

Evaluating the Role of Performance Management Practises in Driving Employee Performance in Addis Ababa's Four-Star Hotels

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ABSTRACT

This study examines how Performance Management System (PMS) practises affect employee performance in four-star hotels in Addis Ababa, Ethiopia. It investigates direct roles of performance planning, performance appraisal, ongoing feedback, and corrective action, and tests whether ongoing feedback and corrective action mediate these relationships. Survey data from employees were analysed using regression and parallel mediation analysis. The findings reveal that all four practises significantly predict employee performance, with corrective action and ongoing feedback emerging as the strongest unique predictors. Planning improves performance both directly and indirectly by enabling effective feedback and corrective action. In contrast, while the appraisal process has a direct effect on performance, its indirect influence occurs predominantly through the feedback it generates, with no significant pathway via corrective action. Overall, the study concludes that PMS functions most effectively as an integrated cycle in which participatory planning sets clear expectations for ongoing coaching and supportive corrective steps, rather than as set of isolated administrative events. Practical implications emphasise need for managers to prioritise collaborative goal-setting, institutionalise regular feedback, and ensure that appraisal discussions lead to concrete, developmental actions.

KEYWORDS

Performance Management System, Employee Performance, Ongoing Feedback, Corrective Action, Performance Appraisal.

ARTICLE HISTORY

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1. Introduction

Employees are the organisation's most valuable asset and essential to business success; without a motivated, capable workforce an organisation cannot achieve its goals. To achieve its goals, an organisation requires a good team since they are the face, voice and heart of a business. Employees' high quality performance is reflected by their strong work ethics and professionalism (Zeray, 2022).

There is no doubt that employee performance is critical to the success of an organisation. Therefore, to measure how well an employee performs, an organisation implements a systematic evaluation called performance appraisal, which is a process of evaluating and documenting employee's progress towards the set goals (Hamidi, 2023). It includes; setting employee standard, assessing that performance against the standards, looking at employees' actual job performance, giving feedback to the employee on the performance, how to improve it in the future and setting new goals and expectations for the next period (Dessler, 2008).

An organisation considers the employee performance management system beneficial and can be used to maximise the potential of human resources (Hamidi, 2023). Many managers seek to find innovative ways within the company's performance management system (PMS) to motivate employees and evaluate their performance efficiently and effectively (Waleed, 2023).

Performance management is important for an organisation because it helps the organisation ensure employees are working ambitiously to accomplish the organisation's main goals and objectives. A performance management system gives a completed and expert management procedure for an organisation to evaluate the performance results of organisations and employees (Said et al., 2021).

For organisation to ensure continued effectiveness and efficiency of its employees, every organisation has to carry out employee performance from time to time so as to keep employees in check and replace, retrain, motivate and take any other appropriate action. The main challenge that many organisations face is to maximise staff performance. Hence, performance management seems to be inevitable. In the absence of structured performance management system organisations will tend to judge work performance of employees in informal way. The human inclination to judge without structured performance management system can create serious ethical, motivational and legal issues in the organisation. Without a structured appraisal system there is no chance of ensuring that decisions made are fair, accurate, lawful and defensible (Judy, 2018).

Since human resources are essential to the establishment's success as well as the health of the national economy, inaccurate performance reviews have grown to be a major problem since they demotivate staff and increase employee turnover, which ultimately hurts organisational performance. Due to insufficient supervisory input, delayed evaluations, and inexperienced appraisers and staff, performance management systems are not applied well in Ethiopia's hotel industry. Initial surveys and unofficial observations in a few star-rated Addis Ababa hotels have shown that supervisory, clerical, and non-clerical staff evaluations, which are only done twice a year using standardised forms, are out of date and do not offer insightful feedback that could help with training, motivation, or recognition.

Furthermore, even though the current systems are linked to larger organisational and corporate objectives, they do not include subordinates in the goal-setting process, which leaves employees unsure of their strengths and areas for improvement. This study, therefore, seeks to provide meaningful insights into how performance management influences employee performance, thereby offering practical guidance for enhancing performance management practises within the four star rated hotels in Addis Ababa.

2. Literature Review

There is generally no universal definition of the concept of performance management. However, a review of definitions of performance management shows that the different definitions proposed by various authors are tailored toward the same direction. For instance, Armstrong (2014) defined performance management as a tool for acquiring desired outcomes for the organisation according to the standards that have been told by the management to their employees. Satter et al., (2018) defines performance management as "the process of measuring and managing the performance of individuals and teams, monitoring,

assessing and providing a fair remuneration to members". Ilias et al. (2016) defines performance management as a system to achieve goals and to ensure that organisational activities are in line with the direction of the strategy. Besides, Gerrish (2016) describes performance management as a system or mechanism which assists organisations to develop work exceptions and objectives for the organisations.

2.1 Performance Management Systems

Performance management system (PMS) is defined as the formal, information-based routines and procedures managers use to maintain or alter patterns in organisational activities (DeWaal, 2003). PMS also is taken as dynamic and balanced system which helps in the process of decision making by collecting, analysing and monitoring information related to performance. Performance management systems can be used administratively as a source of information for making decisions about employees. They allow for communication of expectations and feedback to employees. They provide information relating to employee strengths and weaknesses and in so doing enable the identification of development needs and recommend remedial action. Good performance management systems yield information about skills, abilities and employee potential which can be used in workforce planning (Aguinis, 2013). This inherent feedback system enables management to see things from the employees' point of view so they can make necessary adjustment to improve upon the entire organisations process (Hvidman & Anderson, 2016).

Jenifa (2014) studied the "Impact of Performance Management Systems on Employee's Performance, A Case Study of University of Arusha". It came out clearly from the findings that PMS has an impact on employee performance. It was revealed that PMS has changed the way employees works in terms of imparting knowledge and skills through training and mentoring. It has helped them feel empowered in terms of rewarding them for the good work done. PMS has helped to differentiate achievement among employees at all levels, thus driving discretionary effort.

Samwel (2018) assessed the impact of performance management on employee and organisation performance in the case of selected private organisations in Tanzania. The study findings revealed that there is a significant relationship between performance management and employee performance as well as between performance management and organisational performance.

Listiani and Kartini (2015) analysed the effect of performance management on organisational performance of 30 local companies in Indonesia-java using Structural Equation Model (SEM). The result showed that performance planning, performance appraisal and feedback positively affect the performance of organisations both in financial and non-financial dimensions of organisational performance.

Mintesinot (2021) studied the effect of performance management system on employees' performance the case of Addis Ababa City Government Revenue Bureau. The findings of the study revealed that goal setting, performance appraisal, feedback, reward and purpose of PMS have a significant and positive relation with the performance of employees in the organisation.

