of this study has revealed that planning and developing, Reward system, and managing and reviewing have a positive and significant related to employee performance. Furthermore, the research framework of this study will contribute to the literature in the context of employee performance not only in the Simad University, but also in other sector of economy. It will also help Simad University management to have a further understanding of the correlation of planning and developing, reward system, and managing and reviewing have a positive and significant related to employee performance. Finally, some limitations have paved the direction for future research.

Keywords: Performance management system, planning and developing, managing, and reviewing, rewarding, employee performance, Simad University Somalia.

ABSTRAK

Somalia kini berada di tengah-tengah ledakan institusi tinggi yang didorong oleh kedua-dua pelabur awam dan swasta, yang telah mewujudkan persekitaran yang membolehkan dengan akses mudah di Afrika. Di sebalik semua itu, ia ditekankan bahawa di Universiti Simad kekurangan perancangan dan pembangunan yang betul, sistem ganjaran, kekurangan mengurus dan menyemak, adalah aspek utama yang menghalang tahap prestasi pekerja Universiti Simad. Oleh itu, objektif kajian ini adalah untuk mengkaji hubungan antara sistem pengurusan prestasi terhadap prestasi pekerja Universiti Simad di Mogadishu Somalia. Responden kajian ini adalah kakitangan kanan dan pengurusan Universiti Simad di Mogadishu Somalia. Sebanyak 317 borang soal selidik telah diedarkan kepada warga kerja Universiti Simad ini dengan menggunakan kaji selidik dalam talian, hanya 200 sahaja yang boleh digunakan untuk analisis lanjut selepas saringan data. Data dianalisis menggunakan SPSS Versi 26 dan PLS-SEM untuk mencapai objektif kajian yang dinyatakan. Dapatan kajian ini telah mendedahkan bahawa perancangan dan pembangunan, sistem Ganjaran, dan pengurusan dan penyemakan mempunyai hubungan yang positif dan signifikan dengan prestasi pekerja. Tambahan pula, rangka kerja kajian kajian ini akan menyumbang kepada literatur dalam konteks prestasi pekerja bukan sahaja di Universiti Simad, tetapi juga dalam sektor ekonomi yang lain. Ia juga akan membantu pengurusan Universiti Simad untuk mempunyai pemahaman lanjut tentang korelasi perancangan dan pembangunan, sistem ganjaran, dan pengurusan dan semakan mempunyai kaitan positif dan signifikan dengan prestasi pekerja. Akhirnya, beberapa batasan telah membuka hala tuju untuk penyelidikan masa depan.

Kata kunci: Sistem pengurusan prestasi, perancangan dan pembangunan, mengurus dan menyemak, memberi ganjaran, prestasi pekerja, Universiti Simad Somalia.

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LIST OF ABBREVIATIONS

EPM	Evaluation Performance Management
F2	Effect Size
HC	Human Capital
MR	Managing and Reviewing
PD	Planning and Developing
PLS	Partial Least Square
PLS-SEM	Partial Least Square-Structural Equation Modelling
PMS	Performance Management System
Q2	Predictive Relevance
R2	Coefficient of Determination
RP	Rewarding Performance



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee performance is an evaluation of the effectiveness of workers (Adams, Odhiambo, 2015). Consequently, it also refers to the connection between output and input of human and non-human resources used in production (Camilleri, Okeke, Onyekwelu, Akpua, & Dunkwu 2019). According to Robert and Tybout (2007), employee performance is the connection between the quantity and quality of goods and services provided and the amount of resources required to generate them (labor, capital, and technology).

According to Okeke et al. (2019), businesses today are characterized by rapid growth and expansion as well as intense rivalry. The authors state that both require efficient and productive human resources. In today's dynamic business environment characterized by fluctuating client demands, each organization's objective is to maximize production, which cannot occur without personnel efficiency and productivity (Adedayo, Mohamud, 2019). Improving worker productivity is one of the key goals of every organization because it gives them and their employees many benefits. Higher staff productivity leads to improved financial and social development (Sharma & Sharma, 2014).

The performance management system, meantime, is responsible for establishing performance standards for employees and motivating those people to work diligently

(Adams, 2020). It specifies work norms, measures genuine performance, and gives employees performance feedback. In addition, it is responsible for providing feedback to employee regarding performance (Al Jardali et al., Arunprasad, 2017). Performance management systems are the only way to investigate differences in employee performance, despite the fact that most organizations only concentrate on performance appraisals. However, a performance management system is a comprehensive process that also considers performance appraisals (Curado, Dirriye, 2020).

Absenteeism, unhappiness, poor motivation, and inadequate working standards are variables that lead to poor employee performance, but efficient performance management systems can mitigate these effects (Dewettinck & Vroonen, Kandula, 2016). Macky and Johnson (2018) said a performance management system should continuously improve organization performance through enhancing individual performance. Performance management must improve staff performance. This study examined performance management systems' impact. Also planning Performance planning is the first stage of the performance management system process cycle. Planning builds commitment and understanding by tying employees' work to the organization's goals (Lee et al., Schneier et al., 1987).

To say that performance management is essential to the efficiency of an organization is not an exaggeration (Adam, Cardy, 2004). Performance management is a process that serves as an assurance that employees are working diligently toward the accomplishment of the organization's mission and objectives. It is not possible to overstate the importance of performance management (Almohataseb et al., Gruman & Saks, 2011). According to Pulakos (2009), performance management is considered to

be the Achilles Heel of human capital management. As a result, managers have to make it their top priority to address this issue (Lawler, 2008). Insufficient attention is paid to performance management and employee happiness in organizations, despite the fact that one-third of employees believe their company's performance management approach helps them improve (Bari et al. Pulakos, 2009).

Meanwhile, within the past ten years, the atmosphere of Simad University has been characterized as a tumultuous place to work and study (Abdi, 2016; Elmi, 2021). Higher education institutions in Somalia, especially Simad University, have been negatively affected by a number of recent economic and political upheavals. The challenges of expansion, decentralization, and finances have been felt at Simad University, which has been a challenge for the institution (Elmi, Ahmed & Sheikh, 2015). In addition to this, society has placed an increased emphasis on responsibility, efficiency, and effectiveness in response to these concerns.

The constantly shifting environment has put Simad University under pressure to look for ways to more actively manage their staff in order to keep up with these requirements, and they have done so. As a result, performance management system of Simad University was in doubt as this affect the performance of the employees of the Simad University. As highlighted by scholars, planning and developing an effective and efficient system towards may enhance the performance of the employees and eventually entire performance of the University. This study indicates that planning and reviewing as a strategic management system affects how PMS enhances employee performance because rewarding is used to monitor and control firms' performance.

NIOSH conducted the study (Abdi, Elim, 2021). This study investigates PMS and employee performance.

1.2 Problems Statement

According to Adam (2020), performance management systems (PMS) are increasingly being seen as an integration of human resource management operations and the business goals of organizations. In this approach, activities related to human resources and management work together to have an effect on both the collective and individual behaviors of the organization's members, as well as to provide support for the organization's strategy. Since the PMS is an integrated and finished cycle for controlling performance, (Ndakwe and Muchelule 2022) argued that it is vital for the PMS to be compatible with the culture of the organization. As a result, the significance of the PMS rests in the fact that it consistently contributes to the success of the organization, which is accomplished through the enhancement of the performance of the staff members (Macky & Johnson, 2000).

In a similar vein, Performance management systems (PMS) encourage performance, improve skill development, build a performance culture, determine promotion, eliminate bad performance, and help implement corporate strategy, according to Mohamed and Mohamud Zhang (2012) stated that PMS's main goals are to ensure that employees' work accomplishes the company's goals, that they understand the quality and quantity of work expected of them, that they receive ongoing feedback on how well they are performing, and that they receive performance-based awards and salary increases.

According to Macky and Johnson (2000), a better individual employee performance can also lead to an improvement in the performance of the company as a whole. According to Deadrick and Gardner (1997), an employee's performance can be measured by the number of results each job function produced over a certain amount of time. According to their understanding, this means that performance is a distribution of the results that have been achieved, and that this distribution can be measured using a number of factors that describe patterns of employee performance at a certain point in time. On the other hand, Darden and Babin (1994) think of employee performance as a rating system that is used in many businesses to figure out how much work employees can do and how good they are at it.

On the other hand, Zhang and Ying (2013) state that if employees are doing well, customers will have a more positive opinion of the quality of the services they receive. Poor performance, on the other hand, will result in a rise in consumer complaints as well as moving to a competing brand. On the basis of all of these factors, it is possible to interpret employee performance as the associated actions that are anticipated from an employee and how successfully it performed the tasks. This interpretation is supported by the fact that Taylor and Pierce (1999), in their research on the impacts of PMS on employee performance, investigate the consequences of implementing PMS on employees' attitudes and levels of effort. They discovered that using a PMS led to improved employee attitudes because it led to increased organizational commitment, which in turn led to more collaboration and satisfaction between employees and their supervisors. Their findings also reveal that the implementation of PMS gives personnel with clear quantifiable aims to work toward.

However, their findings also suggest that the primary worries of workers regarding the implementation of PMS were related to the possibility of injustice in grading and bonus distributions. Employees also think that the Performance Management System (PMS) is pretty good at giving performance incentives, which was the main point of rating bonus distribution. Some similar studies from the past, like those by Bevan and Thompson and Fletcher and Williams (1992), found that PMS improved employee commitment, motivation, and involvement by making the employee feel more in control and giving the employee a stronger sense of their own value.

Zhang (2012) conducted research that investigated current studies that looked at the connection between PMS and employee performance. The investigation revealed a positively correlated but statistically insignificant link between PMS and employee performance. There have only been a few of studies (such as Chepkwony, Kalangulla, Saeed, et al., 2013) that have concluded that the ward system has a beneficial impact on employee performance. This demonstrates that it is essential for businesses to focus on the methods by which they reward their employees in order to improve the performance of those individuals.

Furthermore, prior literature from the past looks for a deeper look into the University sector through empirical and multidisciplinary research (Elmi, Abdi, Mohamed & Abukar, Warsame, 2012). Their contributions show how important it is that they work well together and allow organizations to come up with new ideas by focusing only on PMS practices. Due to the complexity of the university and difficulty to conduct effective planning, reviewing, appraisal and rewarding of employee of University of Simad, this approach seems questionable.

Meanwhile, the content of the performance appraisal system planning, management and implemented by some department cannot keep pace with the times, so it is difficult to carry out effective appraisal, which affect the normal operation of the University and make the departments unable to cooperate effectively (Elim, Ahmed & Sheikh, 2015). To address these gaps, this study investigates the main characteristics, according to the literature examining PMS and performance measurement, that typify an advanced PMS through a multiple-case study of higher institution sector (Abdi, Santoro et al., 2019). Furthermore, this study sheds light on the relevance of effective implementation of PMS in the higher institution sector. Finally, the study highlights the needs to enhance the performance management and measurement culture, because human resources department has to play a big role in facilitating this step by crafting the necessary training plans.

This study, which is based on all of these pieces of information, investigates whether or not the stages of PMS have correlations with employee performance in Simad, Somalia.

1.3 Research Objectives

- a) To examine the impact of Planning on the employee's performance of the University of Simad Somalia.
- b) To examine the impact of Review on the employee's performance of the University of Simad Somalia.
- c) To examine the impact of rewards on the employee's performance of the University of Simad Somalia.

1.4 Research Questions

- a) is there any relationship between developing & planning and employee performance?
- b) is there any relationship between managing & reviewing and employee performance?
- c) is there any relationship between rewarding performance and employee performance?

1.5 Scope of the Study

The impact of performance management system (developing and planning process, managing and reviewing process, reward performance) on employee performance. Thus, The focus of the research was restricted to the investigation of performance management systems and the manner in which these systems influence the performance of employees working in an organization; more specifically, the employees working at Simad University in Somalia. This study focused on several important aspects, including designing and planning performance, managing and reviewing performance, and rewarding performance.

The impact of social and human capital on the performance of institution is the sole focus of this study's scope in terms of its contents. Simad Somalia was picked despite the fact that the study's geographical scope is restricted to the south of Somalia. The selection of the region was made on the basis of the fact that they are the states in South Somalia with the biggest number of registered Universities. Finally, this study

will used quantitative research using survey method. Data will be collected using questionnaire with support Simad University private institution in Somalia.

1.6 Significant of the study

As revealed in the previous studies, performance management systems is integral parts of business strategy which focus on improve strategy to achieving organizational objectives, maintain its productivity through increase planning, reviewing and placing reward on their effort. Reward systems have different parts and structure depending on the need of the organization exploiting the reward system for organization profitability and growth. The findings will be helpful to planners and management, as well as other social institutions, in the process of forecasting and organization development. This will be accomplished by assuring the total how usage of performance management systems for the good of the organization. The management will benefit from this study by gaining a better understanding of how to make effective use of performance management systems to improve the performance of their workforce. The results of this study may serve as a resource that provokes other researchers' curiosity and encourages them to undertake more in-depth research on topics connected to performance management systems and their impact on employee performance.

There is a huge need for organizations to address the most essential and relevant aspects of every incentive system, which are the employee performances. The study will assist organizations in maintaining and sustaining their performance management systems, which have been shown to have multiple positive effects on organizational

growth. The study assists the organization in taken proactive steps in training its employees. The study will enhance how the organization will recognize employees to enhance performance and capability by compensating and appreciating appropriately.

1.7 Definition of Key Terms

The primary objective of the study is to examine the relationship between performance management systems and employee's performance in Simad University in Somalia. As revealed in the previous studies. The proposed variable in this study defined as follows:

1.7.1 Performance Management Systems

The performance management system can be defined as the system's capacity to improve individual employee outcomes such as performance, motivation, collaboration, self-esteem, functioning on the job, and comfort in performing job responsibilities. Performance management systems that have a purpose that is oriented toward results place an emphasis on performance outcomes and consider employees to achieve organizational goals, such as raising revenue or corporate sales (Dewettinck et al., 2017).

1.7.2 Planning and Developing Performance

Planning and development are processes that are undertaken in order to increase an individual's employ ability and bring about the intended outcome in terms of a career. A sufficient amount of previous work experience is necessary for employees in order

to offer each employee with job satisfaction, which in turn will have an influence on increasing the performance of the employees (Adnyani & Dewi, 2019).

1.7.3 Managing and Reviewing Performance

The managing and evaluating should continue, during which time management should examine the objectives to see whether or not any modifications need to be made, and should also pay attention to the professional development possibilities that are available to their staff.

1.7.4 Rewarding Performance

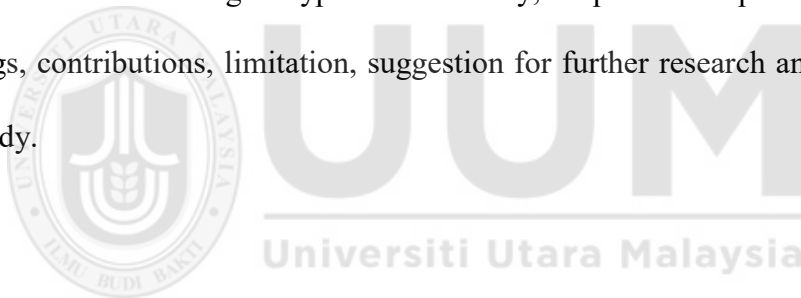
Firms with a strong, supportive culture that understands the psychology of rewarding individuals, uses employee recognition principles, and encourages other workers to start working relationships have effective rewards and recognition (Harrison, Saunderson, 2004).

1.8 Organization of the Thesis

Chapter one is concerning the background on which the study was based. Furthermore, the aims and objectives of the study enumerated to explore the relationship between the performance management systems and employee's performance. The research questions that are relevant to this study were stated and the significance of the study is expected to be of immense contribution to the stakeholders. Chapter two reviewed performance management systems and employee's performance from its theoretical perspective where various theories ranging from resource-based view and human

capital theory addressed looking at the cause and effect of these theories. Empirical review of previous studies also examined.

Chapter three address the techniques through which data was collected and analyzed to provide answers to the research questions posed. This chapter contain research design, sampling method, data collection, research variables and measurements, the measurements that used in this study, questionnaire design, instrument development, data collection, pilot study, data analysis, and structural equation modelling. Furthermore, chapter four analysed that data being collected from the field of study. This comprised of response rate, data cleaning, assumption for multiple regression analysis as well as testing of hypotheses. Finally, chapter five explained discussion of findings, contributions, limitation, suggestion for further research and conclusion of the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviews literature on Somalia's performance management system and university personnel' performance. PMS was explained first. Critically examining relevant literature on research variables follows. This chapter covers the fundamentals of planning, managing, reviewing, and rewarding performance. This study also included theoretical review, framework, and hypothesis building. This section concluded with research gaps.

2.2 Performance Management Systems (PMS)

In light of the findings of earlier empirical research, a company's PMS should represent the primary goals and underlying principles that the company has set for the system in order to assist it achieve a competitive advantage (Leisink & Dewettinck, 2018). Performance management systems are often implemented in organizations for one of these three basic reasons: to obtain outcomes, to develop personnel, or to execute administrative chores. Systems of performance management that have a purpose that is oriented toward results place an emphasis on performance outcomes and consider employees as a way to achieve organizational goals such as increasing revenue or corporate sales. These types of systems are often referred to as "outcomes-based performance management" (Dewettinck; Truss, Gratton, HopeHailey, McGovern, & Stiles, 2017).

Another fundamental element of performance management system is the data collection sources used by enterprises. This is referred to as "performance sources and feedback can be gathered from either a single source or multiple sources when it comes to performance management systems (Camilleri, 2021). Feedback on performance is gathered from a single source, which is often a primary supervisor, in a single-source evaluation. 10 Feedback on performance, on the other hand, can be gathered from a variety of different sources, including subordinates, peers, superiors, and external sources. This type of feedback is referred to as multi-source feedback (Lin, Sardi et al., 2020).

According to Dewettinck and Dewettinck and Dijk (2013), the effectiveness of a performance management system can be defined as the system's capacity to improve individual employee outcomes such as performance, motivation, collaboration, self-esteem, functioning on the job, and comfort in performing job responsibilities. Other academics have established a definition of the efficacy of performance management systems by investigating the degree to which these systems are capable of generating positive results for the organization. For instance, Glennding and Haines and St-Onge (2012) considered performance management systems to be effective if they led to the achievement of business goals, improved morale, increased customer satisfaction, better retention, and increased ease in adapting to organizational change. These are all indicators that a performance management system is doing its job effectively.

Previous studies have studied the relationship between the perceived purpose of performance management systems and the level of effectiveness those systems are seen to have. According to research conducted by Dewettinck and Dijk (2013),

employees are more likely to believe that their performance management system is effective if the primary goal of the system is to improve employees' ability to monitor, evaluate, and adjust their own performance (development-oriented). This is in contrast to performance management systems that focus on laying out specific and difficult goals to assist employees in performing well (results oriented). Similar results were discovered by Dewettinck (2019), who discovered that human resource professionals reported that development-oriented performance management systems were effective at enhancing employee engagement. Thus, this study considered planning and developing performance, managing and reviewing performance and rewarding performance as a factor for the performance management system as highlighted in the sub section below:

2.2.1 Planning and Developing Performance

Planning and development are processes that are undertaken in order to increase an individual's employ ability and bring about the intended outcome in terms of a career. It is vital for employees to have a suitable amount of previous work experience in order to provide each employee with job satisfaction, which, in turn, will have an influence on enhancing the performance of the employees (Adnyani & Dewi, 2019).

As a consequence, each worker should be offered the chance to advance both their skills and their career, and they should also be held accountable for producing the highest quality work for the organization (Adebayo, 2017). Workers are assisted in the planning of their future careers inside the firm as part of an activity known as planning and developing. This allows both the company and the employees concerned to develop themselves to their full potential (Jumawan & Mora, 2018). A step that may

be utilized by firms to maintain and grow employee productivity and to prepare employees for their future careers is planning and developing. This step can be used in a number of different ways (Winda Annisa Putri, 2019).

2.2.2 Managing and Reviewing Performance

The process of managing and evaluating should continue, during which time management should examine the objectives to see whether or not any modifications need to be made, and should also pay attention to the professional development possibilities that are available to their staff (Sahlin & Angelis, 2019). This process is ongoing, and there will be frequent sessions during which management and staff will take turns providing feedback to one another and receiving it. Only 22% of employees are engaged and flourishing in their jobs, according to a research conducted by Gallup on the state of the American workplace (Abbasi & Chishty, 2020). Even when things are challenging, a great work performance is more likely to be maintained by employees who are involved in their job and happy in their careers. This also indicates that 78% of the workforce has the potential to perform their jobs more effectively if the firm in which they are employed had the appropriate sort of management approach. This study cites seeing less worthy individuals promoted, lack of actionable feedback, and management not involve staff in goal planning as factors for low motivation. All of these highlight the necessity of performance management and why each step must be done correctly for the process to succeed (Al Jardali et al., 2020). When done appropriately, performance management helps people achieve their goals and organizational objectives. The annual performance management cycle should conclude with an employee review, often known as a performance evaluation

(Chelangat, 2022). The employee's performance is evaluated annually. Previous reviews should reflect the employee's improvement over the year. Monthly check-ins aid employees in resolving issues, modifying goals, and planning for the future. This performance evaluation assesses the actions of the previous year.

2.2.3 Rewarding Performance

Firms with a strong, supportive culture that understands the psychology of rewarding individuals, uses employee recognition principles, and encourages other workers to start working relationships have effective rewards and recognition (Harrison, 2005; Saunderson, 2004). Individuals have the capacity and skills to increase performance, but require employee recognition. Companies don't always acknowledge workers. Most service programs don't recognize employees. Brun and Dugas (2012) claimed managers fear losing control, inventive talents, egalitarian relationships, prejudice towards acknowledgment, insufficient time, knowledge, and experience for implementation. When organizations acknowledge and celebrate individuals' identities and strengths, loyalty and dedication increase performance (Baron, 2013).

This strategy recognizes long-serving employees, per Punke (2013). Informal recognition focuses on weekly or quarterly performance, goals, and milestones. Example Low-cost presents, drinks, reward programmes with point values, gift cards, and certificates (World at Work Report, 2011). Due to their rapid nature and changing work environment, informal acknowledgment programs emphasize employee worth and contribution at the right time. Daily or weekly recognition is important for the employees also rely on interpersonal skills for good feedback to all employees so they feel motivated and somehow it will boost their moral (World at Work Report, 2011).

Darling et al. (2017) suggest compliments enhance morale. Recognizing and appreciating colleagues may help keep them happy and productive. Many equate work with self-worth. Recognition motivates people and boosts corporate achievement. Allen and Helms (2002) discovered that regular acknowledgment helps employees achieve strategic goals. Informal incentives necessitate minimal thought, effort, or money (Darling et al., 2017; Gostick & Elton, 2017) and may be rewarded for a job well done, a birthday, a service anniversary, or a personal favour (Darling et al., 2017).

Also effective are verbal and written expressions of gratitude, public acclaim, and symbolic gestures (Nelson & Spritzer, 2012). Personal acknowledgment motivates employees. In 2013 (Nelson and Spitzer) suggest that managers must communicate often with employees to learn what they value and then reward strong performance. This implies managers should try different sorts of recognition and remove those that aren't inspiring. The recognition procedure is trustworthy if management is prompt, genuine, and precise.

2.3 Similarity and Differences in Previous Research Findings

Current research, practitioners, and academics have developed the term "performance management system" to emphasize the processual nature as well as the importance of consistency in practices within the context of Somalia. This was done in order to draw attention to the performance management system (Van Thielen et al., 2018; Schleicher et al., 2018). There is a wide variety of system models available for performance management. These models are typically linked to a procedure that involves the creation of goals and the evaluation of performance, which finally results in the implementation of performance-based training and pay. These strategies are

frequently utilized by MNES as well (Walker et al., 2010; Shih et al., 2005; Tahvanainen, 2000).