A positive relationship with employee performance can be supported through a well-structured and strategically aligned performance management system. In the literature, performance management is commonly conceptualised as a continuous, cyclical process rather than a one-off annual event, involving interdependent stages such as performance planning (setting goals and expectations), ongoing performance monitoring and feedback, and formal performance assessment that evaluates outcomes against agreed standards (Pulakos, 2009; Aguinis, 2013). Throughout this cycle, regular developmental feedback, coaching dialogue, and corrective action provide opportunities for employees to refine their performance and address gaps (Pulakos, 2009). When effectively implemented, these processes help ensure alignment between individual efforts and organisational objectives, contributing to improved employee performance (Aguinis, 2013). The determinant variables of performance management systems, namely performance planning, the performance appraisal process, ongoing feedback, and taking corrective action, are presented below.

2.1.1 Performance Planning

Performance planning is a critical component of performance management systems that significantly impacts employee performance. It involves setting clear objectives, defining roles, and establishing expectations, which helps employees, understand their responsibilities and align their efforts with or-

organisational goals. Effective performance planning can enhance employee engagement and motivation by providing a structured framework for employees to follow, thereby improving their productivity and performance outcomes (Mcafee & Champagne, 1993; Ako & Baiye, 2023). According to Aguinis (2013) performance planning refers to the plan for the performance appraisal that span the steps from early setting objectives to detailed methods of measuring performance against these objectives that requires also the agreement between managers and individual employees. If the planning process is participatory, in turn it results in positive effect on employee performance. Based on the above discussion, the following hypothesis is suggested.

H1. Performance planning has a positive and significant effect on employee performance.

2.1.2 Performance Appraisal Process

According to Rudman (2003), performance appraisal is a critical factor in an organisation in enhancing the performance of the employee. Further, there is a strong connection between how firms manage their employees and the organisational results they achieve. Boswell and Boudreau (2000) “contend that the human nature is in constant need of recognition and when they are recognised, either positively or negatively; it spurs them to do more”. It is contended that one of the instruments through which managers motivate their employees is the use of an effective PAP (Performance Appraisal Policy). Tyson and York (2000) state that when employees recognise how their individual roles function within the framework of a team, they can more effectively contribute to the whole organisation. Therefore, the following hypothesis was developed in light of the discussion above:

H2. Performance appraisal process has a positive and significant effect on employee performance.

2.1.3 Ongoing Feedback

Scholars believe that feedback is most likely to bring-in positive changes in behaviour when it is presented in a supportive manner and is specific about the behavioural and performance improvements needed. An effective performance management system should be able to align itself with the organisation’s strategic goals and the provision of continuous feedback helps employees to improve their performance in line with the organisational goals (DeCenzo & Robbins, 2010; Noe et al., 2016). Through the provision of continuous feedback, a performance management system can be effective in helping people understand (Armstrong, 2006b). While the importance of providing feedback on a regular basis for performance improvement is unanimously agreed, Pulakos (2009) has insisted that “for feedback to have value, it needs to be given in close proximity to the event. It does not help employees to receive feedback nine months after something has happened. And an employee’s performance will not likely improve by itself while the manager waits for the end-of-year review to say something. Research has shown that in organisations where employees report higher levels of ongoing, informal feedback, performance levels are higher.” Therefore, the following hypothesis has been posited:

H3. Continuous feedback has a positive and significant effect on employee performance.

2.1.4 Taking Corrective Action

Corrective action plays a crucial role in enhancing employee performance by addressing and rectifying behaviours or performance issues that do not meet organisational standards. Research indicates that corrective action, when implemented effectively, can significantly influence employee performance (Nugroho & Muhamad, 2016). However, the effectiveness of corrective action is contingent upon its implementation. It should be part of a broader performance management strategy that includes timely feedback and does not overly restrict employee autonomy, as excessive control can diminish intrinsic motivation (Christ et al., 2012). Moreover, corrective action should be communicated in a manner that is constructive and aimed at fostering improvement rather than merely highlighting deficiencies. This approach not only helps in correcting performance issues but also in maintaining employee morale and motivation, which are essential for sustained performance improvements (Ilgen & Davis, 2000; McCrie, 2022). Overall,

corrective action, when applied thoughtfully, can be a powerful tool for enhancing employee performance and aligning individual efforts with organisational goals. The following hypotheses have therefore been put forth:

H4. Taking corrective action has a positive and significant effect on employee performance.

2.1.5 The Mediating Role of Ongoing Feedback and Corrective Action

While the direct relationships between performance management practises and employee performance are well-established (Aguinis, 2013; Samwel, 2018), the underlying mechanisms that explain how these practises influence outcomes require further investigation. The literature suggests that performance planning and the appraisal process are not merely isolated administrative events but are part of a dynamic cycle driven by ongoing managerial interactions (Pulakos, 2009). Specifically, effective performance planning sets clear expectations. To remain relevant, these expectations require regular updates and guidance operationalised through ongoing feedback to keep employees on track (Noe et al., 2016). Similarly, the formal appraisal process provides a structured forum for delivering feedback and identifying areas that require improvement (DeCenzo & Robbins, 2010). Furthermore, both planning and appraisal offer the standards and diagnostic information needed to trigger corrective action when performance deviates from expectations (Aguinis, 2013; Nugroho & Muhamad, 2016). Therefore, it is proposed that the positive effects of performance planning and the appraisal process on employee performance are transmitted through the mediating mechanisms of ongoing feedback and corrective action. The following mediation hypotheses are posited:

H5. Ongoing feedback mediates the positive relationship between performance planning and employee performance.

H6. Corrective action mediates the positive relationship between performance planning and employee performance.

H7. Ongoing feedback mediates the positive relationship between the performance appraisal process and employee performance.

H8. Corrective action mediates the positive relationship between the performance appraisal process and employee performance.

2.2 Employee Performance

Afshan et al. (2012) defined employee performance as the accomplishment of specific tasks as measured against predetermined or identified accuracy, completeness, cost, and speed standards. Employee performance can be measured in terms of increased productivity, ease of use of new technology, and highly motivated employees, while employee performance is described as an organisation's outcome or contribution to achieving goals. Performance may also be used to define what an organisation has accomplished in terms of process, results, relevance, and success. According to Armstrong (2009) performance can be regarded as simply the record of outcomes achieved. On an individual basis, it can be a record of the person's accomplishments.

Studies have shown that clear performance planning aligns employee goals with organizational objectives, while ongoing feedback and timely appraisals foster a culture of improvement and motivation (Siraj & Hågen, 2023; Pandey, 2024). Moreover, the implementation of effective corrective actions ensures that performance gaps are addressed promptly, leading to sustained employee growth and higher productivity (Mdhlalose, 2023).

3. Methodology

3.1 Research Approach and Design

The primary objective of this research was to investigate the effect of performance management system on employee performance in chosen star-rated hotels in Addis Ababa. To attain this study used descriptive and explanatory research designs with a quantitative approach.