In recent years, a greater emphasis has been made on providing continuous feedback in addition to and outside of evaluation meetings (Festing et al., 2012; Kossek et al., 2017). This study highlights the need of providing frequent feedback and monitoring, as well as maintaining continuous contact with employees, as a means of offsetting the negative effects of annual performance review sessions. EPM is a process that we refer to as goal setting, ongoing feedback, performance appraisal, training and development, and remuneration based on performance (Sahlin & Angelis, 2019). In light of these new developments, we refer to EPM as a process that includes these new elements. In the following sections, we will conduct a literature review on these practices as they pertain to the context of expatriate work.

2.4 Underpinning Theories

Multiple theories guide the performance management system. These include the expectancy theory of the firm, the dynamic capabilities theory, the knowledge-based perspective theory, the human capital theory, and the social network theory. Due to the unique nature of this study, both human resources theory and expectancy theory were evaluated as foundational and supporting theories, respectively.

2.4.1 Expectancy Theory

The Expectation Theory was made by (Vroom, 1964). The theory says that employees will be very motivated to work harder at their jobs if they think that their efforts will

lead to high performance (Expectancy). When people in an organization do a better job, they get rewards (instrumentality), which they really like (valence). This cycle will improve performance, and so will organizational rewards like raises and promotions (Vroom, 1964). Vroom (1964) says that there is a link between what workers do and the results of those actions in the workplace, which leads to valence. The word "valence" was used to describe that effective and efficient focus on some results.

The term "instrumentality" means that there is a link between the results of the actions taken and the results of the proceedings. On the other hand, an expectation is a belief that a certain action is likely to lead to a certain result. This theory says that the degree to which management thinks that the staff's efforts in the performance evaluation process are related to the supervisor's motivation to do the evaluations right (Adam, 2020). This is likely to help the business group accurate information. The theory is based on the idea that employees in the workplace want some results over others and are able to choose between the actions they can take to get those results.

Nwanolue, et al. (2018) said that expectancy theory is a good fit for the study on managing performance and employee productivity because workers will be motivated to do their best to reach the organization's goals if they are properly planned and developed, rewarded, and given the right feedback after they are managed and reviewed. In the same way, when an organization takes care of the working conditions of its staff, performance will go up.

When employees are cared for, given confidence, listened to, and told they can do better, they will be responsible and productive. If, on the other hand, University employees don't get paid enough, they won't show up to work, won't do their work on time, won't meet organizational goals, won't do their best work, and won't be as productive (Al Jardali et al., 2020). So, Expectancy theory was used as a basis for this study to look at the relationship between Simad University's performance management system and the performance of its employees.

2.4.2 Human Capital Theory

Schultz popularized human capital theory. Becker (1964) developed it primarily. Schultz (1961) defined human capital as employees' "knowledge, skills, and capacities." Schultz (1961) argues that knowledge and skills are a form of capital that may be gained via education and training. Becker (1964) argues that expenditures in education and training would boost productivity, emphasizing that the type of training will decide whether the employee or the corporation pays for it. Managers may use people as a resource to get a competitive edge for their businesses. Human capital considers people assets.

Companies have a responsibility to invest in the education and training of their personnel, which will increase human productivity and improve organizational performance. According to this school of thought, a firm may gain a lasting competitive advantage if it has human resources that competitors can't reproduce or replace (Fombrum & Shanley, 1990). Extending the paradigm to multi market realities allows this study to include both ability and performance management system as factors of employee performance of University in Somalia.

2.5 Conceptual Framework

The model for the present research is represented by research framework which shows the relationship between the PMS (developing and planning process, managing and reviewing process, as well as reward performance) and employees' performance of the University in Somalia. The model is supported by the resources-based view theory and human capital theory.

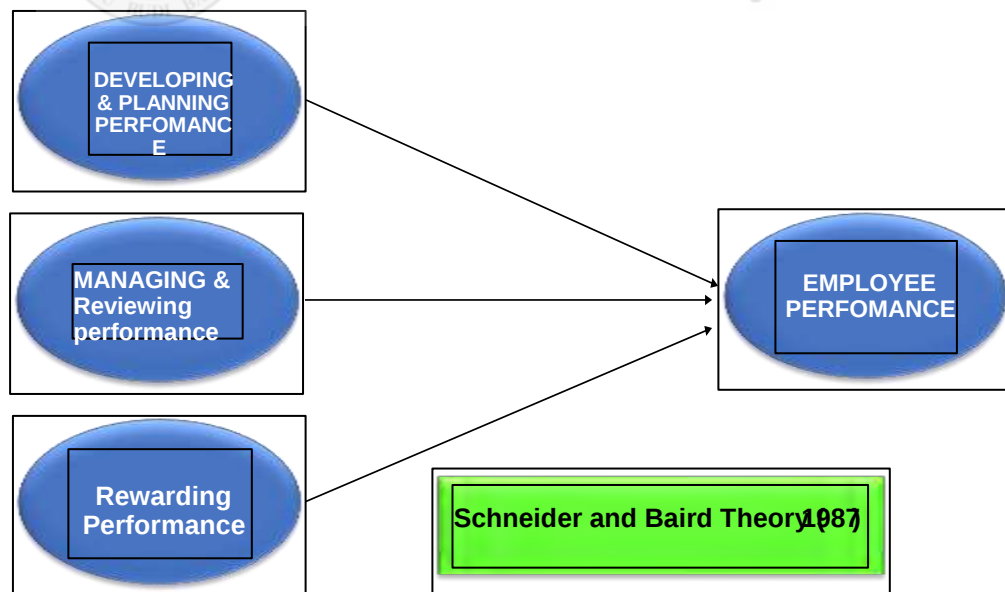


Figure 2.1
Theoretical Framework

2.6 Hypotheses Development

In the course of this investigation, three hypotheses were established to assist in responding to the RQ and achieving the research aims. The assumptions that have been mentioned concern the link that exists between the performance management system's exogenous constructs (such as designing and planning, managing and reviewing, and rewarding performance), and the performance of employees as the endogenous construct. According to the findings of a number of studies, the strategy now in place in Somalia is still a considerable distance from where it ought to be. This is likely the result of several issues that are driving performance management system difficulties in the university sectors. These factors have been identified as being as follows: inadequate planning and management of human resources, Unsatisfactory working conditions defined by a lack of rewards and recognition and restrictive work schedules, insufficient quality delivery programmes and the absence of a personalized reward system (Awofeso, 2018).

2.6.1 Developing and Planning on Employee Performance

Performance management system are most commonly associated with the higher education sector however there is a growing demand for public organizations or agencies to adopt PMS to improving performances in light of the new rules governing the universities sector. This is due to the fact that PMS wanted to improve and increase the employee satisfaction and retention rates. It has been hypothesized that there is an emerging gap in the existing body of knowledge that needs to be filled. As a result, the following hypotheses on the relationship between planning and developing on employee performance were developed:

- H1 There is a positive significant relationship between developing and planning performance towards employee's performance of University in Somalia.

2.6.2 Reviewing and Managing on Employee Performance

This study examines the influence of reviewing and managing on employee performance of Simad University in Mogadishu Somalia. Thus, management should continue managing and reviewing, checking targets and personnel professional development opportunities (Sahlin & Angelis, 2019). Management and staff will exchange feedback in regular sessions. Gallup found that 22% of American workers are engaged and thriving in their careers (Abbasi & Chishti, 2020). Engaged, happy workers are more likely to perform well in difficult situations. Research also suggests that 78% of the employees might work better if their company had better management. Arrived from the previous studies highlighted above, this study formulated the hypothesis as follows:

- H2 There is a positive significant relationship between managing and reviewing performance towards employee's performance of University in Somalia.

2.6.3 Rewarding on Employee Performance

This study examines the influence of rewarding on employee performance of Simad University in Mogadishu Somalia. Hence, strong, supportive cultures that understand the psychology of rewarding people, implement employee recognition concepts, and encourage other workers to work together have effective rewards and recognition (Harrison, 2005; Saunderson, 2004). Employee recognition helps people perform

better. Employees aren't usually recognized. Service programs rarely recognize employees. Brun and Dugas (2012) argued managers fear losing control, imaginative talents, egalitarian relationships, prejudice towards acknowledgment, limited time, expertise, and experience for implementation. When organizations appreciate individuals' personalities and strengths, loyalty and dedication boost performance (Baron, 2013).

Verbal and written thanks, public accolades, and symbolic gestures work too (Nelson & Spritzer, 2012). Employees appreciate recognition. Nelson and Spitzer (2013) recommend that managers frequently speak with employees to learn what they value and reward good performance. This means managers should test different types of acknowledgment and eliminate those that don't inspire. If management is timely, honest, and accurate, recognition is reliable. Thus, the hypothesis formulated as follow:

- H3 There is a positive significant relationship between rewarding performance towards employee's performance of University in Somalia.

2.7 Summary of the Gaps

When trying to encourage innovation in an organization, this situation poses a lot of problems. Notably, literature from the past looks for a deeper look into the University sector through empirical and multidisciplinary research. These contributions show how important it is that they work well together and allow organizations to come up with new ideas by focusing only on PMS practices. Due to the complexity of an organization, however, this approach seems questionable and too simple. Further explanation on the gaps highlighted as follows:

- The study highlights the needs to enhance the performance management and measurement culture.
- The human resources department has to play a big role in facilitating this step by crafting the necessary training plans.
- The content of the performance appraisal system implemented by some enterprises cannot keep pace with the times, so it is difficult to carry out effective appraisal, which will affect the normal operation of enterprises and make the departments unable to cooperate effectively.
- To address these gaps, this study investigates the main characteristics, according to the literature examining PMS and performance measurement, that typify an advanced PMS through a multiple-case study of higher institution sector (Santoro et al., 2019).
- It sheds light on the relevance of effective implementation of PMS in the higher institution sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this part, the study discusses the process that was utilized in the creation of the research materials and processes. The procedure for conducting research includes going through the motions of answering research questions and achieving research goals. Findings from a research may be of a higher or lower quality depending on the methodology that was used. A research design, study population, sample size and procedures, sampling procedures, units of analysis, data collecting technique, data analysis method, and a pilot study are all components of the research process. This chapter included discussions on ethics as well as a summary.

3.2 Research Design

The research design is a major determinant of an investigation's accuracy and validity. It's a research project plan (Yin, 2003). Creating a research design involves setting the circumstances for collecting and analyzing data to solve a research problem or achieve a research goal (Kothari, 2004). It defines the aim of the study, the questions to be asked, and the techniques to be used to collect data, select samples, and evaluate the results (Gray, 2004). You can choose from exploratory, descriptive, and explanatory research methodologies. This study's data gathering and analysis used an explanatory design.

Explanatory studies aim to go beyond exploratory and descriptive research to identify the phenomenon's underlying elements (Kothari, 2004; Saunders et al., 2009). This explained dependent and independent variables. Questions and goals should lead the research goal. This is explanatory research. The Expectancy theory is used to analyze the connection between employee performance and the independent variable (PMS factors). The investigation used a quantitative, deductive strategy. The research design's final components are the study's population, sample size and sampling methodology, units of analysis, data collection method, and data analysis.

3.3 Population of the Study

Sekaran and Bougie (2016) define study population as the people or company's interest group. These demographics were chosen because of their experience and ability to address the study's research questions. According to the previous studies on the employees of the Simad University, total number of 1,824 employees was estimated working in the Simad University in Somalia (Mohamud, 2019; Bari et al., 2019).

3.3.1 Sample Size Determinations

The sample size is a subset of a certain population. Sekaran and Bougie (2016) list various reasons to choose a study sample. This comprises studies employing representation instead of the full population, the inability of collecting data and information from each community, and reduced tiredness and data gathering problems. Adams (2020) says survey sample size is significant. Appropriate sample size is critical in the study to minimize sampling error costs and questionnaire administration time.

As suggested by Bruin (2006) and Borenstein, Rothstein, and Cohen (2001), G*Power 3.1.9.2 software was used to do a power analysis to figure out the minimum sample size for this study (Faul, Erdfelder, Lang, & Buchner, 2007). Power analysis is the chance of rejecting a false null hypothesis (H_0), or the chance of getting correct results (Cohen, 1988). The priori power analysis was done using an alpha significance level (error probability of 0.05), power (1- error probability of 0.95), medium effect size f^2 (0.15), and the three predictor variables (DL, QADP, and QACP). Figure 3.2 shows that a minimum sample of 119 will be enough to test a regression-based model (Faul et al., 2007).