The explanatory design was implemented to examine the effects and relationships between several independent variables such as performance planning, continuous feedback, the performance appraisal process, and corrective action with the dependant variable, employee performance. Meanwhile, the descriptive design facilitated in collection of information that explains the characteristics of the problem of interest. Adopting a quantitative approach enabled the examination of numerical relationships between variables employing a variety of statistical and graphical tools, as emphasised by Plano and Creswell (2015).

3.2 Target Population, Sampling Technique and Sample Size

The study's target population was permanent employees at selected four star hotels in Addis Ababa who are evaluated or impacted by the hotel's performance management system. These employees were chosen because they could give genuine and relevant information about the effectiveness of the performance management systems at their individual hotels.

According to the 2023/24 EZEKA Business Guide, Addis Ababa has fifty-five (55) four star hotels. However, the sampling frame was reduced to include only four-star hotels that have been operational for at least twenty years, from 2004 to 2024. The argument for choosing hotels with at least two decades of experience is based on the notion that these businesses are more likely to have mature and well-developed performance management systems. Long-standing hotels also have more consistent organisational practises, which makes it easier to analyse the relationship between performance management systems and employee performance. Out of the 55 hotels, fourteen (14) met the requirement for at least twenty years of continuous operation.

The study used a multi-stage non-probability sampling approach. In the first stage, seven four-star hotels that had operated for at least 20 years were purposively selected from the fourteen hotels meeting the inclusion criterion; hotels were invited to participate and those that agreed were included (convenience/purposive selection). In the second stage, employees within each participating hotel were sampled proportionately according to hotel size (proportionate stratified sampling of volunteers). Because the first stage is non-probability (purposive/voluntary), the combined procedure is described as multi-stage non-probability sampling. Stratified random sampling was used to fine-tune the target population so as to give equal chance and to avoid under or over representation of employees from a single hotel. On 15th October 2024 there were 637 employees in the selected four star hotels in Addis Ababa. To determine this representative sample size, the researcher used Yamane's (1967) sample size determination formula. This formula is useful for determining the proper sample size when the whole population is known. The formula is calculated as follows:

$$N = \frac{N}{1+N(e)^2}$$

$$n = \frac{637}{1 + 637(0.05)^2} = 246$$

Accordingly, the table 1 below shows the proportionate sampling for each hotels based on the above given formula. The 246 sample employees were dispersed among chosen star-rated hotels in Addis Ababa city. Accordingly, the table below shows the proportionate sampling for each hotel based on the above given formula

$$n1 = \frac{n1}{N} * 100$$

Table 1. Population and Sample Size for Each Hotel

No.	Name of the hotel	Population size	Sample size
1	Dreamliner Hotel	90	$= \frac{90}{637} * 100 = 14.13$, then 14.13% 246 = 35
2	Ambassador hotel	86	$= \frac{86}{637} * 100 = 13.50$, then 13.50% 246 = 33
3	Friendship hotel	91	$= \frac{91}{637} * 100 = 14.29$, then 14.29% 246 = 35
4	Gate fame Hotel	89	$= \frac{89}{637} * 100 = 13.97$, then 13.97% 246 = 34
5	Harmony Hotel	90	$= \frac{90}{637} * 100 = 14.13$, then 14.13% 246 = 35
6	Intercontinental Hotel	95	$= \frac{95}{637} * 100 = 14.91$, then 14.91% 246 = 37
7	Washington hotel	96	$= \frac{96}{637} * 100 = 15.07$, then 15.07% 246 = 37
Total		637	246

Source: Ethiopian Ministry of Tourism, 2024

3.3 Data Type and Sources

For the purpose of addressing the study objectives primary and secondary data were used. The primary data were collected through structured questionnaire from the employees. On the other hand, the secondary data were collected from sources like reviews of related literature, published journals, internal records, pertinent documents, websites, human resource books, brochures, annual reports, periodicals, articles, and other available sources.

3.4 Data Collection Instrument

To get full support in overseeing and collecting the data, first contact were made with the human resource department of the organisation. Then, the respondents were informed about the purpose of the study and how to complete the questionnaire. In addition, during the administration of the questionnaire, a clarification for some questions was given to the respondents to avoid doubts and confusion. Participation in the study was fully voluntary, and the questionnaire contained a cover page describing the purpose and value of the research, as well as a statement that no personal identification of employees would be disclosed. Items in the questionnaire were reviewed by three industry experts (two hotel HR managers and one academic in HRM) for clarity and relevance; minor wording changes were made to ensure contextual fit. A pilot test ($n = 10$ employees) checked item clarity; no items were removed but two items were reworded for comprehension. The filled-out questionnaire results were collected and systematically organised. Finally, the collected data were edited through data cleaning, coding & data verification and analysed quantitatively.

3.5 Method of Data Analysis and Presentation

The data was analysed using version 21 of the Statistical Package for the Social Sciences (SPSS) software, which was used to detect errors and omissions, as well as assure the data's accuracy and completeness. The data analysis technique for this study involved both descriptive and inferential statistics techniques. The study variables were summarised and described using descriptive statistics including mean, and standard deviation. The Inferential statistics included Pearson's correlation coefficient that was used to determine the relationships between performance management system variables and employee performance. Regression analysis was also used to investigate the effect of performance management system on employee performance. In addition a parallel mediation analysis was conducted in Jamovi with bi-

as-corrected bootstrap confidence intervals (2,000 resamples) to examine whether ongoing feedback and corrective action mediated the relationships between performance planning, the performance appraisal process, and employee performance.

3.6 Reliability

The internal consistency of questionnaires was assessed using a reliability analysis. There are various ways of reliability testing. Cronbach's alpha was employed in the present study. Table 2 displays the reliability measures for each of the main variables to facilitate data analysis.

Table 2. Reliability Statistics

Variables	Cronbach's Alpha	No of Items
Performance Planning	0.784	4
Performance appraisal process	0.739	9
Ongoing feedback	0.780	7
Corrective action	0.856	6
Employee performance	0.911	9

Source: Survey's Data, 2024

According to the table above, all performance management system variables and employee performance were rated as good because the reliability score for each variable was greater than 0.70. This suggested that the Cronbach's alpha coefficients for all variables were within an acceptable range, indicating internal consistency.