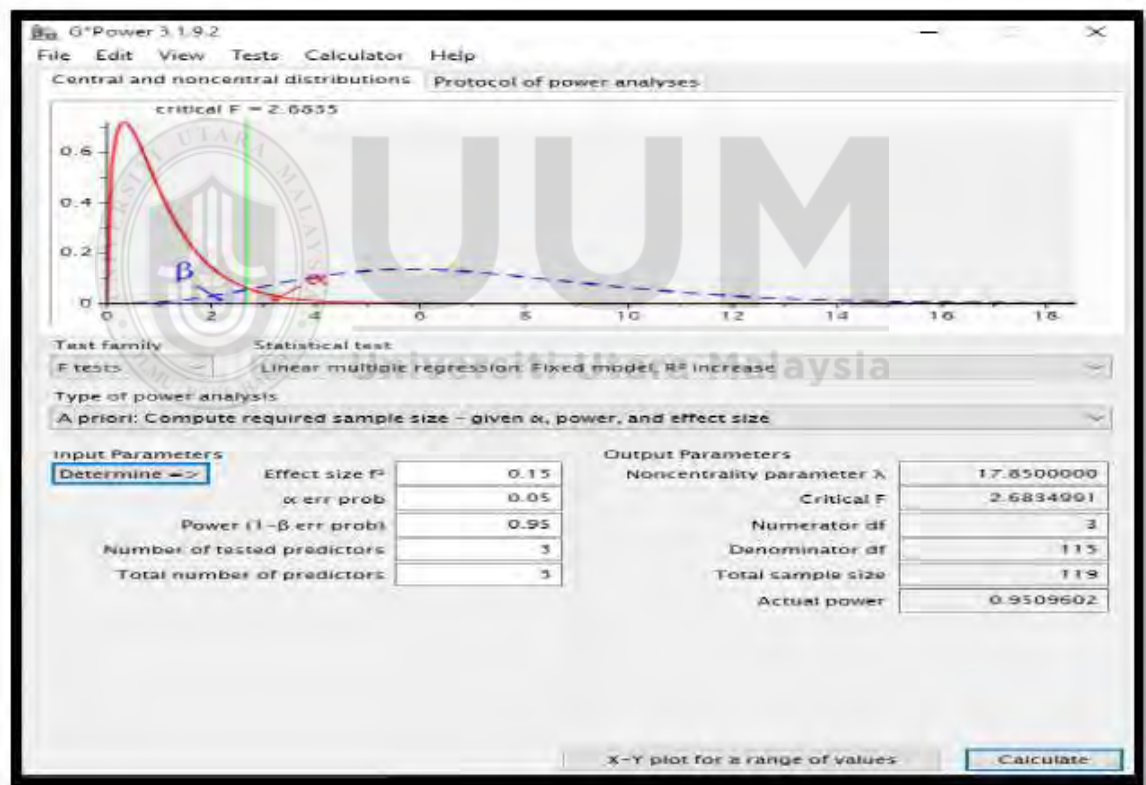


Figure 3.1.
Output of a Priori Power Analysis

Meanwhile, Hair et al. (2010) further stressed that the minimum required sample size for a study depends on the complexity and the features of the measurement model. Thus, the employees of the Simad University, total number of 1,824 employees were

estimated working in the Simad University in Somalia (Mohamud, 2019; Bari et al., 2019). Krejcie and Morgan (1970) provide a method and table to help achieve a reasonable sample size and reduce sampling errors. The sample size is estimated using Krejcie and Morgan's (1970) formula.

$$s = \frac{X^2 NP(1-P)}{d^2 (N-1) + X^2 P(1-P)}$$

Where s = sample size; P denote population proportion (P=0.5); X^2 represents confidence level (3.841); N represents Population size; and d denotes degree of freedom which is 5% (0.05).

$$S = \frac{(3.841)(1,824)(0.5)(1-0.5)}{(0.05)^2 (1,824-1) + (3.841) (0.5)(1-0.5)}$$

Consequently, the sample size was determined as follows:

According to Krejcie and Morgan (1970), a sample size of approximately 317 would be necessary to adequately reflect the population of this study for a given population of 1824.

3.3.2 Sampling Techniques

According to Creswell and Clerk (2017) sampling methods collect representative samples of the studied population. Probability and non-probability sampling exist. Simple random sampling, systematic sampling, stratified sampling, and cluster/area sampling are all examples of probability sampling. Methods that don't rely on chance are convenience sampling, judged sampling, and quota sampling. Randomness is used

as the sampling method. The use of random sampling guarantees that each component of the population is represented in the sample (Mania et al., 2018; Owusu-Fordiour et al., 2020).

The justification for using simple random sampling is that it helps to ensure that a high level of internal validity is achieved: randomization is the most effective strategy for reducing the influence of potential confounding variables. In addition, if the size of the sample is large enough, a simple random sample can have a high level of external validity since it can accurately represent the characteristics of a larger population.

In quantitative social science research and other scientific inquiries, the most common type of sampling is known as simple random sampling. Increasing the number of participants in a basic simple random sample is one way to boost the sample's external validity. Everyone in the population is welcome to participate in the study. This guarantees that the sample is both representative and objective of the population (Anokye et al., 2018). Inferences from statistics that are valid will be generated through sample analysis.

3.3.3 Units of Analyses

In research, the unit of analysis is the subject. Social science research uses individual, organizational, and group units of study (Creswell 2012; Kumar et al., 2013). This study used individual employees of the Simad University in Somalia as the unit of analysis. This study will analyzed the employees of the Simad University. The researcher took precautions to get relevant information and obtained a satisfactory response rate for this study. Previous research used organizational units of analysis.

3.3.4 Questionnaire Design

The design of a questionnaire is a stage that is unique to research and is of the utmost importance. According to the various existing bodies of research, there are two primary goals that should be accomplished while constructing a questionnaire (Sekaran & Bougie, 2016). The first advantage is that questionnaire designs can increase the number of targeted respondents who fill out the survey. The second advantage is that questionnaire designs can assist in avoiding and reducing the likelihood of measurement error by logically arranging questions in a way that is most likely to be understood by those who fill out the survey as suggested by Sekaran and Bougie (2016).

The questions were closed for the purpose of this study because they restrict the respondents to the set of alternative answers that are provided in order to measure their objective and subjective feelings on the constructs of PMS in their respective firms. The purpose of this study was to investigate the relationship between PMS and employee satisfaction. Close ended questions are characterized by the following: (Sekaran & Bougie, 2016). The researcher devised a questionnaire that was both well-structured and easy to understand so that the participants could easily administer it to themselves. This effort is absolutely necessary since the replies that were anticipated are essential to the accomplishment of a statistical analysis that can be relied upon in the end results (Hair et al., 2016).

3.4 Operationalization of Variables

An operational definition is another name for this type of description, which outlines how the researcher intends to define and quantify each and every one of the variables that are involved in this study. These constructs are only pertinent to this particular research endeavor (Creswell, 2012). The constructs were measured in a way that was adapted or adopted from previous studies, and the manner in which this was done was described. The factors in question are the performance of the employees in the Simad University, as well as PMS factors such as developing and planning performance, managing and reviewing performance and rewarding performance.

As a direct consequence of this, the instrument of the questionnaire was utilized to gather data for the goals of this study. The items in the questionnaire have all been adapted, and some of them have been adopted from a number of sources; an explanation of which items have been adopted or altered, as well as from which sources, may be found in the following sections of this page. In the next sub-part, which was also where the sources of adoption or adaptation were listed, a full overview of each item was also supplied. This section was also where it was discussed further:

Additionally, the format of the feedback for the question might be closed-ended or open-ended. For the suitability of the study in terms of the nature of the questions, this research used a closed ended format. This technique has numerous advantages, such as getting quick responses from respondents, which makes it easier for the researcher to code and then analyze the data (Sekaran & Bougie, 2016). In the contents of the questionnaire, it comprises of 30 Questions which sub-divided into 5 sections. The

first section has to do with demographical information of the respondents. This comprises of age; gender; marital status; academic qualification; length of service; company's state; Nationality and sources of driver for green technologies. The second section was based on the instruments of the proposed four (4) variables.

The question's feedback can be closed-ended or open-ended. This study's questions were asked in a closed-ended fashion. This format offers several benefits, including quick responses from respondents that are easy to code and analyze (Sekaran & Bougie, 2016). The questionnaire has 30 questions in 5 sections. First, respondents' demographics are listed as Age, gender, marital status, academic degree, employees working experience. Second half focused on variables' instruments. Table 3.1 lists variables, adapted instruments, and sources. Table 3.1 indicates all the variables with their adapted instruments and the sources.

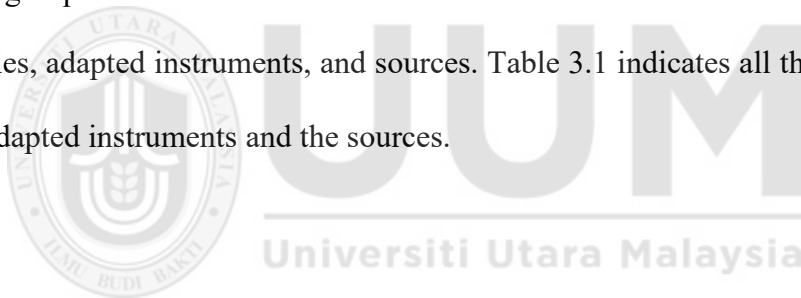


Table 3.1

Summary of the Measurement of Constructs Adapted in the Study and Source Measurement

S/N	Constructs	Definition of Variables	Items	Sources
1	Employees Performance	The performance management system improves employee performance, motivation, collaboration, self-esteem, job functioning, and job comfort. Performance management methods that focus on results use personnel to achieve company goals like revenue or sales	8	Almohtaseb et al. (2017); Camilleri (2021); Mohamud (2019)
2	Developing & Planning	Planning and developing improve employability and career outcomes. For job happiness and improved performance, individuals need enough work experience.	6	Almohtaseb et al. (2017); Camilleri (2021); Mohamud (2019)
3	Managing and Reviewing	Management should continue managing and reviewing, checking the goals and staff professional development opportunities.		Almohtaseb et al. (2017); Camilleri (2021); Mohamud (2019)
4	Rewarding	Firms with a strong, supportive culture that understands the psychology of rewarding individuals, uses employee recognition principles, and encourages other workers to start working relationships have effective rewards and recognition	6	Almohtaseb et al. (2017); Camilleri (2021); Mohamud (2019)

3.5 Pilot Study

A pilot study is a test done with a set of respondents to discover issues in the design of a questionnaire or instructions for completing the questionnaire. Piloting a survey questionnaire guarantees that respondents understand all questions without ambiguity, phrasing, or measurement issues. A pretest needs to be carried out in advance of the pilot test and the field survey in order to identify any difficulties and issues with the

survey instrument. It is recommended that a team of knowledgeable experts from the subject be consulted in order to validate the survey questions. During the comprehensive pretest, both the instruments' external and internal validity will be evaluated. Experts from both academia and the business world looked over the questionnaire to verify that it was consistent with their expectations. Before the survey is put to use in a pilot study, their feedback and suggestions will be incorporated into the development of the instrument.

In the pilot research, both the reliability and validity of the survey tools are examined (Piaw, 2012). The consistency of numerous different measurements of a variable is what we mean when we talk about reliability (Hair et al., 2016). To assure the instrument's dependability, the researcher will apply Cronbach alpha test that is available in SPSS. According to research carried out by Hair et al. (2016), dependability needs to be more than 0.70. The instrument's consistency as well as its dependability will both be evaluated with the help of the same model (Hair et al., 2006). Cronbach Alpha scores below 0.6 are not considered acceptable, according to Sekaran, whereas scores over 0.6 are (2013).

After the validation of instruments from an expert, fifty (50) copies of questionnaires were distributed to the experts as pilot in the Simad University to examine whether the proposed instrument actually measure the proposed variables. Out of the 50 copies of questionnaire distributed, only 35 copies were retrieved from the respondent. From the result of the analysis, the loadings are between 0.71 and 0.90 which is greater than the threshold value of 0.6 as suggested by Chin (2010). The reliability is between 0.81 and 0.96 and the Cronbach alpha value are between 0.755

and 0.824 which are all greater than the threshold value of 0.7 as indicated in the Table 3.2 below.

Table 3.2
The Result of the Pilot Study (Reliability–Cronbach Alpha).

SN	Constructs	Items	Cronbach Alpha
1	Employee Performance	6	0.824
2	Planning and Developing	9	0.755
3	Managing and Reviewing	7	0.783
4	Rewarding Performance	10	0.803

When it comes to reliability testing, Sekaran and Bougie (2016) suggest using a Cronbach's Alpha value of 0.70 are all greater than the threshold value of 0.7. Therefore, the instrument is said to be valid and reliable.

3.6 Data Collection Methods

The major means of data collection in this study were a questionnaire that participants filled out on their own and an interview that followed a set format. The questionnaire and interviews were carried out with the employees of the Simad University that are located in the capital city of Somalia. Along the same lines, the question item guide was implemented so that information could be gathered from the staff. Throughout the entirety of the process of collecting data for this investigation, a standardized questionnaire that did not allow for open-ended replies will be utilized.

In order to collect primary data from the respondents, a questionnaire was developed that included a Likert scale with five points, and each respondent was responsible for completing the questionnaire on their own. A Likert scale provides a standardized

ranking system that guides respondents through the process of picking the response option that most convincingly substantiates their point of view. According to Daramola (2016), the utilization of a questionnaire is permissible since the respondent is given the chance to tick the box matching to his or her desired response. This makes the utilization of a questionnaire lawful.

3.7 Method of Data Analysis

Both descriptive and inferential statistics were utilized in the process of analyzing the quantitative data. According to Yamusa and Adefila (2014), descriptive statistics indicating central tendency, such as mean, mode, median, standard deviation, variance, frequency, and percentage, were applied to summarize the demographic features of the respondents. This finding is also consistent with the opinion of Yamusa and Adefila (2014), which indicates that descriptive statistics assessing central tendency, such as mean, mode, median, standard deviation, variance, and frequency, are inadequate measures of central tendency.

The use of inferential statistics was another tactic. Two of the applications of inferential statistics that can be accomplished through structural equation modeling with the help of SmartPLS software are hypothesis testing and the generation of estimates. This is also known as generalizing from a sample to the entire population with a calculated degree of certainty. Within the parameters of this inquiry, three hypotheses were investigated in a suitable manner.

CHAPTER FOUR

ANALYSIS RESULT AND INTERPRETATIONS

4.1 Introduction

This chapter shows the analysis results and talks about what they mean in terms of the study's objectives. So, the analysis started with a discussion of the response rate and screening of the data from the respondents. Also, the statistical descriptions of both the demographic information and the whole variables were discussed. The last part of this study is the correlation analysis and the regression analysis, which used to test hypotheses.

4.2 Response Rate

Following the completion of the pilot study and the validation of the instrument, 317 copies of the questionnaire were sent out to the target respondents through an online web survey. In addition, the follow-up was done by sending electronic mail reminders and making phone calls in order to ensure that the target staff members who are employed by the University of Simad in Somalia adequately received the data that was sent to them. In the end, the data were disseminated throughout the course of seven (7) weeks, and as a result, 211 questionnaires were properly filled out and returned, which is equivalent to a return rate of 55.2%. On the other hand, eleven (11) of the surveys were thrown out because they contained missing values or outliers. In the end, 200 copies of the questionnaires were kept and used for additional analysis. This represents 51.7% of the total. According to Sekaran (2003), a 30% response rate is sufficient for the analysis, and this is indicated in Table 4.1. The retained questionnaires are regarded to be adequate because of this suggestion.

Table 4.1
Survey Response Rate

Detail	Frequency	Percentages (%)
Distributed Questionnaires	317	100
Received Questionnaires	211	70
Usable Questionnaires	200	70
Response Rate	200	70

4.3 Data Screening

After the data had been entered into SPSS and the coding of the study variable had been validated, the research team carried out the preliminary analysis, which included missing value and outliers. According to Hair et al. (2018), Feedback for the question might be closed or open-ended. For question suitability, this study used a closed-ended approach. This method allows respondents to react quickly, making data coding and analysis easier for the researcher. Due to the fact that the quality of the data screening is the only factor that can influence the quality of the results (Hair et al., 2014). So, data cleaning can be broken down into categories such as missing data and outliers, as will be discussed in the next subsection:

4.3.1 Missing Value

Hair et al. (2010) define missing data as unsuitable values on one or more constructs for main data analysis. The researcher designed the electronic questionnaire survey and checked each response after the questionnaire was completed. The preliminary descriptive statistics show only nine (9) missing values, which helps ensure few are found.

Table 4.2
Replaced Missing Value Result

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	EP2_1	2	1	200	200	SMEAN(EP2)
2	EP4_1	3	1	200	200	SMEAN(EP4)
3	PD5_1	1	1	200	200	SMEAN(PD5)
4	MR1_1	2	1	200	200	SMEAN(MR1)
5	RP6_1	1	1	200	200	SMEAN(RP6)

4.3.2 Treatment of Outliers

The cases in a given set of data that are notably different from all the rest are referred to as outliers. According to Byrne (2010) and Tabachnich and Fidell (2007), Mahalanobis distance was used to examine the identification of the outliers (multivariate outliers). Hence, the Mahalanobis distance was investigated in accordance with the academic recommendation to eliminate any situations with a degree of freedom greater than 32. Because they were above the critical value of 76.82, Eleven (11) examples of multivariate outlier were therefore found and eliminated. Finally, multivariate analysis in this study was considered for the remaining 200 data.

4.4 Descriptive Statistics (Demographical information of the Respondents)

The information provided by the respondents was analyzed, and each individual respondent was questioned about various aspects of their demographic profile, such as their age, gender, educational background, position, and amount of previous work experience. The results of the demographical information collected from the respondents are presented in Table 4.3 below.

4.4.1 Gender of the Respondents

As highlighted in the descriptive statistics, out of 200 copies of questionnaire validly used in this study, most of the respondents were male with 101 (51%), while the remaining respondents of 99 (49%) were females. The number of respondents by gender reflects the total number of females to male employees working in the University of Simad Somalia as presented in Table 4.3 below:

Table 4.3

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	101	51	51	51
Female	99	49	49	100.0
Total	200	100.0	100.0	

4.4.2 Age Profile of the Respondents

As highlighted in the descriptive statistics, 30 (13.4%) of the respondents are between 21 – 30 years, 60 (37.1%) of the respondents were between 31 – 40years, 57 (28.2%) of the respondents were between 41 – 50years, respondent of 51– 60 is 29(15.7) while only 24 respondents were age bracket that above 60years. Thus, the majority of the age bracket of the respondent is between 31 – 40 years as indicated in the Table 4.4 below:

Table 4.4

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30yrs	30	13.4	13.4	13.4
31-40yrs	60	34.1	34.1	47.6
41-50yrs	57	28.2	26.2	75.8
51 - 60yrs	29	15.7	15.7	89.5
61yrs and above	24	8.5	8.5	100.0
Total	200	100.0	100.0	

4.4.3 Distribution by Educational Qualification

Of the 200 valid responses in this study, this study found that most of the respondents have completed the master's degree with 50 (28%). Next is the respondent with bachelor's degree that represented 48(23.1 %) respondents in the field. Those that have diploma were 24 respondents representing 7.9% for the SSCE and below. Only 35 (23.9%) have doctoral certificates as highlighted in the Table 4.5 below.

Table 4.5

Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SSCE and Below	24	7.9	7.9	7.9
NCE/ND	31	17.1	17.1	25.0
BSc/HND	47	23.1	23.1	49
MSc/MBA	50	28.0	28.0	77
PhD	48	23.9	23.9	100.0
Total	200	100.0	100.0	

4.4.4 Distribution by Position of the Respondents

Out of the 200 valid responses in used in this study, the respondent was grouped into four positions of the employees of Simad University in Somalia. Most of the employee of Simad University attended to the questionnaire senior staff with 92 (48.8%). This is followed by the management staffs with 66 (32.9%). Finally, only 42 (18.3%) respondents were junior staff employee as highlighted in the Table 4.6 below:

Table 4.6
Distribution by Position of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior staff	42	18.3	18.3	18.3
Senior Staff	92	48.8	48.8	67.1
Management staff	66	32.9	32.9	100.0
Total	200	100.0	100.0	

4.4.5 Working Experience of the Respondents

As highlighted in the descriptive statistics, 32 (18.3%) of the respondents have experience between 1 – 5 years, 56 (25%) of the respondents have experience between 6 – 10 years, 40 (23.8%) of the respondents have experience between 11 – 15years, while only 42(19.5%) respondents have experience between 16-20years. Only 30(13.4%) have experience of 21 years and above as indicated in the Table 4.7 below:

Table 4.7
Distribution by Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5yrs	32	18.3	18.3	18.3
6-10yrs	56	25.0	25.0	43.3
11-15yrs	40	23.8	23.8	67.1
16-20yrs	42	19.5	19.5	86.6
21yrs and above	30	13.4	13.4	100.0
Total	200	100.0	100.0	

4.5 Descriptive Statistics of Constructs

Sekaran and Bougie (2016) defined descriptive statistics as the dataset's average value and variability index. Thus, mean is the most used central tendency measure. Dispersion is measured by the standard deviation. Thus, the average mean are mostly descriptive analyses for ratio and interval scales. As indicated by Nik, Jatan, and Taib (2010), this study used 5-point likert scales and changed the scale interpretation. According to the rule of thumb, a score of less than 2.33 is low, 2.33–3.67 is moderate, and 3.67 and above is high. This study's latent constructs' average mean is shown in Table 4.8.

Table 4.8
Descriptive Statistics of the Variables

Constructs	N	Min	Max	Mean	SD
Employees Performance	200	1	5	3.9055	0.82152
Planning and Developing	200	1	5	3.9607	0.76899
Managing and Reviewing	200	1	5	4.0601	0.7961
Rewarding Performance	200	1	5	3.9207	0.81184

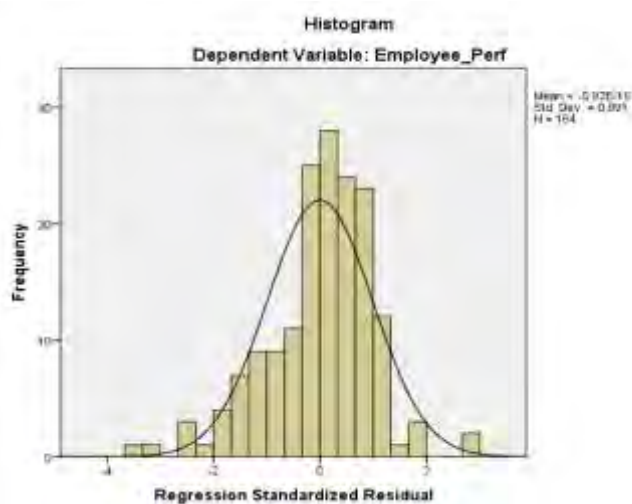
The result from the Table 4.8 revealed the average mean of the all the variables used in this study were in high level range. Managing and reviewing recorded the highest mean ($M = 4.06$; $SD = .796$), whereas the Employee performance recorded the lowest ($M = 3.91$; $SD = .822$). Hence, the entire variables average means were in the range of high level.

4.6 Multiple Linear Regression Assumptions

In order to satisfy the underlying assumptions of the multiple linear regression analysis, all variables were checked for normality and multicollinearity before the multivariate analysis was performed, as recommended by Hair et al. (2016) and Pallant (2012). This was done before the multivariate analysis was performed.

4.6.1 Normality Test

When conducting regression analysis, it is assumed that each construct as well as all linear groups are regularly distributed. It then undergoes either a statistical or graphical analysis. Skewness and kurtosis are two measures that are utilized by statistical normality. If both the skewness and the kurtosis are quite close to zero, then the data distribution must be normal. Normality is usually assessed graphically using histogram residual plots. This shows that data distribution for continuous variables matches normal distribution. Hence, the residual must be independently and normally distributed to meet the premise (Tabachniche & Fidell, 2007). As seen in Figure 4.1, the normal histogram's bars were all near to the normal curve, confirming the assumption of normality.