4. Results and Discussion

4.1 Descriptive Statistics

The descriptive statistics of performance management and employee performance are given below:

4.1.1 Descriptive Statistics of Performance Management

Several interconnected aspects influence effective performance management at chosen star-rated hotels in Addis Ababa. Employees report that active participation in performance planning is quite motivating ($M=3.84$, $SD=1.57$), however discussions about individual improvement areas are slightly less emphasised ($M=3.58$, $SD=1.55$). The performance appraisal procedure is generally seen as a reasonable representation of actual work performance ($M=3.87$, $SD=1.58$), though some doubt persists regarding the clarity of the measurement standards ($M=3.53$, $SD=1.66$). Regular, continuing feedback is valued, particularly when it focusses positive reinforcement ($M=3.85$, $SD=1.50$), but there is opportunity to improve the consistency of feedback for subordinates regarding their performance ($M=3.60$, $SD=1.55$). Corrective actions, such as demotion, are also acknowledged as vital to maintaining high performance standards ($M=3.87$, $SD=1.51$), despite occasional irregularities in their implementation ($M=3.63$, $SD=1.62$).

Furthermore, the findings show that, on aggregate, corrective action has the highest mean distribution ($M=3.78$, $SD=1.59$), highlighting its perceived relevance in sustaining and improving performance standards. In contrast, the performance appraisal process has the lowest mean distribution ($M=3.68$, $SD=1.63$), which may indicate that its criteria and processes need to be refined or communicated more clearly. Overall, while integrated performance management approaches are typically beneficial, there is always room to improve clarity and consistency in order to further boost employee growth. Please see table 3.

Table 3. Descriptive Analysis of Performance Management (N=242)

Performance Planning	Mean	SD
The performance planning process in my organisation is participatory	3.64	1.57
Participating in the planning process motivates me highly to perform towards achieving the goal set by the organisation	3.84	1.57
The consultation process in the development of the performance management system is highly appropriate	3.69	1.56
Discussions takes place between manager and individual on what the latter needs to do to achieve the agreed goals, raise standards, improve performance, etc.,	3.58	1.55
Aggregate mean	3.69	1.56
Performance Appraisal Process	Mean	SD
My last performance result correctly represents how well I have performed in my job	3.76	1.65
I evaluated based on the previously set objective standards without subjectivity and bias	3.68	1.67
My performance appraisal result provided me a fair reflection of my performance	3.87	1.58
The performance appraisal process of my company is free from discrimination and favouritism	3.81	1.51
There is a feeling of equity and fairness among employees regarding performance appraisal process	3.57	1.71
There is clear a predetermined standard & criteria based on which employee performance is measured	3.53	1.66
I have clear understanding about the performance measurement process	3.63	1.62
My performance has been evaluated regularly	3.58	1.67
I have full understanding of the performance appraisal process	3.71	1.64
Aggregate mean	3.68	1.63
Ongoing feedback	Mean	SD
Manager/Supervisors gives me fair feedback on my performance	3.77	1.68
Manager/Supervisors discusses job performance result regularly	3.68	1.70
Feedback received from manager/supervisors has a direct impact to improve my effort	3.73	1.64
Positive feedback is emphasise for good performers than criticising the poor ones	3.85	1.50
I agreed with the feedbacks receive from managers/supervisors against actually achieved	3.79	1.39
Feedback received by subordinates for their performance is fair compared to their effort	3.60	1.55
Feedback generated by performance Management system is reflective of my effort	3.64	1.66
Aggregate mean	3.72	1.59
Taking Corrective action	Mean	SD
Performance appraisal is used as a decision making tool for termination and layoff	3.85	1.63
Performance results affect promotional opportunities	3.78	1.62
Appreciation and being praised by your supervisor for high performer employees increase their success at work	3.74	1.60
Managers are not applying performance appraisal results for employee promotion, demotion and/ or termination purposes	3.63	1.62
Supervisors recommend training for low performers	3.80	1.58
Supervisors recommend demotion for frequently below average performer	3.87	1.51
Aggregate mean	3.78	1.59

Source: Survey's Data, 2024

4.1.2 Descriptive Statistics of Employee Performance

The findings show that employees generally rate their performance and organisational support positively, with mean ratings ranging from 3.57 to 3.87. Employees feel competent in their roles (M=3.87, SD=1.56) and felt that their organisation supports them in reaching their full potential (M=3.79, SD=1.61),

but perceptions of accountability ($M=3.63$, $SD=1.69$) and meeting performance goals ($M=3.59$, $SD=1.65$) were slightly lower that highlight potential areas for improvement. The results are presented in table 4 below:

Table 4. Mean and Standard Deviation for Measures of Employee Performance

Employee performance	Mean	SD
My organisation support employees to work to the best of their potential	3.79	1.61
I execute well in my overall job by performing tasks as expected	3.87	1.56
The organisation is capable of capitalising employee abilities	3.77	1.52
I could manage additional responsibility in my job than is usually allotted to me	3.74	1.53
I am capable of working with others cooperatively	3.76	1.63
I am held accountable for achieving specific results	3.63	1.69
I usually achieve my performance goal	3.59	1.65
I spent minimum effort and time to complete my job	3.70	1.62
Understanding my target allow me to focus on my work and to have high performance	3.57	1.61
Aggregate mean	3.71	1.60

Source: Survey's Data, 2024

The descriptive pattern with moderately high means across performance planning, appraisal, ongoing feedback and corrective action indicates that star-rated hotels in Addis Ababa possess formal PMS elements but still have important implementation gaps, particularly in clarity and consistency of standards and follow-up; this aligns with Aguinis (2013) and Pulakos (2009), who stress that presence of PMS components alone is insufficient without clear standards and frequent managerial interaction. Item-level results show that participatory planning appears motivating while appraisal criteria remain less clearly communicated a combination that supports motivation yet weakens the diagnostic value of appraisals (Mcafee & Champagne, 1993; Judy, 2018). The relatively higher aggregate mean for corrective action suggests organisations are more consistent in linking appraisal results to tangible outcomes, including both administrative decisions (e.g., demotion, promotion) and developmental support (e.g., training). However, theory cautions that for corrective measures to be fully effective, they must be paired with timely, developmental feedback to avoid undermining intrinsic motivation (Ilgen & Davis, 2000; Christ et al., 2012; Nugroho & Muhamad, 2016). Finally, employee self-ratings reveal generally positive capability and perceived organisational support but somewhat lower accountability and goal attainment, pointing to likely implementation shortcomings such as vague targets or irregular follow-ups that prevent competence from consistently translating into achieved goals (Pulakos, 2009; Aguinis, 2013).