Histogram and Normal Probability Plots

For the purpose of diagnosing the normalcy test assumption, skewness and kurtosis were utilized. Investigations can determine whether or not the data are normal, according to Hair et al. (2018). As a result, having data that is excessively skewed or kurtotic could cause bootstrapped standard error estimates to rise, thereby underestimating the statistical significance of component coefficients. To be properly distributed, structures must be within ± 2.58 (Tabachnick & Fidel, 2013). Hence, all variables' skewness and kurtosis satisfy this study's normalcy assumption. Table 4.9 shows no normalcy issue.

Table 4.9

Normality Test (Skewness and Kurtosis of the Variables)

Constructs	N	Skewness	Se of Skewness	Kurtosis	Se of Kurtosis
Employees Performance	200	-1.126	.190	.307	.377
Planning and Developing	200	-1.488	.190	1.665	.377
Managing and Reviewing	200	-1.569	.190	1.685	.377
Rewarding Performance	200	-1.547	.190	1.838	.377

4.6.2 Multicollinearity Test

Another multivariate analysis premise is that all variables and linear groupings must be considered. Correlation, VIF, and tolerance are used to evaluate the multicollinearity test. This study investigated the multicollinearity test utilizing VIF and tolerance methods. Hair et al. (2016) found that variables with VIFs larger than 5 and tolerance values less than 0.2 indicate multicollinearity. Table 4.10 shows VIF and construct tolerance values.

Table 4.10
Multicollinerity Test (VIF and Tolerance)

Constructs	Items	Tolerance	VIF
Planning and Developing	9	.618	1.618
Managing and Reviewing	7	.655	1.527
Rewarding Performance	10	.551	1.817

The above Table 4.10 shows that there is no multicollinearity among the exogenous constructs because the VIF is less than 5 and the tolerance values are more than 0.2 showing that the assumption of multicollinearity was not violated.

4.7 Correlation Analysis

The variables' linear relationship's strength and direction. Multivariate analysis assumes each variable and all linear group of constructs. Hair et al. (2018) noted that coefficients of correlation above 0.9 indicate multicollinearity between independent variables. Employee performance, planning and developing; managing and reviewing; and rewarding performance are interrelated in table 4.10. According to Pallant (2011), 0 indicates no link, +1 indicates positive correlation, and -1 indicates perfect negative

correlation. Hence, Table 4.11 displays the correlation analysis of all studied exogenous constructs.

Table 4.11

Correlation Analysis of the Exogenous Constructs

Constructs		EP	PD	MR	RP
Employee Perf.	Pearson Correlation	1	.466**	.438**	.462**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
Planning & Develop	Pearson Correlation	.466**	1	.477**	.592**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
Manage & Review	Pearson Correlation	.438**	.477**	1	.559**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
Rewarding	Pearson Correlation	.462**	.592**	.559**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

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

Table 4.11 shows that the correlation between independent variables was much below the benchmark value of 0.9 (Pallant, 2012). This shows that the independent variables were unrelated and self-determined.

4.8 Partial Least Square – Structural Equation Modeling Result

This section presents factor analysis results and evaluates construct measure validity and reliability. Factor analysis shows the research variables are unidimensional in the outer model. Latent variable relationships were assessed using structural models. The exterior and inner models were evaluated after data checking and screening (Henseler, Hubona, & Ray, 2016b; Schuenemeyer et al., 2006). This study employed PLS-SEM to assess the validity and reliability of the outer model (measurement model) and inner

model (structural model) (Ramayah, Lee, & In, 2011). Figure 4.2 illustrates (Henseler, Ringle, & Sinkovics, 2011)'s two-step PLS analysis report:

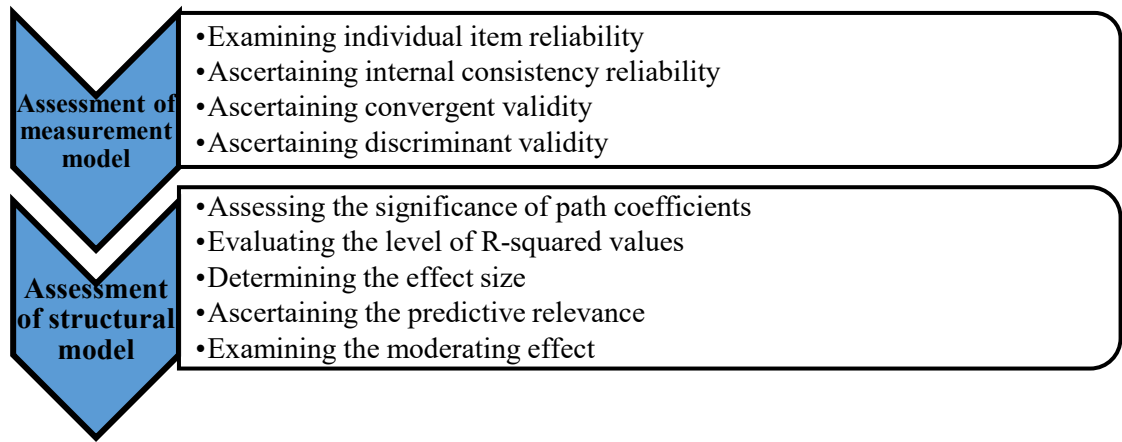


Figure 4.2
A Two-Step Process of PLS Path Model Assessment
 Source: Henseler et al. (2009)

Hence, SmartPLS 3.0 by Hair et al., (2014) was used to find causal connection among the constructs in these theoretical models. Three objectives based on latent variables are considered in this study which includes three independent variables (MR, PD, and RP) in Simad University in Somalia, while the endogenous variables in this study is the employee performance.

4.8.1 Assessment of Measurement Model

Previous research has shown that the average variance extracted (AVE), indicator loadings, and composite reliability (CR) values are good ways to measure the convergent validity of a measurement model (CV). The researchers first looked at the loadings of the indicators to make sure they were equal to or higher than the threshold of 0.6 (Chin, Gopal, & Salisbury, 1997; Gholami, Sulaiman, Ramayah, & Molla, 2013). The CR value should be above 0.7 and the AVE value should be above 0.5.

So, Composite Reliability (CR), which gives a value that shows reliability and internal consistency, was used to figure out if the outer model for measuring the components was good enough. So, the validity and reliability of the measures show how the different constructs are linked. Also, the relationship between the same constructs was checked using the convergent validity indicator average variance extractor threshold of 0.50 and above (Hair et al., 2014; Henseler et al., 2016b). Composite reliability (CR) and average variance extracted (AVE) as suggested by Garson (2009) were determined using the PLS-SEM algorithm to assess the internal reliability and validity of all the constructs of this analysis, as shown in Figure 4.3 and Table 4.12 below.

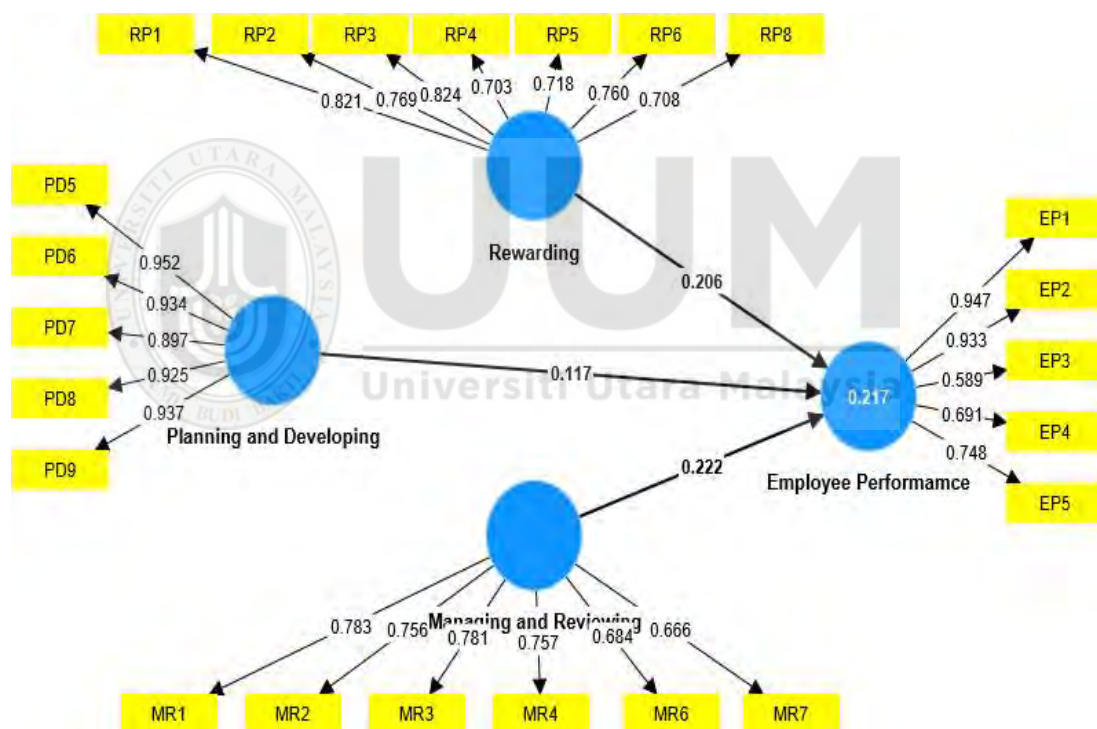


Figure 4.3
Measurement Model Result (Algorithm result)

Table: 4.12
Summary of the Measurement Model Result

Constructs	Items	Loadings	CR	AVE
Employee Performance	EP1	0.947	0.903	0.63
	EP2	0.933		
	EP3	0.589		
	EP4	0.691		
	EP5	0.748		
Managing and Reviewing	MR1	0.783	0.836	0.546
	MR2	0.756		
	MR3	0.781		
	MR4	0.757		
	MR6	0.684		
	MR7	0.666		
Planning and Developing	PD5	0.952	0.968	0.863
	PD6	0.934		
	PD7	0.897		
	PD8	0.925		
	PD9	0.937		
	RP1	0.821		
	RP2	0.769		
Rewarding	RP3	0.824	0.885	0.576
	RP4	0.703		
	RP5	0.718		
	RP6	0.76		
	RP8	0.708		

Table 4.13 showed that the composite reliability value (CR) of all constructs is greater than 0.70 (between 0.836 and 0.968) (Henseler et al., 2016). Loading is greater than 0.40 for all items, and Average Variance Extracted (AVE) values are also greater than 0.50 for all constructs. The results showed that the convergent validity criteria were statistically met (Nunnally & Bernstein, 1994). But three of the variables' 32 items were taken out because their loadings were less than 0.40. So, the other 23 items could be used for further analysis (Hair et al., 2011).

4.8.2 Discriminant Validity

Discriminant validity is defined as the extent to which the measures of a construct are distinguishable from the measures of other constructions by empirical standards. Discriminant validity indicates a model construct represents a phenomenon differently from other constructs. Two techniques for testing discriminant validity in a reflective measurement model are: Examine indicator cross-loadings. A construct's indicators loadings should exceed its cross-loadings on other constructs in the same model. Where any of the cross-loading is greater than the actual construct loading, then discriminant validity is broken and not obtained for that particular construct; (b) Fornell-Larcker criterion- a conservative approach of assessing discriminant validity compare the square root of AVE of each latent construct to other latent variable associations.

Fornell-Lacker discriminant validity criterion for measurement models requires that the square root of AVE be greater than its correlations with other constructs (Hair et al., 2014). As indicated in Table 4.13, the square root of the average variances recovered (in bold) were all bigger than the correlations among the latent construct which suggest discriminant validity. As indicated by Chin (1998b), indicator loadings of a constructs of HTMT should be lower than 0.9 as demonstrated in Table 4.14, all indicator loadings are higher than other reflecting indicators in the measurement model. Consequently, the measurement items suggest discriminant validity.