4.2 Correlation Analysis

A Pearson correlation analysis ($N = 242$) revealed significant and positive relationships between employee performance (EP) and all the independent variables: performance planning (PP; $r = 0.645$, $p < 0.01$), performance appraisal process (PAP; $r = 0.548$, $p < 0.01$), ongoing feedback (OGF; $r = 0.660$, $p < 0.01$), and corrective action (CA; $r = 0.680$, $p < 0.01$). EP showed the strongest correlation with CA ($r = 0.680$), followed by OGF ($r = 0.660$), PP ($r = 0.645$), and PAP ($r = 0.548$). Significant inter-correlations were also observed among the predictors. PP correlated strongly with PAP ($r = 0.600$, $p < 0.01$) and moderately with OGF ($r = 0.491$, $p < 0.01$); CA demonstrated moderate correlations with PP ($r = 0.349$, $p < 0.01$) and OGF ($r = 0.401$, $p < 0.01$), and a weak correlation with PAP ($r = 0.213$, $p < 0.01$). All correlations were significant at the 0.01 level (two-tailed), indicating consistent linear associations among the variables. These results suggest that structured performance-management practises particularly corrective action and ongoing feedback are strongly associated with employee performance, while performance planning and appraisal processes also contribute to this relationship. Nevertheless, because correlation does not imply causation, further

regression and mediation analyses are needed to determine the unique effects and underlying mechanisms. See table 5 below:

Table 5. Pearson Correlation coefficients between dependant and independent variables (N=242)

Variable	PP	PAP	OGF	CA	EP
PP	1				
PAP	0.600**	1			
OGF	0.491**	0.428**	1		
CA	0.349**	0.213**	0.401**	1	
EP	0.645**	0.548**	0.660**	0.680**	1

Note. PP = Performance Planning; PAP = Performance Appraisal Process; OGF = Ongoing Feedback; CA = Corrective Action; EP = Employee Performance.

**p < 0.01 (2-tailed).

Source: Survey's Data, 2024

Strong, positive correlations between employee performance and all PMS components especially corrective action ($r = 0.680$) and ongoing feedback ($r = 0.660$) are consistent with the hypothesised direct links (Hypotheses 1–4) and echo empirical findings from Listiani & Kartini (2015) and Samwel (2018). Furthermore, the pattern of significant inter-correlations among all predictors reinforces the view that these components function as an integrated, interconnected system rather than isolated events (Pulakos, 2009). However, as correlation does not imply causation, the subsequent regression and mediation analyses are necessary to unpack unique effects and mechanisms.

4.3 Model Assumptions Test

Before conducting the regression analysis, a series of diagnostic tests were performed to verify that the data did not violate the assumptions of regression. The tests included normality of residuals, linearity, multicollinearity, homoscedasticity, model specification (Ramsey RESET), and autocorrelation (Durbin–Watson).

4.3.1 Normality Test

Normality of the error term was assessed using Kolmogorov–Smirnov and Shapiro–Wilk tests on the unstandardised residuals. Neither test rejected normality: Kolmogorov–Smirnov = 0.052 ($df = 242, p = 0.200$) and Shapiro–Wilk = 0.993 ($df = 242, p = 0.304$). See table 6 below:

Table 6. Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardised Residual	0.052	242	0.200*	0.993	242	0.304

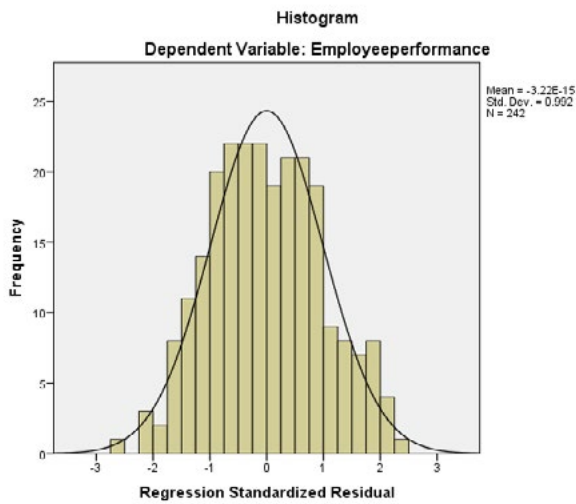
*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Survey's Data, 2024

Further a visual inspection of the residual histogram (figure 1) also supported approximate normality. These results indicate that the normality assumption is met.

Figure 1. Normality Test

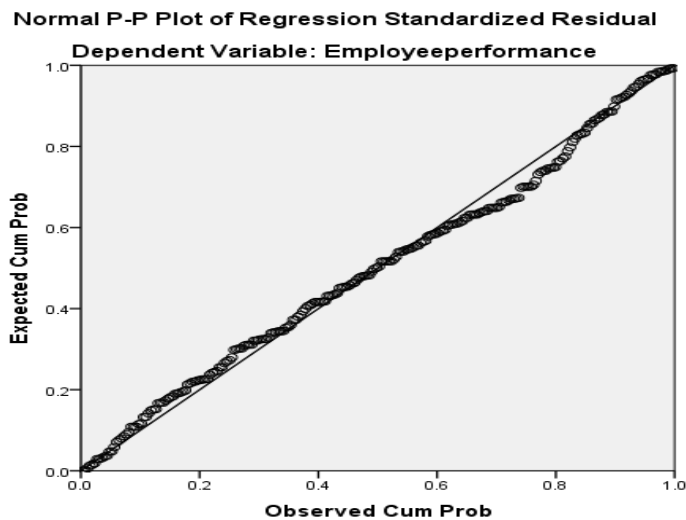


Source: Survey's Data, 2024

4.3.2 Linearity Test

Linearity between each predictor (performance planning, performance appraisal process, ongoing feedback, corrective action) and the dependant variable (employee performance) was evaluated visually with P-P plots and via a model specification test. The P-P plot (figure 2) showed that observed and predicted values align closely with the diagonal (no systematic departures), indicating linear relationships.

Figure 2. Linearity test



Source: Survey's Data, 2024

4.3.3 Test of Multicollinearity

Multicollinearity was checked using tolerance and variance inflation factor (VIF) statistics. All predictors showed acceptable tolerance and VIF values: Performance planning (Tolerance = 0.552, VIF = 1.812), Performance appraisal process (Tolerance = 0.615, VIF = 1.626), Ongoing feedback (Tolerance = 0.671, VIF = 1.489), Corrective action (Tolerance = 0.806, VIF = 1.240). Because VIFs are well below common cut-offs (e.g., 10, and even below 5) and tolerance values are comfortably above small-value thresholds, there is no indication of problematic multicollinearity among the independent variables. See table 7.