Table 4.13

Discriminant Validity (Fornel-Larcker Criterion)

Constructs	EP	MR	PD	RP
Employee Performance	0.794			
Managing and Reviewing	0.413	0.739		
Planning and Developing	0.327	0.431	0.929	
Rewarding	0.422	0.681	0.554	0.759

Table 4.14

Discriminant Validity (Heterotrait-Monotrait-Ratio HTMT)

Constructs	EP	MR	PD	RP
Employee Performance				
Managing and Reviewing	0.457			
Planning and Developing	0.354	0.431		
Rewarding	0.473	0.316	0.595	

4.9 Assessment of the Structural Model

It is important to carry out a bootstrapping analysis to determine the relationship between performance management system and employee performance of Simad University in Mogadishu Somalia. Bootstrapping was done by using 5,000 subsamples using 200 cases. Based on the result, the Figure 4.4 shows how the magnitude and significance of the structural paths are consistent in term of coefficient, p-value (significant) and T-value as indicated in the Figure 4.4 and Table 4.15 below.

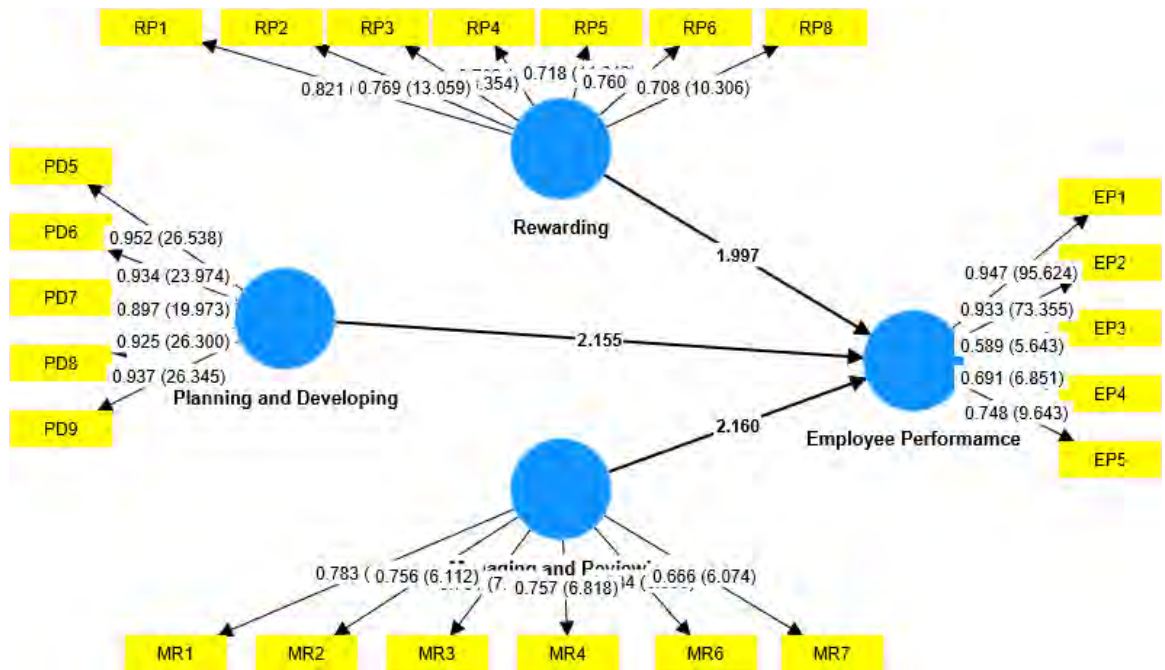


Figure 4.4: Structural Model Result (@5000 Bootstrapping)

Table: 4.15
Result of the Structural Model

Hypotheses	Coef.	se	T value	P values	Decision
MR -> Employee Performance	0.222	0.103	2.160	0.031	Supported
PD -> Employee Performance	0.117	0.101	2.155	0.048	Supported
Reward -> Employee Performance	0.206	0.103	1.997	0.046	Supported

The dependent variable as shown in the table 4.14 explains the influence of performance management system on employee performance of staffs of the Simad University in Somalia. This was used as a yardstick to examine the influence between the three independent variables. Regarding the relationship between planning and developing on employee performance of staffs of the Simad University in Somalia, the result indicated that planning and developing had significant relationship with employee performance ($\beta = .117$, $t = 2.155$, $p < .05$). Therefore, Hypothesis H_1 was supported.

Hypothesis H₂ predicted that managing and reviewing is positively related to the employee performance of staffs of the Simad University in Somalia. Result indicated that managing and reviewing had a positive and significant relationship with employee performance ($\beta = 0.222$, $t = 2.160$, $p < .05$). Thus, the Hypothesis H₂ is supported at 5% level of significant.

Similarly, in examining the influence of rewarding performance on employee performance, result indicated that rewarding performance had a positive and significant relationship with employee performance ($\beta = .206$, $t = 1.997$, $p < .05$). Thus, the Hypothesis H₃ is supported. The overall summary of this regression analysis result in relations to the coefficient of performance management systems have significant influence on employee performance of staffs of the Simad University in Somalia. This implies that the null hypothesis will reject (i.e., performance management systems significant influence on employee performance of staffs of the Simad University in Somalia. Therefore, all three (3) hypotheses were supported.

4.9.1 Coefficient of Determination (R^2) and Effect Size (f^2)

Ringle et al. (2012) say that a common reason to use PLS-SEM is that it makes good predictions, and that all model estimations use the R^2 values to describe how well the model can explain and predict the endogenous latent variable (Lei & Chu, 2015). The coefficient of determination shows how all of the effects of the exogenous latent variables on the endogenous latent variable are added up. It is a measure of how well the regression function fits the items that can be seen in the real world and have values between 0 and 1.

Chin (1998b) says that the R^2 values for endogenous latent variables are 0.67 (considerable), 0.33 (moderate), and 0.19 (small) (week). But the R^2 value is either acceptable or not acceptable in different fields of study. The greater the R^2 value, the more of the variance can be explained (Hair et al., 2014). Table 4.16 shows that the R^2 value for how well employees do their jobs in this model is 0.217. This showed that the research model explains 22% of all the differences in how well institutions work. This means that MR, RP, and PD explain 22% of the variation in employee performance as a whole.

Furthermore, Preacher and Kelley (2011) say that the effect size (f^2) can be used as a practical guide to figure out how important a certain relationship is. Gim et al. (2015) say that this can be done by looking at the f^2 effect size for each relationship. It shows how much each exogenous latent variable (MR, PD and RP) helps predict the endogenous construct (employee performance) as a whole (Chin, 1998b). Cohen (1988) says that the f^2 value is 0.02 (small), 0.15 (medium), and 0.35 (large) (large). Table 4.18 shows how much each of the exogenous variables in the structural model affects the model. Thus, the result of the effect size revealed that planning and developing; managing and reviewing; and rewarding have 0.022, 0.033 and 0.024 indicating small effect size for each variable as indicated in Table 4.16.

Table 4.16

Coefficient of Determination (R^2) and Effect Size (f^2)

Constructs	Effect size (f^2)	R^2
Managing and Reviewing	0.033	0.217
Planning and Developing	0.022	
Employee Performance		
Rewarding	0.024	

4.9.2 Predictive Relevance (Q^2)

Predictive relevance measures a predictor construct's predictive relevance on an endogenous construct. It determines the SEM model's reflective construct significance. In this study, SmartPLS 4 estimated Q^2 blindfolded. This study assessed construct predictive relevance using cross-validated redundancy. According to Hair et al. (2014), cross-validated redundancy approach evaluates structural model, path model, and anticipated deleted data. In table 4.19, 1-SSE/SSO (squared prediction error/squared observations) indicates predictive relevance. Every column value above 0 is predictive. Table 4.17 demonstrates that all three endogenous variables have Q^2 values above zero, making the model predictive (Henseler et al., 2009).

Table 4.17
Predictive Relevance (Q^2)

Construct	SSO	SSE	$Q^2 (=1 - \text{SSE/SSO})$
Employee Performance	820	716.191	0.127

4.10 Chapter Summary

This chapter presents the analysis results and empirical interpretation. This chapter started with reaction rate. Data was also cleaned to check for outliers and value. The descriptive statistics highlighted Simad University employee information submitted by respondents. All hypotheses were significant after investigating the multivariate analysis's essential premise. Pearson correlation showed that all variables are strongly correlated. Several regression analyses confirmed the anticipated correlations between variables. This study confirmed that all three hypotheses of performance management systems were significantly related to employee performance of staff of the Simad

University in Somalia. The following chapter discusses this finding's implications and recommendations. Table 4.18 shows the hypotheses tested.

Table 4.18

Summary of the Hypotheses Testing

Hypo.	Details	t	Sig.	Decision
H1	Planning and Developing has positive effects on employee performance of the staffs of Simad University Somalia	2.958	.004	Significant
H2	Managing and reviewing has positive effects on employee performance of the staffs of Simad University Somalia	2.551	.012	Significant
H3	Rewarding performance has positive effects on employee performance of the staffs of Simad University Somalia	2.222	.028	Significant



CHAPTER FIVE

DISCUSSIONS AND CONCLUSIONS

5.1 Introduction

This chapter provides a detailed analysis of the study's findings, with an emphasis on how those findings relate to and support the hypotheses presented in the introduction. Also, the chapter examined the study's findings about the relationship between performance management system and employee performance of staffs of the Simad University in Somalia. The study discussed both theoretical and practical contribution/implications based on research objectives. The chapter also discussed the limitation of the study as well as recommendations for future studies. Finally, the study presented the conclusion of the study.

5.2 Discussion of Findings

The main goal of this study was to find out how the performance management system at Simad University in Somalia affected how well employees did their jobs. So, the study was mostly done to fill in the gaps in the existing literature about how the performance management system affects employee performance. With the above information in mind, the research questions and goals were laid out in the first chapter of this study. The goals of the study are as follows: This goal is broken down into three smaller goals. This includes

- a) is there any relationship between developing & planning and employee performance?

- a) is there any relationship between managing & reviewing and employee performance?
- b) is there any relationship between rewarding performance and employee performance?

In chapter two, the Expectancy theory and human capital theory support the theoretical model. The RBV hypothesis explained how external constructs including planning and developing, monitoring and reviewing, and rewarding performance affect Simad University staff performance in Somalia. Expectancy theory and HCT combine key parts of established theories. Consequently, Simad University's personnel performance management system improves aspects.

Moreover, this study administered a cross-sectional survey to the staffs of Simad University in the Mogadishu Somalia. The main data for the study were retrieved from academic staffs by using semi-structure questionnaires survey. The questionnaires were designed to measure items of interest. Thus, the instruments were adapted from several prior studies. At Mogadishu, Somalia, Simad University academic staff data was analyzed using SPSS version 26. Hence, multiple regression analysis tested these possibilities. Three predictive constructs explained 30% of the model ($R^2 = 0.299$; F-Change = 40.218; $P < .001$). Specifically, this finding shows that planning and developing; managing and reviewing; and rewarding performance is positively significant with the employee performance of staffs of the Simad University in Somalia. This is consistent with the proposed theory (Expectancy theory) and some of the previous studies. Particularly, this study discussed each objective in the sub-section below:

5.2.1 Effect of Planning and Developing on Employee Performance

This study predicted a positive and significant relationship between planning and developing and employee performance of staffs of the Simad University in Somalia. This indicates that the higher the planning and developing, the better the employee performance of staffs of the Simad University in Somalia. According to the result in the table above planning and developing -test coefficient is .266 and the P-value is .004 which is less than .05 (i.e., $T = 2.958$; $P < .05$).

The findings of this study indicate that planning and developing is a determinant for employee performance of staffs of the Simad University in Somalia. The summary of this regression outcome in relations to the coefficient of planning and developing have significant influence on employee performance of staffs of the Simad University in Somalia. Therefore, hypotheses H₁, was supported. This finding on the significant link between planning and developing and employee performance fairly echoes those of the previous studies Almohtaseb et al. (2017); Abbasi and Chishty (2020); Chelagat (2022).

Based on the RBV model, the use of planning and developing influences employee performance (Almohtaseb et al., 2017). The study supports several previous studies that revealed positive relationship between planning and developing and employee performance (Mohamud, 2019; Dunmade & Adeyemi, 2020). Pross (2019) showed the positive effect of planning and developing on employee performance to adopt E-marketplace. Almohtaseb et al. (2017) confirmed that planning and developing is associated with the employee performance of staffs of the Simad University in

Somalia. Therefore, the planning and developing impacts the employee performance of staffs of the Simad University in Somalia.