Table 7. Multicollinearity Test

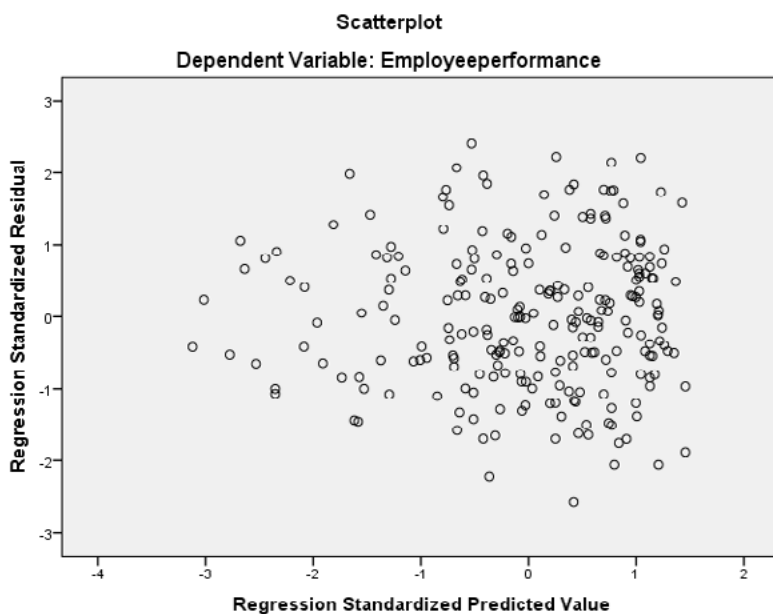
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Performance Planning	0.552	1.812
1 Performance appraisal process	0.615	1.626
Ongoing feedback	0.671	1.489
Corrective Action	0.806	1.240

Source Survey's Data, 2024

4.3.4 Homoscedasticity

Homoscedasticity was evaluated visually using a scatterplot of residuals (figure 3) and formally with White's test. The scatterplot showed a random distribution of points with no discernible pattern, indicating no visible heteroscedasticity. This conclusion was confirmed by White's test: the auxiliary regression returned $R^2 = 0.056$, giving $LM = n \times R^2 = 242 \times 0.056 = 13.552$ ($\chi^2(14) = 13.55, p = 0.484$), which provides no statistical evidence of heteroscedasticity. Therefore, the homoscedasticity assumption is satisfied.

Figure 3. Homoscedasticity



Source: Survey's Data, 2024

4.3.5 Model Specification (Ramsey RESET)

Model specification was assessed using the Ramsey RESET test to detect omitted nonlinearities or functional-form misspecification. The RESET test (adding squared and cubed predicted values) produced an R^2 change = 0.000 and $F(2,235) = 0.192, p = 0.826$, indicating no evidence of model misspecification or omitted nonlinear terms.

4.3.6 Autocorrelation (Durbin-Watson)

Autocorrelation of residuals was examined with the Durbin-Watson statistic. The model produced a Durbin-Watson value of 1.95, which is close to the ideal value of 2 and indicates no serious first-order autocorrelation in the residuals. Please see table 8.

Table 8. Durbin–Watson Test for Autocorrelation

Model Summary ^b	
Model	Durbin-Watson
1	1.950 ^a

a. Predictors: (Constant), Corrective action, Performance appraisal process, Ongoing feedback, Performance planning

b. Dependant Variable: Employee performance

Source: Survey's Data, 2024

4.4 Regression Results

4.4.1 Model Summary

A multiple regression analysis as displayed in table 9 below was conducted to evaluate the extent to which corrective action, ongoing feedback, performance appraisal process, and performance planning collectively predict employee performance. The model explained 74.5% of the variance in employee performance ($R^2 = 0.745$, adjusted $R^2 = 0.741$). The multiple correlation coefficient ($R = 0.863$) indicated a strong positive relationship between the predictors and the dependant variable. The standard error of the estimate (0.59803) demonstrated that the average deviation of observed employee performance scores from the model's predicted values was approximately 0.60 units. These results suggest that the combination of performance planning, ongoing feedback, performance appraisal processes, and corrective action serves as a robust predictor of employee performance.

Table 9. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.863 ^a	0.745	0.741	0.59803

a. Predictors: (Constant), Corrective action, Ongoing feedback, Performance appraisal process, Performance planning

b. Dependant Variable: Employee performance

Source: Survey's Data, 2024

4.4.2 The Analysis of Variance (Model Fitness)

To determine whether the combined predictors namely corrective action, continuous feedback, the performance appraisal process, and performance planning significantly predicted employee performance, a one-way analysis of variance (ANOVA) was performed as can be seen from table 10 below. A large percentage of the variance in employee performance can be explained by the variables taken together, according to the statistically significant regression model ($F(4, 237) = 173.552$, $p < 0.001$). The model appears to be a good match for the data, as indicated by the large F-value and the low significance level ($p < 0.001$).

Table 10. The Analysis of Variance

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	248.276	4	62.069	173.552	0.000 ^b
	Residual	84.761	237	0.358		
	Total	333.036	241			

a. Dependant Variable: Employee performance

b. Predictors: (Constant), Corrective action, Ongoing feedback, Performance appraisal process, Performance planning

Source: Survey's Data, 2024

4.4.3 Multiple Regression Analysis

According to a multiple regression analysis, as shown in Table 11, employee performance was significantly predicted by performance planning, performance appraisal processes, ongoing feedback, and corrective action ($p < 0.001$). Based on the unstandardised coefficients, employee performance increased positively for every unit increase in performance planning ($B = 0.244$, $SE = 0.045$), performance appraisal processes ($B = 0.240$, $SE = 0.053$), ongoing feedback ($B = 0.320$, $SE = 0.045$), and corrective action ($B = 0.494$, $SE = 0.041$). Corrective action ($\beta = 0.442$) and ongoing feedback ($\beta = 0.285$) were further highlighted by the standardised coefficients as the strongest unique predictors. The substantial constant term ($B = -1.089$, $SE = 0.197$, $p < 0.001$) suggests that, without these performance management practises, employee performance would be considerably lower. Overall, these results emphasise the importance of systematic performance management practises in enhancing employee performance, particularly corrective action and ongoing feedback.

Table 11. Multiple Regression Coefficients

Model	Coefficients				t	Sig.
	Unstandardised Coefficients		Standardised Coefficients			
	B	Std. Error	Beta			
(Constant)	-1.089	0.197			-5.534	0.000
Performance planning	0.244	0.045	0.237		5.369	0.000
1 Performance appraisal process	0.240	0.053	0.190		4.557	0.000
Ongoing feedback	0.320	0.045	0.285		7.124	0.000
Corrective action	0.494	0.041	0.442		12.107	0.000

a. Dependant Variable: Employee performance
 Source: Survey's Data, 2024

4.4.4 Regression Equation

A multiple regression model was used to determine whether independent variables, as symbolised by PP=performance planning, PAP= performance appraisal process, OGF=ongoing feedback, and CA=corrective action altogether affected the dependant variable EP= employee performance. The Multiple regression models were as follows:

$$EP = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \Sigma_0 + e$$

$$EP = \beta_0 + \beta_1(TD) + \beta_2(PAP) + \beta_3(OGF) + \beta_4(RS) + e$$

$$EP = -1.089 + 0.244(PP) + 0.240(PAP) + 0.320(OGF) + 0.494(CA) + e$$

Where; EP= the dependant variable (Employee Performance)

PP= the first independent variable (Performance Planning)

PAP= the second independent variable (Performance Appraisal Process)

OGF= the third independent variable (On-Going Feedback)

CA= the fourth independent variable (Corrective Action)

β_0 =intercept of the equation

e = error term

Diagnostic checks (normality tests, P-P plot and Ramsey RESET, VIF/tolerance for multicollinearity, White's test for heteroscedasticity, and Durbin-Watson) show that key assumptions are sufficiently met,

lending credibility to the ensuing regression estimates and aligning with best-practise recommendations in quantitative Performance Management Systems research (Aguinis, 2013). The regression model explains a large share of variance in employee performance ($R^2 = 0.745$), and the positive, significant coefficients for performance planning, appraisal, ongoing feedback, and corrective action confirm Hypotheses 1–4. In particular, corrective action ($\beta = 0.442$) and ongoing feedback ($\beta = 0.285$) emerge as the strongest unique predictors, indicating that both targeted corrective mechanisms and continuous managerial interaction are central to improving employee outcomes, consistent with Pulakos's (2009) emphasis on frequent feedback and Aguinis's (2013) focus on actionable performance information. The large intercept indicates that without these structured practises, employee performance would be low, showing how important it is to use PMS activities in daily management. At the same time, the unique effects of appraisal and planning show that formal systems add value alongside feedback and corrective action, rather than replacing them.

4.5 Mediation Analysis

A parallel mediation model was tested using the Jamovi GLM Mediation procedure with bias-corrected and accelerated bootstrap confidence intervals ($N = 242$; 2,000 resamples), specifying ongoing feedback and corrective action as parallel mediators between performance management practises (performance planning and performance appraisal) and employee performance. See table 12.

4.5.1 Performance Planning

Consistent with the proposed model, performance planning showed significant associations with both mediators: planning was positively related to corrective action ($B = 0.318$, 95% BCa CI [0.147, 0.486], $p < 0.001$) and ongoing feedback ($B = 0.335$, 95% BCa CI [0.197, 0.487], $p < 0.001$), and both mediators in turn were positively related to employee performance (corrective action: $B = 0.494$, 95% BCa CI [0.415, 0.582], $p < 0.001$; ongoing feedback: $B = 0.320$, 95% BCa CI [0.238, 0.404], $p < 0.001$). These component paths produced significant indirect effects of planning via corrective action ($B = 0.157$, 95% BCa CI [0.074, 0.252], $p < 0.001$) and via ongoing feedback ($B = 0.107$, 95% BCa CI [0.058, 0.172], $p < 0.001$), while the direct effect of planning remained significant ($B = 0.244$, 95% BCa CI [0.159, 0.335], $p < 0.001$), indicating partial mediation and a substantial total effect ($B = 0.508$, 95% BCa CI [0.376, 0.642], $p < 0.001$). This pattern shows that performance planning helps employees focus their efforts by giving clear goals and expectations. It also encourages managers to provide corrective actions and helpful feedback that improve performance. This supports performance management theories that describe planning as the stage where standards and benchmarks are set for feedback and corrective action (Pulakos, 2009; Aguinis, 2013). It also agrees with studies showing that corrective actions work best when they are linked to clear goals and specific information about performance gaps (Ilgen & Davis, 2000; Nugroho & Muhamad, 2016).

4.5.2 Performance Appraisal

For the performance appraisal process, the component paths revealed a different pattern: appraisal was not significantly associated with corrective action ($B = 0.007$, 95% BCa CI [-0.175, 0.191], $p = 0.938$) and its indirect effect via corrective action was non-significant ($B = 0.003$, 95% BCa CI [-0.089, 0.094], $p = 0.938$); however, appraisal significantly predicted ongoing feedback ($B = 0.234$, 95% BCa CI [0.062, 0.420], $p = 0.002$), which then predicted employee performance producing a significant indirect effect via feedback ($B = 0.075$, 95% BCa CI [0.022, 0.144], $p = 0.005$), while the direct effect of appraisal remained significant ($B = 0.240$, 95% BCa CI [0.142, 0.341], $p < 0.001$) and the total effect was smaller than planning's ($B = 0.319$, 95% BCa CI [0.167, 0.492], $p < 0.001$). This suggests that performance appraisal mainly serves as a platform for sharing information and supporting employee development. It contributes to ongoing feedback rather than immediately leading to corrective actions. This matches what the literature says that appraisal works best when it encourages coaching and continuous conversations instead of strict enforcement (Mcafee & Champagne, 1993; Pulakos, 2009; Armstrong, 2014). Therefore, improving the connection between appraisal and feedback, such as using appraisal meetings to start regular coaching may be more effective for boosting performance than using appraisal to trigger corrective action.

Table 12. Parallel Mediation Model: Indirect Effects, Component Paths, Direct Effects, and Total Effects

Effect	B	SE	95% BCa CI	β	z	p
Indirect effects						
Performance planning → Corrective action → Employee performance	0.157	0.0366	[0.0744, 0.2524]	0.153	4.298	< 0.001
Performance planning → Ongoing feedback → Employee performance	0.107	0.0251	[0.0577, 0.1720]	0.104	4.284	< 0.001
Performance appraisal → Corrective action → Employee performance	0.003	0.0420	[-0.0894, 0.0940]	0.003	0.078	0.938
Performance appraisal → Ongoing feedback → Employee performance	0.075	0.0268	[0.0217, 0.1444]	0.059	2.789	0.005
Component paths						
Performance planning → Corrective action	0.318	0.0692	[0.1472, 0.4862]	0.346	4.591	< 0.001
Corrective action → Employee performance	0.494	0.0404	[0.4154, 0.5816]	0.442	12.235	< 0.001
Performance planning → Ongoing feedback	0.335	0.0629	[0.1970, 0.4867]	0.366	5.331	< 0.001
Ongoing feedback → Employee performance	0.320	0.0445	[0.2382, 0.4041]	0.285	7.198	< 0.001
Performance appraisal → Corrective action	0.007	0.0850	[-0.1750, 0.1907]	0.006	0.078	0.938
Performance appraisal → Ongoing feedback	0.234	0.0772	[0.0615, 0.4202]	0.208	3.025	0.002
Direct effects						
Performance planning → Employee performance	0.244	0.0449	[0.1591, 0.3349]	0.237	5.426	< 0.001
Performance appraisal → Employee performance	0.240	0.0522	[0.1415, 0.3409]	0.190	4.605	< 0.001
Total effects						
Performance planning → Employee performance	0.508	0.0611	[0.3763, 0.6422]	0.494	8.325	< 0.001
Performance appraisal → Employee performance	0.319	0.0749	[0.1665, 0.4918]	0.252	4.251	< 0.001

Source Survey's Data, 2024

Note. N = 242. B = unstandardised coefficient; SE = standard error; β = completely standardised coefficient. All confidence intervals are bias-corrected bootstrap intervals based on 2,000 resamples. Although bootstrap CIs are essential for indirect effects and direct/total effects are conventionally reported with normal-theory CIs, all effects are presented here with bias-corrected bootstrap CIs for consistency with the software output.