5.2.2 Effect of Managing and Reviewing on Employee Performance

According to the findings of this study, the practice of controlling and reviewing employee performance at Simad University in Somalia will have a favorable and significant effect on employee performance. This suggests that the employee performance of staffs at the Simad University in Somalia will improve in direct proportion to the degree of managing and reviewing that is carried out. This hypothesis was validated by the findings of the research, which demonstrated that the path coefficient between managing and reviewing employee performance and employee performance was positive and statistically significant ($B=.215$; $T\text{-value} = 2.551^{***}$; $P<.01$). As a result, the H_2 hypothesis might be considered validated.

This finding on the significant relationship between managing and reviewing and employee performance fairly echoes those of the previous studies (Muchsiati & Jeanny, 2021; Chelangat, 2022). Li et al. (2018) confirmed that managing and reviewing has been demonstrated to positively increase employee performance of staffs of the Simad University in Somalia. Therefore, in this study, managing and reviewing entails the credence that academic staff is valuable for the effective and efficient achievement of their duties. This implies that employee performance will be influenced by the managing and reviewing provided to staffs of the Simad University Somalia.

5.2.3 Rewarding performance and Employee Performance

This study predicted a positive and significant effect of rewarding on employee performance of staffs of the Simad University in Somalia. This indicates that the higher the rewarding, the better the employee performance. The result of the study showed that this hypothesis was supported as the path coefficient from rewarding to employee performance was positive and significant ($\beta = .201$; T-value = 2.222**; $P < .05$). Hence, the hypothesis H_3 is supported. This finding on the significant relationship between rewarding and employee performance fairly echoes those of the previous studies (Almohtaseb et al., 2019; Mohammud, 2019; Abbasi & Chishty, 2020).

As a result, the reward system is considered to be the fundamental purpose that employee will decide whether to stay with a business or not, and it mostly depends on the amount to which they will receive larger benefits. Consequently, increasing the employee's compensation will raise both their level of satisfaction and their level of production. This finding is also in line with the findings of a study that was conducted by Salah (2016), which discovered that the various forms of incentive had a good and significant effect on the productivity of employees. According to the findings of the study, management have to get a great sense of responsibility with regard to the question of how to reward their employees. According to Aktar, Sachu, and Ali (2012), who conducted research on the topic, they discovered that there is a favorable association between extrinsic rewards, intrinsic rewards, and the performance of employees of the Simad University in Somalia.

5.3 Contribution of the Study

This study contributes to the theory, practice and method in the education sector, specifically at the Simad University in Somalia. Theoretically, the results of the current study show that all proposed PMS factors are affecting employee performance. Based on the findings of this study, it was discovered that the expectancy theory and Human Capital Theory were the most commonly used theories to explain the relationship between PMS and performance of employees. Expectancy theory and HC Theory has also been discovered to be the most well-known theory that explains the relationship between employee performances of staffs of the Simad University in Somalia.

This study also highlights the number of contributions that can be used to pinpoint crucial elements of PMS in the education sectors in Somalia. Firstly, the study focuses on Somali academic staffs as the target population because education sector contributes significantly to the Somalian economy. Secondly, the study utilizes the education sector in Somalia which has demonstrated rapid growth recently. Thirdly, the study utilizes both Expectancy theory and HC Theory to gauge the actual PMS of Simad University in Mogadishu, Somalia. Mogadishu is one of the fastest growing cities in Africa in terms of development; therefore, research on PMS of employees of Simad University in the city would be beneficial for policymakers and other stakeholders to provide highly inclusive education services.

An essential goal that policymakers in both established and developing economies of many countries worldwide focus on is how education sector flourish, grow, and survive in a complicated environment internationally. Due to their reputation for being labor-intensive and exploitation of local resources, education sector are well-known

and popular throughout the world. A unifying theme for the need of support is created by the contribution of education sector to economic growth on a national and global level. Researchers are now paying close attention to educational development due to the widespread use of the technological devices in the development of education sector.

PMS serves to establish consistency in the selection of personnel for career plan development decisions, such as planning and developing, managing and reviewing, job promotion, job rotation, and other similar decisions. This consistency can be established through the use of PMS. When employees receive a high level of reward for their work, it motivates them to do even better work in order to earn that reward from the organization. Because employees who are motivated are more likely to be loyal to an organization, PMS should boost a company's employee retention rate. In addition, there will be an increase in productivity as well as a reduction in the need for employees to put in extra hours of work. They will feel greater enjoyment in their work, which will lead to a rise in job satisfaction. Both the organization and the employees will profit from an efficient and effective deployment of the PMS.

5.4 Limitation and Suggestions of Further Studies

Despite several contributions in this study, researchers do discovered limitations while conducting this research study due to limited of relevant research studies on PMS in education sectors in Somalia. In this study, researcher only covered three exogenous constructs which are planning and developing; managing and reviewing as well as reward system, this study suggests that future study should cover other independent

variables such as balanced scorecard, performance appraisal, communication among other to have more reliability of the result.

In addition, this research study is only focus on employees of Simad University at Mogadishu Somalia. It does not have clear information on what kind of education sectors are the respondents are from as there are a lot of education categories such as, colleges of education, polytechnic and other training institutes. Instead of focusing on only employees of Simad University in Somalia, other sector of economy can be covered in Somalia and other countries to broadening the scope of the suggested framework.

Meanwhile, researcher only uses quantitative research method in this study, while qualitative research method or mix method could be considered. Thus, this study only employed quantitative method. Thus, this study suggests mixed method/triangulation or qualitative for the generalization of the study. Furthermore, while the study only looked at the direct relationship of PMS with the employee's performance, potential moderators such as balanced scorecard, trust, and T&D may help us gain a better understanding and insight into the application of the proposed framework, as these variables may have an impact on employee's performance. Finally, the data analysis of this study was limited to a sample size of 317. A larger sample size could be considered for future study.

5.5 Conclusions

This study empirically examines the relationship performance management system and employee's performance of the Simad University in Somalia. Hence, the data collected were analyzed according to the stated research questions and objectives. All three hypothesized variables (planning and developing; managing and reviewing; rewarding) were significantly related to the employees' performance of the Simad University in Somalia. This significant of this findings provide insight into some performance management system that impact employees performance and also be used as the beginning for understanding the level of performance management system of employees of Simad University in Mogadishu Somalia as well as leading the right direction for further research in this important area of study.

The issue regarding PMS and employee's performance in Somalia should be given further emphasis by academic institutions, policymakers and other stakeholders and beyond. Employee involvement is most correlated, followed by reward system. So, a future study could build stronger methods for the firm PMS and demonstrate its benefits in improving employee performance, institution productivity, and profitability. Therefore, this research study contributes to the theory, practices and methods.

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APPENDICES

APPENDIX A



COLLEGE OF BUSINESS UNIVERSITI UTARA MALAYSIA ACADEMIC RESEARCH QUESTIONNAIRE

THE IMPACT OF PERFORMANCE MANAGEMENT SYSTEM ON EMPLOYEE PERFORMANCE, A CASE STUDY OF UNIVERSITY OF SIMAD SOMALIA

Dear Sir/Madam,

My name is **INTISAAR SAID MOHAMED**. I am a student of the **Universiti
Utara Malaysia**. I am conducting a research project on **THE IMPACT OF
PERFORMANCE MANAGEMENT SYSTEM ON EMPLOYEE**

PERFORMANCE, A CASE STUDY OF UNIVERSITY OF SIMAD

SOMALIA. This research project is in partial fulfilment of the requirement of the
award of Master Degree of Science (MSc). The researcher has selected you as one
of the respondents for this research project. Therefore, I would be most grateful if
you could answer the questions as honestly and sincerely as possible. My
supervisors and I would treat every response with the utmost confidentiality and
use it strictly for research purposes.

Thank you very much for your participation.

Sincerely,

INTISAAR SAID MOHAMED

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INFORMATION

The questionnaire comprises two parts. Part I represents the demographic information while Part II (Sections A-D) consists of questions on Employee Performance, Planning and developing; Managing and Reviewing; and Rewarding.

PART I: DEMOGRAPHIC INFORMATION

Please tick ☒ the option that correctly and accurately describes your circumstance:

1. Gender of the Respondent?

- ☐ Male
- ☐ Female

2. Age of the Respondents?

- ☐ 21 – 30 years
- ☐ 31 – 40years
- ☐ 41 – 50years
- ☐ 51 – 60 years
- ☐ 61years and above

3. Academic Qualification?

- ☐ SSCE and below
- ☐ NCE/ND
- ☐ HND/BSc
- ☐ MSc/MBA
- ☐ PhD

4. Position of Respondents?

- ☐ Junior staff
- ☐ Senior Staff
- ☐ Management Staff
- ☐ Owners

5. Years of Experience in your Organisation?

- ☐ Below 5 years
- ☐ 6 – 10 years
- ☐ 11 – 15 years
- ☐ 16 – 20 years
- ☐ More than 20 years

PART II (SECTIONS A – E)

SECTION A: EMPLOYEE PERFORMANCE

GUIDELINES In section A, please rate your level of agreement with the following statements as all questions have the same options (1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)):

SN		SD	D	N	A	SA
1	The level of employee performance in the company is high as compared to the beginning.	1	2	3	4	5
2	The current level of employee productivity is high.	1	2	3	4	5
3	The current level of the decision-making process in the company is highly formal.	1	2	3	4	5
4	The quality of the products in the company is high.	1	2	3	4	5
5	The quality of the services in the company is high.	1	2	3	4	5
6	The ability of the employees to be innovative is high.	1	2	3	4	5

SECTION B: DEVELOPING AND PLANNING

GUIDELINES: In section B, please rate your level of agreement with the following statements as all questions have the same options (1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)):

SN		SD	D	N	A	SA
1	PMS system is designed for input from all levels in the organization	1	2	3	4	5
2	Performers who need improvement are given developmental opportunities.	1	2	3	4	5
3	The system supports developmental opportunities.	1	2	3	4	5

4	The PMS implementation is aligned with the latest trends via better planning and developing.	1	2	3	4	5
5	I feel that performance appraisal should be conducted more frequently.	1	2	3	4	5
6	The performance Evaluation states what the employee “should be” doing versus “not” doing.	1	2	3	4	5
7	There is appeals process in place if the employee has disagreement with the appraisal ratings.	1	2	3	4	5
8	The system is legally defensible.	1	2	3	4	5
9	The PMS system is fair.	1	2	3	4	5

SECTION C: MANAGING AND REVIEWING

GUIDELINES: In section C, please rate your level of agreement with the following statements as all questions have the same options (1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SD)):

SN		SD	D	N	A	SA
1	I feel that my performance rating has direct impact on my present performance level	1	2	3	4	5
2	The appraisal process helps me to identify the area of improvement	1	2	3	4	5
3	Performance problems are dealt with quickly and consistently.	1	2	3	4	5
4	Ratings are accurate and reflect actual performance.	1	2	3	4	5
5	The system measures the results against the expected results	1	2	3	4	5
6	The system measures both, the results and how they are achieved.	1	2	3	4	5
7	The system measures the overall performance correctly.	1	2	3	4	5

SECTION D: REWARDING PERFORMANCE

GUIDELINES In section D, please rate your level of agreement with the following statements as all questions have the same options (1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SD)):

S.N		SD	D	N	A	SA
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1	The rewards provided by my organization very frequently motivate us to give our best.	1	2	3	4	5
2	The rewards provided by my organization sometimes serve to improve on my productivity.	1	2	3	4	5
3	My organization influences my productivity by linking the reward on job promotion	1	2	3	4	5
4	The rewards motivate me to be timely in completing my duties.	1	2	3	4	5
5	The rewards are varied and satisfactory.	1	2	3	4	5
6	My level of wage is fair and satisfactory to the degree of my performance.	1	2	3	4	5
7	Reward opportunities encourage staff to be creative.	1	2	3	4	5
8	Bonuses increase my performance.	1	2	3	4	5
9	Appreciation by managers increases my success at work.	1	2	3	4	5
10	When rewarded I seek for ways of improving the performance of the organization.	1	2	3	4	5

Please indicate any comments you have to improve this questionnaire:

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Please, feel free to contact me on any issue(s) regarding to this questionnaire.

Thank you for your participation in answering this questionnaire.