4.6 Hypothesis Summary

To ascertain if the study hypotheses were accepted or rejected, they were tested using the unstandardised coefficients, and p-values, as indicated in table 13. Based on the results, the researcher came to the conclusion that all four variables of performance management system (corrective action, ongoing feedback, performance appraisal process, performance planning) were statistically significant and increased employee performance in the four star-rated hotels in Addis Ababa.

Table 13. Analysis of Hypothesis

	B	p-value	Decision
H1. There is a significant positive effect of performance planning on employee performance	0.208	0.000	Accepted
H2. There is a significant positive effect of performance appraisal process on employee performance	0.230	0.000	Accepted
H3. There is a significant positive effect of ongoing feedback on employee performance	0.346	0.000	Accepted
H4. There is a significant positive effect of corrective action on employee performance	0.461	0.000	Accepted
H5. Ongoing feedback mediates the positive relationship between performance planning and employee performance	0.104	0.001	Accepted
H6. Corrective action mediates the positive relationship between performance planning and employee performance	0.0153	0.001	Accepted
H7. Ongoing feedback mediates the positive relationship between the performance appraisal process and employee performance	0.059	0.005	Accepted
H8. Corrective action mediates the positive relationship between the performance appraisal process and employee performance	0.003	0.938	Rejected

4.7 Theoretical Implications

The study contributes to performance management theory by reinforcing the view that a Performance Management System (PMS) functions as an integrated and continuous cycle rather than a set of isolated administrative practices. The findings demonstrate that performance planning, performance appraisal, ongoing feedback, and corrective action collectively influence employee performance, with the model explaining a substantial 74.5% of its variance ($R^2 = 0.745$). More importantly, the study advances theory by uncovering the mechanisms through which these practices operate. Performance planning influences employee performance both directly and indirectly through ongoing feedback and corrective action, confirming its foundational role in shaping subsequent managerial processes and employee outcomes within the PMS cycle.

Furthermore, the study refines theoretical understanding by revealing an asymmetric mediation pattern among PMS components. While ongoing feedback and corrective action both mediate the relationship between performance planning and employee performance, only ongoing feedback mediates the relationship between performance appraisal and employee performance, with corrective action showing no significant mediating role. This indicates that performance appraisal functions primarily as a developmental and communication-oriented mechanism rather than a direct trigger for corrective intervention. At the same time, corrective action emerges as a strong predictor of performance when aligned with clear planning and supported by feedback, highlighting its developmental rather than purely punitive role. Overall, the study extends PMS theory by emphasising the differentiated roles of system components and the importance of continuous managerial interaction in translating formal performance management practices into actual performance outcomes, particularly in service-oriented contexts such as the hotel industry.

4.8 Practical Implications

This study offers actionable guidance for hotel managers and HR practitioners seeking to improve employee performance by strengthening Performance Management Systems (PMS). The findings support a shift from seeing PMS as an annual administrative task toward treating it as an integrated, day-to-day management cycle centred on clear expectations and continuous managerial dialogue.

First, the foundational role of performance planning should be prioritised. Participatory goal-setting establishes clear, mutually understood expectations and both directly and indirectly enhances performance (planning total effect $\beta = 0.494$, $p < 0.001$; direct $\beta = 0.237$, $p < 0.001$; indirect via corrective action $\beta = 0.153$, $p < 0.001$; indirect via feedback $\beta = 0.104$, $p < 0.001$). HR should train managers to facilitate collaborative planning workshops and document agreed targets rather than simply assigning targets.

Second, ongoing feedback should be institutionalised as a routine managerial activity. Feedback was the primary mediating channel in our model and a unique predictor of performance ($\beta = 0.285$, $p < 0.001$).

Hotels should move beyond once-a-year reviews by implementing regular, timely check-ins (for example, brief weekly or bi-weekly conversations where appropriate), focused on progress, coaching, and immediate course correction; managers need training to deliver specific, constructive feedback.

Third, corrective action should be reframed and used developmentally. Corrective action is a strong driver of performance ($\beta = 0.442, p < 0.001$) but adds value primarily when linked to clear expectations from planning. Corrective steps should emphasise support (tailored training, mentoring, resource adjustments) rather than punishment, with follow-up actions documented and reviewed.

Finally, the appraisal process should be redesigned to trigger development. In this study, appraisal produced an indirect effect via feedback but did not predict corrective action (appraisal→corrective non-significant, $p = 0.938$), implying appraisal often fails to generate follow-through. Appraisal discussions should therefore produce concrete, time-bound improvement plans with accountable owners.

5. Conclusion

This study underscores the important role of Performance Management Systems (PMS) in shaping employee performance within Addis Ababa's established four-star hotels. Respondents generally rated PMS components positively, and bivariate analyses revealed strong, positive associations between employee performance and each PMS element. Regression results indicated that corrective action and ongoing feedback emerged as the most influential unique predictors of performance, while performance planning and the appraisal process also made meaningful contributions. Mediation analyses further clarified the internal dynamics of the system: performance planning enhanced performance both directly and indirectly by strengthening ongoing feedback and enabling corrective action, whereas the appraisal process affected performance primarily through the feedback it generated and did not reliably trigger corrective follow-up.

Taken together, these findings suggest that PMS should be treated as an integrated, continuous management cycle rather than a one-off administrative event. Hotels that emphasise participatory goal-setting, clear and shared performance standards, routine monitoring and dialogue, and developmentally framed corrective steps are better positioned to convert appraisal information into actual performance improvement. For managers, fostering transparent communication, timely recognition, and documented follow-through after appraisal conversations can help align individual growth with organisational objectives and cultivate a culture of sustained performance excellence.

It is important to recognise a few limitations in spite of the robust research design. Depending only on self-administered surveys can trigger biases such as social desirability and subjective reporting, which could affect the accuracy of performance assessments. Other than that, the cross-sectional nature of the study made it difficult to observe changes over time or establish causality. Additionally, by focussing exclusively on hotels that have been operating for at least 20 years, the viewpoints and maybe innovative performance management strategies of more recent enterprises would have gone overlooked.

Future research may build on these findings by examining the long-term effects of performance management processes on employees using a longitudinal design. In order to reduce the potential biases in self-reported data, a mixed-methods approach that blends quantitative surveys with focus groups or qualitative interviews may provide deeper insights. A larger range of hotels, such as the ones that are just getting started, might be included in the sample to increase the generalisability of the data and facilitate comparative analysis.

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